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School of Commerce  
College of Business and Economics  
Marketing Management Department

**Effect of personality traits and ability on sales performance in case of  
All Mart Supermarkets, Selected branches**

**By  
Abiy Nega**

A research thesis report submitted to Addis Ababa University School of Commerce  
in partial fulfillment of requirements for the Award of Master of Art Degree in  
Marketing Management

Advisor: Belaynesh Tefera (Asst. Prof.)  
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Addis Ababa, Ethiopia

**THE EFFECT OF PERSONALITY TRAITS AND ABILITY ON SALES  
PERFORMANCE: THE CASE OF ALL MART SUPERMARKETS,  
SELECTED BRANCHES**

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## Declaration

I, Abiy Nega, hereby declare that the thesis entitled “The Effect of personality traits and ability on sales performance: The Case of All Mart supermarket, selected branches”, is submitted by me for the partial requirement of Master of Arts degree in Marketing Management from Addis Ababa University. I affirm that this thesis is an original work that has not been presented for the award of any other Degree, Diploma, Fellowship or other similar titles of any other university or institution.

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## Certification

This is to certify that this thesis entitled “The Effect of personality traits and ability on sales performance: The Case of All Mart supermarket, selected branches” is submitted in partial fulfillment of the requirements for Master of Arts degree in Marketing Management to School of Commerce, Addis Ababa University, through the Department of Marketing Management. The research conducted by Mr. Abiy Nega, is an authentic work carried out by him under my guidance. The matter embodied in this thesis has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

Advisor: Belaynesh Tefera (Asst. Prof.)

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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## **ACRONYMS**

**AEL** -Active empathic listening

**AMO** - Ability, Motivation and opportunity

**CD RW** -Compact disc rewritable

**EQ** -Emotional quotient or emotional intelligence

**FFM**-Five factor model

**FMCG**-Fast Moving Consumer Goods

**HRM** -Human resource management

**IRI** -Interpersonal Reactivity Index

**STATA**- South Texas Art Therapy Association

## ABSTRACT

*The literature review showed that there was no sufficient evidence to demonstrate the effect of personality traits and ability on organization sales performance. Hence, this study was conducted using a case of All Mart super markets. The study used quantitative study involved 226 sales persons and 10 purposively sampled interviewees from all the three sales branch offices of All Mart supermarkets in Addis Ababa. The quantitative data was cleaned, organized and analyzed using STATA version different software and qualitative data was analyzed using appropriate qualitative data analysis method.*

*Out of the total 226 study participants (28.5%) study participants were between 26 –30 years of age, 52.0% were males and 68.3% were married. The majority of the study participants (75.6%) were first-degree holders and. (45.5%) of the study participants has worked above 10 years in All Mart supermarkets and nearly half of the study participants (48.8%) worked as sales persons between 2 –5 years. The majority of the study participants (85.4%) were currently working as a sales person. The personality trait and ability finding showed, The study finding showed, 80% of the study participants has ambitiousness, 86% participants has physical ability, 57.8% has assertiveness personality trait, 90.25% participants has cognitive ability and 72 % has empathy personality trait. Over four in ten study participants reported that All Mart supermarkets did not have sales performance among its customers. Moreover, nearly half of the study participants reported that All Mart supermarkets did not have a good sales performance among the public, media and its employee. Years of experience in All mart super markets is found to be a significant determinant ( $p < 0.05$ ) of all personality traits except empathy. Age, sex, education, marital status and sales position were significant determinants for one of the personality traits and ability.*

*In conclusion, personality traits and ability showed significant effect on organization sales performance. Sales persons in All Mart supermarkets strongly did not agree that All Mart supermarkets had a good sales performance. Moreover, sales persons did not have good understanding of the personality traits and ability. Hence, considering the study limitations actions need to be taken based on the study recommendations.*

**Key terms:** *personality traits, empathy, physical ability, cognitive ability, ambitiousness, assertiveness, sales performance*

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## CHAPTER ONE

### INTRODUCTION

This chapter presents the introductory part of the study, which includes the background of the study and background of organization, the statement of the problem, the research questions, objective of the study, definition of terms, significance and the delimitation of the study.

#### **1.1. Background of study**

First this study is on the effects of personality traits and ability on sales performance in case of All Mart supermarket, selected branch. The researcher begins with defining the terms or variables of the study. Etymological meaning of word of 'personality' has been derived from the Latin phrase 'persona' meaning "mask". The word 'personality' first utilized in Greek for which means of theatrical masks which the Greek actors commonly used to wear on their face earlier than coming to the stage for performing. In this experience, within the historical day's personality become meant the outward look of a person. In present the word personality is defined in various ways and techniques. Definitions of personality were described by way of means of various psychologists in different ways. Following are some of the modern-day definitions of personality. Personality refers to important or behaviors of a man or woman. These behaviors are both hidden and open and they always decide differences or commonality of conduct in a particular business organization enterprise (Friedman, 2016). Personality is the continuities, consistencies and stabilities of personality traits and dispositions over time define personality development (Larsen & Buss, 2008). ". Most of the personality psychologists give attention on how personality develops as well as the way it affects the manner we think and behave. Psychologists have a study how personality varies among human beings as well as how humans are similar. Further, they look into, diagnose, and deal with personality disorders. Whereas Personality traits reflect people's characteristic patterns of thoughts, feelings, and behaviors. Personality traits imply consistency and stability. Thus, trait psychology rests on the idea that people differ from one another in terms of where they stand on a set of basic trait dimensions that persist over time and across situations. The most widely used system of traits is called the Five-Factor Model.

Even though to some the term personality refers to all aspects of a person's ability, typical usage divides the field into research of ability and personality. Tests of ability are regarded as maximal performance measures. Ability is construed as the best one can do on a specific measure in a limited time (speed test) or with limitless time (power test). (Gate, 2007). Personality measures are estimates of average performance and normally consist of reports of preferences and estimates of what one normally does and how one perceives oneself and is perceived by others. According to Gate (2007: 02) ability is defined as the state of being capable of do something, or your level of skill at doing something. Whereas, Hornby (1995: 02) stated that ability is the mental or physical capacity, power or skill required to do. Further, Simon & Schuster (1999: 879) ability is defined as riches, wealth of substance, that is approach or which provide the electricity of doing the positive acts. Then, Heinle (2008: 02) stated that ability is the quality or skill that you have which can makes it viable for you to do something. Moreover, Kipfer (1999: 02) ability is defined as natural or acquired power in a selected activity. She also described it as aptitude, functionality, potential, competence, competency, comprehension, agility, gift, facility, intelligence, might, potentiality, qualification, resourcefulness, skill, power, talent and understanding. Based totally on some definitions of ability above, the researcher concludes that capacity is the power or skill to do

something in a particular activity.

Sales performance describes the fashion of collections in terms of revenue when evaluating one-of-a-kind intervals (Mc Cathy 1994). The sales may be in shape of providing services or physical products to consumers. A service is any interest or benefit that one party can provide to another that is largely intangible and does not result in possession of any aspect (Kotler and Armstrong, 2012). Within the direction of the sales persons self-efficacy, as a manner of studying their personal performance, Krishnan, Netemeyer, and Boles (2002) defined sales performance is related to the performance perception as for their sales in phrases of cost, of the. A sales personality encapsulates the high-quality traits that are correlated to promoting success. Someone with a sales personality tends to encompass all the traits that lead to superior sales performance. Inspiring by this study many researchers agree with, constructing strong relationships and locating the right answers to the right problems.

In the past, the connection among personality and ability trends and sales performance has been properly examined (Chow & Ong, 2015; Pendharkar & Pandey, 2011). Likewise, there are five large personality developments that are valid predictors of sales performance: extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience (Sitser et al., (2013). Miller (2015) explain the five-factor model (FFM) is based on the statement there may be a strong connection among the personality of a shop clerk and their performance. Earlier studies have investigated this notion in the retail, banking, insurance and motel industries (Barrick & Mount, 1991; Magandini & Ngwenya, 2015). Sung and Choi (2009) claimed there's a nexus among personality and person's creativity. Additionally, Caisdy (2012) believes there's a link among fashion consciousness and prestige sensitivity. But, there has been no recognized examine that measured the effect of FFM to sales performance inside Ethiopia organizations.

Every business enterprise is bigger than their product. A product despite however wonderful it's looks most typically isn't comfortable to convert an individual to buy for it. That's why sales representatives very important. Each representative is that the face of his or her company to purchasers, giving personality to associate with once product and enterprise. An organization emblem and advertising try and add personality to the business enterprise, but salespeople fully pressure it domestic. That's during which a salesperson personality comes into play. A sales representative's personality, ability and mind-set can manner the customer's feelings toward the merchandise, corporation, and logo. The way or the style a shopper feeling toward the organization and product can typically decide the way the consumer feels toward the commercial enterprise, moreover as no matter they sell, do or make. A financial gain of the enterprise need to be compelled to deliver customers prime quality, assured emotions concerning the offerings or merchandise they're thinking. This will in turn determine how the pleasant salespeople are to customers. (Malik et al., 2012)

"Right sales strategies" do not define clever sales. Several determinants have an effect on sales performance and distinguish among clever and poor sales representatives that create one sale individual stand out. The big five models, developed by Costa and McCrae (1992), has become a well-liked tool for understanding the link between effect of personality and ability and also the behavior of various people. The researchers focus on 4 subjective self-assessment variables they

are empathy, assertiveness and ambitiousness and ability effects on sell performance from the scope of the big 5 model developed by Costa and McCrae (1992). Combine the degree of ambition, sympathy, self-assertion and ability and their impact on sales performance will be analyzed.

Majority of the studies discussed above related to research conducted outside Ethiopia and for goods other than consumer goods. It is important to note that different goods may differ from each other as they each have unique of image attributes which may affect the personality and ability of the sales representatives offering such products. Therefore, findings in the above reviewed literature cannot be generalized to other products categories. Therefore, the salesman personality and ability its effect on sales performance need to be further tested. There has been very few recognized examine that measured the effect of FFM to sales performance inside Ethiopia organizations.

## **1.2. Background of Organization**

From recent studies from Spain define supermarket as a large self-service supermarket selling groceries and dairy products and household goods having surface area within range of 100m<sup>2</sup>-2,500m<sup>2</sup> in our country there is lack of standard for clarifying store as supermarket or not the responsible government body should use this kind of standards to clarify organization as super market or not. According to the Webster International dictionary (1993), a Supermarket is a self-service store offering a wide variety of food and household merchandise, organized into departments. It is bigger and has a wider selection than a traditional grocery store, and it is smaller than a hypermarket or superstore. This sort of save is greater and has a much broader choice than earlier grocery shops, but is smaller and more limited within the variety of products than a hypermarket or big-container marketplace. In everyday Ethiopia going to supermarkets become flourishing culture among middle and high sale urban society. Even low income people are showing interest because of fair price strategies used by some supermarkets like All Mart.

All Mart supermarket usually has places for clean meat, clean products, dairy, baked goods, etc. Shelf space is likewise reserved for canned and packaged goods and for diverse non-meals products consisting of kitchenware, household cleaners, children playing gadgets, cosmetics product and pharmacy products. The supermarkets additionally sell different household merchandise which are replaced often, along with alcohol (in which authorized), medicine, and clothing, and some promote a much wider range of non-food merchandise like DVDs, sporting equipment, board video games, and holiday and seasonal goods.

It has been a little over 8 years since All Mart opened its door for business at Gerji. The supermarket has shown steady progress in all areas and researcher extremely happy about it. To underline that much of the credit for the progress goes to the valued and loyal customers. Customer's continuous positive feedback about the prices, customer handling & care, fair price, able to purchase for all their need under one roof and availability of wide range of goods are what keeps All Mart supermarket favorable place to shop. All Mart supermarkets are going on the favorable or the right direction. Such comments indeed help All Mart achieves more and come up with new ideas and changes. In addition to the customers, hundreds of employees (family member of All Mart) are also the backbone and the driving force for All Mart supermarket success. All

Mart supermarkets have three branches and they are located in Jomo, Gergi and Bistrate Gebreal. All Mart supermarkets are great supermarket providing fair or sometimes low price for the good sold to its customer.

### **1.3. Statement of Problem**

According to some authors (Verboncu, Zalman, 2005) performance is "a particular result obtained in Management, Economics, Marketing, and many others. That prints capabilities of competitiveness, efficiency and effectiveness of the company and its procedural and structural components. Performance can be regarded as synonym of competitiveness. The five key business performance objectives for any organization include Excellency, speed, dependability, flexibility, and cost. In relation to business performance objectives you're likely aware that performance and productiveness are very important.

There are many elements that have been proved to affect the performance of sales persons and those include the factors like perceptions of roles, variables of the organization, talents, efforts, learning of the sales individuals, marketplace orientation each individual and organizational, sale abilities, orientation of the clients and lastly personal traits amongst numerous others (Churchil et al., 2013). Various checklists such as annual sales quantity, gross profit and purchasing power of family are used to show performance that is usually the basic goals of most of the sales people performance assessment. Psychologists have argued that behavior in particular in activity performance may be explained from analyzing the inherent traits deeply rooted within the person personality doing the job (Consiglio, Alessandri, Borgogni, & Piccolo, 2013; Hurtz & Donovan, 2000). It takes in this premise that the researcher takes a look at the personality traits and ability factors of the salespeople because it influences sales persons performance. The salesperson is responsible for greeting customers, helping them find items in the store, and ringing up purchases. To be successful as a salesperson you must have excellent communication skills. A good salesperson meets sales objectives while remaining polite and helpful to customers. Some pupils even agreed about, the indoors elements which include organizational cultures (Malik et al., 2012) or the external elements consisting of competition (Majeed, 2011) affect sell performance. But, the sale reviews of some companies show that some sales departments are failing to meet their targets or quotas. Their result confirmed inconsistent and inconclusive evidence.

Addis Ababa the capital city of Ethiopia is residence to a 3.5 million peoples. Its speedy urbanization and growth in disposable sales have intended changes in life style, food choices and eating habits amongst city customers. Subsequently, the increasing patronage of supermarkets and convenience shops. It is right information because it creates jobs inside the area and who could thoughts the comfort of getting a supermarket nearby. The goods at the supermarkets are used up and also replaced within very short time frames which range from days, weeks, months and years unlike the long-lasting products which will take long term before they may be replaced this led to spoilage or the deterioration of food and other perishable goods are now becoming common in the organization. Consequently, because of this, All Mart supermarket is faced with many challenges despite efforts to elevate sales volume by the companies which produce them. With consideration of this, highly skilled sales employees are important assets to the supermarket firms. Researches had been pursued at international levels been done on sales people, sales people personality traits, ability and sales performance. Karmur and Muhammad (2017) researched at the factors that could

affect the performance of sales individuals in the cell Smartphone carrier carriers in Bangladesh. They discovered out that both extrinsic and intrinsic motivation, compensation and organizational dedication could tremendously have an effect on the performance of an average sales person. Job satisfaction would now not affect this performance. To feature more on this, Memory and Tendai (2015) analyzed the results of personality of the salespersons on performance of sales associated with internet carrier providers of the telecommunication area in the Zimbabwe. There is proof that personalities and ability of salespersons substantially decide their success.

Knowing once personality traits and ability can help an employee modify behavior at work, play to strengths, enhance on weaknesses, have interaction with coworkers more successfully and in the long run cause profession achievement. The study focus on how the 3 personalities traits and 2 ability factors tested to persuade sales performance they are empathy, assertiveness ambitiousness and physical ability and cognitive ability effects on sell performance which all of them have great impact on sell performance. These factors used to boost salesmen capability, integrity, consider and confidence by way of matching sales person's sales success to the quota or goal set for that him/her, in place of comparing one sales personality and ability against the other or evaluating one sale individual to the rest of the team.

In addition the study could provide necessary information's to the study organization or All Mart supermarkets chain through. First they could develop their commercial enterprise with the aid of finding methods to increase sales or by searching out new markets. The sales department plays a pivotal role inside the fulfillment of the enterprise. The specific and vital role of sales is to bridge the gap among the ability and personality customers needs and the products/offering that the company offers that could fulfill their needs. Here are some of the benefits of properly organized sales can benefit All Mart supermarket. First sales lead conversions as mentioned earlier than, salespeople bridge the gap between customer needs and the product/provider that fulfils that need. Frequently, salespeople are dealing with already warmed up possibilities who have a current attention of the company via marketing and advertising efforts, and it's the job of the salesperson to close the deal through introducing further facts and assisting the consumer make the ones connections. Second it led to business growth which play a key role in the constructing of loyalty and trust among client and enterprise the supermarket business of All Mart. Finally organized sales caused the customers to consider and be loyalty which are the primary motives why a client would choose to recommend the organization to a friend or member of the family or write a tremendous assessment of the product or service on-line. Finally organized sales attempt additionally play very critical function to Ethiopia as a whole because growth in sell of organization mean growth in tax to government and the gathered tax assist to clear up social, financial and political problems of Ethiopia.

## **1.4 Research questions**

### **1.4.1 General research question**

What are the effects of sales person personality traits and ability factors on sales performance at All Mart supermarket, selected branch?

### **1.4.2. Specific-research questions**

The specific research questions are,

1. What are the effects of sales person empathy on sales performance?
2. How sales person assertiveness affect on sales performance?
3. What are the effects of sales person ambitiousness on sales performance?

4. What are the effects of salesman's physical ability on sales performance?
5. What are the effects of salesman's cognitive ability on sales performance?

## 1.5. Objectives of the study

### 1.5.1. General objective

The general objective of this study was to investigate the existence of relationship between sales person personality traits and ability on sales performance in case of all branches of All Mart supermarket, selected branches.

### 1.5.2. Specific objectives

The specific objectives are,

1. To determine the effect of sales person empathy on sales performance.
2. To determine the effect of sales person assertiveness on sales performance.
3. To determine the effect of sales person ambitiousness on sales performance.
4. To determine the effect of sales person physical ability on sales performance.
5. To determine the effect of sales person cognitive ability on sales performance.

## 1.6. Definition of term/ concept/ Construct

**Sales person** is a person (man or women) whose job is to sell a product or service in a given territory, in a store, or by telephone. (Goldberg, 1992)

**Personality traits** are a reflection of person characteristics patterns of thoughts, feelings, and behaviors. (Dward Diener, 2005)

**Sales performance** a person's or something's performance is how they're or how well they do something. (Gilbert, P., 2015)

**Assertiveness** is a healthful way of speaking. It is the capacity to speak up for ourselves in a way that is honest and respectful. (Anderson and Martin, 1995)

**Empathy** is the capacity to understand or feel what another person is experiencing from within their frame of reference. (Gilbert, P., 2017)

**Ambitiousness** is as a source of individual differences in goals. (Lockes, 1996)

**Ability** is the quality or skill that you have which can makes it viable for you to do something and unlike skill it is learned and natural but skill is learned. Heinle (2008: 02)

## 1.7. Significance of study

Based on past researches, most researches on the effects of personality traits and ability on sale performance has been conducted within the developed economies and their findings were inconclusive. Churchill, Ford, Hartley and Walker (1985), recognized affordable exhaustive set of factors influencing sell performance or to specify their interrelationships. Maslow (1970), Dion, Easterling and Miller (1995), Hollenbeck, Williams and Klein (1988) and Wiley and Carolyn (1997), tested the connection between personality traits and ability on sell performance. No matter quantity of literature on this area, there exist restrained empirical studies which have investigated sales person personality traits and ability trait on sales performance on supermarkets from rising economies like Ethiopia. Based in regard to discourse, this study with its highlight on sales person personality traits and ability trait will make a contribution to existing understanding on sales person personality traits and their sales performance inside the supermarket and related industries. It'll be useful the study organization to insight into crucial personality and ability trends that contribute to sell fulfillment. Researchers can use my research as a point of reference. Future researchers who will be researching on a similar or related topic will benefit from the findings by borrowing a leaf in form of related literatures. Again it will assist to build the knowledge of the

researchers and also make clear variables understanding.

### **1.8. Scoop (delimitations of study)**

The study was delimit in three ways of they were geographically, theoretically (study variables) and methodologically concepts.

#### **Geographically**

The study on the effect of personality and ability on sales performance was limited to all All Mart supermarkets branches located at around Addis Ababa sales activities of All Mart supermarkets at all branches will be analyzed.

#### **Variables**

This study emphasized assessing the effect of Personality traits and ability factors on sales performance at All Mart supermarket selected branch. The Big Five/FFM was developed to represent as much of the variability in every human personalities and ability as possible, using only a small set of trait dimensions that is because the big five model is big and the researcher focused on three middle range traits they are empathy, assertiveness and ambitiousness (Costa and McCrae, (1992) and physical ability and cognitive ability as other category.

#### **Methodologically**

The study targeted only sales person at the super market did not include other staff members from other departments. This is methodological delimitation. This is because the research focused on sales performance of the employ not other factors.

### **1.9. Organization of Study**

The study organized into five chapters. The first chapter presents the introductory part of the study, which details the background of the study, the statement of the problem, the basic research questions, objective of the study, Hypothesis, definition of terms, significance and the delimitation of the study. The second chapter is about a review of related literature relevant to the study, presenting theoretical and empirical review and hypothesis and finally conceptual framework of the study. The third chapter presents the Research Methodology, type and design of the study, the study population, the data resources, data collection. The fourth chapter Deals with a summary of findings, analysis and interpretation of data. The final chapter which is chapter five presents, conclusions, limitations of the study, and recommendations.

## CHAPTER TWO

### LITERATURE REVIEW

This chapter will provide some theoretical foundation of this study, then empirical review and the hypothesis. And finally the conceptual framework of the study is presented at the end of this chapter.

#### **2.1. Theoretical Foundation of the Study**

Theoretical literature review unlike the empirical review involves the study of theory rather than application with the aim to available theories and their relationships and also identifying the existing research gaps, therefore resulting in the development of new hypotheses that call for the study.

Various theories have been suggested and used by different scholars in relation to sales performance through the influence of the sales person ability or personality traits. Some of the theories that have been widely used include the expectancy theory, big five traits theory, humanistic, behaviorist, psychoanalytic, the social cognitive theory and other important theory are also discussed.

#### **2.2. The Big Five Personality Traits (Five Factor Model)**

Research groups In the 1970s led by Paul Costa and Robert R. McCrae of the country wide institutes of health and Warren Norman and Lewis Goldberg of the University of Michigan at Ann Arbor and the college of Oregon, respectively, discovered that most human personality traits may be described the use of 5 traits. Surveys of thousands of human beings yielded those largely unbiased trends.

Present day researchers in psychology have generally converge on the opinion that there are 5 underlying personality traits or very own with the inside of human. The evidence with this reference to this principle has been developing more than 5 traits by different personality psychologists. This assertion begins with the artwork of D. W. Fiske (1949) which changed into in the long run prolonged upon through several other researchers (Norman, 1967; Smith, 1967; Goldberg, 1981; McCrae & Costa 1987), all of which premised that the big 5 individual traits might be used to expect worker pastime performance. But, researchers do no longer always agree on the best traits for each dimension, even though there can be an enormous frame of literature building to this model of personality.

The most widely used theories on effect of personality and ability on sales performance is Five Factor Model. It is Robert McCrae and Paul Costa who introduced the big five theory, which identifies five key dimensions of personality. Personality and ability researches have generated a variety of various theories that try and outline and measure personality. The broadest established taxonomy of personality amongst commercial organizational psychologists is the big five personality traits model, or the 5 factor model of personality. The five factor model breaks personality down into five factors they are openness, conscientiousness, extraversion, agreeableness, and neuroticism in short OCEAN. Personality checks which might be based in this model measure where a man or woman lies on the spectrum of every of the five traits.

Most researchers in the Psychology area have come to a common agreement that there are five traits of personality or rather attributes of salespeople. The arguments made by D. W. Fiske (1949) have been supported by more psychologists (Norman, 1967; Smith, 1967; Goldberg, 1981; McCrae & Costa, 1987), and they all supported these five traits of personality might work to measure performance of an employee within the work environment. There may be no solid evidence on the specific in salespersons which affect the sales performance (Sitser et al. 2013).

The big five personality traits, also known as the five factor model, are a model based on not unusual language factors of personality. These factors are grouped collectively in the usage of a statistical technique referred to as factor analysis and definitions of the five factors are stated below.

Agreeableness is a degree of individual's tendencies with appreciate to social harmony. This trait reflects how nicely the person receives at the side of others, how cooperative or skeptical they are, and the way they could interact within a team. This trait describes how we get by with others. High values of agreeableness mean that someone is friendly, empathetic and warm. Shy, suspiciousness and selfishness score low on the spectrum.

Conscientiousness is a measure of the way cautious, deliberate, self-disciplined, and prepared an individual is. Conscientiousness is regularly predictive of worker productiveness, in particular in lower-degree positions. This dimension measures someone's qualification of organization. High scores in conscientiousness means being inspired, disciplined and sincere. Irresponsible and without difficulty, distracted are observed at the low side of the dimensions.

Extraversion is a measure of the way sociable, outgoing, and energetic a person is. Individuals who are rating lower on the extraversion scale are taken into consideration to be extra introverted, or more planned, quiet, low-key, and impartial. A few varieties of positions are better acceptable for individuals who fall on one aspect of the spectrum or the other.

Openness measures the volume to which an individual is creative and innovative, rather than down-to-earth and traditional. High scores right here love novelty and are commonly innovative. At the other low rate of the dimension greater traditional of their questioning, routines, and sense of right and wrong shown.

Neuroticism measures the approaches wherein individuals react to stress. This scale measures emotional balance. High ratings in neuroticism are traumatic, moody, inhibited, and less self-assured. Low in neuroticism rating is related to being calm, happy and confident.

There are studies which show that traits of personality levels continue to increase during the lifecycle of a person (Roberts & Jackson, 2015). But, it has been upheld that personality trends stabilize when an individual will become an adult. (Almlund et al. 2017) proved that the personality traits increase involves a stable point when one becomes thirty years old. (Cobb-Clark and Schurer, 2013)

The trait perspective of personality is focused on identifying, describing, and measuring the specific traits that make up human personality. By way of information in these traits, researchers

believe they can better understand the differences among people.

### **2.3. Relation among personality traits and sales person's performance**

A product regardless of how desirable it's takes most usually is not sufficient to convince a person to shop for it. That is what makes sales representatives critical. Every representative is the face of his or her company to customers, giving personality to an organization product and business. An enterprise brand and marketing try hard to add personality to the commercial enterprise; however salespeople genuinely ability accomplishes it domestically. This is wherein a salesperson personality trait comes into play. A sales representative personality traits and attitude will form the client's view of and feelings towards the product, employer, and logo. The way a client feels about the representative of the organization they have interaction with will regularly decide the way the customer feels about the organization, as well as something they sell, make or do.

Researchers have attempted to examine the relationship between personality traits and sales performance. A few have proved this argument, although the result isn't always but widely established throughout all industries. In study of Guion and Gottier (1965:151), the organizations real want to predict the precise conduct they expect to have in a given employee is one of the key purpose for using recruit one of the simple cause for using personality trying out in employee selection. Numerous empirical findings have indicated that personality use the five dimensions in the five-factor model to perceive individual personality variations. This indicated that personality traits may be used to expect the probable behavior an employee will show off on the task, specifically their consumer oriented conduct as well as the ultimate sale performance (Periatt et al., 2007).

Consequently, the big 5 factors inside the large model may be individually tested and analyzed in step with the previous research inside the context of sales persons performance.

#### **A. Extraversion and sales person's sales performance**

Extraversion is a measure of how energetic, sociable and pleasant someone is. Extraverts are normally understood as being a 'man or woman' drawing strength from being round others, directing their energies in the direction of human beings and the outdoor world. Frequently visible as the ones speaking the maximum in a social state of affairs, extraverts are traditionally characterized by way of talkativeness, assertiveness, sociability and excitability. It is but unjust to assume that extroverted humans are attention seekers. At the contrary, they're gaining strength from their social interactions and extraverts need social stimulation to feel energized.

Extraversion has been observed to correlate with supervisor and sales person performance (Barrick and Mount, 1991). Wanberg et al. (2000) observed that humans with better extraversion were greater relaxed networking, and they had greater networking behavior. This shows that the extraversion could also correlate with relationship performance. in line with McCrae et al. (2005) based on a file in collaboration with the individuals of personality profiles of lifestyle challenge; extraversion defined as one of the five personality trait that includes "excitability, sociability, talkativeness, excessive amounts of emotional expressiveness and assertiveness".

Extraversion was treated as one of the most important personality trait, this is anticipated to signify excessive correlation with sales performance.(Furnham & Fudge, 2008) Extraversion could show a big fine relationship with sales persons performance; due to the fact most literature has

confirmed this fact. (Barrick et al., 2001) However, prior to this statement, a study conducted through Crant, J. (1995) did no longer document any good-sized tremendous relation among extraversion and sales person's performance. In his analysis of findings, he cited that a few of the feasible reason behind this result changed into there might be possibility that high degree of extraversion can hinder performance, due to the fact the salespeople could be preoccupied with being excited, engaging in social relation, or expressing any of the aforementioned dimensions of extroversion with the purchaser rather than powerful selling actions. (War, 2002)

### **B. Agreeableness and sales persons job performance**

Agreeableness is a personality trait manifesting itself in person behavioral traits which are perceived as kind, compassionate, cooperative, warm, and kind. In modern-day personality psychology, agreeableness is one of the five essential factors of personality structure, reflecting person differences in cooperation and social harmony. Individuals who rating high on this dimension are compassionate and unselfish, at the same time as a low agreeableness rating pertain to egocentric behavior and a lack of empathy. Low rating on agreeableness show signs of people who are low in Agreeableness is less likely to get along with others, trust others, or be sympathetic to the needs of those around them. They tend to be less moved by their emotions or perceptive to the needs of others, though they may still feel an instinct to care for close loved ones.

The London study discovered that successful salespeople tended to have less agreeable personalities than unsuccessful salespeople. Although this matches a number of the negative stereotypes about salespeople, it won't be a terrific concept for a business owner to hire unpleasant salespeople solely to increase sales, due to the fact it can have a terrible impact on the enterprise's reputation. The Stockholm study is failed to correlation among sales success and disagreeableness.

In the both study of Costa and Mc-Crae (1995) and McCrae et al. (2005), an agreeable personality became defined as related to high level of trustworthiness while non-agreeable person turned into assumed manipulative, self-serving and pessimistic. As a result, students describe worker integrity, as an agreeableness. That is due to the fact trusting relation closer to salespeople by means of their customers is vital for you to obtain high stage of effectiveness (Sackett, 2001). To support this argument, one of the early meta-evaluation in sales literature performed Swan et al. (1998) has stated a good-sized remarkable relation between sales person's performance and customers' level of consider inside the salespeople. Consequently, one may assert that the effectiveness of salespeople-customer collaboration may be the purpose in the back of agreeableness towards sales persons performance.(Thoresen et al., 2004a)

### **C. Conscientiousness and sales person's sales performance**

Conscientiousness is described as person differences within the propensity to follow socially prescribed norms for impulse manage, to be goal-directed, playful, capable of change displeasure, and to observe norms and guidelines (Roberts, Jackson, Fayard, Edmonds, & Meints, 2009). In reality, conscientiousness is associated with higher fitness, lower criminal activity, and higher financial, interpersonal, and administrative center results (Roberts et al., 2009, bankruptcy 25).

Most research of the 5-factor model and its relevance for sales performance has found a link between high conscientiousness and high sales performance. Both the Stockholm College and College of London studies showed this link and noted that past research had found the same. It makes sense that a salesperson conscientious sufficient to stay targeted and make time after time will do higher than a salesclerk who surfs the net or takes long coffee time. Out of all the five

elements, conscientiousness regarded to be most consistently linked with sales success. Business owners hiring salespeople are in all likelihood to get correct results with the aid of hiring conscientious human beings and by way of picking those who are also extroverted during hiring.

#### **D. Neuroticism and sales person's sales performance**

Neuroticism is defined as an emotional stability or instability. Psychologists have unanimously agreed that the end result of stimulation variations account for versions in phrases of individual neurotic, which generally determines emotional effect. These may be measured from extremely excessive to extremely low. Because of that, personality with extremely excessive neurotic personality trait might also probable exhibit poor performance (Marsh et al., 2013). Whereas individual with low neurotic rating may additionally showcase high performance mainly in jobs that require excessive emotional stability along with promoting in which case salespeople perpetually offers with clients with one of a kind cultural values, beliefs, social orientation, divergent needs and extremely high degree of variation of their degree of personality.

Neuroticism is the tendency to experience negative feelings which include sadness or anxiety, as well as temper swings (Costa and McCrae 1985). Those scoring excessive on neuroticism have a tendency to worry a lot. Women consistently show higher rankings on neuroticism scales than guys do.

Neuroticism, as a personality feature, has been studied in numerous conditions that problem individuals ranging from work related events that have an effect on individual performance and job pressure (Luz-Eugenia et al., 2004). Similarly, seller with the neuroticism trait are not likely to show excellent sales performance because they have a tendency to be anxious, tense and emotionally unstable, which is likely to inhibit the accomplishment of sales. (Furnham and Fudge, 2008)

#### **E. Openness to experience and salespeople's performance**

Openness to experience reflects the extent to which people think in broad vs narrow and deep vs shallow ways, and the permeability of boundaries in their consciousness and experience (McCrae 1993/1994; McCrae and Costa 1997a).

Openness to experience in is any other measurement inside the 5 factor model of personality trait that is used by many researchers to predict job performance, particularly in sale associated activity. (Thoresen et al., 2004a). It changed into defined as personality traits of an individual who're continually innovative, creative, as well as curious towards new ideas (Costa & McCrae, 1992; Furnham & Fudge, 2008). Study conducted with about 66 sale people in UK, discovered that openness to experience has a significant relationship with sales persons performance. Study's findings indicated that susceptible relation have to always be predicted between openness to experience and basic sale performance, the assembly has been identified to have an exceedingly considerable impact particularly on training performance (Furnham & Fudge, 2008). They in addition defined that excessive scorers of openness to revel in trait usually tend to have wonderful orientation closer to their individual ideas and reviews, while low scorers won't decide on repetitive studies. Furthermore, a study by (Costa et al., 1992) recognized six specific dimensions associated with openness to revel in which include fable, aesthetics, feelings, moves, thoughts, and values.

## **2.4. Empathy, assertiveness and ambitiousness and Big 5 model**

Big 5 model is broad and have sub categories so difficult to make research instrument based on it. The researcher chosen sub category based on their application to the sales performance of the study organization. The sub categories or middle range traits are related to big 5 models are explained next.

### **A. Empathy**

The English phrase empathy is derived from the historical Greek 'empathia', meaning "physical affection or passion"). This, in turn, comes from pathos, "passion" or "suffering").

In study of Nell Nodding, (Nell Noddings, 2009) defines empathy as receptivity rather than doing this steady projection, How would you feel? How would I feel if I were in your shoes? That is a genuinely interesting idea that clearly what empathy is a kind of listening, instead of projecting. It takes away that need to push an identification or subjectivity into another individual. From (Paul Bloom, 2016) Empathy is the act of coming to enjoy the world as you think someone else does. His critique of empathy centers most significantly on two of its features: empathy has a spotlight effect and shows certain innumeracy. Spotlight effect: the act of feeling someone else's pain causes us to zoom in on that pain and want to do something about it, frequently at the expense of other, more important causes. Innumeracy: Bloom points out that it's definitely hard to really empathize with more than one or two people at the same time. McLaren's fundamental definition: a social and emotional skill that enables us feel and understand the feelings, circumstances, intentions, thoughts, and needs of others, such that we will offer sensitive, perceptive, and appropriate conversation and assist. (McLaren, 2013)

The big model of personality and empathy are related as follow, with agreeableness and conscientiousness are the most vital predictors of affective and cognitive empathy (measured by the respective IRI subscales) as well as for a one-dimensional empathy score (measured by using the EQ). Empathy in a context was most closely associated with openness to experience while personal distress was first of all associated with neuroticism. In terms of culture or tradition, we did no longer observe any distinct pattern regarding cultural differences. these outcomes aid the go- cultural applicability of the EQ and the IRI and indicate structurally similar associations between personality and empathy throughout cultures.

### **B. Assertiveness**

It comes from the Latin 'assertus', meaning "defended or claimed". Assertive may be idea of as the adjective version of the verb assert, which means to hold or defend (as in phrases like assert your rights or assert their dominance), but assertive has actually been in use for longer than assert. It also thought that one clue to the meaning of Assertiveness lies in its origins. Assertiveness came to most people's attention in the late twentieth century in connection with moves including Civil Rights in United States of America, the women's movement, and the personal-development movement. These were all non-forceful movements and they were all successful in converting the rights of under-privileged groups.

Most assertiveness studies characterize it as a style, which permits scholars to concisely classify assertiveness behaviors. Rakos (1991) identified three antecedent obligations distinguishing assertive people: (a) determining rights of all participants, (b) developing responses that persuade but do not judge or evaluate the others, and (c) considering potential negative consequences of assertion. He additionally identified assertive attitudes as openness in close personal

relationships, willingness to volunteer opinions, question, and confront stressful situations without fear, willingness to be contentious by standing up for self in close personal relationships and willingness to give impartial but definitive responses in impersonal occasions. Lazarus (1971) defined assertive personality traits as the ability to talk openly, say no, and establish contact with others through social interplay. In addition, he reasoned non assertiveness and aggressiveness were the products of defective cognitive reasoning and inaccurate conclusions, so assertiveness training integrated various perception checking techniques.

The big five model of personality and assertiveness related as follow both agreeableness and openness, as uniquely predicted AEL (active empathic listening), Extraversion had the most important influence on assertiveness but did not uniquely explain AEL variance. Conscientiousness and neuroticism had small predictive influences on assertiveness. Extraversion person reveals some assertiveness, sociability, interest, pleasure seeking and positive feelings..

### **C. Ambitiousness**

The Latin phrase for this ambition is 'ambitio', which came from 'ambire', meaning to 'go around'. Since this activity was caused by a preference for honor or power, the phrase eventually came to mean the preference for honor or power. This word came into French and English as ambition during late middle ages.

There is also a tradition within psychology studies to define ambition in terms of goals or plans for accomplishments, as it seen in Lockes (1996) goal-setting theory research, where ambition is frequently referred to as a source of personal differences in goals (Locke & Latham, 2002; Mento, Locke, & Klein, 1992). But, in many ways the psychological definitions are much less similar than the dictionary definitions, and contain more overlap with already established constructs like conscientiousness (Schwyhart & Smith, 1972). Even though the psychological studies definitions are more varied than the dictionary definitions, nearly all definitions include habitual setting of goals or intention striving.

The big 5 model of personality and ambitiousness related as follow. Ambitiousness measures the degree to which someone seems socially self-confident, leader like, aggressive and active or conversely the degree to which someone is laidback, flexible, noncompetitive, and a good team player. Ambition and sociability are the two primary components that signify extraversion (Hogan, 1983)

### **2.5. How Leaders Can Use the personality traits to Motivate Employees?**

Motivation is one of the forces that can lead to performance. Motivation is described as the desire to achieve a goal or a certain performance level, leading to purpose-directed conduct. When referring to a person as being motivated, means that the man or woman is trying tough to accomplish a certain task. Motivation is absolutely crucial if a person is to perform well. But, it is not sufficient. Ability or having the skills and know-how required to carry out the job is also crucial and is sometimes the key determinant of effectiveness. Ultimately, environmental factors including having the resources, information, and support one needs to perform well are essential to determine performance. At special instances, one of these 3 factors may be the key to high performance including sales performance.

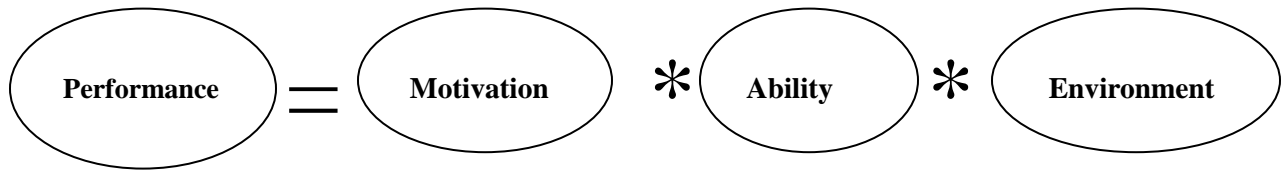


Fig 1.0 Relationship between motivation, ability and environment on performance

Leaders who have a knowledge of the way people personalities traits and ability fluctuates can use this knowledge to improve their leadership effectiveness and lead to enhancing employees job performance." (Science Direct, 2016).

If leaders know their employees tendencies, strengths, and weaknesses, they can use these to assist their employees and keep them encouraged. Leaders can also use the large five on themselves to evaluate their behaviors and demonstrate to employees how to not only maximize their strengths but also study from their weaknesses as they power the organization to success and hold to evaluate organizational behavior.

## 2.6. Different theories on personality and ability performance

### A. THE AMO theory for employ performance

Two streams of psychological theorists lay the foundations for the AMO model. First, industrial psychologists who have traditionally viewed performance because of the selection of employees and the training that they are given (Lawshe, 1945), and second, social psychologists who place tremendous importance on motivation as a key criterion in eliciting performance (Wyatt et al., 1934). until the late Nineteen Fifties/early Nineteen Sixties performance became seen as simply a function of selection and training (Blumberg and Pringle, 1982).

In the human resource management (HRM) field of study, the ability, Motivation and opportunity (AMO) theory has been adopted extensively to potentially explain the complicated relationship between how human beings are managed and subsequent performance effects. A commonly accepted view is that some combination of an individual's ability (A), motivation (M) and their opportunities (O) can deliver us a measure of an individual's performance (P) (expressed as AMO = P). HRM researchers have in recent decades applied the AMO framework in a way that suggests it's far the associated HRM practices that in reality influence an people ability, motivation and opportunity, which therefore results in performance-related outcomes. Employee ability, as an example, could possibly be improved through training, motivation potentially develops by performance-based pay, and opportunity to participate could be influenced by self-directed team membership. Further, the AMO model also can be used to understand behavioral strategies between people management initiatives and potential performance upgrades (Purcell et al., 2003). There are lots to like about this model and, as a result, spontaneous acceptance is everyday in the discipline (Boselie et al., 2005).

AMO theory allows various practices to be grouped together into 3 different dimensions of overall performance antecedents and suggests the interaction of those elements can assist predict a big number of performance outcomes.

### **B. Expectancy Theory**

That is a motivation theory that is based totally on the argument that there may be a big relationship between hard work that human beings employ of their work, performance performed from that precise work, rewards the people draw from the efforts and ultimately performance they're capable of get from the ones efforts. Motivation comes where humans strongly accept as true with that superb efforts result in suitable performance, whilst top performance results to success of expected rewards. Victor Vroom (1964) developed the first theory of expectancy which had packages at once to the work settings. This theory turned into continued and made clear by means of Porter and Lawler (1968) and plenty of more (Pinder, 1987). It is basically built on some four assumptions (Vroom, 1964). Assumption one argues that people join various firms and possess motivations, needs expectations, experiences of the past and those determine their adaptability. For the second assumption state that a conscious desire is the determinant of the behavior of a sure man or woman and those are allowed to pick out their behaviors out of their calculations on expectancy. Assumption number three is that distinct people do not want the same thing from a firm. There are those who want good pay, others security in their jobs, challenge and advancement. Assumption number four is that there are several alternatives from which people choose,, so one can optimize all the results personally.

Basing this expectancy theory on the 4 assumptions, it has three very important elements; they are valence, instrumentality and expectancy. Right here a person might be motivated up to some extent where they get to trust that efforts offers them performance which is acceptable (expectancy), performance has been given a reward (instrumentality) and that rewards have got noticeably positive values (valence). This theory again describes motivation to be a result of non-stop interplay between a certain person and their conditions. To managers performance is the primary goal and to people it remains a means of personal goals' attainment. So as for one to understand the motivation of employees to carry out, it is clear that one need to become aware of how this performance exactly suits into their equation of personal expectancy. More typically, the concept of expectancy tells us that one must understand causal beliefs of a particular situation if they are to know the degrees of human's efforts on an undertaking. Again, one must clearly know more about what remains crucial for them.

### **C. Conditional analysis**

The conditional analysis of ability is the historically dominant method. it is often traced back to David Hume and defines abilities in as of what one would do if one wanted to, tried to or had the volition to achieve this. It's far articulated in the form of a conditional expression, for example, as "S has the capability to A if S would A if S attempted to A". in this view, Michael Phelps has the capacity to swim 2 hundred meters in under 2 minutes because he could do so if he attempted to. The average individual, on the other hand, lacks this potential due to the fact they would fail if they tried. Similar versions talk of having choice rather than trying. This view can distinguish between the ability to do something and the possibility that one does something: only having the ability means that the agent could make something occur according to their will. This definition of ability

is highly associated with Hume's definition of liberty as strength of acting or not acting, according to the determinations of the need". However it is often argued that this is distinctive from having a free will in the sense of the ability of choosing between specific courses of action.

This method has been criticized in different ways, often through mentioning alleged counterexamples. Some of those counterexamples recognition on instances in which an ability is actually absent even though it might be present in step with the conditional analysis. This is the case, for instance, if a person is bodily capable of carry out a certain action however, maybe because of a strong aversion, cannot shape the volition to perform this action. According to the conditional analysis, a person with arachnophobia has the capacity to the touch a trapped spider due to the fact they might achieve this in the event that they attempted. However all matters considered, they do not have this ability since their arachnophobia makes it not possible for them to try. Another instance includes a girl attacked on a night at street who would have screamed if she had attempted to however be too paralyzed by fear to try it. One way to keep away from this objection is to differentiate between mental and non-mental necessities of abilities. The conditional evaluation can then be used as a partial analysis applied only to the non- psychological requirements.

Another form of criticism includes cases where the ability is present although it might be absent according to the conditional analysis. This argument can be centered on the idea that having an potential does no longer make sure that each and every execution of its far successful. As an example, even a very good golfer may miss an smooth putt on one event. That doesn't imply that they lack the ability to make this putt but that is what the conditional analysis shows since they attempted it and failed. One respond to this problem is to ascribe to the golfer the general potential, as mentioned below, but deny them the specific ability in this particular instance.

#### **D. Psychoanalytical theories**

Psychoanalytic theories explain human behavior in terms of the interplay of diverse additives of personality. Sigmund Freud became the founding father of this college of notion. He drew on the physics of his time, which is (thermodynamics) to coin the term psychodynamics. Based totally on the idea of changing warmth into mechanical strength, Freud proposed psychic energy may be converted into behavior. His concept places relevant importance on dynamic, unconscious psychological conflicts.

Freud divides human personality into three big components: the id, ego and super-ego. The id acts in line with the satisfaction precept, disturbing immediate gratification of its wishes no matter external surroundings; the ego then have to emerge in order to realistically meet the wishes and demands of the id according to the outside global, adhering to the truth principle. Sooner or later, the superego (judgment of right and wrong) demand ethical judgment and societal policies upon the ego, hence forcing the demands of the id to be met no longer most effective realistically. The superego is the last feature of the personality to develop, and is the embodiment of parental/social ideals hooked up all through early life. According to Freud, personality is primarily based on the dynamic interactions of those 3 components.

The psychoanalytic perspective of personality emphasizes the importance of early childhood studies and the subconscious mind. This perspective on personality traits was created by way of psychiatrist Sigmund Freud, who believed that things hidden in the unconscious might be revealed

in a number of unique ways, which includes through dreams, free association, and slips of the tongue.

### **E. Behaviorist theories**

Behaviorists give an explanation for personality in phrases of the consequences of stimuli has on conduct. The procedures used to evaluate the behavioral factor of personality are referred to as behavioral theories or mastering-conditioning theories. These tactics had been a radical shift far from Freudian philosophy. One of the most important tenets of this awareness of personality psychology is a sturdy emphasis on medical questioning and experimentation. This college of notion became developed by way of B. F. Skinner, who positioned forth a version which emphasized the mutual interplay of the personality or "the organism" with its surroundings. Skinner believed youngsters do bad matters because the behavior obtains attention that serves as a reinforcer. For instance: a child cries due to the fact the kid's crying within the beyond has led to interest. These are the reaction, and outcomes. The response is the child crying, and the eye that infant receives is the reinforcing consequence. According to this concept, people's behavior is formed with the aid of methods including operant conditioning. Skinner recommends a "three time period contingency model" which helped self evaluation of behavior based on the "Stimulus - response - consequence version" in which the essential query is: "below which situations or antecedent 'stimuli' does the organism engage in a selected behavior or 'response', which in turn produces a particular 'effect'?"

### **F. Social cognitive theories**

In cognitive principle, behavior is explained as guided through cognitions (e.g. expectations) approximately the world, especially the ones about other humans. Cognitive theories are theories of personality that emphasize cognitive strategies, which include thinking and judging.

Albert Bandura, a social gaining knowledge of theorist, recommended the forces of memory and emotions worked at the side of environmental impacts. Bandura become recognized frequently for his "Bobo doll experiment". For the duration of these experiments, Bandura videotaped a college pupil kicking and verbally abusing a bobo doll. He then confirmed this video to a category of kindergarten youngsters who have been on the point of exit to play. Once they entered the play room, they noticed bobo dolls, and some hammers. The human beings gazing these children at play saw a collection of kids beating the doll. He is also known by this study and his findings on observational mastering, or modeling.

The social cognitive perspective of personality emphasizes the significance of observational gaining knowledge of, self-efficacy, situational influences, and cognitive processes.

### **G. Humanistic theories**

Humanistic psychology emphasizes that human beings have free will and that this performs an energetic position in determining how they behave. Accordingly, humanistic psychology focuses on subjective experiences of humans instead of compelled, definitive elements that determine behavior. Abraham Maslow and Carl Rogers were proponents of this view that is primarily based on the "exceptional area" idea of Combs and Snygg (1949). Rogers and Maslow have been among a set of psychologists worked collectively for a decade to provide the journal of Humanistic Psychology. This magazine became typically centered on viewing people as a whole, in place of focusing solely on separate developments and processes inside the man or woman.

The humanistic perspective of personality focuses on psychological growth, free will, and personal awareness. It takes a greater positive outlook on human nature and is centered on how everybody can achieve their individual potential.

## **2.7. Definition of personality**

Personality has come from a Latin phrase 'persona' which means to talk through (masks). As in the ancient days mask had been worn in Greece and Rome by actors, while enacting plays. Consequently, personality is used for influencing others through external look. But, personality is not the outside look alone. Some latest definitions on personalities are presented in next section.

Personality refers to the important personality or behavior of a man or a woman. These behaviors are hidden or open and always determine the difference or similarity of behavior in a particular business entity (Friedman 2016).

Personality is the continuities, consistencies and stabilities of personality traits and tendencies over time define personality development. (Larsen & Buss, 2008)

". A working definition of personality is a stable set of behavioral and practical of an individual. (American Psychological Association [APA], 2014)

According to Gordon Allport, personality is "a powerful force within the man or woman's intellectual ability that determines his or her unique adaptation to his or her surroundings." (Allport, (1961).

Fred Luthans defines the word personality as, how humans have an effect on others and the way they understand and examine themselves, as well as their pattern of measurable internal and outside signs and symptoms and interventions inside the human condition

Robbins defines personality as, the sum total of approaches in which an individual reacts to and interacts with others.

A cautious analysis of the above definitions will recall the following:

- i. Personality may be defined as the personal pattern of behavior that determines an individual's adjustment to the environment or situation.
- ii. It describes how a man or woman influences others, how he is aware of himself and his pattern of inner in addition to external measurable traits.
- iii. It is the dynamic organization within an individual of those psychological systems which determines his unique adjustment to the environment.

## **2.8. Nature of personality traits**

The nature of every person is attributed to his personality. Generally, a personality describes through his behavioral traits. Some of the natures of personality are the following,

### **i. Self-conscious:**

There may be a big difference between individual and other species. The unique personality of his

nature is 'self-cognizance', which makes him aware about his environment and self-identity.

**ii. Adaptability to environment:**

Personality, off and on, does make adjustments according to the adjustments favored. Resistance to change, a war with anxiety and unpleasantness. Commonly, human beings adapt to the modified situations and challenges. Adapt to new conditions frequently follows an adjustment in behavioral sample, leading to an easy working condition.

**iii. Aim orientated:**

Individuals struggle for achievement of purpose. People do have the drive to obtain dreams. Needs and wants result in motive. The selection of a personality directs the behavior for the fulfillment of once motive. Each, the physiological and social motives make behavioral changes.

**iv. Integration of personality:**

Personality works in consistency through integrating diverse activities (of intellectual and additionally stories of the person) together. Personality differs inside the shape of its integration. People with advanced personalities are pretty incorporated with values and studies. This relies upon at the requirements of behavior, which they've acquired right from the adolescence.

## **2.9. Principal stages involved inside the personality traits formation**

Personality formation can especially be divided into four stages, as given beneath:

- A. Infancy
- B. Pre school
- C. Middle childhood
- D. Adolescent level.

### **A. Infancy**

It is a natural phenomenon that a baby receives attached to a person(s) taking adequate care of the kid. On this degree, It additionally requires nourishment for proper growth. Typically, baby needs to crying for satisfaction of needs. In the course of this period, a child is especially passive and desires all most care by means of those round.

### **B. Pre School**

This degree is between 2 and six years, at some stage in which the child understands the family interactions and a few social normal, etc. It acquires sufficient information to distinguish between mothers and fathers (male and girl). That is the level of lifestyles, while child wishes care, affection and recognition coupled with reaction to increase of personality.

### **C. Middle childhood**

During this stage, child starts adhering to the social norms via actively taking element in school life. He attempts to be unbiased, as the predominant a part of the day is spent outdoor domestic. The child imitates and adopts the form pals, instructors and others.

### **D. Adolescent stage**

The child's personality might also show much flexibility. At some stage in this era, certain traits are set apart and adoption of the latest developments takes location. That is the time, when physical and sexual trends do arise.

A child usually has logical thinking between 7 and eight years of age. When he attains the age of thirteen, there's each possibility of an summary thinking' and the process of Reasoning' are evident.

From this time period, an infant enters into the grownup', the prime stage of lifestyles.

Ordinary improvement of personality happens via the procedure of identity and displacement, when conflict seems, identity and displacement are commonplace phenomena. Conflicts get up especially because of physiological increase, frustration, and threat from outside. Anxiety is generally created by using conflicts and the person accommodations to identification and displacement.

This technique can be either partial or general. As an instance, a man or woman may additionally preserve his father's position in excessive esteem in certain respects, however, in other respects, he may also attempt to identify the traits obtained from other human beings. For this reason, the behavior of a man or woman is the outcome of various identifications; likewise, the displacement also takes place in an individual.

## **2.10. Factors that influence the development of human personality traits**

There are many potential factors that are involved in shaping personality traits. Research by psychologists over the last several decades has increasingly pointed to hereditary factors being more important, especially for basic personality traits such as emotional tone. However, the acquisition of values, beliefs, and expectations seem to be due more to socialization and unique experiences, especially during childhood.

### **1. Heredity**

Hereditary factors can be summed as constitutional biological and physiological elements. The makeup of an individual is an effective factor in figuring out the type of his personality traits. There are be three types of personality; short and stout, tall and thin, and muscular and well proportioned. Height, weight, physical defects, health and strength affect personality and make contributions to personality development do so because of interactions with the specific social surroundings in which people stay. As an instance, your genetically inherited physical has an impact on how others see you and subsequently, how you see yourself. Those largely hereditary elements are likely to cause you to feel that you are nice-looking, unpleasant, or just adequate.

Biological factors refer to the working of the nervous system, glands, and blood chemistry that determines our characteristics and routine modes of behaviour. Adrenal gland, thyroid gland, pituitary gland and endocrine gland affect personality traits. Adler points out those personality traits defects lead to the development of inferiority complex and the intellectual mechanism of compensation. This aspect additionally consists of the mental ability of the child. It is this ability which allows him to mould the social environment consistent with his requirements.

Intelligence is mainly hereditary. People who are very sensible can make better adjustment in home, school, and society than who are less intelligent.

Sex differences play a critical role in the improvement of personality traits of man or woman. Boys are commonly more assertive and vigorous. Girls are quieter and more injured by way of personal, emotional and social issues or problems.

### **2. Psychological factors**

These consist of our motives, acquired interests, our attitudes, our will mental capacities including

intelligence, for examples, the ability to understand, to observe, to imagine, and thinking and to reason. These factors decide men and women reactions in various situations and thus affect the personality, growth and direction. A man or woman with a considerable amount of will power will be capable of make decisions more quickly than others.

### **3. Environment**

Few scientists are biologically focused, while others stress on environment and experiences. Currently, many developmental scientists see heredity and environment as basically determinant (Parke, 2004) and also constantly interacting to shape the developing person (Hetherington et al., 2006). They see each as body of a complex development system (Gottlieb, 1991). It is the social environment that he comes to have moral ideas, social attitudes and interests. The crucial components of environment are physical environment, social surroundings; own family surroundings, college surroundings and cultural environment.

#### **2.11. Salesman ability and personality traits**

A sales personality traits and ability encapsulates the high-quality traits that are correlated to promoting success. Someone with a sales personality and ability tends to encompass all the traits that lead to superior sales performance: inspiring proper agree with, constructing strong relationships, locating the right answers to the right troubles, always following up, displaying grace below pressure, and closing higher-price offers quicker.

Salesman personality is explained as a way in which a salesperson views and is familiar with himself or herself, and the way in which he/she interacts with the public and reacts to conditions. Funder, (2001) described trends as traits, lasting styles of questioning, emotion and behavior which can be constant over time and give an explanation for human beings' conduct throughout distinct events. Wiley and Carolyn (2005) related salesman personality traits as one's potential to carry out the activity with the proper private. Bang (2012), view personality as the numerous enduring and specific styles of behavior and concept which might be in function of a specific person.

Abilities and personality traits are both critical in a sales profession. They may sound similar; however they talk to very specific aspects of an expert individual. Drawing picture is ability, for instance. Alternatively, self-motivation is a trait. Competencies can be learned, skilled, and bought with relative ease, but developments are inherent or discovered over the years through repeated experiences, and are very difficult to acquire.

Marketing pupils have mentioned the importance of personality traits and ability studies in particular in giving a little assistance for the recruiting and hiring of employees. Salesman personality traits and ability is linked to a few dimensions in which the first dimension is related to a salespersons physical shape or look such as age, top or weight. The second size is the personality traits with the specific trends and attributes styles of concept, emotion and actions that define the salesperson personal fashion and manipulate the interactions with the environment. Some personality and ability area of the study related with salespersons is empathy, self-efficacy, self tracking, sociability, self-confidence, proactive personality and management ability. (Atkinson, Smith and Bern, 2006)

## **2.12. Importance of Personality Traits Development**

First personal traits development is a lifelong process. It is a way for people to assess their skills and qualities, consider their aims in life and set goals in order to realize and maximize their potential. Personal trait development consists of activities that develop a person's capabilities and potential, build human capital, facilitate employability, and enhance quality of life and the realization of dreams and aspirations. Personal trait development may take place over the course of an individual's entire lifespan and is not limited to one stage of a person's life. It can include official and informal actions for developing others in roles such as teacher, guide, counselor, manager, coach, or mentor, and it is not restricted to self-help. When personal development takes place in the context of institutions, it refers to the methods, programs, tools, techniques, and assessment systems offered to support positive adult development at the individual level in organizations. Next the researcher discusses personality trait development importances.

First personality traits development is going in an expanded manner in decreasing pressure and conflicts. It encourages individuals to look at the brighter aspects of existence. Face even the worst conditions with smile. Flashing trillion dollar stake will not melt 1/2 of the issues; however evaporate the pressure and worries. There may be no factor stake over minor problems.

Second personality traits improvement enables to expand a positive attitude in life. A person with a bad mindset finds a hassle in every situation. Instead of smiling and criticizing human beings round, analyze the whole situation and try to find an appropriate solution for the equal. Do not forget, if there may be trouble, there needs to be an answer as well. By any means, do not lose once calm. It would make the situation worse.

Third personality traits development helps an individual to inculcate high quality traits like punctuality, flexible mindset, willingness to learn, pleasant nature, eagerness to help others and so on. By no means hesitate to share statistics with others. Continually reach workplace on time. Some people will be inclined to paintings until overdue. Late sittings no longer best increase your strain tiers; however also wreck the personal life. Sitting until past due on the office shows that a man or woman is extremely poor in time management.

Lastly personality trait improvement enables person to expand an excellent personality and makes that person stand other than the relaxation. Personality development additionally plays a crucial function in enhancing ones verbal exchange capabilities. Individuals need to master the artwork of expressing their thoughts and emotions in the maximum desired way. Personality development makes you a confident man or woman who is liked and respected anyplace he goes.

## **2.13. The Role of Personality and Ability in the Workplace**

One pessimistic worker can bring down the morale of absolutely everyone. Workplaces are dictated not only by using rules, however moreover the personalities traits of employees. Looking to stifle personality can bring about disgruntled and annoyed employees. While managers apprehend the function of personality traits and ability in the administrative center, they can use it to grow the organization and flow it ahead. Some of the roles of personality traits and ability are the following,

## 1. Creativity

Someone's capability to suppose creatively stems from her or him personality. Brainstorming periods and one-on-one concept exchanges with employees can assist spark creativity. When employees are allowed to apply their creativity to fixing agency problems, the agency blessings from a wider variety of thoughts and options. Managers should hold manage over creativity, however, to save the competitive personalities trait from dominating. Guidelines concerning the submission of ideas can assist maintain competitive personalities in take a look at, even as still taking advantage of their creativity.

## 2. Retention

Attractiveness to an employee's man or woman personality can help increase job pleasure and decrease worker turnover. As an instance, as opposed to anticipate that each one personnel welcome demanding situations, individual should speak with them to gauge their emotions on job duties. Some personnel may decide on routine jobs with few adjustments or surprises, even as others would possibly look forward to challenges. By way of relating employee personality's traits, you can better suit personnel with activity obligations.

## 3. Teamwork

Some human beings are not inclined to work well in a group. They are strongly unbiased, or they pick to comply with their own set of commands. These personality traits are vital to discover in the interview process through written checks and personal discussions. Hiring a person who does no longer cost teamwork can appreciably hinder a work group's progress.

## 4. Production

Some human beings are just not influenced and cannot be influenced. While their private productivity drops, and they're continuously in the back of the schedule, they drag down their branch and the enterprise as a whole. This additionally reasons anger and frustration amongst staff who're pressured to imagine more difficult to make up for the increase in productiveness. They may even slow down their own productivity if the uninspired worker is kept on at the enterprise. A widespread drop in morale will occur.

## 2.14. Definition of Ability

First the English word ability comes from 'habilitās' from old French from Latin aptitude, which means is handiness, from habilis able. According to Gate (2007: 02) ability is defined as the state of being able to do something, or your level of skill at doing something. While, Hornby (1995: 02) stated that ability is the intellectual or physical capacity, power or skill required to do. In addition, Simon& Schuster (1999: 879) ability is defined as riches, wealth of substance, which is way or which furnish the power of doing the certain acts. Then, Heinle (2008: 02) stated that ability is the quality or skill which you have which can makes it possible for you to do something. Finally, Kipfer (1999: 02) ability is defined as natural or received strength in a particular pastime. She additionally defined it as capability, potential, competence, competency, comprehension, dexterity, endowment, facility, school, intelligence, potentiality, qualification, resourcefulness, talent, strength, skills, and understanding.

Based on some definitions of ability above, the researcher concludes that ability is the power or skill to do something in a specific activity and in very fundamental terms, abilities are natural or built in even as skills are acquired learned behaviors. Basic abilities consists of,

1. Idealism, Compassion, Harmony

2. Strength, Authority, Will Power
3. Intellect, Discernment, Mysticism
4. Humanism, Attachment to Family, Sense of Duty
5. Sociability, Creativity
6. Industriousness, Stability
7. Creativity, artistry
8. Diplomacy, Connections
9. Leadership, Strength of Will

## 2.15. Types of Ability

In Organizational Behavior there are the 2 types of ability they are;

1. Intellectual Ability.
2. Physical Ability.

### 1. Intellectual Ability

Intellectual ability is the capability to do mental tasks of thinking and reasoning and problem-solving. It commonly refers to the capability measured by performance on an intelligence test. It is also occasionally used within the context of discussing the performance of someone in an educational or real-world setting. The seven most frequently stated dimensions making up intellectual abilities are number attitude, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, and memory.

### 2. Physical Ability

Physical ability is the capability to do tasks that demand stamina, preferred, strength and similar characteristics. It can become aware of individuals who are physically capable of perform the basic function of a job without risking injury to others. Research on the requirements needed in hundreds of jobs has identified nine physical abilities involved in the performance of physical works or tasks. these are dynamic power, static power, trunk strength, explosive strength, extent flexibility, dynamic flexibility, body coordination, stability, and stamina.

Physical ability can identify individuals who are physically unable to perform the crucial functions of a job without risking injury to themselves or others. it can bring about reduced costs related to disability/medical claims, life insurance, and workers compensation and reduce absenteeism's.

## 2.16. Intellectual (cognitive ability) and sales performance

There were several areas where we found positive correlations between cognitive ability and sales performance. Here are some of the key areas the researcher thought were particularly interesting.

First sales people with higher cognitive ability build a stronger pipeline of potential clients. There is more to building a sales pipeline than simply pegging a number on a deal. The ability to predict the size, timing, and potential objections that may shape the eventual deal outcome, if any, certainly play into accurately predicting a solid pipeline. People with higher cognitive ability are likely quicker to understand how the pipeline needs to be built, what the conversion rate of a specific account-type/deal-size typically is, and can therefore better strategize which prospects they should turn into true opportunities and work to close.

Second people with higher cognitive ability can understand potential clients' needs faster. The ability to take generic, or incomplete information, and determine how it may impact an ideal

scenario or process, is critical for sales people to predict objections and maintain an offensive position throughout the sales process. A sales person's problem identification ability is directly correlated to cognitive ability. Anyone with a deliberate process for problem identification and objection handling will surely do better than those that do not, but the speed at which they can process information and clues to predict objections and quickly identify needs will obviously lead to better results and reduce time-to-close.

Third employees with higher cognitive ability respond faster and more efficiently to client requests. Timing is everything. You have to strike while the irons hot. We have heard it all. Bottom line, the quicker and more helpful the response, the more likely the deal is close or the client is too satisfied with your service. Someone's cognitive ability directly impacts information processing speed. People with higher cognitive ability are perceived as not having to think about recalling where items are located or determining how best to respond considering the unique circumstances of an incident or client request. This is coming up with the solution versus pinpointing the problem.

Fourth sales people with higher cognitive ability can quickly learn and understand the features and benefits of new products or solutions. If your company has been manufacturing cardboard boxes for the last 50 years, chances are the core features and functionality of our products are not changing all that much or at a very rapid pace. On the flip side, consider a company who recently launched a brand new product that leverages brand new technology. It is obvious that sales people working for the latter company are going to need adapt to change much faster and grasp new concepts much quicker than those at the box company. While the box company may need to establish a decent threshold of cognitive ability for its sales people, the technology company will find itself at a severe disadvantage, or advantage depending on how you look at it, in the market.

Finally sales people with higher cognitive ability naturally adapt to changing environments better and therefore have a knack for continuously developing market and industry expertise. If your brain were a sponge, then cognitive ability would be a measure of how quickly that sponge can absorb. People with higher cognitive ability tend to be able to absorb a lot of information constantly, see through the noise, and retain the useful pieces of information. Now, more than ever, selling products in the information age means that sales people have to not only have vast amounts of knowledge, but also have the ability to process this information to stay ahead of the curve.

## **2.17. Importance of development of abilities**

Worldwide mega trends consisting of the rising role of technology, climate change, demographic shifts, urbanization, and the globalization of value chains are changing the nature of work and abilities needs. The development of abilities can make contributions to structural transformation and economic growth by way of improving employability and labor productivity and helping countries to become more competitive. Investment in a workforce can create a virtuous cycle, where relevant and quality abilities allow productivity increase and foreign direct investment, which result in more and better jobs for the current workforce and more public and private investment in the education and training system. This, in turn, increases the employability and productiveness for both the current and future workforce.

## 2.18. Sales

Sales according to Stein he believed that the right sales approach is composed of sales education that helps an organization sales related systems and sales methodology (Sin, 2006). Designing or adopting sales method is critical without this system in vicinity education is tactical try and larger problem. The selling technique must be advanced based totally at the organization precise state of affairs in their market, their customer, how the customers buy the complexity and price levels of the product and services the company gives. Aggressive pressure, reporting necessities of the participation partners and the skill stage of their current sales humans (Stein, 2006).

Most businesses understand that the world and their customers buying system probably have modified forever. However a few companies have now not identified the need to make changes in their sales force (Stein 2006).

## 2.19. Sales Performance

Sales in enterprise phrases are the real sale in money cost, an employer gets after vital collections are made from one-of-a-kind sales channels of the authentic general manufacturing put on the market (Mc Cathy et al., 1994). it's takes a sales that stimulates production in a enterprise and consequently profit which are laid low with various factors a number of which are controllable like opposition and fashionable price adjustments.

Sales performance is an integrated body paintings that permits business enterprise to plan and version sales techniques and make sure well timed execution of sales projects even as ensuring each the front traces sales peoples and selection makers have to look into performance of sales person. Sales performance model the following generations of outstanding practices for sales (Micahel D, 2006).

Sales performance also refers to the overall quantity of firms put out offered to the marketplace specially on month-to-month or yearly foundation, this suffering from many factors such as client relation, advertising and marketing management of the company and sales force abilities and motivation and even the pricing of the goods and offerings. (Amanda D.H, 2002).

In the majority subject of strategic management, sale performance is a extensively mentioned issue, however no longer smooth to handle. a few people without delay link the sales performance to the profit charge, a few use productiveness (Porter, 1985) or sales quantity to outline the that means of performance from sales. but, to compare the performance of sale, will only use the subjective self assessment of the sale people which include empathy, assertiveness, ambitiousness, alertness and extraversion (Johnston and Marshall, 2006).

## 2.20. Reasons why companies measure sales performance

A great system of measures of sales performance will permit a greater efficient allocation of assets, and more importantly, will assist the perceived equity of the device, which in turn, positively affects motivation and performance. There are several of sales performance measures with extensive consequences on sales people's behavior.

## **2.21. The Causes and Consequences of Ambitiousness**

The need to achieve, consisting of ambitiousness and a tendency to work hard toward goals, also become found to be genetically stimulated, however more than half of this trait regarded determined by life experience. So ambitiousness is originated from nature and nurture. Ambitiousness is a commonly stated however poorly understood idea in social science studies. scholars need to make a contribution to expertise of the concept by using developing and trying out a model in which ambitiousness is a middle-level trait (Cantor, 1990)-anticipated by using more distal traits however, because of its teleological nature, more proximally located to predict career fulfillment. A 7-decade longitudinal sample of 717 high-ability people from the Terman lifestyles-cycle examine (Terman, Sears, Cronbach, & Sears, 1989) effects indicated that ambitiousness become expected via character variations in conscientiousness, extraversion, neuroticism, and general intellectual capacity-and a socioeconomic historical past variable. Ambitiousness, in turn, became positively associated with educational attainment, occupation status, and profits. Ambitiousness had sizable total outcomes with all of the endogenous variables except mortality. Basically, the consequences help the view that ambitiousness is a middle-stage trait-related to however distinct from extra distal individual distinction variable-that has meaningful effects on sales performance.

## **2.22. Ambitiousness on sales performance**

In any enterprise there are two types of human beings. One is too ambitious, and the other isn't ambitious enough. To better understand the concerns, a host of traits spanning every candidate's degree of self-interest, success orientation, self-awareness, and concern for others. In brief, the candidate categorized too ambitious suggests overly assertive approximately the economic growth of the organization and the candidate labeled not ambitious enough spoken too much about their family and personal pursuits.

There have been two problems with this scenario. First, incomplete definitions of ambitiousness should not be used as a screen to assess leaders. A leaders motivations and values, and how those feed their pressure for achievement, cannot be decided by isolated statements. Most of the people wrongly interpreted economic growth as greed and outside interests as a lack of drive. Second, the impression the two candidates left shows just how useless humans can be at nurturing and expressing ambitiousness. The problem is that too many leaders overlook it as a critical resource. They both recklessly overindulge it, or work difficult to suppress it for fear of being visible as self-serving. Each decision, however, has an outcome. In excess, ambitiousness damages reputations, relationships, and can lead to catastrophic failure. Alternatively, too little ambitiousness can make the character in question appearance lazy and unmotivated. In addition, it could result in mediocre performance and boredom.

Fostering a healthy level of ambitiousness is not easy, and amidst a lot uncertainty, it could appear to be a low priority. However well-balanced, ambitiousness results in creativity and innovation, greater levels of performance, and deeper levels of joy and pride at work, wherever work may be. Having the pause button hit because it has been in most of our lives makes this a great time to step back and mirror on our expert aspirations. In general, the outcomes support the view that ambitiousness is a center-degree trait-associated with however wonderful from more distal person difference variable-that has meaningful effects on sales performance.

### 2.23. Cause and consequences of assertiveness

Being assertive is a core communication skill. Assertiveness assists us to express ourselves successfully and stand up in our point of view, while also respecting the rights and ideals of others. Being assertive can also assist improve our self- esteem and earn others' admire. This could assist with stress control, particularly in case we tend to tackle too many responsibilities because we have a difficult time saying no. Some people appear to be naturally assertive. Being assertive would not come naturally to every person. Some human beings talk in a manner that is too passive.

Lack of assertiveness is something many person deal with. It can cause problems in our social life and make you a target for bullies, toxic and abusive humans. All of us lack assertiveness skills occasionally and we all discover ourselves sometimes in situations in which we don't know how to stand up for ourselves. A few people have no trouble with acting assertively, at the same time as others may also reply and in a passive and non-assertive ways.

### 2.24. Types of assertiveness

The manner you speak depends for your behavioral patterns. The kinds of conversations are extensively categorized into four types.

#### 1. Passive

It is a type of behavior where you do not speak anything. This kind is not considered robust and bold; rather, it is a kind of weak personalities. Many people behave passively to be likable. In case you trust people without inflicting any fuss, it is taken into consideration well mannered by using individuals who do no longer like to consider different points of view.

#### 2. Aggressive

This kind has characteristics that are contrasting to the traits of passive people. Aggressive humans are open about their thoughts and do not mind voicing them out in any scenario. They find peace in setting their opinions accessible, and they do not care about what other people consider their aggressive attitude.

#### 3. Passive-aggressive

It is a dangerous kind of behavior, as it is very ambiguous and confusing. The passive-aggressive person do not have a tendency to position their opinions accessible but can't sit idle and be okay with others perspectives either. It is a very complex space since they use sarcasm and make ambiguous feedback on human beings or thoughts they disapprove of. People round them want a whole lot of work at guessing what they mean and what they need to deliver.

#### 4. Assertive

It is the nicest but the firmest type of verbal exchange. Assertive people are people who express themselves in a organization as a bold yet confident and sincere way. There is clarity of their speech, and you feel like hearing them out and taking their views and recommendations into consideration. They do not tend to dominate or degrade some other point of view however put their reviews out with the maximum firmness.

## 2.25. Attaining a balance between Assertiveness and Empathy in sales

### Assertiveness

Being assertive does not come naturally to everyone. Some human beings speak in a way that is too passive. Other people have a style that is too aggressive. An assertive style is the glad medium between those two. by way of and large, sales person need to be assertive enough to attain out to different clients, both present and potential ones. They would have to take measures to drive their ideas throughout, and taking the risks of viable rejections and stalemates along the way.

In a complex sales scenario, sales people will need to recognize the way to be assertive to attain out to various stakeholders and influencers that might have an impact on the final buying decisions.

In a manner, the assertiveness that a sales individual exhibits could encompass the subsequent components:

1. Having the initiative to make things happen;
2. Guide and have an effect on customers thinking;
3. Asking inquiries to discover hidden desires and agenda;
4. Navigate through various stakeholders and influencers that could have an effect on the very last buying decisions;
5. Being endured to follow through long sales cycles;
6. Not be discouraged by means of rejections, or when customers say no";
7. Overcoming objections and win over customers;
8. Working through and influencing inner colleagues to provide the clients what they want;
9. Doing something it takes to meet sales targets; and so on.

When dealing with rejections, sales person can be assertive in the following ways:

1. Be persevered and follow up with the purchaser over the long term;
2. Not be discouraged by using the rejections, and circulate on to other, more appropriate customers.

### Empathy

Empathy and positive attitude are among the maximum widely desirable transformative human emotions and traits recognized by scientists, philosophers, spiritual leaders and commercial enterprise managers (choose et al., 1998; Morelli et al., 2015). Empathy, alternatively, works in a different manner. In this aspect, sales people needs to be aware of client's needs, after which are searching for approaches to fulfill those needs.

First empathy is learned behavior despite the fact that the capacity for it is inborn. The best way to think about empathy is an innate potential that needs to be evolved, and to see it as a detail in a larger picture. Babies learn to identify and regulate their emotions through successful dyadic interactions with their caretakers, primarily their mothers. An attuned mother who is receptive to her child's needs and cues is one who lets in her baby to thrive and develop emotionally. By way of having his or her emotional states identified and responded to, the basis is laid not just for the child's feel of self but sense of other. In time, that seed grows into empathy and the capability for intimate connection. (This is referred to as secure attachment.)

Empathy can mean:

1. Paying attention to what clients say, as well as what they did not say;

2. Building trust with customers;
3. Keep in mind of the customers feelings and keep away from antagonizing the customer;
4. Having a positive can do attitude and offer great service; and so forth.

Having empathy doesn't imply being nice to customers, or not saying no to customers. It simply means stepping into the shoes of clients, and see matters from their points of views.

### **Striking a balance between empathy and assertiveness**

Now it might be apparent that if sales people are overly assertive, and under empathize, they might become aggressive and offend clients. However, in the event that they over-empathize but are not assertive enough, they may lose control of the sales procedure, and be driven round by clients.

Here is a typical scenario of how sales human beings need to use a balance of assertiveness and empathy in sales. Let's say you have a prospective purchaser whom you are trying to make touch. They told you that they're quite happy with the modern suppliers that they have right now, and do not need to buy from a new one.

A sales man or woman who is less assertive would simply walk away. A sales person who is assertive, but not empathetic, would try to persuade the purchaser how the new products or solutions will deliver much better performances than the existing ones. But, the client would see this as aggressive sales conduct, and then become defensive. The customer may then avoid seeing the sales individual in the future.

A sales man or woman who is assertive and empathetic could discover with the customer on a few factors, such as: If the customer had been to work with an additional supplier (instead of changing suppliers), what would be some of their choice criteria? If the client has been to discover how to make their current system or materials perform higher, what will be those areas they would really like to see a development? Who within the employer are currently satisfied, and who else are presently disenchanted, with the answer they have?

Do notice that within the initial levels of selling, the empathetic sales person will avoid issues which include:

1. What merchandise to suggest;
2. What price point to hit;
3. When would the consumer purchase;
4. What quantities would they purchase

This is because the consumer really does no longer have a strong need at the moment and being assertive to close the sale would push the customer away, rather than pull them closer. The right type of assertiveness might be to probe further and discover if the client has other unfulfilled needs, and explore specific options. Now, assuming that the customer is inclined to explore, and is now actively engaging with your technical colleagues to test your samples and get their recommendation. However, this technical interplay has been happening for a long time, and there has been no similarly inclination of the clients desire to buy from you. In reality, in a couple of new product purchases, the purchaser had requested for your quotation but did not buy from you. You felt that the customer could be taking advantage of your companies' assets, and there is no firm commitment in order to buy from you.

The sales person who is overly empathetic and under assertive, would simply maintain the way it is, in case the client gets angry and refuse future communication. The sales individual who is assertive and empathetic would: politely ask the consumer if there could be a commitment to buy something within the foreseeable future; if the consumer could not deliver an affirmative answer, let the customer understand that the resources provided can only be given to customers with confirmed purchases. The resources that had been provided to the purchaser will have to be decreased;

Researchers have shown that salespeople who showcase more positive affect and feelings while working are generally more useful (George, 1998), purchaser-oriented (Singh and Venugopal, 2015) and willing to have interaction in pro-social behaviors (George, 1991). Moreover much like any emotional occurrence, empathy is elicited after an appraisal of another people emotions, state of affairs and/or experiences such that a response is triggered

If the purchaser nevertheless comes to a decision not to shop for, have the assertiveness that there will be other clients who will purchase, and be assertive enough to walk away. Consequently, sales people can improve their sales performance if they could have higher EQ. In this case, it would be the constant exercise of balancing their assertiveness and empathy.

## **2.26. Effect of Ability on Salesperson Performance**

We inherit our genes from our mother and father. This is the way characteristics and conditions are passed down the generations in families. We have two copies of each gene, one inherited from each parent. In very basic terms, abilities are natural or inbuilt while skills are learned behaviors. Abilities can be psychological or physical. There are skills that we are predisposed to genetically, and others that stem from your environment itself. For this reason, a few people are born with a unique ability to perform a selected venture and others learn their ability through education and practice.

A salesperson need to have the ability to sell (selling ability) so that it will perform his duties well and achieve predetermined targets. Limbu et al. (2016) said that salesperson's ability is a predictor of sales behavior, which in turn determines sales overall performance. Abilities can help salespeople in understanding and empathizing with purchases, gathering and disseminating essential information and changing sales presentations during customer interactions.

Studies from Hastuti (2014), salespeople who've the ability to sell (selling abilities) are more effective in conducting out sales activities so that the fulfillment of employer dreams could be less difficult to obtain. Salesclerk's ability is needed to implement different sales strategies to obtain corporation goals. Salesclerk's performance is positioned as a measure of organization performance and is proven by the effectiveness of sales activities through salespeople who have the ability to sell.

### **2.27. Cause of empathy**

Empathy appears to have deep roots in our brains and our bodies, and in our evolutionary history. Basic forms of empathy had been noticed in our primate relatives, in dogs, and even in rats. Empathy has been related to distinct pathways within the brain, and scientists have speculated that some aspects of empathy can be traced to mirror neurons, cells within the brain that fire while we observe someone else carry out an action in greater the same way that they would fire if we carried out that action ourselves. Researchers have also uncovered proof of a genetic foundation to empathy, even though studies advocate that human beings can enhance (or limit) their natural empathic ability.

### **2.28. Characteristics of A supermarket**

- It operates on self service basis.
- Prices are comparatively lower.
- Credits are not extended to customers.
- It offers large varieties of goods.
- The profit margin is lower.
- Customer service is minimum.
- Sales are not compelled.
- Neat display of goods is quite attractive.

## 2.29. Is It Possible to Change once Personality Traits?

Every personality trait has its strengths and weaknesses – there is no ideal type just like there are no ideal humans walking on this planet. That being said, it is almost inevitable that at some point in life you will say “I wish I had a different personality”. You may want to become more outgoing, more in tune with your senses, more organized, more resistant to criticism etc. Not surprisingly, one of the most frequent questions people interested in personal development ask is “Can I change my personality type?” Unfortunately, the answer is not that simple. According to most personality trait theories, the individual’s type is inborn and does not change. However, individuals can develop traits and habits that differ or even directly contradict the description of their type. How does that happen?

Let’s use an example. Imagine that lights in your flat suddenly go off and you are in complete darkness. You may be able to navigate your way to the door, but what senses are you going to use? Touch? Hearing? Smell? It would be anything but vision, your preferred sense. However, as soon as the lights come back on, you will switch back to using vision again as it makes it much easier to navigate around the flat.

The way your personality works is very similar. The environment you are in shapes your personality in a certain way, forcing you to develop traits and habits that might be foreign to your type. For instance, if you are naturally casual and spontaneous (Prospecting), but your work schedule is very structured and your manager is obsessive about schedules, your preferences are likely to change. However, you will probably switch back to being a Prospecting individual as soon as you leave that job. The same rule applies to other traits as well.

We should probably mention one more thing. Sociability is often confused with Extraversion, just like shyness is confused with introversion; this is one of the most common mistakes when it comes to discussing personality types. While extraverted individuals naturally find it easier to talk to other people (they gain energy when they do this), there are many shy or solitary people among them. Conversely, introverted types lose energy when they communicate with others, but you would be able to find many eloquent individuals in that group.

In fact, certain Introverted types (e.g. Advocate or Mediator) are often more sociable than most Extraverted types. In Western societies, Extraverted individuals outnumber Introverted ones by a large margin and consequently most people believe that everyone should strive to be outgoing, confident, have a large circle of friends etc. This is a misguided belief as every personality traits unique and has different strengths yet this is often the reason behind the “Can I change my personality type?” question.

To conclude, your basic personality trait cannot change – however, you can (and should!) change the aspects of your personality that you are unhappy with. By doing this you will strengthen your shadow traits and become a better-rounded individual, even though your dominant traits will still remain the same. Such a change could be triggered by either the environment you are in or your own will. In past personality and ability trainings helps to sales persons.

### **2.30. Empirical review**

An empirical literature review is more commonly known as a systematic literature review, and it examines past empirical research to answer a particular research question.

Personality traits are a man or woman emotion, cognition, and behavior (Matthews et al., 2003). It takes recognized as the long-lasting disposition, which reasons patterns of the traits to interact with ones surroundings (Goldberg & Lingle, 1985). Human is made from exclusive feelings, mind, and behaviors that make a personality precise (Goldberg & Lingle, 1985). It's been defined as an element influencing a man or woman' interaction to the environment in complex situations (Tadepalli, Moreno, & Trevino, 1999). Studies of Padberg and Rinaldi (1991), numerous researchers have investigated the correlation of personality traits and sales performance. While a few researchers have expressed the advantageous correlation among those elements, others consider there is no such affiliation. So, knowhow of personality traits of a sales person has especially vital for control to understand enhancing sales performance and to create the long-term relationship with clients (Harris, Ladik, Artis, & Fleming, 2013).

Sales manager's job is to determine what results in superior performance that is vital to the ongoing existence and achievement of a company. Walker, Churchill and Ford (1977) posited a version that's complete of salesman performance wherein the antecedents of performance had been labeled into 5 categories that are, personal, organizational and environmental elements, motivation, flair, abilities stage and role perceptions. Krishnan, Netemeyer and Boles (2002), view sales performance because the salesperson perception of the quantity of sales completed, the satisfaction of consumer relationships they keep and the information they accumulate about their employer products, opposition and also purchaser desires.

Regardless of broad interest in the nature of ambitiousness and its effects on sales performance, scientific research on this issue is restrained due to an inconsistent conceptualization and measurement of ambitiousness. Primarily based on the evaluation of empirical studies of ambitiousness and analysis of questionnaires diagnosing ambitiousness researchers identified 7 groups of characteristics: goals, achievement motivation, and self-mind-set, attitude to other people, attitude to professional interest, self-regulation, and cognitive traits. (Oksana V., 2016). Some of research have empirically supported these claims, finding that assertive conduct can enhance group-level performance (Driskell, Hogan, & Salas, 1988; Williams & Sternberg, 1988. )

Even though a scarcity of empirical evidence exists concerning the assertiveness of sales individual, and the benefit of assertive practice, the effects oppression as defined by Farrell (2001), hierarchical abuse, group formation, low self-esteem and aggression are bad for both sales individual and customers and clearly require assertive practices. Other empirical results show that, assertive behavior might be destructive when it's far unexpected. However, product knowledge constitutes an important boundary condition, in that the negative effect of over-assertive behavior on customer satisfaction is limited to customers with high product knowledge. Such individuals may also react negatively to service carrier's assertiveness as a way of boosting their sense of self-reliance. According to bible Assertive communication is a Biblical way to communicate. It encourages us to be "quick to hear, slow to speak, slow to anger" (James 1:19 ESV).

Empirical investigations of the simultaneous effects of employee and customer empathy in service encounters are nearly absent. Empirical studies examining the assemble on empathy starts for the reason that work carried out by Castleberry and Shepherd (1993) and Ramsey and Sohi (1997). Even though there is no universal consensus on the optimal number of personality attributes, the big 5 is a useful technique for organizing the scales on most inventories, which includes the HPI. observe that the big 5 Extraversion factor splits (conceptually and empirically) into ambitiousness and sociability. The empirical evidence in advanced countries, however, presents different viewpoints concerning the effects of empathy on salespersons sales performance, and it is rather silent on empathy effect within a non-Western context. Renowned psychologists Daniel Goleman and Paul Ekman have identified three components of empathy. First cognitive empathy this type of empathy is an intellectual understanding of someone else's feelings. It's the ability to consider other perspectives without sensing or experiencing them yourself. For example, if a colleague loses their job, you may recognize what emotions they could be feeling. You could also understand how their emotions might affect their behavior. This doesn't mean you experience distress yourself. Second Affective or 'emotional' empathy people who have emotional empathy tend to feel another person's emotions. Although not always the case, this may also include physical sensations consistent with such emotion. For example, if you see someone under great distress after losing a loved one, you feel sad yourself and could experience chest or stomach pain while sensing that emotion in the other person. Third compassionate empathy or 'empathetic concern' compassionate empathy is a combination of cognitive and emotional empathy. You recognize and understand another person's emotions and also feel them. Taking on another person's challenges and hurt may end up taking a toll on you. This is why some people may not develop this type of empathy. However, relating to other people's suffering may also lead you to consider helping. And research suggests that when you do help, your body produces more dopamine a "feel-good" hormone. This then leads and motivates you to continue acting on your cognitive and emotional empathy. Examples of compassionate empathy include stopping your car to help if you see someone fall or donating to a cause after a natural disaster. Empathy exists on a spectrum, and in most cases, it isn't entirely absent it's just diminished. Because empathy is ability, most people can develop it. Having low empathy doesn't mean you'll feel this way forever. In some cases, due to illness or trauma, some people may have extremely low empathy and a diminished capacity to develop it. However, they still have the capacity.

Many empirical findings in Psychology have up to now set up that human personality traits forever reflect his/her behavior commonly and especially in process related behavior. Performance as final results of conduct is tested to be expected by using person personality traits. The meta-evaluation of personality and sales performance, Hertz et al (2000) revisited the big five component and discover considerable argument for the relationship among the big five personality trends measurement and job performance, even as some other research has specifically showed the predictive validity of the large five personality traits toward predicting usual sales person performance. (Thoresen, Bradley, Bliese, & Thoresen, 2004a).

Empirically Limbu et al., (2016) is a ability related to sales performance as the ability of marketers to communicate and persuade consumers to close sales is very important in achieving sales, flexible marketing strategies have a significant positive impact on sales performance. The results of this study show that marketing activities are more effective when the seller is highly skilled and knowledgeable. From experience is one of the keys to a successful salesperson in improving efficiency. Sales person ability is one of the medium of company products / services to reach consumers. sales person ability is a key factor in increasing a company's sales revenue. With marketing power, a company can find out about market development in real time, and can identify new trends and drive business predictions. According to Cicala et al. (2012), have learned from experience that trained traders to use their time as effectively as possible when performing sales tasks. The expertise of experienced salespeople will always provide a deeper understanding for customers, and the experience experienced by retailers will enable them to better understand which marketing strategies are appropriate for use in marketing activities. Empirically researchers divide ability into physical and intellectual ability.

### **2.31. Research Hypotheses**

The following hypotheses in null forms function as anchor to this study as;

HO1: Sales person empathy does not have significant effect on sales performance.

HO2: Sales person assertiveness does not have significant effect on sales performance.

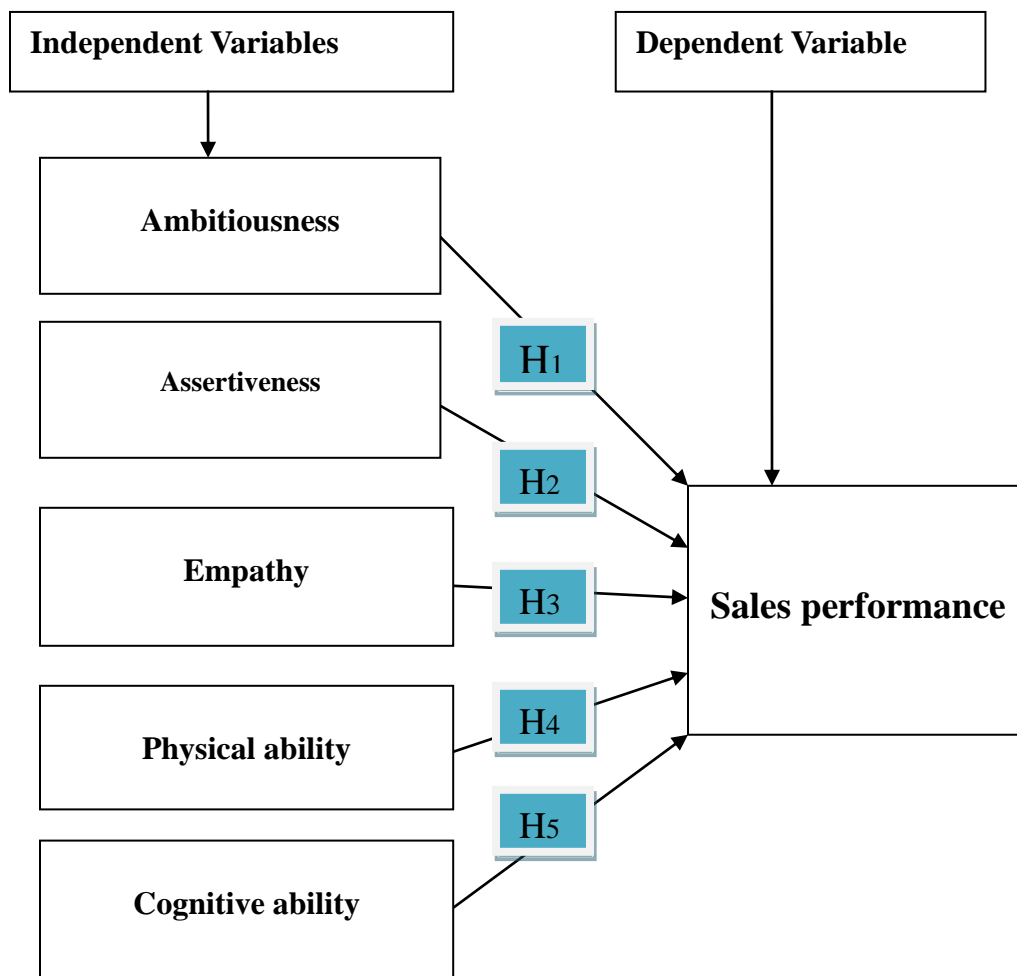
HO3: Sales person ambitiousness as a personality trait does not have significant effect on sales performance.

HO4: Sales person physical ability does not have significant effect on sales performance.

HO5: Sales person cognitive ability does not have significant effect on sales performance.

### 2.32. Conceptual framework

A conceptual framework is an analytical tool with several variations and contexts. It can be applied in different categories of work where an overall picture is needed. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply. The reason I choose empathy, assertiveness and ambitiousness is because results show that a positive and strong relationship exists among the three personality traits factor examined to influence sales performance (Empathy, assertiveness and ambitiousness) were used by study of Fast Moving Consumer Goods (FMCG) in Abia State, Nigeria which is conducted during 2017 and the reason I choose this traits are because both Ethiopia and Nigeria are both have many population and are developing nations. So that the experience taken from Nigeria can help to see the personality traits and ability factors of the study organization and also respective sales performance of local super markets. I also use physical ability and cognitive ability as independent variables.



Source: Developed by the researcher (2022)

Figure 2.0: Conceptual Framework: Big Five Personality (OCEAN) sub traits or middle range traits of personality traits, ability factors on sales Performance.

### **2.33. Research gap**

Majority of the studies discussed above associated to investigate carried out outside Ethiopia and for goods other than consumer goods. It is critical to observe that distinct merchandise might also range from each different, as they every have particular of image attributes which may have an effect on the personality traits and ability of the sales representatives offering services to customers. Consequently, findings inside the above reviewed literature from banking, retailing, internet service provider and more cannot be generalized to different product categories and also this study finding applicable to their respective industry not the supermarket ecosystem. Therefore, the salesman personality traits and ability and their impact on sales performance want to be in addition established in other product classes and industries.

## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### Introduction

This chapter discuss the methodology which is going to be used in the studies discusses research design, research approach, methodology, the population, sample size determination, method of data collection, method of data analysis, ethical consideration and data analysis.

#### 3.1. Research Approach

The study used qualitative and quantitative approaches. But mostly this study employed a quantitative case study method to answer the research questions and used a few qualitative data to recognize the personality traits and ability factor on sale performance in case of All Mart supermarket, selected branch.

This study makes use of quantitative approach which identifies any causal link among factors or variables, and it allows examining the effect of personality on sales performances. A quantitative approach is one in which the investigator commonly use post positivist claim for developing expertise (i.e. cause and effect questioning, reduction of particular variables and query, use of measurement and observation and the of theories, employs strategies, of inquiry consisting of experiments and survey and collects data on predetermined gadgets that yield information that has meaning. (Cress well, 2003).

#### 3.2. Research Design

Research designs are plans and the techniques for research that span the choice from broad assumption to detailed method of data collection and evaluation. (Cress well, 2003)

Since the study aims to the personality traits and ability factor on sales performance in case of All Mart supermarket, selected branch. The research design adopted was descriptive research design as this offered the researcher the privilege to establish the existing relationship between sales person personality and ability traits on sales performance and with descriptive research design, the researcher has an opportunity to have a good view of the problem from other related sources and narrows the research around these important items or elements. (Costa, 2001)

#### 3.3. Population and sample size determination

##### 3.3.1 Target population

Population is the number of individuals, the number of things of interest, events which are being investigated in the study in its entirety. (Sekaran, 2013)

First the total numbers of employ at All Mart supermarkets are 670 according to the data that was made available to the researcher. The target population of this study was 268 permanent sales employees working on different divisions of the selected supermarkets. The divisions are sale personnel at the Produce department, the Meat department, the Seafood department, the Beer and Wine section, the Health and Beauty department, the Deli/Prepared Foods department and the

Front End workers will be the target population during the data collection period.

### 3.3.2 Sample size

Sampling is a method of selecting person members or a subset of the population to make statistical inferences from them and estimate of the entire population under study.

The sample size is 226 from the total target population of 268. Therefore number of respondents to whom the questionnaire will be administered includes 226 employees of in the department of marketing and sales of All Mart supermarket.

### 3.3.3 Sampling Technique

Kothari (2014) describes sampling technique as the process that was used to select the number of responders that will used in the study.

The target population of this research was 268 permanent sales workers working on different divisions of the supermarket work as sells. The samples will be selected using systematic random sampling (Paul J. Lavrakas, 2008)  $K^{th} = N/n \dots \dots \dots = 268/226 = 1.18$  which mean the researcher will select 10 Out of 11 employee will be selected.

### 3.3.4. Sample Size Determination

Polit defines a sample size as a proportion of the population of study. (Polit, 2014).

The Cochran sampling system will be employed to draw the sample from the population. The representative pattern length was determined via using the estimation approach given by means of the Cochran sampling formula (1963) stated in Israel in=  $(1.96)2xPx (1-z)/ (1-z)^2$  (Cochran sampling formula, 1963)

n= the sample size which will be drawn

e = level of precision or sometimes called sampling error (range in which the true value of the Population would be predicted.

P= population proportion

z= level of confidence

The sample was drawn from the maximum variability of the Population (P=0.5) with a 95% confidence level with a 5% precision level.

Therefore;  $n = 1.962 \times 0.5 \times 0.05 / 0.052 = 384$  was the predetermined sample. Then using small sample correction formula for 382 workers the sample size will be 226. Thus, the researcher will allocate questionnaires using a systematic sampling technique.

## 3.4. Data Source and Type

The study used two sources of data both primary and secondary data. According to Malhotra (2005), to reveal the relationship of studies question towards the theoretical and empirical assessment (secondary statistics) and the studies question in opposition to the shows (primary data). To show the studies question in opposition to the facts, this study become mostly on purely primary data.

The primary data was collected using closed ended questionnaires and use a format of Likert rating types. The questionnaires were given to sales person at All Mart supermarket selected branches. To correctly acquire the study's objectives, the researcher used each primary and secondary data

sources. The primary data includes the data gathered through questionnaires that that was structured in this case was used for the collection of the needed primary data. Cooper and Schindler (2016) say that using these types of questionnaires makes it easy to have uniformity when answering questions and responses to the questions measured on a five Likert rating scales which is easy to both respondents to understand and researcher to analyze. Strongly Agree (SA)=5 ,Agree(A)=4, Neutral (N)=3 ,Disagrees (D)=2 Strongly Disagrees (SD)=1. Finally the researcher did visual assessment on different division and department of All Mart supermarket.

As a general rule stated by Malhotra (2005) examination of available secondary data is a pre requisite to the collection of the primary data. The secondary data gathered from different brochures, journal documents and the company's website which is <http://allmartethiopia.com>. As secondary source the researcher used the company website to get secondary data published and unpublished documents were company procedures, monthly and annual report of All Mart supermarket, selected branch. The researcher will focus on empathy on sales performance, sales person assertiveness on sales performance, ambitiousness on sales performance and ability on sales performance. Finally in order to gather personality and ability factors in relation to selling semi structured interview will be conducted to elicit data from sales managers.

### **3.5. Data analysis and collection Procedure**

For this study the questionnaire prepared in line with the objective of the study mentioned above. The questionnaire organized in four sections. The first section designed to obtain the personal information of the respondents, the second section contains the which organization profile information, the third section contains question related to empathy, assertiveness, ambitiousness physical ability and cognitive ability of the sample and the fourth section contains sales performance related questions to obtain data whether personality affected it or not.

### **3.6. Reliability and validity of measurement**

Reliability and Validity Reliability and validity are standards used to assess the quality of studies. They imply how nicely a technique, approach or check measures something.

#### **3.6.1. Reliability**

Reliability refers to how consistently a technique measures something. If the identical end result may be always performed by means of using the equal techniques below the identical situations, the dimension is taken into consideration reliable. As the quality of a research study largely depends on the research instrument's validity, certain guidelines will be used to collect the data. To ensure validity, the researcher will ensure that the questions designed are based on the following guidelines:

The questions made in such a way as to make it easy for respondents to understand them, the questions asked were as few as necessary to produce the required information, the questions required answers that would be very straightforward and precise in nature. The questions were directly related to the information required and finally the questions will be in such a way that they can be answered honestly and without bias.

According to Neuman (2007), the variables of the study will be used for analysis if they are found reliable, provide that their cronbachs alpha value is greater or equal to 0.70.

#### **3.6.2. Validity**

Validity refers to how appropriately a way to measures what it is meant to measure. If studies have high validity, which means it produces results that correspond to real properties and variations in

the physical or social world. As the quality of a research study largely depends on the research instrument's validity, certain guidelines were used to collect the data. To ensure validity, the researcher ensured that the questions designed are based on the following guidelines: To have good content validity, a measure of people's attitudes toward exercise would have to reflect. The questions will ask as few as necessary to produce the required information.

Figure 3: Actions taken to ensure the validity the study

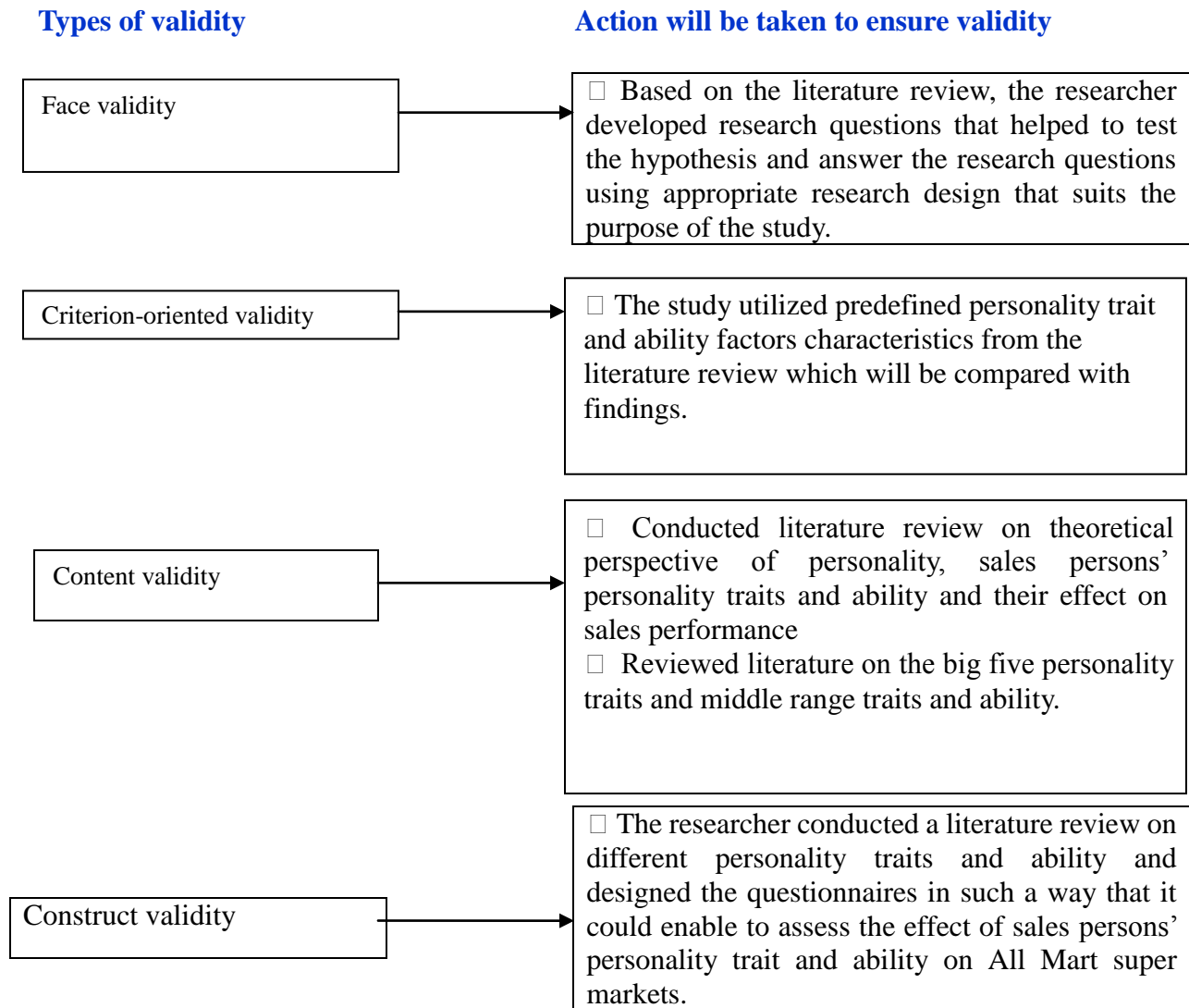


Figure 3.0: Types of validity

Source: Developed by the Yideneku (2018)

### 3.7. Data Analysis

Data analysis is the process of collecting, modeling, and analyzing data to extract insights that support decision-making.

There are a number of stages were used in the analysis of data. At first, questionnaires which are

completed are taken for editing in order to make sure that they are complete and consistent. From there, data will be checked to remove errors and identify omissions, and then the analysis will be done by use of SPSS. Sekaran (2015), points out that the analysis of data has operations which are closely related, and the operations will only be done to provide summary of the data that was collected and then make sure that it was organized in such a way that it answers the objective of the study. Editing, classifying, coding and then putting the data in tables are the operations done on the data. In addition, data will be categorized, ordered, manipulation, as well as summarized giving answers to the question researched. All the processes make sure that the data collected will remain organized in such a manner that it can be easily interpreted (Mugenda & Mugenda, 2003). Further regression analyses were utilized, the purpose of regression was to do data analysis and identify any relationships between the variables of prediction and the sales performance levels.

### **3.8. Ethical Considerations**

Research ethics is a codification of scientific morality in practice. The ethical principles followed in this research consist of all four ethical principles which are voluntary participation, informed consent, anonymity manner and confidentiality.

Voluntary participation method that all studies subjects will be unfastened to choose to participate without any pressure or coercion. Whilst recruiting participants for a research, the researcher informed all potential participants that they are unfastened to select whether they want to take part, and they are able to withdraw from the take a look at any time.

Informed consent refers to a scenario wherein all ability respondents will receive and apprehend all the information they need to determine whether they want to take part. This consists of facts approximately the study's advantages, risks, funding, and institutional approval. The researcher provided information on what they have a look at is about, the risks and advantages of taking the element, how lengthy they have a look at will take your supervisors contact data and the institutions approval range.

Anonymity manner which you don't recognize who the individuals are, and you couldn't link any person participant to their facts. For accomplishing the research, ask respondents to enter demographic statistics including their age, gender and like. With all these facts, it can be possible for other human beings to identify man or woman individuals, so that you pseudonyms the shows.

Confidentiality means in which you realize who the contributors are, but you dispose of all identifying information from your document. To maintain their facts personal, the researcher will take steps to safeguard it and save their any threats to information privacy. The researcher keep all signed consent bureaucracy in a locked document drawer, and give password-defend all documents with research statistics and use it for only academic purpose.

## CHAPTER FOUR

### DATA ANALYSIS, INTERPRETATION AND DISCUSSION

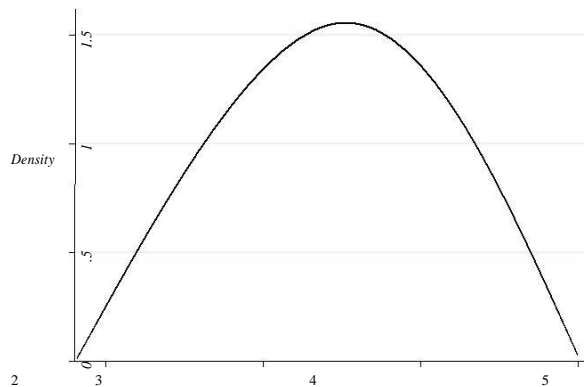
#### Introduction

This chapter discusses and contains the data presented in tables, charts, graphs, and other figures. A contextual analysis of this data explaining its meaning in sentence form. All data that corresponds to the central research question(s).

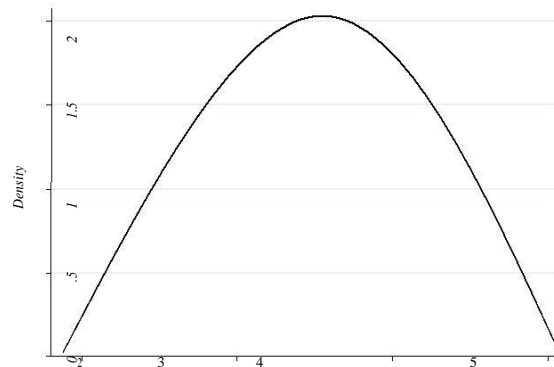
In statistics, **normality tests** are used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. A normality test is conducted to determine whether the data set is normally distributed. The core assumption of normality asserts that the distribution of sample means (across independent samples) is normal. In technical terms, the assumption of normality claims that the sampling distribution of the mean is normal or that the distribution of means across samples is normal.

The following histogram showed the distribution of the data for the assertiveness and empathy. The results showed that the data were normally distributed (Figure 6 and 7).

**Figure 4.0: Normality test for assertiveness**



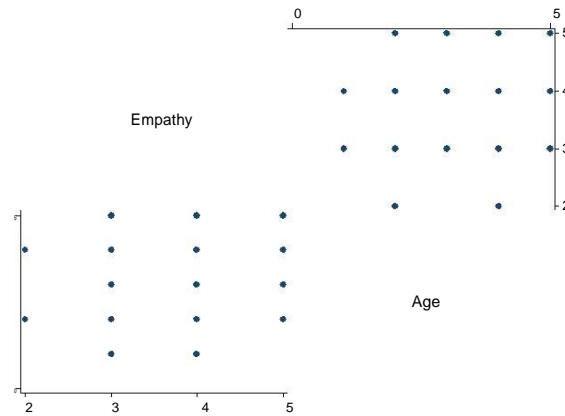
**Figure 5.0: Normality test for empathy**



Source: Developed by the researcher (2022)

To assess whether there is a linear relationship between dependent and independent variables, a scatter plot matrix is created using strata, where dependent variables were plotted against the independent variables. A scatter plot is a set of points plotted on horizontal and vertical axes. Scatter plots are important in statistics because they can show the extent of correlation, if any, between the values of observed quantities or phenomena (called variables). The matrix is done for various mix of dependent and independent variables and the scatter plot showed the linearity of the data. Figure xx showed the linear scatter plot for empathy and age (Figure 6).

**Figure 6.0: Scatter plot matrix for empathy and age**



Source: Developed by the researcher (2022)

To prevent the missing values can arise from information loss as well as dropouts or non responses of the study participants the researcher trained the data collectors how to correctly complete the questionnaire, to review the completed data when they complete the interview and before release the study participant. That enabled the data collectors to complete the missed data. Moreover, the researcher also reviewed the data for completeness when the data collectors submit the completed interview questions every day. For questions that have missing data, the data collectors approached again the interviewees and completed the data.

To avoid the outliers, which could result from various factors including participant response errors and data entry errors, the researcher developed the questionnaire in a categorical format and advised the data collectors to use their judgments. In distribution of variables, outliers lie far from the majority of the other data points, as the corresponding values are extreme or abnormal. In this regard, review of the data set showed there were no issues regarding the outlier.

Out of the total 226 study participants 221 (98.4%) of them agreed to participate in the study and provided their consent using the consent form. However, two of them did not agree to participate in the study since they refused to take part in the study for their personal reasons. The main reason provided is they have urgent tasks and could not take part in the study.

#### 4.1 Location of study participants

Most one hundred thirteen (50%) study participants were from Jemo branch followed by Bisrate Gebreal branch then Gergi branch. Table 3 shows the distribution of the sales branches and study participants by the sales branch offices.

**Table 3.0: Frequency distribution sales branches and study participants by the sales branch offices (N=226)**

Sales branch Zone	Sales Branches	Study Participants	
	Number	N	%
Jemo branch	1	113	50%
Bisrate Gebreal branch	1	75	33.33%
Gergi branch	1	38	16.67%

Source (Researcher, 2022).

## 4.2 Demographic Characteristics of the Study Participants

Fifthly- eight (28.5%) participants were between 26 –30 years of age while twenty two (1.6%) participants were less than 25 years old. Almost equal proportion of the study participants were males (52.0%) and females (48.0%). The majority of the study participants is married (68.3%) and followed by single (28.5%). Table 4 shows the detail demographic characteristics of the study participants. 107 or (68.3%) are married and 68 or (28.5%) are single and 36 or 3.2% are divorced.

**Table 4.0: Demographic characteristics of study participants (N=226)**

Characteristics	Frequency	
	N	%
Age		
Less than 25 years	22	1.6%
26-30 years	58	28.5%
31-35 years	54	27.6%
36-40 years	51	25.2%
Above 40 years	41	17.1%
Sex		
Male	114	52.0%
Female	112	48.0%
Marital Status		
Married	107	68.3%
Single	68	28.5%
Divorced	36	3.2%

Source: Developed by the researcher (2022)

## 4.4 Sales Persons Work Experience and Current Sales Positions

Twenty-seven (5.7%) of the study participants has worked above 10 years in All Mart supermarket while 80 (48.8%) of them has 2 –5 years' work half experience of the study participants. while thirty 5.7% of them has worked less than 2 years as a sales person. In-terms of their sales position the majority of the study participants (85.4%) work as a sales person. Table 5 showed the frequency distribution of study by the par number of years they worked in All Mart supermarkets, as a sales person.

**Table 5.0: Frequency distribution of study participants number of years in All Mart supermarkets, as a sales person and the sales position (N=226)**

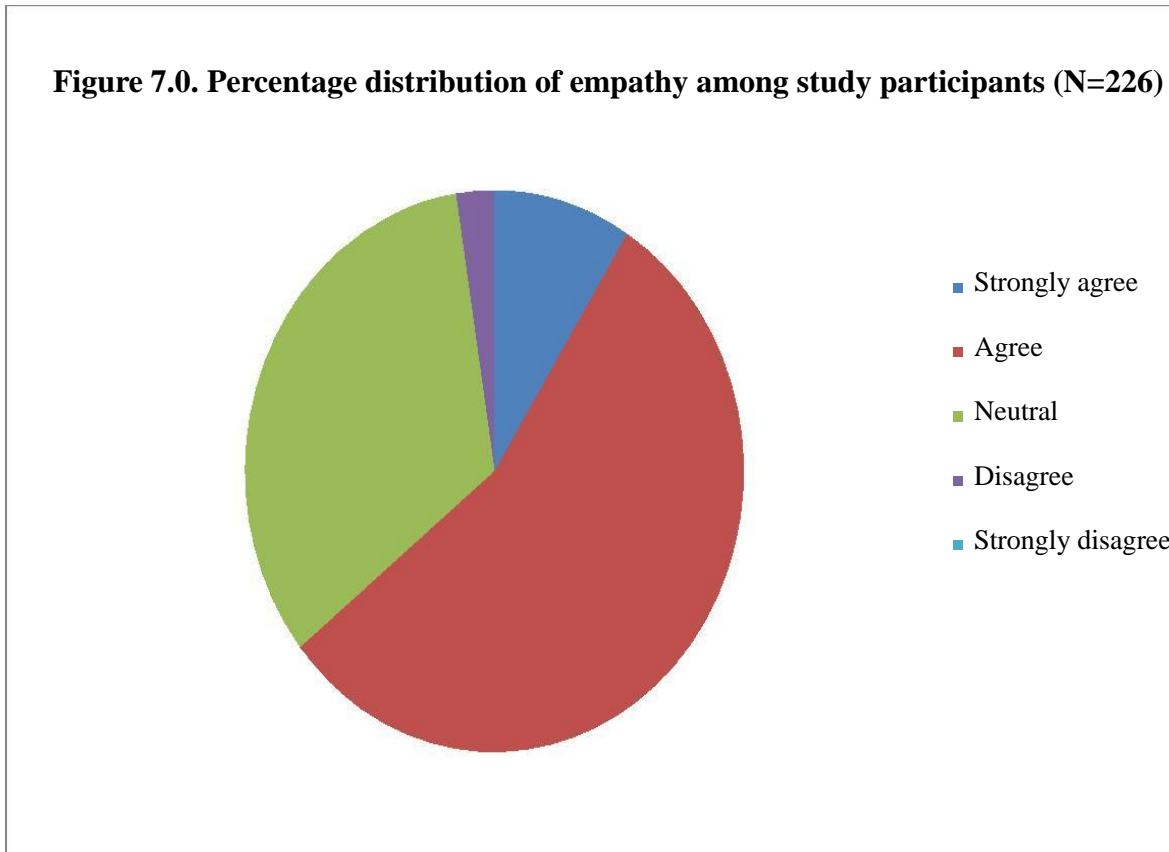
Characteristics	Frequency	
	N	%
Number of years worked as a sales person		
Less than 2 years	30	5.7%
2 –5 years	80	48.8%
6 –8 years	61	33.3%
9 –10 years	28	6.5%
Above 10 years	27	5.7%
Current sales position		
Sales person	158	85.4%
Sales supervisor	68	14.6%

Source: Developed by the researcher (2022)

## 4.5 Sales Persons Personality Traits

### Empathy

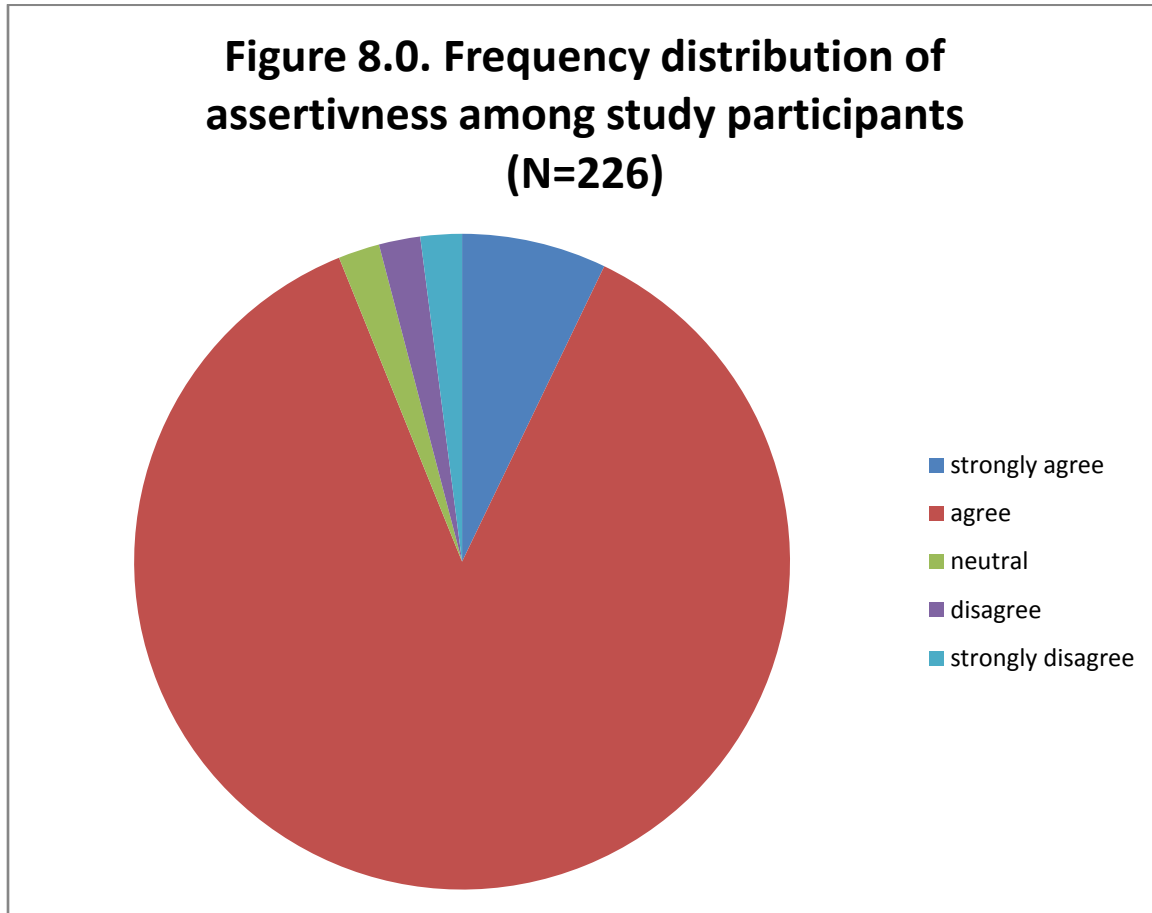
The mean empathy Likert scale score among the study participants is 3.71 ( $\pm 0.66$  SD). Over half of the study participants reported empathic (55.3%) and strong empathic (8.9%) personality trait respectively than other people while only 2.4% of them reported less empathic. Figure 9 showed percentage distribution of empathy among the study participants.



Source: Developed by the researcher (2022)

### Assertiveness

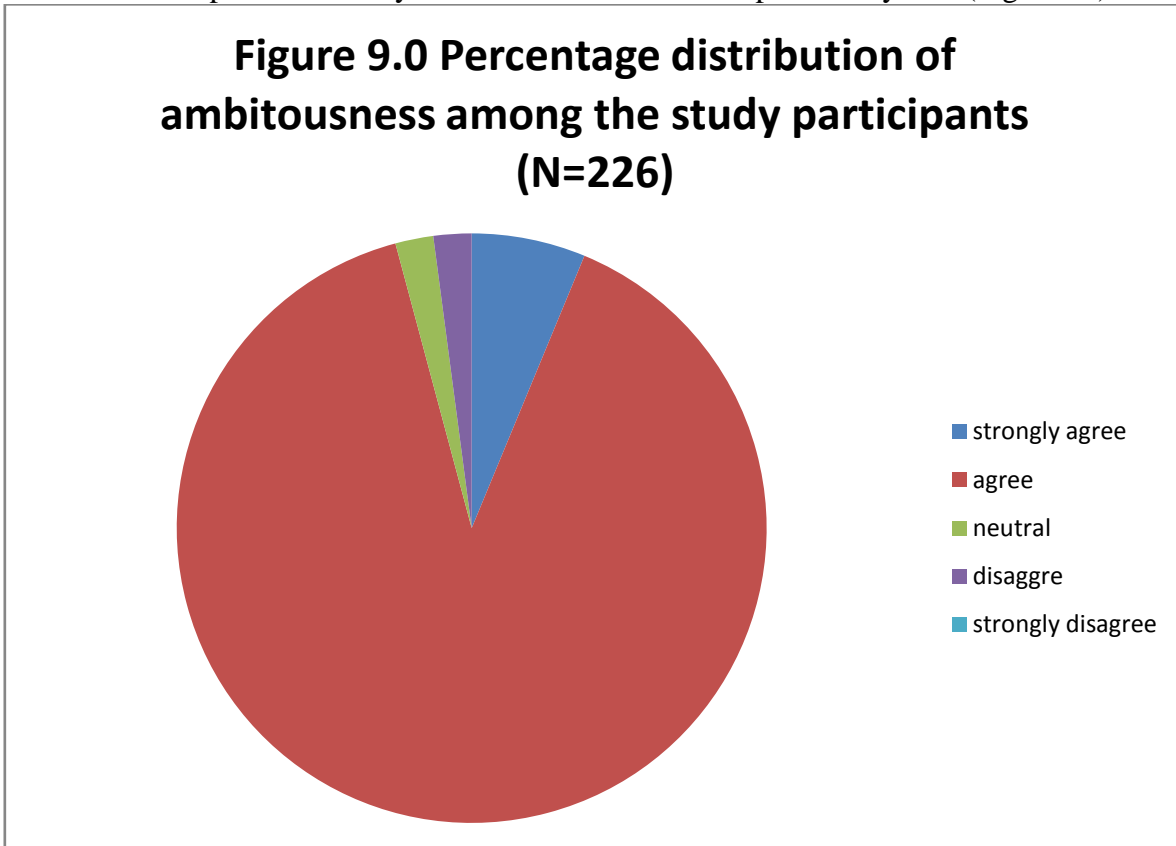
The mean assertiveness Likert scale score among the study participants is 3.55 (0.74 $\pm$ SD). (85%) of the study participants reported that they has agreed to have assertiveness personality trait while eleven (7%) of them reported having strong assertiveness. Figure 10 showed the frequency distribution of assertiveness among the study participants.



Source: Developed by the researcher (2022)

### Ambitiousness

The mean ambitiousness Likert scale score among the study participants is 3.68 (0.63±SD). Half of the study participants (50.4%) reported that they has ambitiousness personality trait while 37.2% of them reported that they has neutral ambitiousness personality trait (Figure 11).



Source: Developed by the researcher (2022)

#### 4.6. Sales person ability

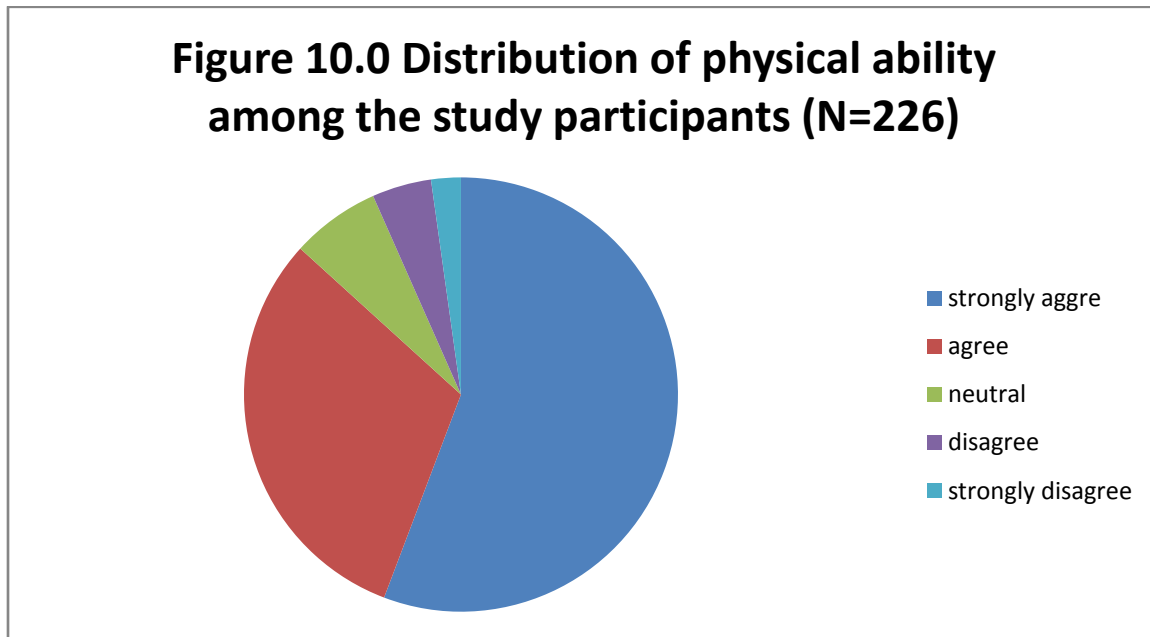
##### Physical ability

The mean Likert scale score for ability of the study participants is 3.57 (0.71±SD). One hundred ninety six (86.5%) of the study participants agreed that they have physical ability while fifteen (6.5%) of them reported that they don't have strong physical ability. (Table 6).

**Table 6.0: Distribution of physical ability among the study participants (N=226)**

Characteristics	Frequency	
	N	%
<b>Ability</b>		
Strongly agree	70	30.97%
Agree	126	55.75%
Neutral	15	6.63%
Disagree	10	4.42%
Strongly disagree	5	2.21%

Source: Developed by the researcher (2022)



Source: Developed by the researcher (2022)

### Cognitive ability

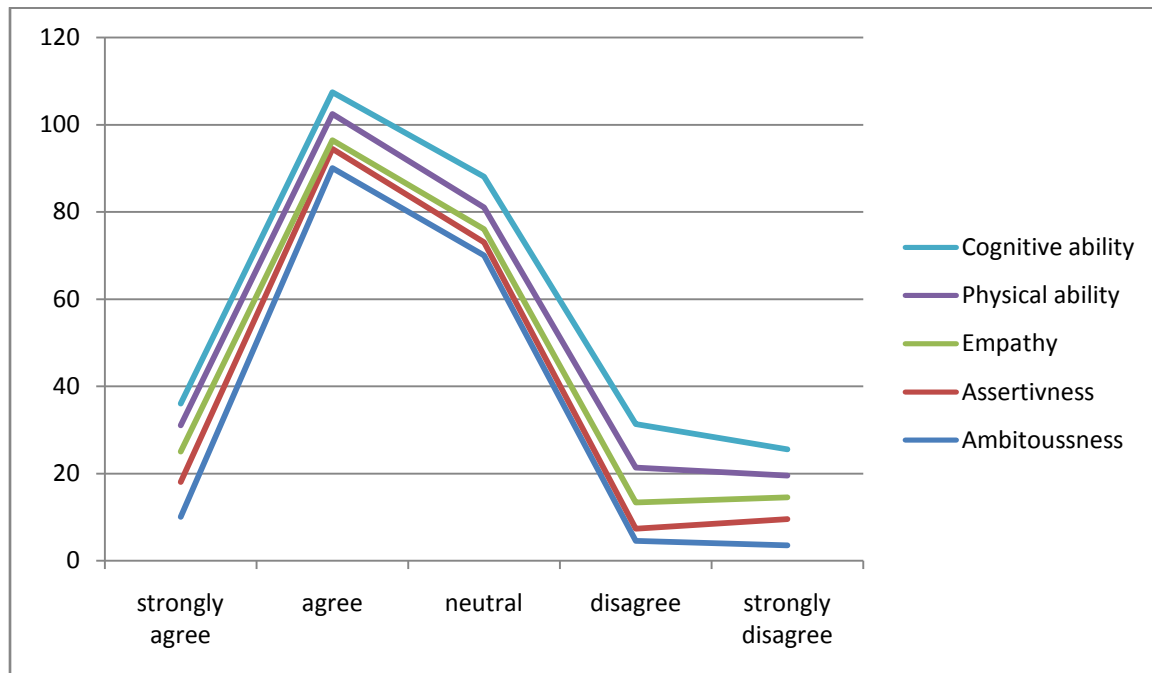
The mean Likert scale score for cognitive ability of the study participants is 3.57 (0.71±SD). Two hundred (90.25%) of the study participants agreed that they has cognitive ability while eleven (3.2%) of them reported that they don't have strong cognitive ability. (Table7).

**Table 7.0: Distribution of cognitive ability among the study participants (N=226)**

Characteristics	Frequency	
	N	%
<b>Cognitive ability</b>		
Strongly agree	71	31%
Agree	129	59.25%
Neutral	15	6.63%
Disagree	11	3.12%
Strongly disagree	0	0%

Source: Developed by the researcher (2022)

Comparisons of the various personality traits and ability showed most of the personality trait of most of the sales persons have empathy, assertiveness, ambitiousness and ability (Figure 11.0).



Source: Developed by the researcher (2022)

## 4.7 Sales performance

Most of the study participants (42.3%) disagree that All Mart super market has a good sales performance among its customers while only 8.1% and 19.5% of them respectively agree and strongly agree that it has a good sales performance among its customers. A similar proportion of the study participants strongly disagree that All Mart super market has a good sales performance among the public, media and its employee. About one in four (17.1%) of the study participants strongly disagree that All Mart super market has good sales performance among its employees (Table 7).

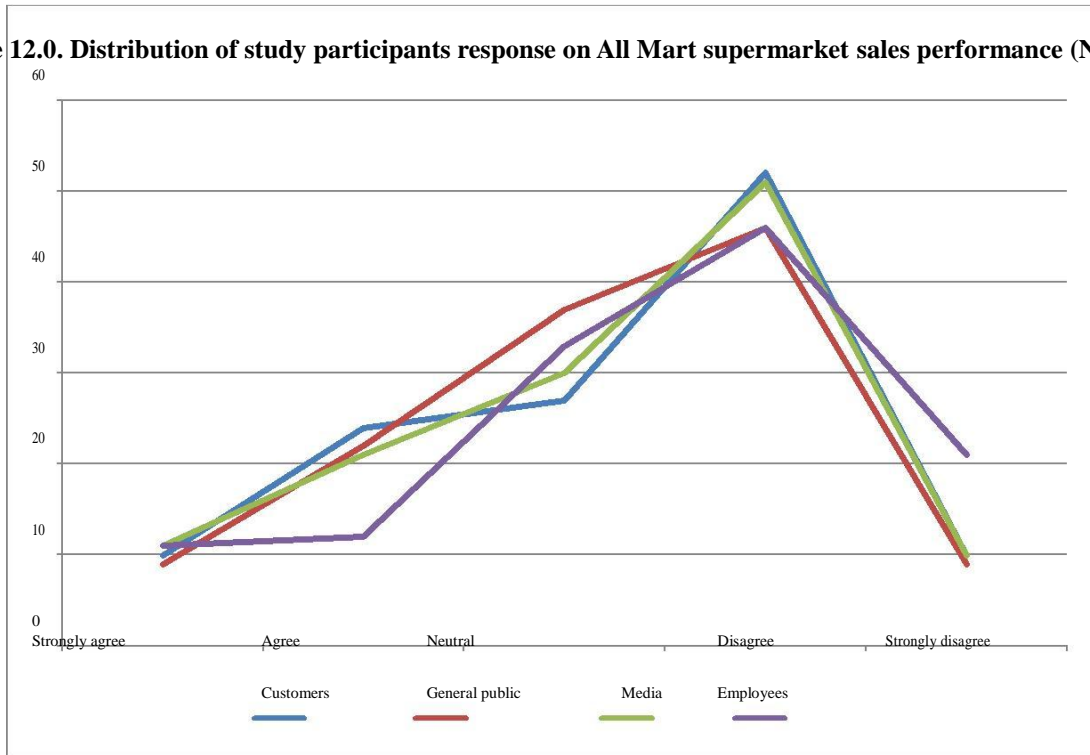
**Table 7.0: Frequency distribution of study-All Mart super market sales performance (N=226)**

Characteristics	Frequency	
	N	%
All Mart super market has good sales performance among its customers		
Strongly agree	30	8.1%
Agree	44	19.5%
Neutral	47	22.0%
Disagree	75	42.3%
Strongly disagree	30	8.1%
All Mart super market has good sales performance among its general public		
Strongly agree	29	7.3%
Agree	42	17.9%
Neutral	57	30.1%
Disagree	69	37.4%
Strongly disagree	29	7.3%
All Mart super market has good sales performance among media		
Strongly agree	31	8.9%
Agree	41	17.1%
Neutral	50	24.4%
Disagree	74	41.5%
Strongly disagree	30	8.1%
All Mart super market has good sales performance among its employees		
Strongly agree	31	8.9%
Agree	32	9.8%
Neutral	53	26.8%
Disagree	69	37.4%
Strongly disagree	41	17.1%

Source: Developed by the researcher (2022)

Comparison of the study participant's response shows that most of them disagree that All Mart super market has a good image neither to its customers nor to the public, media and its employees. However, less than one in five study participants respond that All Mart super market has a strong sales performance among its customers, the public, media and its employees (Figure 14).

**Figure 12.0. Distribution of study participants response on All Mart supermarket sales performance (N=226)**



Source: Developed by the researcher (2022)

#### 4.8. Sales persons understanding on the relationship between personalities traits and ability on All Mart supermarket sales performance

According to the qualitative study finding, personality traits are described as a characteristic of one person that can be gained from families hereditarily as well as nurtured through environmental factors. The key informants responded on the descriptions the three personality traits and ability based on their understanding. Most of them did not know how to describe correctly. The summary of those who responded is described as follows (Table 14).

**Table 8.0: Key informants’ responses on personality**

<b>Sub personality traits</b>	<b>Key informants interview participants responses</b>
Ambitiousness	Having a desire to be successful, powerful, or famous. Or having a desire to achieve a particular goal.
Empathy	Define empathy as the ability to sense other people's emotions, coupled with the ability to imagine what someone else might be thinking or feeling.
Assertiveness	Assertiveness is a healthy way of communicating. It's the ability to speak up for ourselves in a way that is honest and respectful. Every day, we're in situations where being assertive can help us like asking someone on a date, approaching a teacher with a question, or doing well on a job or college interview.
Ability	The physical or mental power or skill needed to do something. power or capacity to do or act physically, mentally, legally, morally, financially, etc
Physical ability	The ability to perform some physical act; contrasting with mental ability
Cognitive ability	The ability of the brain to process, retrieves, and store information.

Source: Developed by the researcher (2022) Based on the key informants organization

Sales performance refers to how effectively your sales team performs within a specific period of time.. Moreover, they described that organization sales performance is the reputability of the organization which it reflects the good will of the organization. One of the respondents indicated that:

*Implementing sales performance management is one of the most common ways to track and manage sales reps' work from the beginning and beyond.*

The key informants reported that good sub personality trait and ability has direct relationship with the organization sales performance. They also indicated those sales persons' personality traits determinants of the organization success and build the organization image.

Almost all the key informants indicated that they need training on personality and ability development for further strengthening their knowledge on personality trait, ability and organization sales performance. They stated that the training would help them to develop a good personality trait, build good organization sales performance, equipped ability and achieve its objectives.

#### **4.9. Demographic determinants of personality traits**

Way measure of association is conduct to assess the demographic determinants of personality traits among the study participants. Years of experience in All Mart supermarket is found to be a significant determinant ( $p < 0.05$ ) of all personality traits except agreeableness. Age, sex, education, marital status and sales position were significant determinant for the different personality traits (Table 9).

**Table 9.0: Demographic determinants of personality traits and ability**

Determinant factors	Two-way measure of association P-value	
	Person Chi <sup>2</sup> test	Fisher's ex
<b>Empathy</b>		
Age	0.063	0.533
Sex	0.451	0.469
Education	<b>0.014</b>	<b>0.027</b>
Marital	0.317	0.217
Year of experience as sales person	0.224	0.136
Sales position	0.550	0.587
<b>Physical ability</b>		
Age	<b>0.008</b>	<b>0.011</b>
Sex	0.719	0.755
Education	0.745	0.670
Marital status	0.113	0.342
Years of experience as sales person	0.718	0.573
Position	0.156	0.216
<b>Cognitive ability</b>		
Age	<b>0.010</b>	<b>0.013</b>
Sex	0.622	0.625
Education	0.722	0.590
Marital status	0.225	0.384
Years of experience as sales person	0.855	0.600
Position	0.174	0.245
<b>Assertiveness</b>		
Age	<b>0.029</b>	<b>0.040</b>
Sex	0.465	0.501
Education	0.148	0.127
Marital status	<b>0.030</b>	0.203
Years of experience as sales person	0.698	0.491
Position	<b>0.045</b>	<b>0.047</b>
<b>Ambitiousness</b>		
Age	<b>0.035</b>	<b>0.027</b>
Sex	0.541	0.425
Education	0.221	0.352
Marital status	<b>0.012</b>	0.352
Years of experience as sales person	0.425	0.542
Position	<b>0.024</b>	<b>0.038</b>

Source: Developed by the researcher (2022)

#### 4.10. Effect of personality trait and ability on All Mart super market sales performance

Pearson correlation coefficients reveal magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 to +1.0). Regarding the relationship among the independent variables, table 16 clearly shows that the variables are significantly correlated with each other (sig. level  $p < 0.01$ ). Furthermore, the results indicate that assertiveness has significantly high correlation with physical ability. ( $r = .3920$ ).

**Table 10.0: Correlation Analysis**

<b>Pearson</b>					
<b>Correlations</b>	<b>Empathy</b>	<b>Physical ability</b>	<b>Cognitive ability</b>	<b>Ambitiousness</b>	<b>Assertiveness</b>
<b>Empathy</b>	1	.3061**	0.3151**	.3244**	.3497**
<b>Physical ability</b>		1	0.3518**	.3593**	.3920**
<b>Cognitive ability</b>			1	.3841**	.3168**
<b>Ambitiousness</b>				1	.2941**
<b>Assertiveness</b>					1

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

Source: Developed by the researcher (2022)

#### 4.11. Regression analysis

Regression analysis is conducted to check the critical assumptions in order to draw a conclusion about the study population. In this regard, normality of both predictor and predicted variables and the linearity of relationship between the independent and dependent variables are checked.

A simple regression analysis was conducted to check the critical assumptions in order to draw a conclusion about the study population. In this regard, normality of both predictor and predicted variables and the linearity of relationship between the independent and dependent variables were checked (Table 11).

**Table 11: Salespersons' personality and ability as a**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905 <sup>a</sup>	.825	.802	.17408

a. Predictors: (Constant), empathy, assertiveness, ambitiousness, physical ability and cognitive ability,  
Source: Developed by the researcher (2022)

From the above model summary, R is .905 and R square is .825. This indicates that about 82.5% of the variance in sales performance (dependent variable) can be explained by sales persons' personality traits and ability factors (independent variable) . The traits remaining 27.5% of the variance was explained by other variables that are not included in this study.

**Table 11: Sales persons' personality traits and ability as (ANOVA) a predictor**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	147.6	6	3.35	108	.000 <sup>b</sup>
Residual	17.4	120	1.32		
Total	17.3	126			

a. Dependent Variable: sales performance

b. Predictors: (Constant), empathy, assertiveness, ambitiousness, physical ability and cognitive ability,

Source: Developed by the researcher (2022)

The F test result in the ANOVA table and the p value, tests whether the overall regression model is a good predictor and the probability of this result occurred by chance or not. In this regard, the F test result is 108 with a significance of less than .001; this implies that, the probability of these results occurring by chance is less than .001. Therefore, a significant amount of sales performance is influenced by sales person’s personality traits and ability, which means independent variable. Statistically and significantly predict the dependent variable (sales performance), and it can be concluded as, the overall regression model is significant,  $F(6, 120) = 126, p < .001, R^2 = .825$  (i.e., the regression model is a good fit of the data). Furthermore, the lower value of the standard error of the estimate and the higher F value evidenced that, the interdependence of the two variables, i.e. sales performance is strong and significant. Therefore, it may be concluded as the influence of sales persons personality traits and ability on sales performance is significant, where,  $p < .001$ .

One of the aims of this study is to identify the most contributing independent variables in the prediction of the dependent variable. Person’s Correlation showed assertiveness has analysis significant relationship to the sales performance ( $r=0.985$  and  $p=0.0000$ ). Ambitiousness ( $r=0.780$ ) correlated more than physical ability ( $r=0.630$ ). However, No correlation observed between empathy and sales performance. (Table 12).

**Table 12: Value of Correlation Person’s analysis**

Big five factors	Value	
	Value	P value
Empathy	0.000	0.9754
Physical ability	0.630**	0.0010
Assertiveness	0.985***	0.0000
Ambitiousness	0.780**	0.0116
Cognitive ability	0.638**	0.0248

\*\*\*Higher Correlation; \*\*Moderate Correlation;  
\*Weak Correlation Source: Developed by the researcher (2022)

Source: Developed by the researcher (2022)

In summary, regression analysis showed the independent variables predict the sales performance among its employees. Moreover, assertiveness strongly correlated with sales performance.

However, empathy did not show correlation with the sales performance. In summary, regression analysis showed the independent variables predict the organization sales performance among its employees. Moreover, assertiveness strongly correlated with organization sales performance.

## 4.12. Discussion

### **Sales persons' personality traits and ability**

A sales personality encapsulates the positive characteristics that are correlated to selling success. A person with a sales personality tends to embody all of the traits that lead to superior sales performance: inspiring genuine trust, building strong relationships, finding the right solutions to the right problems, consistently following up, showing grace under pressure, and closing higher-value deals faster. To be effective, salespeople need ability to develop a strategic approach to prospecting and work on it daily to identify new business opportunities better. That means having the ability to research potential buyers, conduct cold outreach, and create new opportunities. This study assessed the effect of sales persons' personality traits and ability on sales performance using a case of All Mart supermarket. The study is conducted among sales persons working in All Mart supermarket sales branch in Addis Ababa.

### **Empathy**

From (Paul Bloom, 2016) Empathy is the act of coming to enjoy the world as you think someone else does. Babies learn to identify and regulate their emotions through successful dyadic interactions with their caretakers, primarily their mothers. In this study, sales persons are found to show that 80% of the variability observed in sales performance is caused by a salesman's empathy. Empathy enables the sales persons to stimulate pro-social interactions when salespeople appraise their buyers' emotions in the same way that buyers appraise their own emotions.

In this study, nearly one in four of the sales persons has less empathy personality trait. These sales persons might bring frustration to customers, affect customer relation, not forgive for his or her mistakes, unable to listen others opinions and also lack of empathy is a sure fire way to lose customers and customers will not recommend for other customers online.

### **Ambitiousness**

The Latin phrase for this ambition is 'ambitio', which came from 'ambire', meaning to 'go around'. Since this activity is caused by a preference for honor or power. There is also a tradition within psychology studies to define ambitiousness in terms of goals or plans for accomplishments, as it seen in Lockes (1996) goal-setting theory research, where ambition is frequently referred to as a source of personal differences in goals. In this study, sales persons were found to show that 86% of the variability observed in a salesman's sales performance is explained by his level of ambitiousness. an ambitious salesperson is willing to take the time to find out what the real needs of their customers are. They don't jump at the person's first comment and try to close the deal. Their genuine interest helps expose the underlying needs that the customer may otherwise not be willing to share.

The need to achieve, consisting of ambitiousness and a tendency to work hard toward goals, also become found to be genetically stimulated, however more than half of this trait regarded determined by life experience. From a 7-decade longitudinal sample of 717 high-ability people from the Terman lifestyles-cycle examine (Terman, Sears, Cronbach, & Sears, 1989) effects indicated that ambitiousness become a middle-stage trait-related to however distinct from extra distal individual distinction variable-that has meaningful effects on sales performance.

In this study nearly one in five of sales person has less ambitiousness. These sales persons might not particularly interested in improving their position in life or in being successful, rich, or powerful.

### **Assertiveness**

Assertiveness came to most people's attention in the late twentieth century in connection with moves including Civil Rights in United States of America, the women's movement, and the personal-development movement. Rakos (1991) identified three antecedent obligations distinguishing assertive people: (a) determining rights of all participants, (b) developing responses that persuade but do now not judge or evaluate the others, and (c) considering potential negative consequences of assertion.

To be assertive in sales means to confidently stand up for and let prospects know exactly what you have to offer them, particularly how you plan to solve their problems. It's about knowing the value of your product or service and making sure that everyone who needs to know about it.

Sales person need to be assertive enough to attain out to different clients, both present and potential ones. They would have to take measures to drive their ideas throughout, and taking the risks of viable rejections and stalemates along the way.

In this study, sales persons were found to 72% of the variability observed in sales performance is explained by the salesman's assertiveness. Non-assertive sales people is one who is often taken advantage of, feels helpless, takes on everyone's problems, says yes to inappropriate demands and thoughtless requests, and allow others to choose for him or her.

### **Ability (physical and cognitive ability)**

First the English word ability comes from 'habilitās' from old French from Latin aptitude, which means is handiness, from habilis able. According to Gate (2007: 02) ability is defined as the state of being able to do something, or your level of skill at doing something. Abilities are natural or

inbuilt while skills are learned behaviors. Abilities can be psychological or physical. A salesperson need to have the ability to sell (selling ability) so that it will perform his duties well and achieve predetermined targets. Limbu et al. (2016) said that salesperson's ability is a predictor of sales behavior, which in turn determines sales overall performance.

In this study, sales persons are found to nearly one in five of sales person has less physical and cognitive ability. Sales ability plays a key role in the building of loyalty and trust between customer and business. Lack of trust and loyalty created from lack of sales ability are the main reasons why a customer would choose to not recommend the company to a friend or family member or write a great review of your product or service online. So the All mart super markets need to develop and give trainings to the employee to develop sales ability.

### **Relationship between sales persons' personality traits and ability on sales performance**

Sales performance is an integrated body painting that permits business enterprise to plan and adaptation of sales techniques and make sure well timed execution of sales projects even as ensuring each the front traces sales peoples and selection makers have to look into performance of sales person. Sales performance model the following generations of outstanding practices for sales (Micahel D, 2006). Understanding this among the sales persons might provide them opportunity to promote the sales performance.

In this study, nearly half of the sales persons did not agree or strongly disagreed indicating that All Mart supermarket has a good sales performance among its customers, the public, among media and its employees. This could affect the sales persons' performance as well as their effort and also Poor sales performance costs money, time, resources and missed opportunity, and the very worst part is, you're most likely contributing to your competitor's growth. Managing poor sales performance efficiently, effectively and with minimum impact on the rest of the sales function is vital.

A great system of measures of sales performance will permit a greater efficient allocation of assets, and more importantly, will assist the perceived equity of the device, which in turn, positively affects motivation and performance. There are several of sales performance measures with extensive consequences on sales people's behavior. This could be one way the sales persons could support the organization to fill the gap in-terms of lack of good sales performance among its customers, media, the public and employees. However, the qualitative study found that sales persons lack of good understanding of the personality traits, they trained inadequately and lacked the necessary sales abilities how they could contribute in overall sales performance.

Positive personality trait at work is important because a product regardless of how desirable it's takes most usually is not sufficient to convince a person to shop for it. That is what makes sales representatives critical. Every representative is the face of his or her company to customers, giving personality to an organization product and business. An enterprise and marketing try hard to add personality to the commercial enterprise; however salespeople genuinely ability accomplishes it domestically.

Every salesperson needs to have the ability to sell (selling ability) so that it will perform his duties well and achieve predetermined targets. Limbu et al. (2016) said that salesperson's ability is a predictor of sales behavior, which in turn determines sales overall performance. Abilities can help salespeople in understanding and empathizing with purchases, gathering and disseminating essential information and changing sales presentations during customer interactions.

### **The effect of socio-demographic characteristics**

Though there are a number of studies that assess the effect of socio-demographic and ability and personality traits on sales performance and other factors, the researcher could not get comparable similar studies to assess the effects of socio-demographic characteristics on sales persons' personality and ability.

All Mart supermarkets to provide meaningful insights on the socio-demographic characteristics findings. In this study, educational status and year of sales persons' work experience in All Mart supermarket among sales persons has strong association with empathy personality trait. This might be due to the sales persons that were educated might get new knowledge, ideas, skills and capacities which will enable them to helps to close the sale By exercising empathy, the salesperson gets an accurate gauge on the customer's emotional state and readiness for the close. This allows them to take each step toward the close at exactly the right time, and in a manner that feels good to the customer..

The age of the sales persons and year of sales persons work experience in All Mart supermarket has a strong association with their sales person cognitive ability. This might be due to various factors. Considering the researchers experience, as the age of the sales person and the number of years of sales persons work experience increases, they might acquire experiences and confidence that could enable them use both physical and cognitive abilities.

Like other personality traits, the years of sales persons work experience has a strong association with their assertiveness personality trait. This indicated that sales persons with years of work experience might be exposed to large number of staff and customers that could enable them to develop good inter-personal communication skills and could know how to handle customers. Moreover, the experience could enable them to understand the type of work at hand and they could be able to prioritize the urgent tasks first, look for options before making decision and take actions in a timely manner. Since such kind of sales persons could also get feedback from their supervisors and customers over a long period, they might be experienced in accepting valid criticisms and suggestions for performance improvement.

The age, marital status and position of sales persons have a strong association with empathy personality trait. In this study, most of the study participants were on adult age groups when they could establish rapport easily, feel responsible to take care of other people in a compassionate manner, with empathy and concern and make realistic judgment for the customers emotions. Moreover, having a marital responsibility could also help them feel more responsibility to their work and take time to listen customer's problems.

### **Effect of personality trait on sales performance and its predictors**

In this study, strong association found between sales person personality traits and good sales performance among its customers. Moreover, sales person ability is correlated with the organization sales performance. This might result from such kind of Abilities can help salespeople in understanding and empathizing with purchases, gathering and disseminating essential information and changing sales presentations during customer interactions.

In the current study, assertiveness among its employees and strongly correlated with organization sales performance. This might be due to the tendency of assertiveness personality as It comes from the Latin 'assertus', meaning “defended or claimed”. Assertive may be idea of as the adjective versions of the verb assert, which means to hold or defend (as in phrases like assert your rights or assert their dominance).

#### **4.13. Summary**

Out of the total 226 study participants (28.5%) study participants were between 26 –30 years of age, 52.0% were males and 68.3% were married. The majority of the study participants (75.6%) were first-degree holders and. (45.5%) of the study participants has worked above 10 years in All Mart supermarkets and nearly half of the study participants (48.8%) worked as sales persons between 2 –5 years. The majority of the study participants (85.4%) were currently working as a sales person.

The study finding showed, 80% of the study participants have ambitiousness, 86% participants has physical ability, 90% has cognitive ability, 57.8% has assertiveness personality trait and 72 % has empathy personality trait. Over four in ten study participants reported that All Mart supermarket did not have sales performance among its customers. Moreover, nearly half of the study participants reported that All Mart supermarket did not have a good sales performance among the public, media and its employee.

Years of experience in All mart super markets is found to be a significant determinant ( $p < 0.05$ ) of all personality traits except empathy. Age, sex, education, marital status and sales position were significant determinants for one of the personality traits and ability. Ability and empathy are strongly associated with sales performance among customers and among the general-public and media respectively. Correlation analysis shows assertiveness has the most significant relationship to the sales performance. Similar to other studies assertiveness is found to be a significant predictor of sales performance among employees ( $p < 0.05$ ).

The qualitative study finding showed that the sales persons did not have good understanding of the personality traits and ability though they have some understanding on the relationship; it has with the organization sales performance. They proposed personality and ability training to strengthen their knowledge on personality trait and contribute in promoting positive organization sales performance.

## CHAPTER FIVE

### CONCLUSSION AND RECOMMENDATIONS

#### 5.1. Conclusions

The main motivation behind the use of personality traits and sales person ability is that sales force would be the key factor for business survival, especially in a highly competitive market. If firms want their profit to keep growing, they must rely on the sales people to promote products launched to the customers. Therefore, the salespeople have to make great effort to collect information and identify potential customers in order to reach the selling goals and obtain the necessary profit for the firm to survive. Significant relationship exists between salesmen personality traits and sales person ability on their sales performances. Using personality traits as identified in the study, successful salesmen can be described as being empathetic, assertive and ambitious although, other factors may influence their performance but the researcher limited his study to these three factors and ability as another factor. All personality traits factors examined are found to positively influence sales performance. Sales performance is often described as the quality and quantity of sales closed in a specific time period. This marketing function of selling is undertaken by the sales force of a company. For these sales persons to achieve the desired sales result, they must possess certain personality traits and ability that will endear them to their clients. It is vital to identify necessary personality changes in salespersons because they provide an important role in achieving sales growth and corporate profitability. Salespersons play an important part in influencing new product developments. Salespersons also develop marketing strategies by giving ideas on product innovations through their dealings with customers. Information on price changes are gathered through salesmen dealings with their clients.

In this study, irrespective of the limitations, over half of the sales persons have ambitiousness, assertiveness, empathy personality traits and physical and cognitive ability the rest lack these personality traits and physical and cognitive ability. This means that most sales persons were in their right position. However, considering the qualitative study findings almost all need immediate training to improve their understanding on personality traits and ability. Four in ten study participants disagree that All Mart super markets has a good sales performance among its customers and nearly half of them strongly disagree that All Mart super markets has a good sales performance among the public, media and its employees. This might affect the organizational sales performance but the salespersons' personality and ability could also contribute to this sales performance.

Years of experience in All Mart super markets were a significant determinant of all personality traits except ambitiousness. In this regard, the organization can promote other staff to sales positions than recruitment and deploying new staff to sales roles. Socio-demographic factors such as age, sex, education, marital status and position need to be considered in the recruitment and assignment of staff to the sales positions 'as they were significant determinants for the different personality traits and sales person ability. There is no association between empathy and organization sales performance. Assertiveness personality trait is found to be a significant predictor of sales performance among salespersons and the correlation is the strongest among all the three personality traits and physical and cognitive ability. This calls for considering of these traits in human resource recruitment.

Based on the findings of the study, the hypotheses for this study were accepted and rejected as follows:

**H1:** Sales person empathy does not have significant effect on sales performance. Accepted.

**H2:** Sales person assertiveness does not have significant effect on sales performance. Rejected due to the lack of organic evidence.

**H3:** Sales person ambitiousness as a personality trait does not have significant effect on sales performance. Rejected due to the lack of organic evidence.

**H4:** Sales person physical ability does not have significant effect on sales performance. Rejected due to the lack of organic evidence.

**H5:** Sales person cognitive ability does not have significant effect on sales performance. Rejected due to the lack of organic evidence

## 5.1. Recommendations

Based on the study findings the researcher made the following recommendations:

### **For All Marts super markets**

- Sales managers should establish specific, short-term or immediate goals or sales targets that will challenge the sales people, yet still viewed as achievable and realistic. This is in line with Schunk and Pajares, 2002 who states that improving self efficacy of a sales person does not require setting of sales target that are not realistic and achievable.
- Firms should boost the ability, integrity, trust and confidence of sales person's by matching sales person's sales achievement to the quota or target set for that sales person, rather than comparing one sales person against another or comparing one sales person to the rest of the team. This approach along with an encouraging atmosphere can boost one's level of empathy and ambitiousness, whilst unease can challenge it.
- Sales managers can reduce stressful and tense situations and lowering anxiety surrounding the selling process or sales process of the sales people. Sales person's ambitious potential for achieving sales target or quotas can also be improved or made better through guided practice, mentoring and role modeling.
- Employers should use personality traits as criteria in selecting more effective salespeople and in designing job characteristics that optimally fit the profile of proactive employees. Additionally, training interventions may be adapted to the differential needs of individuals who score high versus low on the personality traits.
- Over half of the study participants have the required personality trait needed for sales persons. Hence, new staff recruitment needs to focus on identifying the right personality traits and socio-demographic characteristics needed for customer facing role.
- Existing sales persons lack adequate understanding of the personality traits. Hence, appropriate training is required to meet their training needs as well as reach half of the sales persons that do not have the personality trait needed for the sales persons.
- Existing sales persons lack adequate understanding of the sales person ability that is both physical and cognitive ability. Hence, appropriate training is required to meet their training needs as well as reach half of the sales persons that do not have the ability needed for the sales persons.
- The majority of the study participants reported that All Mart supermarket did not have a good sales performance among customers, the public, media as well as its employees. The organization needs to further investigate the cause and make necessary actions.
- Year of experience in All Mart supermarket is a significant determinant for most personality trait. Hence, the organization needs to consider this in promoting staff to sales persons' positions.

**For further research:**

- This study showed the year of experience in All Mart supermarket as a significant determinant for the personality trait. Further study needed to understand contributing factors for providing positive personality traits among employees with long years of work experience.
- The study showed All Mart supermarket did not have a good sales performance. This requires further investigation to identify the contributing factors and execute corrective actions.

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## **Annex 1**

### **Addis Ababa University**

#### **Marketing Management department**

#### **Questionnaires**

The researcher is studying at Addis Ababa University. The study is part of the researcher's academic work for the accomplishment of the Masters of Marketing Management degree at Addis Ababa University School of Commerce. My graduating paper focuses on the effect of personality traits and ability on sales performance. The purpose of these questionnaires is to collect data on how personality affects sales performance and this can be achieved only through your voluntary and honest participation. Please do not put your name on the questionnaire. No individual answer is analyzed. Rather, only composite information will be used. The researcher assures you of the confidential treatment of your responses and answers collected from the questionnaire will not be used against you or the organization and will only be used for academic purposes. If you have any questions, you can contact me using the address below. I am more than happy to guide you.

Abiy Nega

Phone number:- 0909596025

Email:- Abiynnega@gmail.com

**I appreciate your cooperation**

Please give answers in the spaces provided by tick on front of the answer you are think right using (X)

Section 1 Socio- demographic information	
Questionnaires	Answers
1. Gender	1. Male <input type="checkbox"/> 2. Female <input type="checkbox"/>
2. Age	1. Under 20 years of age <input type="checkbox"/> 2. 21-30 <input type="checkbox"/> 3. 31-40 <input type="checkbox"/> 4. Over 40 years of age <input type="checkbox"/>
3. Disability	1. Yes <input type="checkbox"/> 2. No <input type="checkbox"/>
4. If Yes which	1. Affecting hearing <input type="checkbox"/> 2. Affecting mobility <input type="checkbox"/> 3. Affecting vision <input type="checkbox"/> 4. Mental ill-health <input type="checkbox"/> 5. Another form of disability <input type="checkbox"/>
4. Education level	1. Grade 12 and below <input type="checkbox"/> 2. Diploma <input type="checkbox"/> 3. Bachelor's degree <input type="checkbox"/> 4. 2 <sup>nd</sup> degree and above <input type="checkbox"/>

	5. Family status	1. Married <input type="checkbox"/>
		2. Unmarried <input type="checkbox"/>
		3. Divorced <input type="checkbox"/>
	6. Religion	Orthodox <input type="checkbox"/>
		Muslim <input type="checkbox"/>
		Protestant <input type="checkbox"/>
		Others <input type="checkbox"/>

<b>Section 2 All Mart supermarket profile questions</b>		
	<b>Questionnaires</b>	<b>Answers</b>
	1. Job position	1. Sales <input type="checkbox"/>
		2. HR <input type="checkbox"/>
		4. IT <input type="checkbox"/>
	2. Work experience	1. Less than 1 year old <input type="checkbox"/>
		2. 1-2 years <input type="checkbox"/>
		3. 2-4 years <input type="checkbox"/>
		4. Over 4 years <input type="checkbox"/>

**Section 3 Question related to general personality traits questions**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. You like helping other people					
2. You easily disappointed					
3. You help people only if you think when you get something in return					
4. You set up long term goals					
5. You think you are unique					
6. You often do you go out into a social environment or a public place					
7. You make people feel welcome?					
8. You like solving complex problem					

**Section 4 Empathy related questionnaires**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. You actively listen others					
2. You focus on non verbal communication					
3. You give advice					
4. You consider other point of view					
5. You are sensitive to others, care about their well-being, and want to help					
6. You care about the greater good and well-being of Earth					
7. You before criticizing					

somebody try to imagine think how I would feel if I were in his/her place					
8. You try to look at everybody side of a disagreement before you make a decision					
9 You have a hard time predicting what situations will make other people happy					
10. You enjoy making other people feel better					

<b>Section 5 Assertiveness related questionnaires</b>					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. You have confidence in yourself					
2. You speak clearly and address the situation directly					
3. You are doing without or compromising your needs and wants					
4. You apologize or accept fault even when you are not responsible					
5. You respect the opinions of others					
6. You have the ability to validate other's feelings					
7. You compromise when you solve problems					
8. You do not understand the meaning of a word, do you ask about it					
9. If someone cuts in front of you in a line, You usually tell them off					
10. You are able to say no when you do not want to do something					

### Section 6 Ambitiousness related questionnaires

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. You set goals					
2. You are willing to take risk					
3. You expose yourself to new way of thinking					
4. You focused on execution					
5. You believe financial or professional or carrier success is mainly a matter of luck					
6. You imagine life without work					
7. You enjoy the process more than the outcome					
8. You think you achieved a lot					
9. You inspire by other people					
10. Your family or relationships hold you back from achieving your goals					

**Section 7 Ability related questionnaires**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not sure</b>	<b>Agree</b>	<b>Strongly agree</b>
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**Physical ability related questionnaires**

1. You Walk for a quarter of a take (that is about 2 or 3 blocks)					
2. You lifting or carrying something as heavy as 10 pounds or 4.5 kill gram					
3. You do activities in the house (like washing cloth, sweeping)					
4. You prepare your own meals					
5. You managing your money (such as keeping track of your expenses or paying bills)					

**Cognitive ability related questionnaires**

6. You memorize what you do in recent time					
7. You think you are rational					
8. You think you are problem solver					
9. You analyze before making decisions					
10. You comprehended when you read					

## Section 8 Sales performance related questionnaires

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. All Mart Super Markets has good sales performance among its customers					
2. All Mart Super Markets has good sales performance among general public					
3. All Mart Super Markets has good sales performance among media					
4. All Mart Super Markets has good sales performance among its employees					

## Annex 2

### Qualitative data collection questionnaires

**Give your opinion on space provide next to each questions**

1. What do you understand about personality traits?

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2. How are key personality traits related to salespersons? (Probe for each OCEAN openness to experience, conscientiousness, extraversion, agreeableness and neuroticism of personality traits)

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3. How are sub personality traits empathy, assertiveness and ambitiousness related to sales person?

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4. How do you describe physical and cognitive ability in workplace?

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6. Which of the four empathy, assertiveness, ambitiousness physical ability and cognitive ability can increase sales performance?

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7. How do describe your or colleagues exposure to training or orientation on personality traits or sales performance?

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