

# FACTORS AFFECTING SALESPERSON PERFORMANCE IN SMEs CREATIVE INDUSTRY OF CENTRAL JAVA

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**Abstract:** This study aims to examine the influence of emotional intelligence, spiritual intelligence, personality and competency toward salesperson performance in SMEs Creative Industry of Central Java. The research uses survey design which a quantitative approach. Data collected from 150 respondents by distributing questionnaires, and then Structural Equation Modeling (SEM) is used to test the hypotheses. The finding of this study demonstrated that emotional intelligence, spiritual intelligence, personality and competency have a positive influence on salesperson performance. The originality of this study is the important role of the internal salesperson in order to enrich the sales management literature. This research has limitations related to indicators are used; therefore future researchers are suggested to expand the indicators of measure salesperson performance and other variables.

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

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Small and Medium Enterprises (SMEs) have proven as a major contributor to the country's economy. SMEs play an important role in creating employment and contributing to socio-economic development (Bowen, Morara, and Mureithi, 2009; Tambunan, 2005). In Indonesia, SMEs are independent businesses, in the form of individual businesses, entities, or cooperatives, and are not

large business subsidiaries (Handoko, Soegoto, Wahab, and Wahdiniwaty, 2016; Rahadi, 2016). According to data from the Indonesian Ministry of Cooperatives and SMEs, the number of SMEs reached 63 million, with micro scale details of 62,106,900 business units (98.70%), small businesses 757,090 units (1.20%), and medium businesses 58,627 units (0.09%) (www.detik.com).

The government continues to foster SMEs to incorporate creative products into the digital market and penetrate export markets abroad. Data shows that SMEs in 2017 increased by 2.06 percent, from 61,651,177 units to 62,922,617 units with a market share of 99.99 percent. But the increase

in the number of SMEs in Indonesia was not accompanied by an increase in non-oil exports, with a market share of only 14.17 percent compared to large businesses which contributed 85.53 percent (depkop.go.id). Even though SMEs have received technical, management, capital and business advocacy assistance from the government, their business performance is still low, making it difficult to develop business (Octavia, 2017).

The salesperson is an important element in the sales process (Abdullah and Wibisono, 2013; Reid, 2015; Williams, Spiro, and Fine, 1990). Salesperson performance is one of the factors driving the company's success (Aqmalah and Ardyan, 2019). The salesperson in companies has a vital role because they are required to meet sales targets, building a relationship and corporate image through the services provided to customers (Purwanto, 2002). Salesperson plays a key role not only in customer relationship management but also in understanding, creating, communicating and delivering value to customers, which in turn increases sales of company performance (Wisker and Poulis, 2015). Although the company has a good product, without the support of its marketing and sales personnel were adequate, the product will be in vain (Adiyanto and Sunaryo, 2017).

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

Emotional intelligence contributes 80% of a person's success compared to intellectual intelligence (Goleman, 2000). Emotional intelligence is a strong factor for predicting performance (Rangarajan and Jayamala, 2014; Sastre Castillo and Danvila Del Valle, 2017; Vratskikh, Al-Lozi, and Maqableh, 2016). Wisker and Poulis (2015) argued that individual high emotional intelligence tends to show a higher level of performance results. Muhammad Ali (2018) states emotional intelligence is the ability to

realize and understand one's own emotions to understand the emotional reactions of others that produce better, deeper and stronger relationships.

Another intelligence that is believed to make someone work better, think creatively, and have a view is spiritual intelligence (Trihandini, 2005; Zohar and Marshall, 2000). Sulistiyani (2017) concluded spirituality in the workplace is work meaningfulness, work based on passion, delighted in the task of responsibility, solidarity, and harmony among employees. It is proven by the significant positive impact on employee innovative behavior. Research by Arti (2018) showed that the higher the spiritual intelligence, the better the performance of human resources.

Although existing research recognizes the importance of aspects of emotional and spiritual intelligence (Malik and Tariq, 2016; Noermijati, Sunaryo, and Ratri, 2019; Sharma and Upadhyaya, 2018), but the role of emotional intelligence is not well-explained in the literature on the performance of salesperson (Kadic-Maglajlic, Vida, Obadia, and Plank, 2016). The results of several studies state that emotional intelligence has a negative relationship with employee performance (Baxter, Hayward, and Amos, 2008), meanwhile other research concluded that emotional intelligence does not directly influence the salesperson's performance (Wisker and Poulis, 2015). The results of other studies explained emotional intelligence has a direct and positive impact on creativity, but the influence spirituality intelligence is weak (Rodrigues, Jorge, Pires, and António, 2019).

Based on the phenomenon and research gap, this study proposed to integrates emotional and spiritual intelligence, personality and competency factors as factors that contribute positively to the human resources performance. This study offers this specific idea with the following arguments: *first*, a salesperson with high emotional intelligence can manage emotions more effectively against the pressure of work targets imposed on him. Krishnan, Mahphoth, Ahmad, and A'yudin (2018) stated that competencies of emotional intelligence could actually affect employee performance in the workplace. *Second*, a salesperson that has the capability of intelligence to give meaning or value in the job will

have the resilience to face and solve problems. Spiritual intelligence and personality traits are two important components and have a meaningful role in the organization (Farsani, Arofzad, and Hosaini, 2013; Sancoko, Setiawan, and Troena, 2019). *Third*, salesperson skills determine the success or failure of a company in achieving its goal. A salesperson who has good competence will produce good quality service to customers (Zakaria, Ferdinand, and Raharjo, 2017). Research by Punwatkarn and Varghese (2014) showed that product knowledge, listening ability, convincing skills, handling objections, and interpersonal skills are the main competencies that affect salesperson performance.

Based on the explanation above, this study aims to examine the role of emotional intelligence, spiritual intelligence, personality and competency in improving the salesperson performance s in SMEs creative industries of Central Java, Indonesia.

## LITERATURE REVIEW

### Emotional Intelligence and Salesperson Performance

The concept of emotional intelligence has received great attention in organizational behavior and human resource management, especially in predicting employee performance. The research literature has recognized the relationship between emotional intelligence and human resources performance (AlDosiry, Alkhadher, AlAqraa, and Anderson, 2016; MuktiAli, Sukoco, and Suaedi, 2018; Fitriastuti, 2013; Haryono, Rosady, and MdSaad, 2018; Mahmood, Arshad, Ahmed, Akhtar, and Rafique, 2015; O'Boyle Jr, Humphrey, Pollack, Hawver, and Story, 2011; Pettijohn, Rozell, and Newman, 2010; Vveinhardt, Bendaraviciene, and Vinickyte, 2019). Emotional intelligence will produce better, deeper, and stronger relationships with customers in a business environment so that it is very beneficial for the company's marketing efforts. Thus sales department employees are generally responsible for maintaining direct contact with customers, and employee emotional intelligence has an impact on sales that can improve business (MuhammadAli, 2018). Based on those findings and arguments, the hypothesis is as follows:

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

### Spiritual Intelligence and Salesperson Performance

In recent decades, spirituality in the workplace has gradually appreciated, because many leaders consider spirituality as a solution (Sheng and Chen, 2012). The work environment is filled with a meaningful work atmosphere, that will explore brilliant ideas in order to enhance innovative behavior (Sulistiyani, 2017). Many studies show that applying a spiritual mindset in the workplace encourages creativity and innovation in workers and increases employee productivity, and leads to better overall organizational performance (Hidayati and Setiawan, 2013; Mahmood, Arshad, Ahmed, Akhtar, and Khan, 2018; Mahmood et al., 2015; Malik and Tariq, 2016; Marques, Dhiman, and King, 2005; Philippus, Afnan, Noermijati, and Achmad, 2016; Tischler, Biberman, and McKeage, 2002; Trihandini, 2005; Wibowo, 2015). Afsar and Badir (2017) explained spirituality in the workplace is encouraged by the willingness of an employee to find the meanings and objectives in his work and strengthen their relevance to work and organization. Spiritual intelligence has a positive impact on the workplace as the results of creativity, skills, abilities, values and personality according to the demands of the organization. Based on the description above, the hypothesis can be proposed as follows:

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

### Personality and Salesperson Performance

Retnawati and Nuryakin (2016) define the performance of salespeople as various measures of success based on what the company decides. Abidin (2016) stated one of the important factors that affect the performance of an employee is personality. Many research such as Yang and Hwang (2014), Widyasari, Syahlani, and Santosa (2017), Gani, Tewal, and Trang (2018) explained that personality has a significant positive effect on employee performance. Study Salleh and Kamaruddin (2011) showed two dimensions of personality, namely high

self-efficacy and self-monitoring attributes, related to the salesperson performance of insurance agents. Saeed and Siddiqui (2018) concluded the nature of Muslim personality which consists of piety, forgiveness, and truth has a significant positive effect on sales performance. Kawiana, Dewi, Martini, and Suardana (2018) also suggested that there was an influence of personality on Bank employee's performance in Bali. Based on the literature review, the third hypothesis proposed for this study is as follows:

H3. Personality has a positive effect on salesperson performance.

### **Competency and Salesperson Performance**

Basir, Ahmad, and Kitchen (2010) stated that there are many factors that contribute to the performance of salespeople; however, the skills of salespeople play an important role in seller performance. The resulting study of Basir et al. (2010) on the salesperson's performance revealed that the influence of interpersonal skills positively affecting the performance. Punwatar and Varghese (2014) stated that competence, namely skills and abilities, plays a vital role in job responsibilities by an individual in a particular professional field that leads to job performance. Rajan and Srinivasan (2015) found that product and customer knowledge, also competitive knowledge plays an important role in increasing sales force in the Indian Pharmaceutical Industry. Zakaria et al. (2017), based on it study stated that achieving higher sales performance can be done by a process where the salesperson's technical competencies which consist of product knowledge, competitor products, unique product selling points and their benefits, have a positive effect on the salesperson performance. These results are reinforced by the study of Amalia, Riyanto, and Farouk (2018) which showed interpersonal skills, salesmanship skills, and technical skills have a positive and significant effect on salesperson performance. Based on this description, the hypothesis can be proposed:

H4. Competency has a positive effect on salesperson performance.

### **METHOD**

This study is a survey with a cross-sectional research method. In order to confirm the model built, this study used a quantitative analysis approach. The primary data is obtained from the distribution of the questionnaires to the respondents of SMEs salesperson on creative industries in Central Java. The questionnaires sent out to potential respondents. The samples selection used purposive sampling method, by consideration of SMEs with 5 years minimum operation, the SMEs is still active, and have sales force employees. The questionnaires distributed from January to June 2019, with 150 respondents. The number of samples has fulfilled the criteria for structural equation model analysis, the number of samples between 100 to 200 data (Ghozali, 2014; Hair, 2010).

The instrument id developed into five sections. The scale of emotional intelligence in this study was measured to adapt from the study (AlDosiery et al. (2016); Shamsuddin and Rahman, 2014; Sony and Mekoth, 2016; Tischler et al., 2002), with tree indicators: self-evaluation/self-regulation, motivation, empathy/social relationship. The spiritual intelligence is measured using the concept of spiritual intelligence related to the work (Ashmos and Duchon, 2000) cited by Hendrastuti, Agung, and Sudja (2018), described in three indicator items namely a spiritual intelligence as the value of life from inside, as work that has meaning and community. Salesperson's personality instruments are based on (Setia, 2018; Waheed, Yang, and Webber, 2017), measured using three scales, namely extraversion, openness to experience, and agreeableness. Competency is measured using three scales based on Basir et al. (2010) and Amalia et al. (2018) include salesmanship skills, technical skills, and interpersonal skills. The salesperson performance was adopted from Basir et al. (2010) measured using three scales: contributing to the company's market share, generating a high level of sales revenue, and exceeding annual sales targets and objectives. All scale use seven available alternatives with a neutral point, from score 1 = very low, up to 7 = very high. The operational definition of this study is summarized in Table 1.

**Table 1** Operational definition and indicators

Variable	Operasional definition	Indikator
Emotional Intelligence	The ability to understand self emotions and feelings of yourself and others, and motivated yourself. (Goleman, 2000; Salovey and Mayer, 1990)	<ul style="list-style-type: none"> <li>• Self-regulation</li> <li>• Self-motivation</li> <li>• Social Relationship (AlDosiry et al., 2016; Sony and Mekoth, 2016)</li> </ul>
Spiritual Intelligence	Intelligence to place behavior and life in the context of broader, richer, and more meaningful meanings. (Zohar and Marshall, 2000)	<ul style="list-style-type: none"> <li>• Honesty</li> <li>• Wisdom</li> <li>• Focus to contribution (Zohar and Marshall, 2000)</li> </ul>
Personality	Basic individual characteristics expressed through ways of thinking, behaving and reacting to an individual's situation. (Setia, 2018)	<ul style="list-style-type: none"> <li>• Extraversion</li> <li>• Agreeableness</li> <li>• Openness to experience (Waheed et al., 2017)</li> </ul>
Competency	The expertise possessed by a sales-person in carrying out work activities (Johlke, 2006)	<ul style="list-style-type: none"> <li>• Interpersonal skill</li> <li>• Salesmanship skill</li> <li>• Technical skill (Basir et al., 2010)</li> </ul>
Salesperson Performance	Evaluation of activities carried out with the results obtained by marketing personnel based on targets achieved according to company's goal (Zakaria et al., 2017)	<ul style="list-style-type: none"> <li>• Contribute market share</li> <li>• High level of sales</li> <li>• Exceeding sales target (Aqmala and Ardyan, 2019; Basir et al., 2010)</li> </ul>

This study used the Structural Equation Modeling (SEM) approach, a collection of statistical techniques to test models that have concurrent relationships simultaneously (Hair, 2010). The inferential SEM analysis was used to test the proposed research hypothesis. Data analysis is divided into two, namely confirmatory factor analysis and assessment of structural equation models. Both analyzes with the help of the IBM SPSS AMOS 25 program, a new generation and the most powerful for processing multidimensional and tiered research models (Ferdinand, 2006).

## RESULTS

### Confirmatory Factor Analysis

Data resulted from questionnaires probed unidimensionalitas through measurement model using confirmatory factor analysis (CFA) to determine the ability of indicators to explain the variables of the study. Based on the results of calculations in

Table 2, it is known that all each question has an estimate greater than 0,7 so that it can conclude that the question items are valid. Other results revealed that the construct reliability (CR) greater than 0,7 and the extract variance (VE) greater than 0,7, so it was concluded that the research instrument proved reliable, all indicators can be consistent to measure the variable. Based on the CFA test results, indicate that each indicator in the model is accepted.

### Full Model Analysis

After the CFA test is fulfilled, the next stage is the normality assumption test for data screening and multicollinearity to evaluate the relationship between exogenous variables. The test results in Table 3 show multivariate abnormal data and some cases show outliers. However, because the data has been proven to be normal in univariate ways, which is indicated by the value of a critical value smaller than 2.58.

**Table 2 Confirmatory Factor Analysis Result**

<b>Variable, Indicator and Reliability</b>	<b>LF</b>
Emotional Intelligence (CR = 0,9027; VE = 0,734)	
• Able to manage emotion when carrying out work	0,809
• Participate in solving problems	0,902
• Can accept criticism with an open mind	0,897
Spiritual Intelligence (CR = 0,936; VE = 0,788)	
• Having the integrity to commit with truth and honesty	0,882
• Idealize openness with coworkers	0,893
• More like to give rights of others rather than myself	0,716
Personality (CR = 0,947; VE = 0,796)	
• More comfortable with the outside environment and other people	0,891
• Having accuracy and discipline at work	0,893
• Have an attitude of openness to experience	0,919
Competency (CR = 0,913; VE = 0,778)	
• Have the ability to resolve conflicts	0,846
• Able to make sales presentations well	0,975
• Have good product knowledge	0,817
Salesperson Performance (CR = 0,931; VE = 0,819)	
Improve total sales target achievement	0,851
Increase in the number of customers	0,951
Contribution of sales target accomplishment within the set deadline	0,910

Note: LF = Loading Factor; CR = Construct Reliability; VE = Variance Extracted.

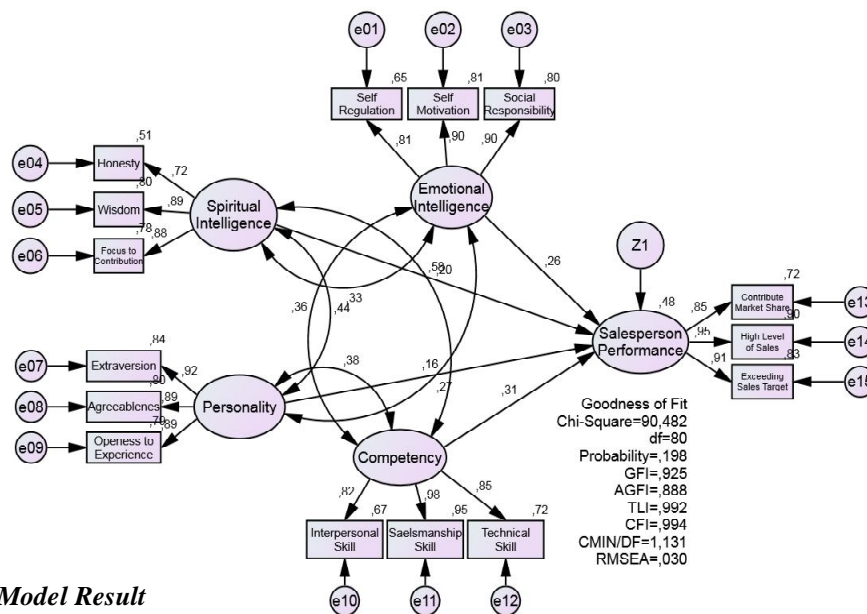
Outlier data in this study is maintained because there is no reason to issue outlier data. In accordance with the central limit theory, if the sample size is large, then the statistics of the sample will be close to the normal distribution even though the population of the sample is not normally distributed (Widarjono, 2010). The other results explain the relationship between all exogenous variables under 0.95 so there is no multicollinearity problem (Ghozali, 2011), therefore the test can be continued with the model fit test.

The results of the fit model assessment in Figure 1 show that this model is in accordance with the data used in the study. This is indicated by the chi-

square value ( $90,482 \leq 101,879$ ), probability value ( $0,198 \geq 0,05$ ), GFI (Goodness of Fit Index) ( $0,925 \geq 0,90$ ), TLI (Tucker Lewis Index) ( $0,992 \geq 0,90$ ), CFI (Comparative Fit Index) ( $0,994 \geq 0,95$ ), CMINDF (The Minimum Sample Discrepancy Function) ( $1,131 \leq 2,00$ ), dan RMSEA (Root Mean Square Residual) ( $0,030 \leq 0,08$ ), all values are in the range of expected values. Another calculation shows AGFI (Adjusted Goodness of Fit Index) value ( $0,888 < 0,90$ ) has approached marginally. These results indicate that the research model is accepted and meets the standard criteria for test the proposed hypothesis, and the results are presented in Table 4.

**Table 3 Normality and Multicollinearity Test Result**

Description	Cut-off	Result	Interpretation
Univariate Normality	< ±2,58	-1,126 ... 2,296	Normal
Multivariate Normality	< ±2,58	7,995	Abnormal
Outlier Data	< 37,697	43,556	There are some outlier
Multicollinearity	< 0,95	0,275 ... 0,585	No problem



**Figure 1 Full Model Result**

**Table 4 Hypotheses Testing Result**

Hypotheses	The Relationship	b	CR	Probability	Decision
H1	Emotional Intelligence → Salesperson Performance	0,254	3,344	0,000	Supported
H2	Spiritual Intelligence → Salesperson Performance	0,232	2,213	0,027	Supported
H3	Personality → Salesperson Performance	0,157	2,077	0,038	Supported
H4	Competency → Salesperson Performance	0,295	3,331	0,000	Supported

Note: b = Standardized Estimate; CR = Critical Ratio.

Based on the results in Table 4, the estimated values for all hypotheses are positive, with a critical ratio (CR) greater than the cut-off value of 1.96 and the probability of significance is lower than 5%, so the four hypotheses are accepted or supported by empirical data. It means emotional intelligence, spiritual intelligence, personality and competency

have a positive impact on the salesperson performance of SME’s Creative Industry in Central Java.

**DISCUSSION**

The main objective of this study is to determine whether there is a relationship between emotional intelligence, spiritual intelligence, personality and

competencies with salesperson job performance. Based on data calculation all four proposes hypotheses can be supported, that emotional intelligence has the strongest influence on salesperson performance followed by competency, spiritual intelligence and personality. The finding support study by Arti (2018) which demonstrated emotional-spiritual intelligence have a significantly positive effect on human resource performance. Furthermore, it supported Zakaria et al. (2017) that be concluded that technical competency and soft capability have a positive influence on salesperson's performance.

The ability to understand self-awareness, self-regulation, self-motivation, empathy and social responsibility, are the essential abilities for salesperson performance in the creative industries. The finding of this study shows the importance of the emotional intelligence role in improving salesperson performance. This research's findings in line the previous studies by (Mukti Ali et al., 2018; Fitriastuti, 2013; Gani et al., 2018; Hendrastuti et al., 2018; Noermijati et al., 2019; O'Boyle Jr et al., 2011; Putri and Gustomo, 2012; Rahman, Shah, and Jan 2019; Sastre Castillo and Danvila Del Valle, 2017; Shamsuddin and Rahman, 2014; Vratskikh et al., 2016; Wibowo, 2015), that emotional intelligence has a strong relationship with the performance of employees in companies and organization. This study supports the previous research (Sony and Mekoth, 2016) in India Power Utility, that all dimensions of emotional intelligence such as self-emotional appraisal, others' emotional appraisal, regulation of emotion and use of emotion, have indirect positively impact toward job performance through frontline employee adaptability. The finding differs from the research of AIDosiry et al. (2016) that there is a negative relationship between emotional intelligence and sales performance.

Emotional intelligence effectiveness improves the salesperson's performance levels, in the face of intense competition, the target of the market, and other pressure. It because emotional intelligence can able to change poor performance into positive with an improved relationship with the customer, management and all stake holders. The finding is consistent with Goleman (2000) that stated emotional

intelligence twice as important than intellectual intelligence to drive success in life. In this study, emotional was positively associated with salesperson performance, coherent with the previous study by Krishnan et al. (2018) which found the three dimensions of emotional intelligence (self-awareness, self-management, and relational management) have a significant impact toward employee job performance. The self-management tends to be the dominant factor that influences toward employee performance of the oil and gas industry in Malaysia. Furthermore, the finding also provides support for the result of Alferaih (2017) who shows the relationship between emotional intelligence and job performance in Saudi banking managers. An employee with high emotional intelligence will be able to develop better work relationships, such as show better job performance. Moreover, the finding supported Chaudhry and Usman (2011) which revealed a positive association of emotional intelligence with employee performance in various private sector organizations. Hence, the predictive power of emotional intelligence can be predicted significantly by employees' job performance.

This study finds that spiritual intelligence has a positive influence on the salesperson's performance. These results are in line with the opinion of Zohar and Marshall (2000) that intelligence to place behavior and life in the context of broader, Richer, and more meaningful, and it is needed for superior performance, making employees work better, think creatively, and have a wide view. This result suggests a conceptual framework by Chin, Raman, Yeow, and Eze (2012) that emotional and spiritual intelligence plays an important role in nurturing creativity and innovation and improving performance. It reinforces the study conducted by (Afsar and Badir, 2017; Hendrastuti et al., 2018; Malik and Tariq, 2016; Rani, Abidin, and Hamid, 2013; Tischler et al., 2002), suggesting that spiritual intelligence influences toward human resource performance.

Our study reveals that intelligence to place behavior and life in the context of broader, richer, and more meaningful meanings, could drive better human resource performance. According to the study finding, it supports that employees embracing spiri-



tual intelligence are able to contribute in a meaningful effective way of creating better organizational outcomes (Mahmood et al., 2018). Furthermore, the finding also in-line with Sancoko et al. (2019) which concluded that spiritual intelligence has a significant influence on employee performance. Employees who have the opportunity to unleash all of their potentials as human beings in the workplace will have excellence performance.

Based on the results of the study, it is known that there is a positive significant relationship between personality and the salesperson performance of SMEs Creative Industry in Central Java. Salesperson's extrovert personality that is open to the outside world will make him want to change himself to learn new things so as to improve his marketing performance. Discipline/compliance to keep the promise will increase the trust of old and new customers. The result is in line with study Setia (2018) that personality is a valid predictor of employee job performance in the professional world. Dimensions of conscientiousness personality such as doing something immediately, behaving appropriately and like to put things in order, return and put things in place, based on research results correlate significantly with successful entrepreneurs. The results are consistent with previous studies (Abidin, 2016; Gani et al., 2018; Kawiana et al., 2018; Saeed and Siddiqui, 2018; Salleh and Kamaruddin, 2011) that there is positive relationship between the five-factor model personality (extraversion, agreeableness, conscientiousness, emotional stability, openness to experience) and sales performance. This study reinforced the results of Kawiana et al. (2018) concluded that the influence of personality on employee performance was significant. The findings of this research weaken the study of Yakasai and Jan (2015), which state that the big five factors cannot effectively explain salespeople's performance.

This research result shows that competency has a significant impact on salesperson performance in creative industry SMEs. This condition shows that the higher interpersonal skills, salesmanship skills and technical skills, will increase contribute a market share, high levels of sales and exceeding sales targets of the company. These findings supported

by Rajan and Srinivasan (2015) that the customer/product knowledge and client evaluation are some basic skill sets, which can improve the sales people performance in the pharmaceutical industry. Similar results were found at the findings of research by (Ade, 2018; Basir et al., 2010; Johlke, 2006; Sugiyarti, 2018) who revealed that high salesperson performance can be achieved by salesmanship skills, technical skills and marketing/presentation skills. The research results supported by Amalia et al. (2018) show that interpersonal, salesmanship and technical skills give a contribution to salesperson performance on profit companies. This finding is different from Retnawati and Nuryakin (2016) that customers encountering competence has no significant effect on the sales force performance.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Based on the result of this study and discussions, it can be concluded that emotional intelligence has a positive influence on salesperson performance in SMEs Creative Industry at Central Java. Furthermore, the result of the study also provides evidence that spiritual intelligence has a positive influence on salesperson performance, personality has a positive effect on the salesperson's performance, and competency has a positive effect on the salesperson's performance. Therefore this study concludes that internal employee factors are very important to enhance employee performance.

### Recommendations

This research is limited to internal factors of employees to enhance salesperson performance. Therefore future researchers can develop the scope of company factors such as marketing incentive systems, promotion systems, and social security. Thus the results can complement this study about factors affecting salesperson performance.

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