

## ABSTRACT

Salespeople is one of the factors which play an important role on supporting firm success, because salespeople are parties who have direct relationship with customer on influencing purchasing decision making. This research is conducted to test the influence of working smart, working hard, learning orientation, selling experience, training effectiveness, attitude of competition, performance motivation, and performance assessment to the salespeople's performance by developing a research model and eight hypotheses proposed on this research.

The technique of sample collection on this research use *purposive sampling* method, sample selection based on particular characteristics, on this research, salespeople who have been working for more than 1 (one) year. The number of sample on this research is 149 respondents of salespeople of HD Ananda Agency PT Prudential Life Assurance Semarang. The technique of data analysis is *The Structural Equation Modeling (SEM)* from software package AMOS 16.0 in hypotheses modeling and testing.

The result of analysis of *The Structural Equation Modeling (SEM)* for model testing causal relation among variables influencing and influenced by working smart, working hard, learning orientation, selling experience, training effectiveness, attitude of competition, performance motivation, performance assessment and salespeople's performance have fulfill the criteria of *Goodness of Fit*,  $chi\ square = 332,680$  ;  $probability = 0,101$  ;  $GFI = 0,866$  ;  $AGFI = 0,832$  ;  $TLI = 0,982$  ;  $CFI = 0,984$  ;  $RMSEA = 0,027$  ;  $CMIN/DF = 1,105$ . Based on data analysis, it can be concluded that the model is well accepted and then the research result provides theory implication that the influence of learning orientation to salespeople working smart is positive and significant, selling experience to working smart is positive and significant, training effectiveness to working smart is positive and significant, attitude of competition to working hard is positive and significant, performance motivation to working hard is positive and significant, performance assessment to working hard is positive and significant, working smart to salespeople's performance is positive and significant, and working hard to salespeople's performance is positive and significant. The managerial implications and future research are also discussed on this research.

**Keywords : Working Smart, Working Hard, Learning Orientation, Selling Experience, Training Effectiveness, Attitude of Competition, Performance Motivation, Performance Assessment, Salespeople's Performance**