

The Role of Adaptive Sales in Increasing the Performance of Jimshoney Product Sales Personnel in East Java

by Muhadjir Anwar

Submission date: 15-Sep-2021 12:13PM (UTC+0700)

Submission ID: 1648865967

File name: The_Role_of_Adaptive_Sales_in_Increasing_the_Performance_ff.pdf (298.99K)

Word count: 7395

Character count: 40683

The Role of Adaptive Sales in Increasing the Performance of Jimshoney Product Sales Personnel in East Java

¹Rezza Lutviana Suryahadi, ²Muhadjir Anwar

^{1,2}Departement of Master Management, Faculty of Economics and Business, University of Pembangunan Nasional "Veteran" Jawa Timur

E-mail: rezzalutviana@gmail.com, Corresponding Author: muhadjir.ma@upnjatim.ac.id

ABSTRACT

Purpose: This Research is based on the phenomenon of selling online-based products by using salespeople as marketing subjects, so there is a need for research on sales force performance to measure the effectiveness of sales force performance in marketing company products. The purpose of this study was to test and determine the causal relationship between constructs in the model, namely the construct of customer orientation and sales soft capability on the performance of employees with adaptive sales as a mediator.

Design/methodology/approach: This study uses a quantitative approach. The sampling method used is a purposive sampling method with 100 respondents who are Jimshoney salespeople in East Java who have joined as salespeople for at least 3 months on January 1, 2021.

Findings: The conclusion of the study shows that customer orientation has a positive and significant effect on the performance of salespeople for Jimshoney products in East Java, while sales soft capability has no positive and significant effect on the performance of salespeople for Jimshoney products in East Java. Furthermore, customer orientation and sales soft capability have a positive and significant impact on the performance of salespeople through adaptive selling of Jimshoney products in East Java.

Paper type: Research paper

Keyword: Customer Orientation, Sales Soft Capability, Adaptive Selling, Sales Force Performance.

Received: July 12th, 2021

Revised: July 18th, 2021

Published: July 31st, 2021

I. INTRODUCTION

Companies in the era of globalization are required to have the expertise to market their products both through physical stores and online stores on social media. Therefore, it will be easier for companies to introduce the brand of their products to customers. In line with this, the development of business in Indonesia has now grown quite rapidly, one of which is growing quite rapidly is the fashion business. The fashion business is a business that is most in demand by all groups, both young and old. Usually, students and housewives take and resell merchandise from suppliers or commonly called suppliers to customers by registering as a salesperson or commonly called a reseller. There are also those who only act as intermediaries between suppliers and customers without picking up and touching the goods or commonly called the dropship system, so goods from suppliers will be directly given to customers through freight forwarding services and usually activities like this are done online marketing. The existence of a sales force is very helpful for companies to market the products they produce. Companies can cut the cost of promoting goods by having a salesperson who will go directly to market the product to customers. In marketing terms, there is a salesperson who acts as an intermediary. selling between

Companies and customers is called personal selling. so goods from suppliers will be directly given to customers through freight forwarding services and usually activities like this are carried out online marketing. The existence of a sales force is very helpful for companies to market the products they produce. Companies can

cut the cost of promoting goods by having a salesperson who will go directly to market the product to customers. In marketing terms, there is a salesperson who acts as an intermediary. selling between companies and customers is called personal selling. so goods from suppliers will be directly given to customers through freight forwarding services and usually activities like this are carried out online marketing. The existence of a sales force is very helpful for companies to market the products they produce. Companies can cut the cost of promoting goods by having a salesperson who will go directly to market the product to customers. In marketing terms there is a salesperson who acts as an intermediary. selling between companies and customers is called personal selling. Companies can cut the cost of promoting goods by having a salesperson who will go directly to market the product to customers. In marketing terms, there is a salesperson who acts as an intermediary. selling between companies and customers is called personal selling. Companies can cut the cost of promoting goods by having a salesperson who will go directly to market the product to customers. In marketing terms, there is a salesperson who acts as an intermediary. selling between companies and customers is called personal selling. According to The Young Entrepreneur Council in liputan6.com in 2013 which states that if a company wants the right salesperson for the company, it needs a salesperson who has a hunter spirit, someone who

According to The Young Entrepreneur Council in liputan6.com in 2013 which states that if a company wants the right salesperson for the company, it needs a salesperson who has a hunter spirit, someone who

Issue	Previous Research	Research Gap
Effect of customer orientation on sales force performance	Kaynak et al. (2016:68)	
	Role of adaptive selling and customer orientation on salesperson performance: Evidence from two distinct markets of Europe and Asia	1 Customer orientation has a positive and significant effect on sales force performance
	Udayana and Ardyan (2019:275)	
	Selling relationship quality to increase salesperson performance in the pharmacy industry International	
	Hidayat and Kusumastuti (2019:8)	Customer orientation has no positive and non-significant effect on sales force performance
	Adaptive Sales as a Mediator of Sales Force Performance for Insurance Companies in Central Java	

diligently follows-up, someone who is charismatic, someone who has spring style, an empathetic person, a consultant, a skilled person, a tenacious person, and a confident person. However, this is different from the research conducted by Hidayat et al., (2019: 8) and Aqmala and Saputra (2018: 31) which showed the results that customer orientation had no positive and significant effect on sales force performance because sales force performance increased further. when there is an increase in sales volume resulting in a sales bonus, as shown in Table 1.

Tabel 1. Research Gap

In the Table 1, it can be seen that there is a research gap between customer orientation and sales force performance, therefore in this study raised a mediating or liaison variable, namely adaptive sales which is expected to be able to mediate customer orientation so as to improve sales force performance, this is supported by Yeo's research (2019 :13) in which the results of his study show that customer orientation can significantly affect the performance of salespeople through adaptive selling.

In addition, in improving the performance of the sales force within the sales force, there is also a capability or ability that exists in him called sales soft capability which is able to encourage salespeople to make adaptive sales in order to improve sales force performance, therefore in this study raised adaptive sales. as a connecting variable between sales skills that focus on sales soft capability and sales force performance which is expected to be able to indirectly improve sales force performance.

From all the preliminary studies that researchers have described on the background, it is found that research using online-based adaptive selling is still rarely studied, so in this study the emphasis will be on online-based adaptive selling. In addition to the research problems mentioned above, this research is also motivated by a phenomenon that occurs in the JimsHoney company which is engaged in the fashion sector which focuses specifically on the production of daily fashion such as bags, wallets, and accessories such as clocks, tumblers, and powerbanks, where the marketing is dominated by online through social media and e-commerce. The growth of e-commerce in Indonesia itself is experiencing rapid growth.

These salespeople are spread in groups of suppliers or suppliers and direct salespeople or resellers as well as intermediary or dropshipping salespeople. The work system of JimsHoney itself is 85% of which is done online through various social media platforms so that the JimsHoney brand can be known in various cities in Indonesia, especially in East Java. East Java itself is one of the provinces with JimsHoney's sales growth which is increasing quite rapidly every year. Sales of JimsHoney products are dominated by online marketing. So that

resellers and dropshippers who will sell JimsHoney products market their products through social media and marketplaces.

Based on the results of a preliminary study conducted by researchers, the most dominant social media used in marketing JimsHoney products is Instagram and then Facebook. Meanwhile, the dominant marketplace used in marketing JimsHoney products is Shopee, where users of this marketplace are dominated by women (Chandra, 2019), then Tokopedia and Lazada. In addition to competing, there are many resellers and dropshippers owned by suppliers scattered in various cities and are required to sell products with reference to the Lowest Retail Price (HET) thus making competition between salespeople tight. The sales force for JimsHoney products is divided into three, namely the newbie level, the sales level above 50 items, and the wholesale level. In these three levels, it is required to market JimsHoney products with the lowest retail price (HET) benchmark. The gap in pricing is felt at every level, where at high levels such as wholesalers, will get lower prices than sales levels above 50 items and newbies.

Based on the description of research problems from previous research and the existence of a phenomenon in the JimsHoney company, the researchers are interested in assessing the performance of salespeople on the factors that can affect the performance of salespeople including those that will be examined in this study are customer orientation, sales soft capability, and online-based adaptive selling.

II. FORMULATIONS OF THE PROBLEM

Based on the background of the problems described above, the formulation of the problems that can be identified include:

- 1) Does customer orientation affect the performance of JimsHoney product salespeople in East Java?
- 2) Does customer orientation affect sales force performance through adaptive selling of JimsHoney products in East Java?
- 3) Does sales soft capability affect the performance of sales force for JimsHoney products in East Java?
- 4) Does sales soft capability affect sales force performance through adaptive selling of JimsHoney products in East Java?

III. RESEARCH PURPOSES

Based on the formulation of the problem above, the research objectives that can be determined include:

- 1) Knowing the effect of customer orientation on the performance of sales force JimsHoney products in East Java.
- 2) Knowing the effect of customer orientation on sales force performance through adaptive selling of JimsHoney products in East Java.
- 3) Knowing the effect of sales soft capability on the performance of JimsHoney product sales force in East Java.
- 4) Knowing the effect of sales soft capability on sales force performance through adaptive selling of JimsHoney products in East Java.

IV. THEORETICAL FRAMEWORK AND HYPOTHESIS

A. Sales Force Performance

A salesperson has an important role in representing his company in a market economy. Given the many factors that have been investigated as possible determinants for a salesperson, Churchill, Ford, and Walker (1985:104) state that salesperson performance is a function of five basic factors: a. talent, b. motivation, c. role perception, c. skill level, and d. personal, organizational, and environmental variables. The salesperson's role is even more important in representing the company when the company's products are not particularly superior. According to Kotler and Armstrong (2012: 214) services are part of any marketing activity whose benefits or performance are offered by one party to another that have an intangible nature and do not cause any transfer of ownership and are not associated with a physical product which is in production. Baldauf and Cravens (2002:1368) state that the performance of salespeople is determined by the behavior of individual salespeople.

B. Customer Orientation

Customer orientation is a part of business which is oriented to customer needs. Customer-oriented companies recognize that customers are assets. Salespeople understand that a business will not thrive unless it consistently increases customer focus. Salespeople acquire customer information and knowledge and provide services to satisfy customer needs and wants, and develop product and company knowledge.

Empirical results at the sales force level show that customer orientation shows an influence on salespeople which is the main antecedent for value-based selling (Terho et al., 2015:18). Customer-oriented sellers have the skills to build better relationships with their customers (Singh and Venugopal, 2015:596). Yeo et al. (2019:13) identified a consequential relationship between customer orientation and adaptive selling on sales force performance with indicators measuring commitment to customers, creating value for customers, understanding customer needs, and setting customer satisfaction goals. Indicators used to measure customer orientation include customer commitment, customer value creation, understanding customer needs, customer satisfaction.

C. Sales Soft Capability

Skills or abilities referred to in the realm of sales are known as selling skills or sales skills which are more conical than skills in general, where selling skills are more about the abilities of the salesperson to do his job as a product seller (Fajri et al., 2020:20). According to Weitz in Weitz and Sujan (1986: 180) found that sales performance is related to the ability of salespeople to form an accurate impression of customer beliefs and values and the extent to which they develop effective sales strategies based on these impressions.

In assessing the performance of salespeople, Ferdinand and Islami (2012:1) divide the ability of salespeople into two, namely hard skills and soft skills. The study explains that the hard skills possessed by salespeople are technical knowledge. While soft skills in this study explained the importance of a salesperson to have good communication.

Impression formation skills denote the ability to accurately classify customers based on their needs and values whereas strategy formulation skills denote the ability to retrieve procedural knowledge related to the category.

D. Adaptive Sales

The capabilities associated with adaptive selling are only one element of the capability component. This aspect is important because it shows the extent to which salespeople can take advantage of sales-related communications made by salespeople. Salespeople make sales specifically which is a means of communication where marketing messages can be tailored to specific customer needs and beliefs. The goal is to create a positive experience for customers, and make them happy and satisfied (Sujan, 1986: 183).

Adaptive selling is a different sales approach that is carried out appropriately at the time of transactions with customers and when making decisions during sales transactions for different sales situations (Hidayat et al. 2019:48). This is what salespeople do to make adaptive sales.

In the current era of globalization, the economy continues to spin and companies are required to be able to use technology in every sales activity. So the company is now starting to mobilize its sales force to market products through social media and e-commerce. Based on a study conducted by Itani et al., (2017:15) explained that social media can affect the performance of salespeople by being mediated by adaptive selling. This is also supported by the research of Zhou and Charoensukmongkol (2020:15) in which the research results provide statistical evidence that supports the effectiveness of using social media in selling on adaptive selling behavior.

E. The Influence of Customer Orientation on Sales Force Performance

The study of Nuryakin and Sugiyarti (2018:148) shows that customer orientation has a significant effect on sales force performance. Factors used to measure customer orientation to sales force performance include activeness to interact with customers, creativity in responding to customer requests, and responsiveness in providing information to customers. The results of this study are also supported by another study conducted by Udayana and Ardyan (2019: 275) which shows the results that customer orientation has a significant effect on sales force performance by using customer orientation parameters, including emphasis on customer satisfaction, emphasis on customer needs, as well as being a good listener to customers.

H1: There is a positive and significant influence between customer orientation on the performance of salespeople for JimsHoney products in East Java.

F. The Effect of Customer Orientation on Sales Force Performance Through Adaptive Selling

Customer orientation can be seen as an organizational culture that creates the most effective and efficient actions needed to create customer value, this means the values and beliefs held by members of the organization. This is evidenced by Yeo (2019:04) whose study results show that customer orientation can significantly affect sales force performance through adaptive selling. A salesperson with a high level of customer orientation exhibits adaptive sales behavior.

H2: There is a positive and significant effect between customer orientation and sales force performance through adaptive selling of JimsHoney products in East Java.

G. Effect of Sales Soft Capability on Sales Force Performance

Research conducted by Ahmad (2010: 52) states that one of the components of sales soft capability, namely interpersonal skills, is an important means to improve sales force performance. The results of this study imply that the performance of salespeople can be improved by employing salespeople who have high interpersonal skills. Employing salespeople with high interpersonal skills is also possible to generate sustainable customer loyalty in the form of repurchase intentions and can develop long-term relationships with customers.

H3: There is a positive and significant effect between sales soft capability on the performance of salespeople for JimsHoney products in East Java.

H. The Effect of Sales Soft Capability on Sales Force Performance Through Adaptive Sales

Sales force performance plays an important role in measuring the success of company policies. Salespeople who have soft capability will be one of the determinants of performance and results. Soft capability is also considered important in implementing adaptive sales. Salesperson skills in negotiating and communicating with customers play an important role in sales effectiveness. As evidenced by Zakaria et al. (2017:171) which states that sales soft capability is able to partially affect adaptive sales and sales force performance.

In addition, sales skills can also affect the performance of salespeople positively and significantly, which means that the more precise the development of sales skills possessed by salespeople, the higher the performance of salespeople (Fajri, 2020:25).

H4: There is a positive and significant effect between sales soft capability and sales force performance through adaptive sales of JimsHoney products in East Java.

V. RESEARCH METHOD

A. Sample Classification

In this study, a survey method (questionnaire) was used, with the population determined in this study were JimsHoney salespeople who were divided into 3 levels of salespeople ranging from newbie, level 50 and above, and wholesalers. The total population based on the results of the researcher's preliminary study is 7,620 salespeople. This study used a purposive sampling technique. Purposive sampling is a sampling technique using certain criteria. Respondent criteria used in this study are as follows:

1. Salesperson domiciled in East Java.
2. Have joined as a salesperson for at least 3 months starting January 1, 2021.

The data analysis technique in this study uses Partial Least Square (PLS) which is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component based structural equation modeling.

B. Variables and Measurements

The variables used in this study can be divided into three namely independent variables, dependent variables and mediating variables. As for each research variable as follows:

1. Independent Variable is customer orientation (X1) and sales soft capability (X2).
2. Dependent Variable is sales force performance (Y).
3. The Mediation Variable (Intervening) is adaptive selling (Z).

C. Operational Definition of Variables and Measurement

a. Sales Force Performance

The results of marketing work in the form of services carried out by salespeople who aim to introduce the company's products and are able to market these products to customers (Arma et al, 2017:1-16). With variable indicators as follows:

1. Total sales volume.
2. Achievement of sales targets.
3. Sales of products with high profit margins.
4. Generate high market share.
5. Generate a high level of sales.

b. Customer Orientation

Belief in sales activities that customer needs are a priority for the company. Customer-oriented companies will do things to approach customers in order to understand customer needs so that they can market products appropriately (Yeo, 2019:1-18). With variable indicators as follows:

1. Customer commitment.
2. Customer value creation.
3. Understand customer needs.
4. Customer satisfaction.
5. After-sales service.

c. Sales Soft Capability

The ability of a salesperson that comes from within him is divided into two, namely interpersonal skills and intrapersonal skills that will shape the character of the salesperson in conducting sales marketing so as to produce maximum self-development at work (Zakaria et al., 2017:167- 181). With variable indicators as follows:

1. Self-awareness.
2. Ability within.
3. Social awareness.
4. Social skills.

d. Adaptive Sales

Marketing activities carried out by salespeople are oriented to the situation at that time so that product sales can be effective and the delivery of product presentations can be accepted by potential customers. Its application to social media uses feeds that will generate feedback for the basis of making adaptive sales (Itani et al, 2017:1-16). With variable indicators as follows:

1. The ability of salespeople to obtain information in the sales environment through social media.
2. Ability to adjust sales strategy.
3. Ability to make sales presentations in accordance with the environment at hand.

VI. RESEARCH AND DISCUSSION

A. Descriptive Analysis

Data processing techniques with Partial Least Square (PLS) require 2 stages to assess the Fit Model of a study. The following are the results of data processing with Partial Least Square (PLS):

a. *Test Measurement Model (Outer Model)*

There are three criteria in the data analysis technique with SmartPLS to assess the outer model, namely convergent validity, discriminant validity, and composite validity.

i. *Convergent Validity*

Convergent validity assessment is based on the correlation between the estimated item scores/component scores, then produce the value of loading factor with PLS software. The loading factor value can be said to be high if the correlation value is > 0.7 with the desired construct. However, research in the early stages of producing a correlation value of 0.5 or 0.6 is considered sufficient. In this study, a loading factor limit of 0.50 was used and p-values <0.05, as shown in Table 2.

The results of data processing using SmartPLS can be seen in the table. The value of the outer model or the correlation between the construct and the variable has met convergent validity because it has a factor loading value > 0.50 and p-values > 0.05. In conclusion, constructs for all variables can be used for hypothesis testing.

Table 2. Outer Loading (Measurement Model)

Variable	Indicator	Loading Factor	P-Values
Customer Orientation	X1.1	0.729	0.000
	X1.2	0.781	0.000
	X1.3	0.802	0.000
	X1.4	0.770	0.000
	X1.5	0.848	0.000
Sales Soft Capability	X2.1	0.713	0.000
	X2.2	0.762	0.000
	X2.3	0.854	0.000
	X2.4	0.515	0.000
Sales Force Performance	Y.1	0.647	0.000
	Y.2	0.525	0.000
	Y.3	0.678	0.000
	Y.4	0.783	0.000
	Y.5	0.832	0.000
Adaptive Sales	Z.1	0.788	0.000
	Z.2	0.771	0.000
	Z.3	0.854	0.000

The results of data processing using SmartPLS can be seen in the table. The value of the outer model or the correlation between the construct and the variable has met convergent validity because it has a factor loading value > 0.50 and p-values > 0.05. In conclusion, constructs for all variables can be used for hypothesis testing.

The results of data processing using SmartPLS can be seen in the table. The value of the outer model or the correlation between the construct and the variable has met convergent validity because it has a factor loading value > 0.50 and p-values > 0.05. In conclusion, constructs for all variables can be used for hypothesis testing.

ii. *Discriminant Validity*

Discriminant validity is a model that is considered good if each loading factor value of each indicator of a latent variable has the largest loading value with other loading values on other latent variables. The results of discriminant validity testing are obtained as follows Tabel 3.

Table 3. Cross Loading Table

	Sales Force Performance	Customer Orientation	Adaptive Sales	Sales Soft Capability
Sales Force Performance	0.701	0.601	0.591	0.589
Customer Orientation	0.601	0.787	0.680	0.687
Adaptive Sales	0.591	0.680	0.805	0.676
Sales Soft Capability	0.589	0.687	0.676	0.722

The cross loading value of all indicators is highly correlated with each construct. Cross loading explains how strong the indicators affect each construct variable. Based on the results of data processing using SmartPLS in table 4.6, it can be interpreted that each indicator has met discriminant validity.

iii. *Composite Reliability and Average Variance Extracted (AVE)*

The validity and reliability criteria can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. The construct is said to have high reliability if the value is 0.70 and the AVE is above 0.50. Table 4. will present the Composite Reliability and Average Variance Extracted (AVE) values for all variables.

Based on the table above, it can be concluded that all constructs meet the reliable criteria, this is indicated by the composite reliability value > 0.70 and the Average Variance Extracted (AVE) > 0.50 as recommended criteria.

Tabel 4. Composite Reability and Average Variance Extracted (AVE) table

Variable	Composite Reliability	Average Variance Extracted (AVE)
Customer Orientation	0.890	0.619
Sales Soft Capability	0.809	0.521
Sales Force Performance	0.825	0.500
Adaptive Sales	0.847	0.649

a. *Test Measurement Model (Outer Model)*

i. *Structural Model*

The structural model or inner model is evaluated by looking at the percentage of variance explained by looking at R2 for the dependent latent construct using the Stone-Geiser Q Square test measures and also looking at the structural path coefficients. The following is a structural model of the research, as follows Figure 1.

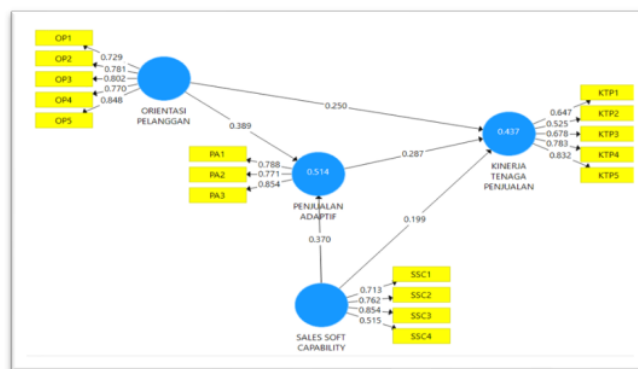


Figure 1. Structural Model

The results of hypothesis testing on SmartPLS version 3 for windows, R-Squares represent the amount of variance of the construct described by the model. The following is a presentation of the results of the calculation of the R-Squares value, as follows Tabel 5.

Tabel 5. R-Squares

No.	Variable	R-Squares
1	Sales Force Performance	0.437
2	Adaptive Sales	0.514

This study uses two independent variables, namely customer orientation and sales soft capability that affect adaptive sales can be interpreted by the model and produces an R-Squares value of 51.40% which means that adaptive sales can be influenced by customer orientation and sales soft capability of 51.40%. while the remaining 48.60% is influenced by other variables.

While customer orientation, sales soft capability, and adaptive sales that affect sales force performance can be interpreted by the model and produce an R-Squares value of 43.70% which means that sales force performance can be influenced by customer orientation, sales soft capability, and adaptive sales of 43.70% while the remaining 56.30% is influenced by other variables.

ii. *Direct Effect Hypothesis Test*

The basis for testing the hypothesis in this study is the value contained in the output result for inner weight. The estimation output results for structural model testing can be seen in the following Table 6.

Tabel 6. Result for Inner Weight

Construct	Original Sample	Sample Mean	Standard Deviation	T Statistics	P-Values	Hypothesis
Customer Orientation → Sales Force Performance	0.250	0.260	0.119	2,101	0.044	Be accepted
Customer Orientation → Adaptive Sales	0.389	0.380	0.131	2,975	0.003	Be accepted
Adaptive Sales → Sales Force Performance	0.287	0.284	0.111	2,589	0.010	Be accepted
Sales Soft Capability → Sales Force Performance	0.199	0.205	0.141	1,410	0.159	Rejected
Sales Soft Capability → Adaptive Sales	0.370	0.387	0.130	2,851	0.005	Be accepted

From the results of the table above, the value of the customer orientation path coefficient → JimsHoney's adaptive sales of products in East Java were 0.250 with a tstatistics value of 2.101. The p-values are 0.044 <= 0.05 which means that customer orientation has a positive and significant effect on the performance of salespeople for JimsHoney products in East Java.

Customer orientation path coefficient value → JimsHoney's adaptive sales of products in East Java were 0.389 with a tstatistics value of 2.975. The p-values are 0.003 <= 0.05 which means that customer orientation has a positive and significant effect on the adaptive sales of JimsHoney products in East Java.

Nadaptive sales path coefficient value → JimsHoney product sales force performance in East Java of 0.287 with a tstatistics value of 2.589. The p-values are 0.010 <= 0.05. Based on these results, it can be interpreted that adaptive selling has a positive and significant effect on the performance of salespeople for JimsHoney products in East Java.

Path sales soft capability coefficient value → JimsHoney product sales force performance in East Java was 0.199 with tstatistics value of 1.410. The p-values are 0.159 >= 0.05. Based on these results, it can be interpreted that sales soft capability has no positive and non-significant effect on the performance of JimsHoney product salespeople in East Java.

Path sales soft capability coefficient value → JimsHoney product adaptive sales in East Java of 0.370 with a tstatistics value of 2.851. The p-values are 0.005 <= 0.05. Based on these results, it

can be interpreted that sales soft capability has a positive and significant effect on the adaptive sales of JimsHoney products in East Java.

iii. *Indirect Effect Hypothesis Test*

The basis for testing the hypothesis in this study is the value contained in the total indirect effect. The estimation output results for structural model testing can be seen in the following Tabel 7.

Tabel 7. Total Indirect Effect

Construct	Original Sample	Sample Mean	Standard Deviation	T Statistics	P-Values	Hypothesis
Customer Orientation → Adaptive Sales → Sales Force Performance	0.111	0.104	0.052	2,123	0.034	Be accepted
Sales Soft Capability → Adaptive Sales → Sales Force Performance	0.106	0.113	0.061	1,727	0.045	Be accepted

From the results of the table above, the value of the customer orientation path coefficient → adaptive selling → sales force performance through JimsHoney products in East Java of 0.111 with p-values of 0.034 <= 0.05. Based on these results, it can be interpreted that there is a positive and significant influence between customer orientation and sales force performance through adaptive selling of JimsHoney products in East Java.

Path sales soft capability coefficient value → adaptive selling → sales force performance through JimsHoney products in East Java was 0.106 with p-values of 0.045 <= 0.05. Based on these results, it can be interpreted that there is a positive and significant influence between sales soft capability and sales force performance through adaptive sales of JimsHoney products in East Java.

B. Discussion

a. *The Influence of Customer Orientation on Sales Force Performance*

The results of research on customer orientation and sales force performance are in line with the study of Nuryakin and Sugiyarti (2018: 148) which shows that customer orientation has a significant effect on sales force performance. The results of this study are also in line with another study conducted by Udayana and Ardyan (2019: 275) which showed the results that customer orientation had a significant effect on sales force performance by using customer orientation parameters, including an emphasis on customer satisfaction, emphasis on customer needs, as well as being a good listener to customers.

In this study, customer satisfaction fulfillment techniques based on customer orientation by providing what is needed and being able to provide solutions for customers are proven to contribute to improving sales force performance. In this study, it is also important to provide information about JimsHoney products along with the emergence of new products being produced. JimsHoney product sales force performance can improve if the sales force focuses on selling to customers, builds more personal communication with customers, and is more oriented to building interactions with customers and increasing knowledge and competence to be able to generate sales targets every month.

b. *The Effect of Customer Orientation on Sales Force Performance Through Adaptive Selling*

This is in line with research by Yeo (2019:13) in which the results of his study show that customer orientation can significantly affect the performance of salespeople through adaptive selling.

Online-based adaptive selling that dominates the JimsHoney product sales system is able to mediate for customer orientation in order to improve the performance of its sales force. In addition, salespeople can also offer after-sales services, such as providing a warranty on Jimshoney products and guaranteeing that the product will be received in good condition and not defective by the customer. Ways to find out customer needs can also be known through interaction with customers through the platform used to support the generation of a high market share, achievement of sales targets, and fulfillment of sales volume which will improve the performance of JimsHoney product salespeople so that they are able to move levels to get higher profits. big.

c. Effect of Sales Soft Capability on Sales Force Performance

This is not in line with the research conducted by Ahmad (2010: 52), where the results of this study imply that the performance of salespeople can be improved by employing salespeople who have high interpersonal skills.

In this study, the ability of salespeople in the form of sales soft capability does not affect the performance of salespeople because salespeople are customer-oriented to be able to meet customer satisfaction so that they will give a good assessment of salespeople and are oriented to sales targets based on sales volume in each month to get a profit. larger so that sales soft capability does not have a major effect on the performance of the sales force.

d. The Effect of Sales Soft Capability on Sales Force Performance Through Adaptive Sales

This study is in line with the study by Zakaria et al. (2017:171) which states that sales soft capability is able to influence adaptive sales. In addition, this study also agrees with research by Fajri (2020:25) which results in sales skills can also affect the performance of salespeople positively and significantly, which means that the more precise the development of sales skills possessed by salespeople, the higher the performance of salespeople.

The advantages of JimsHoney products are quality products at affordable prices. Compared to its competitors, JimsHoney products can be said to be affordable because their products are only priced between 100,000 to 300,000, besides that JimsHoney is also a local product with quality ingredients that can be compared with other local and imported products. In addition, JimsHoney also often collaborates with public figures in Indonesia. In addition, the choice of colors on JimsHoney products is quite diverse so that customers can adjust it to their needs and desires. At every new product launch, JimsHoney always provides discounts to customers so that customers can have the latest products from JimsHoney at prices that are different from the market.

CONCLUSION

Based on the results of data analysis and discussion that has been described in the previous chapter regarding increased sales force performance through adaptive selling of JimsHoney products in East Java, the conclusions that can be drawn include:

Customer orientation is able to contribute to sales force performance either through adaptive selling or directly. This matter based on providing what customers need and being able to provide solutions for customers is proven to contribute to improving sales force performance. JimsHoney product salespeople not only focus on sales knowledge and competence, but salespeople must also be able to handle customer complaints and trauma, be able to analyze customer character, and be a good listener to customers. In addition, providing information about JimsHoney products is also important in line with the emergence of new products being produced.

Sales soft capability does not directly contribute to sales force performance, but if through adaptive selling, sales soft capability can affect sales force performance. This matter because JimsHoney products are products that are commonly marketed, product information is also easy to obtain, does not require much time for the marketing and sales process, and sales targets are not only end consumers. If through adaptive selling, the sales force will focus more on how to make the JimsHoney products that they market can be sold even though the HET (Lowest Retail Price) on fellow JimsHoney product competitors is set at the same price and the salesperson must be able to explain the advantages of JimsHoney products compared to competing products because their products have been common in the market.

REFERENCES

Ahmad, Basir M. S., & Kitchen P.J., (2010). The relationship between sales skill and salesperson performance and the impact of organizational commitment as a moderator: an empirical study in a Malaysian telecommunications company. *International Journal of Economy and Management*. Vol. 4 No. 2, 181-211.

- Aqmal dan Saputra, D., (2018). Pengaruh Orientasi Pelanggan, Penjualan Adaptif, dan Kualitas Hubungan Tenaga Penjual-Pelanggan Terhadap Kinerja Tenaga Penjual. *Jurnal Bisnis Terapan*. Volume 02 Nomor 01, 17-34.
- Arma, A., Ferdinand, A T., Rahardjo, S T. (2017). Pengaruh Kompetensi Menjual, Kualitas Hubungan, dan Pengalaman Menjual Untuk Meningkatkan Kinerja Tenaga Penjualan (Studi Pada PT. New Ratna Motor Semarang). *Jurnal Sains Pemasaran Indonesia*. Volume XVI, No. 1, 1-16.
- Baldauf, A., Cravens D W, (2002). The effect of moderators on the salesperson behavior performance and salesperson outcome performance and sales organization effectiveness relationships. *European Journal of Marketing*, Vol. 36 Issue: 11/12, 1367-1388.
- Churchill, Gilbert A., Neil M. Ford, Steven W. Hartley, and Orville C. Walker, Jr. (1985). The Determinants of Salesperson Performance: A Meta-Analysis. *Journal of Marketing Research*, 22 (May), 103-118.
- Fajri, D K., Suaedi, F., Sutinah. (2020). Pengaruh Skills dan Personality Terhadap Kinerja Tenaga Penjualan di PT. Kosmetik X (Zona 2 Dan 3 Jawa Bagian Timur). *Jurnal Manajemen dan Bisnis Indonesia*. Vol. 6 No.1, 19 – 28.
- Ferdinand., A T. Islami, F A. (2012). Analisis Pengaruh Hard Skill, Soft Skill dan Motivasi Terhadap Kinerja Tenaga Penjualan (Studi Pada Tenaga Kerja Penjualan PT. Bumiputera Wilayah Semarang). *Diponegoro Journal of Management*. Vol. 1 No. 1, 1-13.
- Hidayat, D S., Kusumastuti, A E. (2019). Penjualan Adaptif Sebagai Pemeditasi Kinerja Tenaga Penjualan Perusahaan Asuransi Di Jawa Tengah. *Tirtayasa Ekonomika*. Vol. 14, No 2 , 247-266.
- Itani O S., Agnihotri R., Dingus R. (2017). Social media use in B2b sales and its impact on competitive intelligence collection and adaptive selling: Examining the role of learning orientation as an enabler. *Industrial Marketing Management*. Vol. 66, 64-79.
- Kotler, Armstrong. 2008. *Manajemen Pemasaran Edisi 12 Jilid 2*. Jakarta: Indeks.
- Narver, Slater. (1990). The Effect of a Market Orientation on Business Profitability. *Journal of Marketing*. Vol. 54, No. 4, 20-35.
- Nuryakin, Sugiyarti. (2018). Developing customer orientation to enhancing salesperson performance. *Journal of Business and Retail Management Research (JBRMR)*. Vol. 12 Issue 2, 144-151.
- Singh, R., Venugopal, P. (2015). The impact of salesperson customer orientation on sales performance via mediating mechanism". *Journal of Business & Industrial Marketing*, Vol. 30 Iss 5, 594 – 607.
- Sujan, Weitz. (1986). Knowledge, Motivation, and Adaptive Behavior: A Framework for Improving Selling Effectiveness. *Journal of Marketing*, Vol. 50, No. 4, 174-191.
- Terho, H., Eggert, A., Haas, A., Ulaga, W. (2015). How sales strategy translates into performance: The role of salesperson customer orientation and value-based selling. *Industrial Marketing Management*, 45, 12–21.
- Udayana, Ardyan. (2019). Selling relationship quality to increase salesperson performance in the pharmacy industry. *International Journal Services and Operations Management*. Vol. 33, No. 2, 262-285.
- Yeo, C., Hur, C., Ji, S. (2019). The Customer Orientation of Salesperson for Performance in Korean Market Case: A Relationship between Customer Orientation and Adaptive Selling. *Sustainability*, 11, 6115, 1-18.
- Zakaria, S I, Ferdinand, A T., Rahardjo, S T. (2017). The Strategy to Improve Salesperson's Performance By Salesperson's Technical Competency, Sales Soft Capability, Service Orientation, And Adaptive Selling (A Case Study Of Transvision Salespersons In Central Java And Special Region Of Yogyakarta Distribution Area). *Jurnal Sains Pemasaran Indonesia*. Volume XVI, No. 3, 167-181.
- Zhou, J., Charoensukmongkol, P. (2021), The effect of social media use on customer qualification skills and adaptive selling behaviors of export salespeople in China. *Journal of Asia Business Studies*, Vol. 15 No. 2, 278-300.

The Role of Adaptive Sales in Increasing the Performance of Jimshoney Product Sales Personnel in East Java

ORIGINALITY REPORT

15%

SIMILARITY INDEX

15%

INTERNET SOURCES

6%

PUBLICATIONS

7%

STUDENT PAPERS

PRIMARY SOURCES

1

jurnal.narotama.ac.id

Internet Source

10%

2

Submitted to STIE Perbanas Surabaya

Student Paper

6%

Exclude quotes On

Exclude bibliography On

Exclude matches < 2%

The Role of Adaptive Sales in Increasing the Performance of Jimshoney Product Sales Personnel in East Java

GRADEMARK REPORT

FINAL GRADE

/0

GENERAL COMMENTS

Instructor

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12
