

Salesforce performance Of Rural Bank: The Impact Of Sales Training and Experience Selling

Paulus Wardoyo, Endang Rusdianti, Sri Purwantini

Abstract : This study aims to examine this role of sales training variable and sales experience on sales force performance mediated by the ability to build and maintain business network variables. In the average growth, BPR reached 10,69% per year, while the average collection funds grew by 12,76 % per year. However, BPR 's non-performing loans reached 7,68%., higher than the provisions stipulated by the financial authorities. BPR marketing both in lending and collecting third party funds is done by personal selling, which is carried out by salesforce or account officer. Account officers most closely associated with the customer and must were responsible for achieving the company target. The location of research in conventional and sharia-based BPR, in the former Semarang Residency. Data sources are primarily from the salesforce(80 respondents). The sampling technique used was purposive and this study uses Smart PLs version 2. The results show that 1) the sales training affects the ability to build and maintain, 2) prove that the experience of selling influencer the ability to build and maintain business networks, 3) prove that salesforce training influences salesforce performance. Don't use all caps for research paper title.

Index Terms : account officer, rural bank, sales training, sales experience, sales force performance

1 INTRODUCTION

Rural Bank (BPR) has the same role as Commercial Banks, namely collecting funds from excess parties and channeling them to those in need (intermediation function). BPR is not involved in payment and demand deposits. BPR is more focused on serving the lower middle class and SME class entrepreneurs. Over the past five years (2014-2018), nationally, the average growth in lending by the BPR reached 10.69% per year. While the average collection of third party funds grew by 12.76% per year. However, BPR's Non-Performing Loans reached 7.68% or higher than the provisions stipulated by the financial authorities. In daily practice, BPR marketing both in lending and collecting third party funds is done by personal selling events, which are carried out by salespeople. Another term for this sales force is the account officer. As an ambassador for an RB, the sales force is the party most closely associated with customers or prospective customers. Salesforce is the party most responsible for achieving company targets. Training is important both for the initial development program or the continuation of the sales force. The results of the study showed that training is beneficial for improving sales force performance. Research conducted, which examines the effect of sales training on the performance of salespeople is still rarely done (Christiansen et al, 1996;). Therefore, companies are required to schedule a lot and provide training for their sales force (Rao, 2010). Currently, sales training is a challenge for large and small companies, producers or service providers (Tan & Newman, 2013). Sales training is a systematic effort, which is done to understand, describe, and teach "good sales practices" to salespeople. Research shows that training can improve the knowledge base and skill level of salespeople, resulting in higher, effective and efficient performance (Aragón-Sánchez, Barba-Aragón, & Sanz-Valle, 2003). According to Pollitt (2012), sales consist of problem-solving missions and training to help salespeople understand, anticipate what is needed by customers. A study conducted by Attia Ashraf et al (2014) states that companies can facilitate the sales training process through mentoring, role training, observation, etc. While Hopkins (1987) as cited by Farrel, et, al (2001) mentioned in the sales training found four categories: a) product knowledge, b) company knowledge, c) market/industry awareness and d) selling techniques and

topics related to it. According to Aragón-Sánchez et al. (2003), the success of training depends on the correct implementation of the steps of the sales training process that includes: a) analysis of the type of training needs, b) development and implementation of training plans, c) evaluation of adequate training results. The experience of selling turns out to significantly increase the growth rate of sales performance (Hofmann et al, 1993). The experience of selling affects increasing the level of sales performance (Deadrick et al, 1997). Furthermore, a study conducted by Terho et al (2013) shows that selling experience does not affect adaptive sales. The experience of selling affects the performance of salespeople, but when it is moderated by adaptive sales, it does not affect. Furthermore, learning orientation and performance orientation which are moderated by selling experience influence the performance of salespeople. But selling experience cannot moderate the effect of adaptive sales on the performance of salespeople. Likewise, selling experience is not able to moderate the effect of performance orientation on sales force performance. The high Non-Performing Loan of BPR between 2014-2018, gives an image of the weak management of BPR and the performance of its sales force. Therefore, this study aims to examine the role of sales training variables and sales experience on sales force performance mediated by the ability to build and maintain business network variables (which are new variables in this)

2 LITERATURE REVIEW

2.1 Sales Force Performance

According to Brown and Peterson (1994), salespeople are the main earners. Meanwhile, Jaworski and Kohli (1994) say a person's performance needs to be seen from the output and behavior. Salesforce performance when viewed from the output will be reflected in the number of products sold, contributions to gross profit and sales commissions, when viewed from behavior will be reflected in the accuracy, time management, sales tactics and how to negotiate. Furthermore, Sujana (1994) said, selling skills will affect the performance of salespeople. For salespeople to produce high performance, salespeople must have technical knowledge, be able to make adaptive sales, be able to work in teams, be able to make sales

presentations, be able to make sales plans and be able to implement well (Piercy et al, 1996; Cravens et al. , 1993; Grant and Cravens, 1996). John et al (2013) in their research concluded that both monetary-based compensation incentives and non-monetary incentives do not necessarily affect the performance of salespeople. In contrast Taluk der and Jan (2017) in the study showed that intrinsic motivation, extrinsic motivation, organizational commitment, and compensation had a significant relationship with salesforce performance, meanwhile, job satisfaction did not have a significant impact on sales force performance.

2.2 Sales Training

Dubinsky and Staples (1982) conceptualize sales training as an effort to equip salespeople with the knowledge needed as salespeople, including among others product knowledge, information about competitors and markets, company policies and operational standards, as well as efforts to improve selling skills. The main objective of sales training is to improve sales performance (Ingram et al, 1992). Selling skills show a person's capacity in implementing sales assignments. (Sujan et al, 1988, Leong et al (1989). Referring to the results of research on sales training, showing that the success or failure of a salesperson in carrying out tasks is determined more by the results of training received (Piercy et al, 1998) The results of a study conducted by Roman et al (2002) show that sales training not only affects salesperson performance but also affects customer orientation, while sales training moderates the effect of sales force performance on sales force effectiveness. it turns out that the company has no influence on the performance of salespeople, but instead training that is not subsidized has an influence. This is in line with the results of research conducted by Baker (1994)

2.3 Selling Experience

As with sales training, research on selling experience rarely done by researchers (Sigauw and Honeycut, 1995). Shoemaker and Johlke (2002) conceptualize selling experience as the length of time owned by salespeople who have professionally worked as salespeople. A study conducted by Hofmann et al (1993) in the insurance industry concluded that the experience of selling real turned out to significantly increase the level of growth of sales performance. While the study conducted by Deadrick et al (1997) shows that the experience of selling influences on improving the level of sales performance. Conversely, a study conducted by Franke& Park (2006) found no significant effect between selling experience with job satisfaction. Instead, a study conducted by Matsuo and Kusumi (2000) shows that the experience of selling will moderate the relationship between knowledge and performance.

2.4 Ability to Build and Maintain Business Networks

Following RBV theory, a company's performance is highly dependent on the resources and capabilities it has, this can be interpreted that the performance of a company will be largely determined by its resources and capabilities. The RBV theory of competitive advantage is based on a view of value, is expensive to imitate and capabilities (Hart, 1995). Meanwhile, Barney (1991) add that resources can be

tangible and intangible, have value and are difficult to replace. Furthermore, for companies to have sustainable advantages, resources are required to have: values are rarely owned, are difficult to replicate perfectly and are not easily replaced (Barney, 1991). This is in line with the results of research conducted by Kaleka (2002) which concluded that competitive advantage is the result of a company's ability to combine, develop and use its resources. From the theory of Resource-Based View can be derived from the theory of the dynamics of capability (dynamic capability). According to Teece et al (1997), dynamic capability theory has become a concern of researchers, this is because this theory suggests the importance of companies to respond to their business environment. According to Bourdieu (1985) in Ferdinand (2005) what is meant as social capital in a variety of actual and potential resources that can produce a network of work relationships that respect each other, interpret each other. Whereas Putman (1993) in Ferdinand (2005), stated that in social capital, an attitude of trust and mutual trust is required, adherence to existing social norms and social networks that are built must be able to improve community efficiency. Meanwhile, Ferdinand (2005) mentions keywords in social capital including work networks, social networks, sense of trust, social norms, social cohesion, and reciprocity norms. According to Burt (1992), the theory of social capital (social capital) can be used to explain the motivation of companies in fostering relationships with other companies, so that the relationship will become more complex. Whereas Krackhardt (1993) suggested that a close relationship between companies would become a network that would further establish cooperation. Various dimensions can be found in the network, namely competency of the network (Andeson&Gronhaug, 2010), network capacity and network solidity (Fiero et al. 2011). There are two approaches taken to study good personalities with typological approaches (Plato& Heymans) as well as the natural approach (Allport, 1937; Freud, Jung, and Eysenck). Costa and Mc. Crae (1997) has grouped traits into the top five, known as the Big Five Personality. Big Five Personality is known as extraversion, agreeableness, neuroticism, openness, and conscientiousness. According to Furham and Miller (1997), the nature of extraversion has a relationship with jobs that require high energy and are very useful in sales. Likewise, a study conducted by Furnham and Fudge (2008) found a positive relationship between the dimensions of extraversion and sales. Referring to the description above, the novelty in this study reads as follows: The ability to build and maintain business networks is the ability of salespeople to build long-term cooperative relationships with customers and/or potential customers based on the same goal, openness, mutual trust, benefit both parties and prioritize deliberative and familial ways.

2.5 Relationship between Sales Training and Ability to Build and Maintain a Business Network.

Sales training should focus more on implementing customer-oriented sales (Anderson, 1996, Baldauf and Cravens, 1990, Boles et al, 2000; Williams, 1998). Sales training not only influences salesperson performance but also influences customer orientation (Roman et al, 2002). In the face of competition, companies are required to have the

ability to combine skills and resources, so they can produce competitive (Keleka, 2002). Training can be done in various formats such as mentoring, role training, etc. Besides, sales training will also teach good sales practices. This is so that salespeople can be better equipped to face what customers need (Aragón-Sánchez et al., 2003; Pollitt, 2012; Attia Ashraf et al., 2014). According to Nahapiet & Ghoshal (1998), social capital is a network of relationships, constituting a valuable resource for the implementation of social affairs, this capital is embedded in a network of acquaintances. Social capital, with an emphasis on relationships between individuals, creates conditions for connections that are non-imitable, tacit, rare and durable. Social capital is inherently functional that allows people or institutions to act. Social capital is the ability of people to work together to achieve common goals in an organization (Coleman, 1998). Social capital is economically valuable if it can help individuals or groups for example to access financial resources, obtain information, find work, start a business, and minimize transaction costs (Tonkiss, 2000). Social capital acts as a glue that binds everyone in society, and so social capital grows well that there is a need for "shared values" as well as organizing roles expressed in personal relationships, trust and common sense about shared responsibility. Starting from what has been described, justification can be made, by following sales training, salespeople will have the ability to build and maintain business networks, so the hypothesis proposed in this study reads as follows: H1 The more attractive the sales training material being taught, the more facilitate salespeople in building and maintaining business networks.

2.6 Effect of Selling Experience on the Ability to Build / Maintain a Business Network

Routine duties of the sales force are to conduct sales activities, such routine tasks include periodic visits/calls, spend a certain time with customers, make correspondence with customers, obey budgets, etc. The more salespeople do these activities, the more experience they have in selling, whether in the form of experiences of failure or success in selling (Kohli et al, 1998). Research shows that an experienced sales force will have a better knowledge of the structure and experience of the complex, making it easier to resolve the conflict of roles and can work more effectively (Kohli et al, 1998) So more experienced salespeople are considered to have greater ability to filter out the things that cause their success or failure from the result information, such as they can use accumulated knowledge to find the cause and effect relationship felt. Because experienced salespeople have better knowledge structures and more complex experience (Leigh & Mc.Graw 1989 in Kohli, 1998) Shoemaker and Johlke (2002) conceptualize selling experience as the length of period owned by salespeople who have professional work as a salesperson. A study conducted by Hofmann et al (1993) in the insurance industry, concluded that selling experience was significantly able to increase the growth rate of sales performance. While the study conducted by Deadrick et al (1997) shows that the experience of selling influences on improving the level of sales performance. According to Nahapiet & Ghoshal (1998), social capital is that the network of relationships is a valuable source for the implementation of social affairs, this capital is embedded in a network of

acquaintances. Social capital increases the efficiency of actions, and the cooperative assistance of social relations behavior and social capital in them influences the development of human and intellectual capital. Social capital, with an emphasis on relationships between individuals, creates conditions for connections that are non-imitable, tacit, rare and durable. Social capital is the ability of people to work together to achieve common goals in an organization (Coleman, 1998). Social capital is economically valuable if it can help individuals or groups for example to access financial resources, obtain information, find work, start a business, and minimize transaction costs (Tonkiss, 2000). Social capital acts as a glue that binds everyone in society, and so social capital grows well that there is a need for "shared values" as well as organizing roles expressed in personal relationships, trust and common sense about shared responsibility. Johlke (2006) in his research found that sales experience possessed by salespeople will underlie salesperson's skills in making sales presentations. Furthermore, a study conducted by Abdolvand and Farzaneh (2013), proves that the sales experience that salespeople have affects listening ability, adaptive selling behavior, handling objections, closing sales, negotiating and prospecting. These findings support the results of research conducted by Johlke (2006). Justification from the description, that salespeople who have experience selling, it is easier to adapt and interact with their environment. Departing from this, the next hypothesis proposed in this study reads as follows: H2: The higher the experience of salespeople, the easier for him to build a business network

2.7 Effect of Sales Training on Sales Force Performance

The main objective of sales training is to improve sales performance (Ingram et al, 1992). Selling skills show a person's capacity in implementing sales assignments. (Sujan et al, 1988, Leong et al (1989). Referring to the results of research on sales training, showing that the success or failure of a salesperson in carrying out tasks is determined more by the results of training received (Piercy et al, 1998) The results of a study conducted by Roman et al (2002) show that sales training not only affects the performance of salespeople but also affects customer orientation. The study conducted by Leach and Liu (2003) shows that training participants who have positive behavior usually indicated by a preference for learning training materials, according to Leach et al (2005) training arranged by a company can, in fact, increase the capabilities of the sales force, so that it will help improve its performance. Studies conducted by Igwe and Mathias (2016) conclude salesforce training is truly a driving force of sales performance. They suggested that the analysis of salesforce training needs must follow the strategy, periodic, use and implementation of various training methods. Furthermore, Bradford et al (2017) argue that training, mentoring, and coaching are tools used to manage and improve the performance of salespeople. Training and selling experience (which consists of knowledge and skills) have an important role in improving company performance results (Rahman et al, 2015; Bhatti & Kaur, 2010; Latif, 2012). Furthermore, suitable training for experienced salespeople can be used to explore what customers need and can outperform

competitors. Besides, successful training for salespeople also needs to be supported with technology, capital, management systems and adequate equipment (Rahman et.al, 2015), the hypothesis proposed in this study reads as follows: H3: Increasingly the quality of sales training material provided, the performance of the sales force will be better.

2.8 Effect of Ability to Build / Maintain a Business Network on Sales Force Performance

According to Nahapiet & Ghoshal (1998), social capital is that the network of relationships is a valuable source for the implementation of social affairs, this capital is embedded in a network of acquaintances. Social capital, with an emphasis on relationships between individuals, creates conditions for connections that are non-imitable, tacit, rare and durable. Social capital is economically valuable if it can help individuals or groups for example to access financial resources, obtain information, find work, start a business, and minimize transaction costs (Tonkiss, 2000). According to Furnham and Miller (1997), the nature of extraversion has a relationship with jobs that require high energy and are very useful in sales. Likewise, a study conducted by Furnham and Fudge (2008) found a positive relationship between the dimensions of extraversion and sales. H4 The higher the salesperson's ability to build a business network, the higher the sales performance will be.

2.9 Effect of Selling Experience on Sales Force Performance

Shoemaker and Johlke (2002) conceptualize selling experience as the length of time owned by salespeople who have professionally worked as salespeople. A study conducted by Hofmann et al (1993) in the insurance industry concluded that the experience of selling was significantly able to increase the growth rate of sales performance. While the study conducted by Deadrick et al (1997) shows that the experience of selling influences on improving the level of sales performance. The results of the study prove that experienced salespeople will have better knowledge structures and complex experiences, making it easier to overcome role conflicts and be able to work more effectively (Kohli et al, 1998). According to Terho et al (2013), selling experience influences the performance of salespeople, but when it is moderated by adaptive sales, it does not affect. But selling experience cannot moderate the effect of adaptive sales on the performance of salespeople. H5 The higher the salesperson's experience, the easier it is for him to build a business network. The conceptual model in this study appears in the following chart

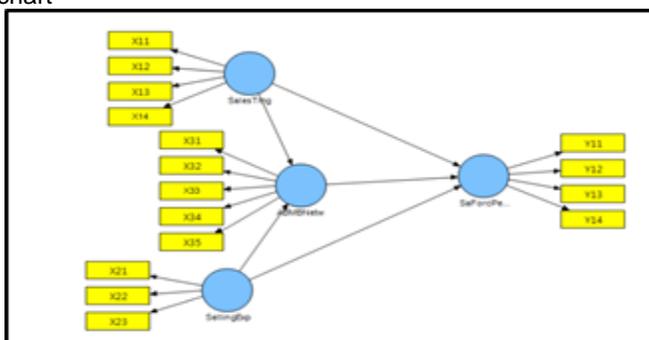


Figure 1 : Conceptual Model

3 RESEARCH METHODS

The location of research in conventional and sharia-based Rural Banks (BPR) in the former Semarang Residency. Data sources are primary data obtained from sellers. The data collection method is done by distributing questionnaires to respondents. The measurement scale is done 1-10, score 1 states strongly disagree and score 10 or statement strongly agree. The operational definitions of the variables and indicators for each variable are as follows: Sales Training: Sales training as a systematic effort to improve skills, behaviors that are useful for improving performance. Indicators: following training, assisting tasks, instructors' experience, interesting material. Selling Experience: Shows the level of salesperson experience that can be measured from experience in the sales process. Indicators: adaptability, modification of presentation, never failed. Ability to Build and Maintain Business Networks: The ability of salespeople to build long-term cooperative relationships with customers and/or potential customers based on the same goals, openness, mutual trust, benefit both parties and prioritize deliberative and familial ways. Indicators: long-term oriented, mutual trust, cooperation following the vision and mission, mutual benefit, consensus agreement. Salespeople Performance: evaluate the contribution of salespeople towards achieving organizational goals. Indicators: achieve targets, increase sales growth, the number of customers increases, controlling problem loans. The population in this study are all BPR Account Officers with unknown amounts. The sampling technique used was purposive sampling using criteria: had worked as BPR AO for more than 6 months, had attended & had attended training that had relevance to sales. This study requires a sample of 5-10 times the number of indicators. Structural equation analysis in this study uses Smart PLS version 2.

4 RESULT AND DISCUSSION

4.1 Respondent Profile

Data needed in this study were 80 respondents obtained 5 times 16 indicators. While the questionnaires distributed were 100 units, which returned and could be processed as many as 95 units so that the response rate was 95%. Profile of respondents 89.5% were male, 10.5% female. In terms of education, as much as 70.53% of the undergraduate level and the rest are diploma three. Around 71.5% of respondents have a productive age, with a range of 26 -37 years. The married respondents, 87.4%, were single. From the initial test, it was found that there was a loading factor whose value was less than 0.6. This value is in the indicators X12 (-0.083), X14 (0.041) and X33 (0.426), all three indicators must be removed from the model. Next, the model needs to be re-estimated and the results look like in figure 2.

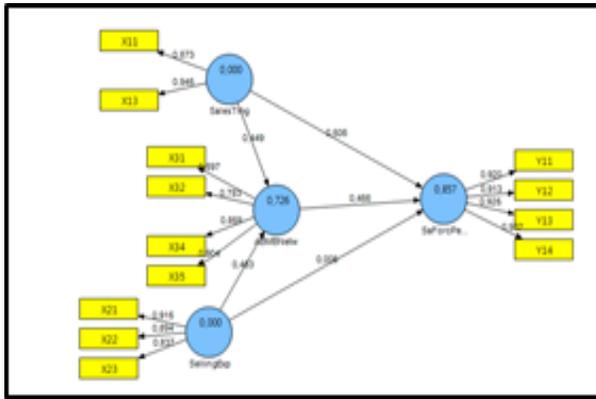


Figure 2 : Full Model

4.2 Measurement of Validity & Reliability

In this study, reflective variables were measured using validity and reliability. Composite Analysis Reliability is calculated according to internal reliability which results are similar to Cronbach Alpha. The calculation results show that the Composite Reliability of all variables is above 0.70 by the rule of thumb (Hair et al., 2013). While the loading factor of each item in this study, all showed greater than 0.60 (Hair et al., 2010), so reliability is reasonable. The measurement of convergent validity uses Average Variance Extracted (AVE). According to Fornell and Larcker (1981), the value of AVE must be greater than 0.50. The results showed AVE for all variables is greater than 0.50 which means it shows a good level of convergent validity. Table 1 shows the complete calculation results

Table 1: Summary of Model Measurement and Convergent Validity

Variable	No of Items	Loadings	AVE	Composite Reliability	R Square	Cronbachs Alpha
ABMBNetw	4	0,783-0,945	0,747733	0,921996	0,726063	0,886765
SaForcPerfm	4	0,913-0,932	0,85066	0,957954	0,856595	0,941623
SalesTrng	2	0,873-0,945	0,826802	0,905056	-	0,797951
SellingExp	3	0,837-0,915	0,779001	0,913494	-	0,857919

Note :ABMBNetw (Ability to Build and Maintain Business Networks,SaForcPerfm (Salesforce Performance), SalesTrng (Sales Training), SellingExp (Selling Experience)

In the second stage in this study, the discriminant validity was measured from each variable. The square root of AVE for each variable must be greater than the intercorrelation of one variable with other variables between variables (Fornell&Larcker, 1981). The measurement model shows that the value of R Square shows that the variable Sales Training and Selling Experience can explain the variable Ability to Build and Maintain a Business Network up to 72.6%. While the rest is explained by other variables. Likewise, the Sales Training Variable, Selling Experience

and the Ability to Build and Maintain a Business Network can explain up to 86.5% of the Salesforce Performance variable, while the rest is explained by other variables

4.3 Hypothesis Testing

Nonparametric bootstrap techniques are used (Wetzels et al., 2009) with 500 replications to test structural models. The structural model findings from the PLS analysis are summarized in Table 2. All significant paths and hypotheses are supported except for H5.

Table 2: Hypothesis Test

Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	Comment
ABMBNetw -> SaForcPerfm	0,466422	0,46453	0,077416	0,077416	6,024915	Accepted
SalesTrng -> ABMBNetw	0,448892	0,454138	0,075161	0,075161	5,972421	Accepted
SalesTrng -> SaForcPerfm	0,506418	0,507334	0,081402	0,081402	6,221219	Accepted
SellingExp -> ABMBNetw	0,462897	0,45578	0,070115	0,070115	6,601929	Accepted
SellingExp -> SaForcPerfm	0,004819	0,001068	0,075279	0,075279	0,064019	Rejected

The table shows that H1. Sales training has a positive effect on the ability to build and maintain business networks ($\beta = 0.449$; $t = 5.972421$). H2 predicts the effect of Selling Experience on the Ability to Build and Maintain Business Networks with positive effects ($\beta = 0.463$; $t = 6.601929$). H3 predicts the effect of Sales Training on Salesforce Performance with a positive effect ($\beta = 0.506$; $t = 6.221219$). H4 is the influence of the ability to build and maintain a business network with a positive effect on the performance of salespeople ($\beta = 0.466$; $t = 6.024915$). H5

predicts the effect of Sales Experience on Salesforce Performance with positive and rejected effects ($\beta = 0.005$; $t = 0.064019$)

4.4 Discussion

This limited study reveals the role of sales training variables, selling experience on sales force performance mediated by the ability to build and maintain business networks in the ex-residency Bank of Semarang. The results are expected to be able to contribute to the existing

literature and the world of practice. Some theoretical implications of this study: First, the results of the study indicate that sales training affects the ability to build and maintain business networks. The instructor has the most prominent role, as indicated by the loading factor in the sales training variable of 0.945. While consensus indicators (loading factor 0.904) and long-term orientation (loading factor 0.897) also have an important role in the variable ability to build and maintain business networks. Sales training has various formats such as mentoring, role training, etc. The success of sales training depends very much on the quality and role of the instructor. These findings, support the results of research from Roman et. al (2002); Aragón-Sánchez et al (2003); Pollitt (2012); Attia Ashraf et al (2014). Besides, by attending training, salespeople will become more ready to interact individually or in groups, which is a form of social interaction. Second, the results of the study also prove that the experience of selling influences the ability to build and maintain business networks. Indicators can adjust to have a loading factor (0.915) is the most important indicator in the selling experience variable besides the ability to modify presentations (loading factor 0.894). The sales experience that salespeople have will strengthen the structure of knowledge better and complex experience will make salespeople work more effectively. The results of this study support research conducted by Coleman (1998); Johlke (2006) and Abdolvand and Farzaneh (2013). Third, the results of the study prove that salesperson training influences salesperson performance. These results support the results of research conducted by Leach and Liu (2003); Igwe and Mathias (2016); Bradford et al (2017); Rahman et. al (2015); Bhatti & Kaur (2010); and Latif (2012). Finally, the results of this study also proved that the ability to build and maintain a business network influences the performance of salespeople. Indicators of deliberation to reach consensus (loading factor 0.904) and long-term orientation (loading factor 0.987) of the variable ability to build and maintain business networks are important things that salespeople must-have. On an empirical basis, these two things are only owned by salespeople who are patient and resilient. The ability to build and maintain a business network, the results can not be immediately felt, but in the long run, the performance of the sales force will be obtained. This finding supports the results of a study conducted by Nahapiet & Ghoshal (1998); Some Managerial Implications of this study : Salesforce performance can be improved in three ways: a) through sales training, where training materials must be prepared according to the needs of the company. Sales training needs to be done in stages and continuously, while the format of sales training can be done by coaching, in-house training, etc. To give good results, an experienced instructor and an evaluation of the training are needed. b) Recruiting salespeople who are experienced and have a database of customers / prospective customers, then included in sales training organized by internal companies, so that they understand what is the company's vision and mission. In this way, the sales force will be better prepared to work and compete.

5. CONCLUSION

This research has been able to show the role of the ability to build and maintain business networks to improve sales force performance, in addition to the role of sales training. However, this study failed to prove the effect of selling experience on sales force performance.

6. ACKNOWLEDGMENTS

We thank you for the support of the Ministry of Research, Technology and Higher Education, which has supported funding for the implementation of this research, following Agreement Letter Number: 001/k6/Km/SP2H/PPM/2018

REFERENCES

- [1]. Kim Tan and Eric Newman, "The Evaluation of Salesforce Training in Retail Organization : A Test of Kickpatrick's Four-Level Model," *International Journal of Management*, Vol 30, no2, 2013.
- [2]. Schez Aragon, Antonio, Barba-Aragon, Isabel, and Raquel Sanz-Valle, "Effects of Training on Business Results," *The International Journal of Human Resource Management*, Vol 14, No 6, pp. 956-980, 2003.
- [3]. David Pollitt, "Sales Take off ad Midlands Co-operative Travel X-Factor Training Boosts Customer Service," *Human Resource Management International Digest*, Vol 20, No1, p. 30, 2012.
- [4]. M Attia Asraf, M Jantan, Atteya Asri, Nermin, and Rana Fakhr, "Sales Training : Comparing Multinational and Domestic Companies," *Marketing Intelligence & Planning*, Vol 32, No 1, pp. 124-138, 2014.
- [5]. Seonaid Farell and A.Ralph Hakstian, "Improving Salesforce Performance : A Meta-analytic Investigation of Effectiveness and Utility of Personnel Selection Procedures and Training Intervention," *Psychology and Marketing*, Vol 18, No 3, pp. 281-316, 2001.
- [6]. V Rao, "Training Sales Professional : Challenges in the 21st Century," *Journal of Soft Skill*, Vol 4, No 1/2, pp. 68-74, 2010.
- [7]. W Cravens David, N Ingram Thomas, Raymond W LaForge, and E Clifford, "Behavior-Based and Outcome-Base Salesforce Control Systems," *Young Journal of Marketing*, Vol 57, No 4, pp. 47-59, 1993.
- [8]. Ghazaleh Moghareh Abed and Mohammad Haghghi, "The Effect of Selling Strategies on Sales Performance," *Business Strategy Series*, Vol 10, No 5, pp. 266-282, 2009.
- [9]. Ralph E Anderson, "Personal Selling and Sales Management in the New Millennium," *Journal of Personal Selling & Sales Management*, Vol XVI, No 4, pp. 17-22, 1996.
- [10]. Athur Baldauf and David, W Cravens, "The Effect of Moderators on the Salesperson Behavior Performance and Salesperson Outcome Performance and Sales Organization Effectiveness Relationship," *European Journal of Marketing*, Vol 13, No11-12, pp. 1367-1388, 2001.
- [11]. Augusty, T Ferdinand, *Modal Sosial dan Keunggulan Bersaing : Wajah Sosial Strategi*

- Pemasaran. Semarang: Badan Penerbit Universitas Diponegoro, 2005.
- [12]. Meredith Baker, "Training down Under : An Overview of the Australian Experience," *International Journal of Manpower*, Vo.15, No 5, pp. 70-88, 1994.
- [13]. Artur Baldauf and David, W Cravens, "Improving The Effectiveness of Field Sales Organizations," *Industrial Marketing Management*, No.28, pp. 63-72, 1999.
- [14]. James Boles, Thomas Brashear, Danny Bellenger, and Hiram Barksdale, Jr, "Relationship Selling Behavior : Antecedents and Relationship With Performance," *Journal of Business and Industrial Marketing*, Vol. 15, No 2/3, pp. 141-153, 2000.
- [15]. Michael L Boorum, Jerry R Goolsby, and Rosemary P Ramsey, "Relational Communication Traits and Their Effect on Adaptiveness and Sales Performance," *Journal of Academy Marketing Science*, Vol 25, No 1, pp. 16-30, 1998.
- [16]. [16] Ronald.S Burt, "The Network Structure of Social Capital," *Research in Organizational Behaviour*. Vo 22, pp. 345-423, 2000.
- [17]. [17] Diana.L Deadrick, Nathan Bennett, and Craig J Rusell, "Using Hierarchical Linear Modelling to Examine Dynamic Performance Criteria Over Time," *Journal of Management*, Vo 23, No 6, pp. 745-757, 1997.
- [18]. [18] Alan J Dubinsky. and William A Staples, "Sales Training: Salespeople's Preparedness and Managerial Implications," *Journal of Personal Selling & Sales Management*, Vol 2. No 1, pp. 24-31, 1982.
- [19]. [19] George R Franke and Jeong-Eun Park, "Salesperson Adaptive Selling Behavior and Customer Orientation: A Meta-Analysis," *Journal of Marketing Research*, Vol XI, III, November, pp. 693-702, 2006.
- [20]. [20] Adrian Furnham and Tony Miller, "Notes and Shorter Communications, Personality, Absenteeism and Productivity," *Person Individual Diff* Vol 23, No 4, pp. 705-707, 1997.
- [21]. [21] Furnham Adrian; Fudge, Carl, "The Five Factor Model of Personality and Sales Performance," *Journal of Individual Differences*, Vol 29, No 1, pp. 1-11, 2008.
- [22]. [22] J Barney, "Firm Resources and Sustained Competitive Advantage," *Journal of Management*, Vol 17, No 1, pp. 99-120, 1991.
- [23]. [23] Jerry R Goolsby, Rosemary R Lagace, and Michael L Boorum, "Psychological Adaptiveness and Sales Performance," *Journal of Personal Selling and Sales Management*, Vol 12, No.2, pp. 51-66, 1992.
- [24]. [24] David A Hofmann, Rick Jacobs, and Joseph E Baratta, "Dynamic Criteria and The Measurement of Change," *Journal of Applied Psychology*, Vol 78, No 2, pp. 194-204, 1993.
- [25]. [25] Thomas N Ingram, Charles H Schwepker, Jr, and Don Hutson, "Why Salespeople Fail," *Industrial Marketing Management*, No 21, pp. 225-230, 1992.
- [26]. [26] Mark C Johlke, "Sales Presentation Skills and Salesperson Job Performance," *Journal of Business & Industrial Marketing*, Vol 21, No 5, pp. 311-319, 2006.
- [27]. [27] Bruce D Keillor, R.Stephen Parker, and Charles E Pettijohn, "Relationship-Oriented Characteristics and Individual Salesperson Performance," *Journal of Business and Industrial Marketing*, Vol 15, No 1, pp. 7-22, 2000.
- [28]. [28] Blair Kidwell, Richard G McFarland, and Ramon A Avila, "Perceiving Emotion in the Buyer-Seller Interchange : The Moderated Impact on Performance," *Journal of Personal Selling & Sales Management*, Vol XXVII, No 2, pp. 119-132, 2007.
- [29]. [29] Ajay K Kohli, Tasadduq A Shervani, and Goutam N Challagalla, "Learning and Performance Orientation of Salespeople : The Role of Supervisors," *Journal of Marketing Research*, Vo XXXV, pp. 263-274, 1998.
- [30]. [30] Siew Meng Leong, Paul S Busch, and Deborah Roedder John, "Knowledge Bases and Salesperson Effectiveness : A Script-Theoretic Analysis," *Journal Of Marketing Research*, Vol XXVI, , pp. 164-178, 1989.
- [31]. [31] Makoto Matsuo and Takashi Kusumi, "Salesperson's Procedural Knowledge, Experience and Performance," *European Journal Of Marketing*, Vol 36, No 7/8, pp. 840-854, 2002.
- [32]. [32] C.Fred Miao and Kenneth R Evans, "The Interactive Effects of Sales Control System on Salesperson Performance : A Job Demands-Resources Perspective," *Journal of Academy of Marketing Science* No 41, pp. 73-90, 2012.
- [33]. [33] Robert M Morgan and Shelby D Hunt, "The Commitment-Trust Theory of Relationship Marketing," *Journal of Marketing*, Vol 58 , pp. 20-36, 1994.
- [34]. [34] Jeong-Eun Park and Betsy B Holloway, "Adaptive Selling behavior Revisited : An Empirical Examination of Learning Orientation, Sales Performance, and Job Satisfaction," *Journal of Personal Selling and Sales Management*, Vol XXIII, No 3, pp. 239-251, 2003.
- [35]. [35] Nigel F Piercy, David W Cravens, and Neil A Morgan, "Salesforce Performance and Behaviour-based management Processes in Business to Business Sales Organization," *European Journal of Marketing*. Vol 32, No 1/2, pp. 79-100, 1998.
- [36]. [36] Bruce K Pilling and Sevo Eroglu, "An Empirical Examination of The Impact Salesperson Empathy and Professionalism and Merchandise Availability on Retail Buyer's Evaluations," *Journal of Personal Selling & Sales Management*, Vol XIV No 1, pp. 45-58, 1994.
- [37]. [37] Sergio Roman, Salvador Ruiz, and Jose Luis Munuera, "The Effects of Sales Training on Salesforce Activity," *European Journal of Marketing*, Vol 36, No 11/12, pp. 1344-1366, 2002.
- [38]. [38] Mary E Shoemaker and Mark C Johlke, "An Examination of The Antecedents Of A Crucial Selling Skill : Asking Questions," *Journal of*

- Managerial Issues, Vol XIV, No 1, pp. 118-131, 2002.
- [39]. [39] Judi A Sigauw and Earl D Honeycut, Jr, "A Examinations of Gender Differences in Selling Behaviors and Job Attitudes," *Industrial Marketing Managment*, No 24, pp. 45-52, 1995.
- [40]. [40] Ramendra Singh and Gopal Das, "The Impact of Job Satisfaction, Adaptive Selling Behaviors and Customer orientation on Salespersons Performance : Exploring the Moderating Role of Selling Experience," *Journal of Business and Industrial marketing Vo XXVIII*, No 7, pp. 554-564, 2013.
- [41]. [41] Harish Sujana, Mita Sujana, and James R Bettman, "Knowledge Structure Differences Between More Effective and Less Effective Salespeople," *Journal of Marketing Research*, Vol XXV, pp. 80-86, 1988.
- [42]. [42] Harri Tercho, Laisa Kairisto Mertanen, Danny Bellenger, and Wesley Johnston, "Salesperson Goal Orientations and The Selling Performance Relationship :The Critical Role of Mediation and Moderation," *Journal Business Marketing Management*, No 2, pp. 70-90, 2013.
- [43]. [43] Michael R William, "The Influence of Salespersons Customer Orientation on Buyer-Seller Relationship Development," *Journal of Business & Industrial Marketing*, Vol 13, No 3, pp. 271-287, 1998.
- [44]. [44] Phillip H Wilson, David Strutton, and M Theodore Farris II, "Investigating the Perceptual Aspect of Sales Training," *Journal of Personal Selling and Sales Management*. Vol XXII, No2, pp. 77-86, 2002.
- [45]. [45] Abubakar Mukhtar Yakasai and Muhammad Tahir Jan, "Te Impact of Big Five Personality Traits on Salespeople's Performance : Exploring the Moderating Role of Culture," *Kuwait Chapter of Arabian Journal of Business and Management Review*, Vol 4, No 5, pp. 11-26, 2015.
- [46]. [46] David J Teece, Gary Pisano, and Amy Shuen, "Dynamic Capabilities and Strategic Management," *Strategic Management Journal*, Vol 18, No 7, pp. 509-533, 1997.
- [47]. [47] Anna Kaleka, "Resources and Capabilities Driving Competitive Advantage in Export Markets: Guidelines for Industrial Exporters," *Industrial Marketing Management*, Vol 31, pp. 273-283, 2002.
- [48]. [48] Harish Sujana, Barton A Weitz, and Nirmalya Kumar, "Learning Orientation, Working Smart, and Effective Selling," *Journal of Marketing*, Vol 58, pp. 39-52, 1994.
- [49]. [49] Bernard J Jaworski and Ajay K Kohli, "SSupervisory Feedback : Alternative Types and Their Impact on Salepeople's Performance and Satisfaction," *Journal of Marketing Research*, Vol XXVIII, pp. 190-201, 1991.
- [50]. [50] Tim Christiansen, Kenneth R Evans, John L Schlacter, and William G Wolfe, "Traininig Differences Between Services and Goods Firms : Impact on Performance, Satisfaction, and Commitment," *Jorunal of Professional Services Marketing*, Vol 15, No 1, pp. 47-70, 1996.
- [51]. [51] Ken Grant and Daid W Cravens, "Examining Sales Force Performance in Organizations That Use Behavior-Based Sales Management Processes," *Industrial Marketing Management*, Vol 25, pp. 361-371, 1996.
- [52]. [52] Stuart L Hart, "A Natural-Resource Based View of The Firm," *Academy of Management Review*, Vol 20, No 4, pp. 996-1014, 1995.
- [53]. [53] Asa Hagberg Anderson and Kjell Gronhaug, "Commentary Adaptations in A Supplier-Manufacturer Netork : A Research Note," *European Journal of Marketing*, Vol 44, No 1/2, pp. 34-41, 2010.
- [54]. [54] Janine Nahapiet and Sumantra Ghoshal, "Social Capital, Intellectual Capital, and The Organizational Advantage," *Academy of Management Review*, Vol 23, No2, pp. 242-266, 1998.
- [55]. [55] R.S Burt, *Structural Holes : The Social Structure of Competition*. Cambridge, MA: Harvard Uniersity Press, 1992.
- [56]. [56] D Krackhardt, "The Strength of Strong Ties," in *Networks and Organizations : Structure, Formand Action*. Boston: Harvard Business School Press, 1992, pp. 216-239.
- [57]. [57] Robert R Mc Crae and Paul T Costa Jr, "Personality Trait Structure as A Human Universal," *American Psychologist*, Vol 52, No 5, pp. 509-516, 1997.
- [58]. [58] James S Coleman, "Soscial Capital in The Creation of Huan Capital," *American Journal of Sociology*, Vol 94, pp. S95-S120, 1988.
- [59]. [59] F Tonkiss, "Trust, Social Capital and Economy," in *Trust and Civil Society*. New York: St. Martin's, 2000.
- [60]. [60] Ajay K Kohli, Tasadduq A Shervani, and Goutam N Challagalla, "Learning and Performance Orientation of Salespeople : The Role of Supervisors," *Journal of Marketing Research*, No XXXV, pp. 263-274, 1998.
- [61]. [61] Mohammad Ali Abdolvand and Sepideh Farzaneh, "Impact of Sales Experience and Training on Sales Presentation Skills Between Industrial Salespersons," *Research Journal of Applied Sciences, Engineering and Technology*, Vol 5, No 8, pp. 2661-2670, 2013.
- [62]. [62] Mark P Leach and Annie H Liu, "Investigating Interrelationship Among Sales Training Evaluation Methods," *Journal of Personal Selling and Sales Management*, Vol XXIII, No 4, pp. 327-339, 2003.
- [63]. [63] Mark P Leach, Annie H Liu, and Wesley J Johnston, "The Role of Self-Regulation Training in Developing The Motivation Management Capabilities of Salespeople," *Journal of Personal Selling and Sales Management*. Vol XXV, No 3, pp. 269-281, 2005.
- [64]. [64] Steven P Brown and Robert A Peterson, "The Effect of Effort on Sales Performance and Job Satisfaction," *Journal of Marketing*, Vol 58, pp. 70-80, 1994.

- [65]. [65] Muhammad Awais Bhatti and Sharan Kaur, "The Role of Individual and Training Design Factors on Training Transfer," *Journal of European Industrial Training*, Vol 34, No 7, pp. 656-672, 2010.
- [66]. [66] Khawaja Fawad Latif, "An Integrated Model of Training Effectiveness And Satisfaction with Employee Development Interventions," *Industrial & Commercial Training*, Vol 44, No 4, pp. 211-222, 2012.
- [67]. [67] Jesus Cambra Fierro, Juan Florin, Lourdes Perez, and Jeryl Whitelock, "Inter-Firm Market Orientations as Antecedent of Knowledge Transfer, Innovation and Value Creation in Networks," *Management Decision*, Vol 49, No 3, pp. 444-467, 2011.
- [68]. [68] Shalonda K Bradford, Brian N Rutherford, and Scott B Friend, "The Impact of Training, Mentoring and Coaching on Personal Learning in The Sales Environment," *International Journal of Evidence Based Coaching and Mentoring*, Vol 15, No 1, pp. 133-150, 2017.
- [69]. [69] Muhammad Khalilur Rahman et al., "The Impact of Salesperson's Training on Organizational Outcomes," *Journal of Scientific Research and Development*, Vol 2, No 8, pp. 48-57, 2015.
- [70]. [70] Sunny R Igwe and Tamunoiyowuna Mathias, "Sales Force Training Methods and Sales Performance of Insurance Firms in Rivers State," *Global Advanced Research Journal of Management and Business Studies*, Vol 5, No 5, pp. 135-144, 2016.
- [71]. [71] Adrian Furnham and Carl Fudge, "The Five Factor Model of Personality and Sales Performance," *Journal of Individual Differences*, Vol 29, No 1, pp. 11-16, 2008.