

# Analysis of Salesperson Behavior and the Role of Supervision on Salesperson Performance its Impact on Marketing Performance

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## Abstract

The purpose of this study, to determine the effect of salesperson behavior on salesperson performance; the influence of the role of supervision on the performance of the salesperson and the influence of the performance of the salesperson on the marketing performance. A sample of all apparel SME salespeople in the city of Semarang, Indonesia. The sampling technique is purposive sampling with criteria for salespeople who have at least one year of experience. The data of this study are primary data generated through a questionnaire. The answers given by respondents using SEM analysis techniques, which are run through the AMOS 4.01 program. The results of the analysis provide empirical evidence that the behavior of salespeople and the role of supervisors can improve salesperson performance and have an impact on improving marketing performance.

**Keywords:** Salesperson behavior, supervisor role, salesperson performance, marketing performance.

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## INTRODUCTION

(Ardyan, 2019), says that salesperson performance has an important role because it will have an impact on creating competitive advantage through achieving company goals, namely (1) increasing sales volume, (2) increasing profitability and (3) increasing customer satisfaction. The conclusion from (Purwantini, Rusdianti, & Wardoyo, 2020) can be explained that there is a relationship between sales force performance and marketing performance because the objectives mentioned above are part or indicators of marketing performance.

(Pahlevi, Setyanto, & Laksana3, 2019), says that the performance of salespeople is a consequence of personal, organizational and environmental factors so that to improve the performance of salespeople, companies must pay attention to these three aspects. In line with this statement, this study uses sales planning and adjustment as a proxy for organizational and environmental factors, while personal factors are proxied by salesperson behavior and supervisor roles.

(Bolander, Chaker, Pappas, & Bradbury, 2021), state that salesperson behavior has a positive effect on salesperson performance. In this study, salesperson behavior is an unobserved variable that is explained by dimensions of learning orientation

(Hamzah & Othman, 2020) interpersonal communication (Mukhtar, Risnita, & Prasetyo, 2020) and smart-hard work (Hu, 2020). The behavior of the salesperson is the efforts made by the salesperson in relation to the job duties he carries out. Meanwhile, (Sleep, Dixon, DeCarlo, & Lam, 2020) states that the behavior of salespeople is seen from how well each salesperson carries out his activities when carrying out his job duties. Thus, the behavior of the salesperson can be evaluated for its contribution to the achievement of company goals.

(Herjantoa & Franklin, 2019) explain that salesperson's behavior is the factor that gives the biggest contribution in improving salesperson's performance compared to organizational and external environmental factors. However, this study is inconsistent with the results of (Ardyan, 2019), research which provides empirical evidence that there is no statistically significant difference between high and low salesperson performance caused by the salesperson's ability so that it can be concluded that there are other factors that have a dominant influence on the performance of the salesperson. Highs and lows of salespeople. The inconsistency of the two studies is the research gap of this study.

In this study, another factor that affects the performance of salespeople is suspected to be the role of supervisors so that in the research model the role of supervisors is included as an exogenous variable that will affect the performance of salespeople. This is acceptable because the feedback given by the supervisor to the salesperson will motivate them to work better.

Supervisors have a fundamental role in determining the success of quality management strategies by creating supporting concepts for the formulation and implementation of quality strategies (Romero, 2018) so that supervisor involvement has an important role in preventing strategy implementation from failing. (Charoensukmongkol & Phungsoonthorn, 2020) say that the supervisor's role to be actively involved will have a positive influence on interactions that occur within the company. The supervisor's role is reflected in the commitment and responsibility of the manager to not only talk about the process of how to sell but also be involved in it.

Based on the background of the problem and the research gap, the research problem that will be studied is how to improve the performance of salespeople to improve marketing performance in apparel SMEs in the city of Semarang, Indonesia.

## LITERATURE REVIEW

### Salesperson Behavior

(Chinelato, 2021) state that salesperson's performance is influenced, one of them by salesperson's behavior. This finding is consistent with what (Powers & Kennedy, 2020) said that salesperson behavior is related to salesperson performance. In this regard, (Yi & Amenuvor, 2021) sees that salesperson behavior is a salesperson's activity that is needed in every sales process and activities related to customer relationship formation related to salesperson's performance include insurance participant search, information search, sales and customer service. Based on this research, (Cross, Brashear, & Bellenger, 2007) found that activities related to selling and serving customers positively affect salesperson performance. A similar opinion is also expressed by (Powers & Kennedy, 2020) that the performance of salespeople is determined by sales behavior.

(Cross *et al.*, 2007) say that the ability of salespeople to create and modify messages through interactive communication with customers can encourage salespeople to achieve sales performance. Thus, Boorum emphasizes that communication with customers is an important element for salespeople in interacting with their customers. (White, Habib, & Hardisty, 2019) states that a professional salesperson is those who are able to apply good communication skills. These skills include the ability to speak in a way

that can be understood and explained and confirm the message conveyed.

In this study, the dimensions of salesperson's behavior that affect the performance of salespeople are: (1) learning orientation, (2) good communication and (3) hard-smart work. Learning orientation and working smart-hard are included as dimensions because they are interrelated. Salespeople who have high competence and capability will work smart and hard because learning orientation will emphasize the importance of learning activities in their work (Chinelato, 2021).

### Supervisor Role

(Zheng, Diaz, Jing, & Chiaburu, 2015) concludes that the role of supervisor has little effect on salesperson performance (Martono, 2004). This phenomenon indicates that the supervisor's role is not optimal due to unfair treatment, lack of communication and the consistency of supervisor's behavior that tends to change. The not yet optimal influence of the supervisor's role on improving the performance of salespeople is a problem developed in this study. In this study, the role of the supervisor is associated with the manager's involvement in the interaction with the salesperson.

The involvement of the supervisor in leading the sales force is one of the variables that affect the interaction with the salesperson (Román & Rodríguez, 2015). Supervisors have a fundamental role in determining the success of quality management strategies by creating supporting concepts for the formulation and implementation of quality strategies (Román & Rodríguez, 2015) so that supervisor involvement has an important role in preventing strategy implementation from failing. The involvement of supervisors can influence the outcome of the quality strategy by increasing the empowerment of the sales force (White *et al.*, 2019) state that management's commitment to quality in the service industry is an option in the quality strategy as the basis for making operational and strategic decisions in the company. This commitment contains two components, namely (1) a strong personal commitment to quality improvement and (2) a real and active involvement in the process of quality development and improvement. Supervisors who show such commitment will take the initiative to motivate salespeople to work together in realizing superior quality in accordance with customer needs and expectations.

(Román & Rodríguez, 2015) say that the supervisor's role to be actively involved will have a positive influence on interactions that occur within the company. The supervisor's role is reflected in the commitment and responsibility of the manager to not only talk about the process of how to sell but also be involved in it. Supervisors who in reality just talk but don't want to be involved in the sales process will

thwart effective interactions with salespeople. Another important aspect of the supervisor's role is the supervisor's openness to new ideas that support the sales strategy.

### Salesperson Performance

Salesperson performance is the result of carrying out a number of salesperson activities whose results may vary depending on the type of work and situation (Lepeniota, Bousdekisa, Dimitris Apostoloua, & Mentzas, 2020). Every effort made by the salesperson has an impact on the individual salesperson's performance and the company's sales performance (Chinelato, 2021). For the company, each individual salesperson is responsible for implementing the marketing strategies that have been set by the company. Therefore, it is important for salespeople to be able to contribute to the company through achieving sales volume, profits for the company and customer satisfaction (White *et al.*, 2019).

(Lepeniota *et al.*, 2020) added that the performance of salespeople can be achieved by salespeople who have sales skills to carry out their sales activities. (White *et al.*, 2019), added that salespeople who are able to achieve sales targets set by the company are due to having communication skills, sales skills and technical knowledge. This conclusion is in line with the research of (Lepeniota *et al.*, 2020) which found that salespeople who have high performance are more focused on their sales process to customers and establish more personal communication with their customers or are more oriented towards establishing relationships with customers. Conversely, salespeople who have low performance are more sales-oriented and treat every customer the same in every sales activity.

(White *et al.*, 2019) measure the performance of salespeople based on the number of volumes or units sold successfully recorded, which can be achieved through the growth of the number of outlets, sales agents, customers and sales growth of each outlet within a certain period of time. . In order to achieve optimum performance, the salesperson must remove the existing obstacles regarding the quality of leadership, the quality of communication and the application of justice between supervisors and salespeople.

### Marketing performance

Corporate performance is a difficult concept, both to define and to measure (Waele & Polzer, 2021). Meanwhile, (Singh & Misra, 2021) say that performance measurement is something complex and a big challenge for researchers because as a construct, performance is multidimensional. Therefore, performance measurement using a single measurement dimension is not able to provide a comprehensive understanding (Singh & Misra, 2021). The development of the company's performance from time

to time can be easily known if the information and objective data regarding the performance are available and easily accessible. However, difficulties arise when it comes to testing performance where managers or owners object to providing objective information and data on the company's performance. To anticipate the unavailability of objective performance data in a study, it is possible to use subjective performance measures, which are based on the perceptions of managers or company owners (Waele & Polzer, 2021). Besides being intended to anticipate the unavailability of objective data and information, (Singh & Misra, 2021) suggest that subjective measures can be used in a study where the sample consists of various companies. Empirical research in the field of strategic management, for example, (Singh & Misra, 2021), prove that subjective performance measures have a high level of reliability and validity

### Relationship between variables

#### The relationship between salesperson behavior and salesperson performance

(Chinelato, 2021), says that the quality of resources and competencies that are managed as a management process is a company's strategic asset portfolio. Smart and hard work is part of the company's strategic assets where the two factors are one unit. The combination of the two is more likely to improve performance than each stand-alone (Ferdinand, 2004, p.30).

In the learning orientation, you will be taught how to sell effectively. adds that having a learner (Cross *et al.*, 2007) orientation makes salespeople appreciate their own development and master what they get from the work they do. This opinion is reinforced by (White *et al.*, 2019) in their research stated that the higher the motivation of the salesperson, the higher the interest in the task and the better the salesperson's knowledge of sales procedures. The motivation to improve skills, causes salespeople to try to find more challenging situations, in the belief that it can help them in developing an understanding of the sales environment and increasing knowledge of appropriate sales strategies. Based on the arrangement of thoughts above, the proposed hypothesis is as follows:

H1: The better the behavior of the salesperson, the better the performance of the salesperson.

#### The relationship of the supervisor's role to the salesperson's performance

(Zheng *et al.*, 2015) argue that the supervisor's role is to provide an environment within the company where the (Román & Rodríguez, 2015) business attitude of expressing new ideas, discussing and exchanging opinions and making risky decisions will always be supported. Supervisor's reluctance to take

risks and not tolerating failure which is a normal part of doing business will lead to increased conflict.

(Lepeniotia *et al.*, 2020) provides empirical evidence that the behavior of managers has an impact on the performance of salespeople, so that the more positive the behavior shown by managers, for example the participation of managers in sales, will have an impact on increasing the performance of salespeople. Previously, (White *et al.*, 2019) provides empirical evidence that the achievement of optimal sales force performance is inseparable from the involvement of managers in planning sales strategies, regional planning and motivating salespeople. Based on the description above, the hypotheses proposed in this study are as follows:

H2: The better the supervisor's role, the better the salesperson's performance.

### The relationship between salesperson performance and marketing performance

Marketing performance is used in the research model, as an endogenous variable to determine how successful the salesperson's performance is in marketing the product. Superior sales force performance will have an impact on increasing marketing performance. Marketing performance has certain variables and from these variables a measurement tool is needed, without which marketing performance cannot be measured. Furthermore, (Román & Rodríguez, 2015) says that the marketing performance variables include (1) relative market share measured by comparing the company's sales volume with the sales volume of the top competitors, (2) sales growth rate is measured by the percentage increase annual sales and (3) profitability before tax, measured by comparing net income before tax with the amount of investment invested. The three variables (relative market share, sales growth rate, and profitability before tax) can be represented by the company's customer growth rate. That is, the growth of insurance participants can reflect the growth of relative market share, sales growth and profitability before tax. The growth of insurance participants is a very important indicator in the banking industry to show an increase in the performance of insurance companies in providing services to insurance participants (Lepeniotia *et al.*, 2020). Meanwhile (White *et al.*, 2019) states that the company's success in improving marketing performance is reflected in the company's superior customer growth.

Research on the relationship between salesperson performance and marketing performance is still rarely done so that no empirical evidence is found regarding the form of the relationship and how big the contribution of salesperson performance in improving marketing performance. In simple terms, the ability of salespeople to communicate the advantages of a product

or service will have an impact on improving marketing performance. (Singh & Misra, 2021) say that an increase in sales force performance will have an impact on increasing sales, increasing market share and increasing profitability, all of which are indicators of marketing performance. Based on the description above, the proposed hypothesis is as follows:

H3: The better the salesperson's performance, the marketing performance will increase.

Based on the description above, an empirical model can be made as shown in Figure 2.1 below.

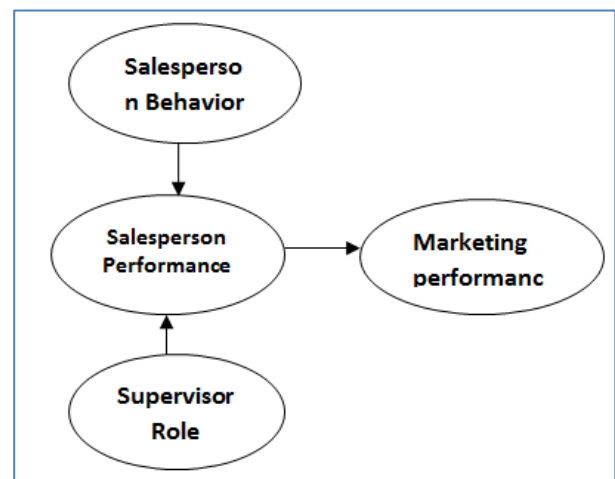


Fig-2.1: Empirical model

## RESEARCH METHODOLOGY

### Data Types and Sources

Primary data is data obtained directly from data sources that have a direct relationship with the research problem, and recorded for the first time (Djalante *et al.*, 2020). In this study, primary data collection was obtained from closed questionnaires filled out by respondents. Respondents in this study were life insurance salespeople in the city of Semarang, Indonesia.

Secondary data is data that is not collected by the researcher himself. Secondary data is data or information that has been collected by other parties related to research problems (Djalante *et al.*, 2020). Secondary data in this study were collected from literature, journals and other sources that support this research.

### Population and Sample

Population is a collection of all elements of the same type but can be distinguished from one another. These differences are caused by the existence of different characteristic values (Taherdoost, 2020). The population in this study was all salespeople of apparel in the city of Semarang totaling 218 people.

The sample is part of the population where the characteristics of the sample can represent the population. If  $n$  is the number of sample elements and  $N$  is the number of population elements, then  $n < N$  (Taherdoost, 2020). The sampling technique used is purposive sampling, which is the determination of the sample based on predetermined characteristics (Sekaran, 1992). The characteristics in the selection of samples in this study are (1) salespeople who have had a minimum of 1 year of work experience so that the salespeople taken as respondents have adequate experience and (2) salespeople from each life insurance operating in the city of Semarang, Indonesia.

### Analysis Techniques

Analytical techniques were used to interpret and analyze the data. In accordance with the multidimensional and tiered model being developed in this study, the data analysis tool used is the Structural Equation Model (SEM) from the AMOS statistical package. Analyzing research models with SEM can identify the dimensions of a construct and at the same time measure the influence or degree of relationship between factors whose dimensions have been identified (Ferdinand, A.T, 2000, p.3-4).

## RESULTS ANALYSIS AND DISCUSSION

### Result analysis

The processing results of the Full Model SEM are presented in Table 4.1, and Table 4.2 as follows:

**Table-4.1: Regression Weights Structural Equation Model**

			Estimation	S.E	C.E	P
KTP	PTP	<---	.503	.0707	.0707	.0707
KTP	PPP	<---	.324	.0754	.307	.307
KTP	PS	<---	.348	.0734	.803	.000
KP	KTP	<---	.7810	.069 1	.285	.000
X1	PTP1	<---	1.036	.061	17.104	.000
X2	PTP2	<---	1.100	.064	17.118	.000
X3	PTP3	<---	1.000			
X4	PTP4	<---	.983	.078	12.5550	.000
X5	PTP5	<---	1.113	.091	12.197	.091
X6	PTP6	<---	1.000			
Z1	PS1	<---	1.035	.063	16.541	.000
Z2	PS2	<---	1.018	.065	15.746	.000
Z3	PS3	<---	1.000			
Y1	VP	<---	1.035	.063	17.541	.000
Y2	PP	<---	1.018	.065	16.746	.000
Y3	PP	<---	1.000			

**Table-4.2: Structural Equation Model Feasibility Test Index**

Goodness of Fit Index Model Evaluation	Cut-off Value	Analysis Results	Analysis Results
$\chi^2$ – Good Chi-square	I hope it's small (<124.839)	99.844	Good
Significance Probability	$\geq 0.05$	0.100	Good
RMSEA	$\leq 0.08$	0.042	Good
GFI	$\geq 0.90$	0.903	Good
AGFI Marginal	$\geq 0.90$	0.901	Good
TLI	$\geq 0.95$	0.990	Good
CFI	$\geq 0.95$	0.992	Good

The test of the model shows that this model fits the data used in the study as seen from the significance level of 0.100 which is in accordance with the requirements ( $> 0.05$ ). The significance level of the Chi-Square model is 99,844, the GFI, AGFI, TLI, CFI, and RMSEA indexes are within the expected range of values

### Reliability Test and Extract Variance

#### Reliability Test

Basically, the reliability test shows the extent to which a measuring instrument can provide relatively the same results when repeated measurements are made on the same subject. Reliability test in SEM can be obtained through the following formula (Ferdinand, 2000, p.60):

$$\text{Construct Reliability} = (\sum \text{Standard Loading})^2 / (\sum \text{Standard Loading})^2 + \sum E_j$$



**Table-4.3. Reliability calculation results**

Variable	Results of standard loading data	Measurement error data	Data reliability
Salesperson behavior	2.78	0.22	0.99
Supervisor role	2.74	0.36	0.97
Salesperson performance	2.85	0.26	0.98
Marketing performance	2.80	0.15	0.98

Source: processed data, 2021

Measuring the reliability of the data above, it can be concluded that the reliability value of all variables has met the requirements, which is greater than 0.70. This shows the consistency of the dimensions in measuring the construct or in other words that the dimensions used is part of the research construct (Ghozali, 2005, p.41).

#### Variance Extract

The measurement of variance extract shows the amount of variance of the indicators extracted by the developed latent construct/variable. The acceptable value of variance extract is 0.50. The formula used is as follows (Ferdinand, 2000, p.61):

$$\text{Variance Extract} = \frac{\sum \text{Standard Loading}^2}{\sum \text{Standard Loading}^2 + \sum E_j}$$

**Table-4.4: Variance Extract calculation results**

Variable	Result of square standardized loading data	Measurement error data	Variance Extract data
Salesperson behavior	2.47	0.22	0.92
Supervisor role	2.51	0.26	0.90
Salesperson performance	2.71	0.15	0.95
Marketing performance	2.62	0.20	0.93

Source: Processed data, 2021

Measurement of variance extract data above, it can be concluded that the value of variance extract of all variables has met the requirements, which is greater than 0.50. Thus it can be concluded that the dimensions

have the ability to express something that will be measured by these dimensions (Ghozali, 2005, p.45).

Table 4.5. regarding the results of hypothesis testing in AMOS analysis are as follows:

**Table-4.5: Estimated Regression Weights Parameter Parameters**

			Estimation	S.E.	C.R.	P
KTP	SpP	<---	0.492	.0707	7.219	0.000
SR	SpP	<---	0.304	.0734	4.803	0.000
SpP	MP	<---	0.799	.069	11.285	0.000

Source: processed data, 2021

## DISCUSSION

The first hypothesis is the better the salesperson's behavior, the better the salesperson's performance. Table 4.5 shows the relationship between salesperson behavior and salesperson performance as indicated by a CR of 7,219 which meets the requirements above 1,664 (df = 183 and = 0.05) and a p value of 0.000 which meets the requirements, which is below 0.05. Thus, hypothesis 1 in this study can be accepted. The results of this study are consistent with the research of (Román & Rodríguez, 2015). (Chinelato, 2021), provide empirical evidence that salesperson performance is influenced by several factors, one of which is salesperson behavior. Meanwhile, (Cross *et al.*, 2007) also stated the same thing that there is a significant relationship between the two variables. The results of this study are also consistent with (White *et al.*, 2019) specifically found a relationship between communication, which is a proxy

for salesperson behavior, and salesperson performance. In conclusion, (Román & Rodríguez, 2015) emphasizes that communication is an important element in interacting with customers.

Second hypothesis: The better the supervisor's role, the higher the salesperson's performance. Table 4.5. Explained that the relationship between the supervisor's role and the performance of the salesperson is indicated by a CR of 4,803 which meets the requirements above 1,664 (df = 183 and = 0.05) and a p value of 0.000 which meets the requirements, which is below 0.05. Thus hypothesis 2 in this study can be accepted. This supports the opinion of (Zheng *et al.*, 2015) which states that the involvement of supervisors will affect the performance of salespeople through empowering salespeople. (Lepeniotia *et al.*, 2020) add that this process will prevent sales activities carried out by salespeople from failing. The results of this study are

also consistent with the research of (Zheng *et al.*, 2015) which states that the optimization of salesperson performance cannot be separated from the involvement of supervisors. However, the results of this study are somewhat different from that of (Lepeniotia *et al.*, 2020) which states that supervisors have an effect on salesperson performance but the role of the supervisor is relatively small compared to other factors. In this study, it was found that the supervisor's role is quite large because it has a larger loading standard compared to sales planning and adjustment, where this factor also affects marketing performance.

Third hypothesis: The higher the salesperson's performance, the higher the marketing performance will be. Table 4.5. it can be seen that the relationship between salesperson performance and marketing performance is indicated by a CR of 11,285 which meets the requirements above 1,664 ( $df = 183$  and  $= 0.05$ ) and a p value of 0.000 which meets the requirements, which is below 0.05. Thus hypothesis 3 in this study can be accepted. This test is consistent with research by (Román & Rodríguez, 2015). The research of (Lepeniotia *et al.*, 2020) provides empirical evidence that salesperson's performance affects marketing performance so that the higher the salesperson's performance, the marketing performance, which is seen from its dimensions, will also increase. The results of this study are also consistent with the research of (Lepeniotia *et al.*, 2020) which states that the performance of salespeople has an impact on the creation of superior performance. Research by (Román & Rodríguez, 2015) also says the same thing that company productivity depends on how much employee performance.

## CONCLUSION

### Hypothesis conclusion

#### Influence of Salesperson Behavior on Salesperson Performance

Hypothesis testing has proven that there is a positive relationship between the behavior of the salesperson and the performance of the salesperson. Therefore, companies need to pay attention to the behavior of salespeople in order to improve the performance of salespeople. This attention needs to be focused on how to increase the willingness to learn or improve the self-quality of salespeople; how to create effective communication in the work environment and how to motivate salespeople to work smart and hard.

#### The Influence of Supervisor's Role on Salesperson Performance

Hypothesis testing has proven that there is a positive relationship between supervisor behavior and salesperson performance. Therefore, supervisors have an important role in improving the performance of salespeople. The greater the role of the supervisor, the performance of the salesperson will also increase. The

role of the supervisor is part of the leadership, where the supervisor directs the salesperson to work optimally

#### Effect of Sales Force Performance on Marketing Performance

Hypothesis testing has been done to prove that there is a positive relationship between salesperson performance and marketing performance. Salespeople who do not have responsibility or have low performance will make a small contribution to the company's performance when compared to employees who have commitment (responsibility and maximum performance). Therefore, companies need to maximize the performance of salespeople.

#### Theoretical Implications

Based on the results of the analysis, the theoretical implications in this study are as follows: 1. The behavior of the salesperson is defined as the efforts made by the salesperson related to the responsibilities and obligations of the job. Based on the validity test with variance extracted, it can be concluded that (1) learning orientation is a dimension of salesperson behavior (Chinelato, 2021), (2) communication is a dimension of salesperson behavior (Cross *et al.*, 2007), (3) smart and hard work are dimensions of salesperson behavior (Chinelato, 2021) Of the three dimensions that have the strongest relationship to the behavior of salespeople are learning and communication orientation with a loading standard of 0.94 each. The behavior of the salesperson is concluded to be good if the salesperson has the motivation to continue to develop his abilities. This study proves that the behavior of the salesperson has a positive effect on the performance of the salesperson. The results of this study confirm what (White *et al.*, 2019); on the positive relationship between salesperson behavior and salesperson performance. The role of the supervisor is defined as the efforts made by the supervisor with regard to improving the performance of the salesperson. Based on the validity test with variance extracted, it can be concluded that (1) the ability to motivate the salesperson is a dimension of the supervisor's role (Cross *et al.*, 2007), (2) a high commitment to the salesperson's performance is a dimension of the supervisor's role (Lepeniotia *et al.*, 2020) and (3) the ability to formulate sales strategies are dimensions of the supervisor's role. Of the three dimensions that have the strongest relationship to the supervisor's role is the ability to motivate salespeople and the ability to develop sales strategies with a standard loading of 0.92 each. The results of the analysis in this study state that the role of supervisors has a positive effect on the performance of salespeople. The results of this study also confirm the statements of (Zheng *et al.*, 2015), (Román & Rodríguez, 2015) about the positive relationship between the role of supervisor and salesperson performance. 4. Salesperson's performance which is defined as the result achieved by the salesperson in conducting individual sales activities.

Based on the validity test with variance extracted, it can be concluded that (1) the ability to identify insurance participants is a dimension of salesperson performance (Lepeniotia *et al.*, 2020), (2) sales ability is a dimension of salesperson performance (White *et al.*, 2019) and (3) sales ability. Applying corporate strategy is a dimension of sales force performance. (White *et al.*, 2019) Of the three dimensions that have the strongest relationship to salesperson performance is the ability to identify insurance participants with a standard loading of 0.97. Meanwhile, marketing performance is a parameter to measure the company's performance in the field of marketing; it has three dimensions, namely: sales volume, sales growth rate and growth of insurance participants. Tests in this study prove that the performance of the salesperson has a positive effect on marketing performance. These results confirm the opinion of (Lepeniotia *et al.*, 2020), about the positive relationship between salesperson performance and marketing performance.

### Managerial Implications

The results of this study indicate that the behavior of the salesperson and the role of the supervisor are the two main factors to improve the performance of the salesperson. In the relationship between these variables, the behavior of the salesperson has a dominant influence on the performance of the salesperson compared to the other two variables with a standard loading of 0.492. After the behavior of the salesperson, the second largest influencing variable in the research model is the role of the supervisor with a loading standard of 0.304, while sales planning-adjustment ranks third with a standard loading of 0.270. Meanwhile, marketing performance can be improved through increasing sales force performance. In this study, it is known that the influence of salesperson's performance is relatively large on marketing performance with a standard loading of 0.80. These results provide several managerial implications, namely as follows:

1. The behavior of salespeople related to learning orientation can be carried out by training and education, especially training and education related to work (prospecting and handling objections). The training and education provided must be as attractive as possible so that salespeople are comfortable in participating in the training and have the desire to take part in other trainings. Effective the training provided will have an impact on the more creative salespeople in doing their jobs.
2. The communication skills of each agent need to be improved, for example by group selling. Group selling or similar events are a learning platform for agents to improve their communication skills. This is because group selling will be led directly by the agency or branch manager, who has experience and knowledge in interacting with participants or prospective insurance participants.
3. The agent's communication skills can also be improved by providing broad opportunities for agents to conduct prospecting. The importance of improving communication skills because it will have an impact on the number of closing cases and the difference between agents who have good performance and those who are not.
4. Working smart and hard can be increased through increased motivation, both internal motivation and external motivation. Internal motivation can be in the form of evaluating the given counter-achievements (recitation system, bonuses, commissions and other rewards). The counter-achievement must be able to improve the welfare of the salesperson and his family. Lack of attention to this problem will make salespeople not work optimally because they have side jobs. Meanwhile, to increase external motivation, companies need to create a conducive work environment. A conducive work environment is created through motivating salespeople to cooperate, exchange opinions, and discuss both formally and informally. The high motivation of salespeople to interact will increase the closeness of relationships, cooperation and communication between salespeople will be a strong basis for creating a conducive work environment.
5. Supervisors need to maintain closeness with salespeople. This closeness will make it easier to motivate salespeople and hear the problems faced by salespeople.
6. Supervisors need to give freedom to salespeople to interpret and implement company policies in the field. This is because salespeople better understand the character of insurance participants and different situations.
7. In helping to increase agent sales, supervisors need to treat every salesperson equally (no discrimination). The absence of discrimination in the treatment of supervisors between agents in their group or agents in other groups will make the working environment at the company good. Besides that, supervisors need to have empathy for the obstacles and problems experienced by salespeople.
8. Companies need to improve inter-departmental cooperation in gathering information for sales planning and adjustment. Collaboration in gathering information for sales planning and adjustment will provide more structured opportunities for departments within the company to interact effectively with each other. Companies also need to increase the active participation of salespeople in planning and adjusting sales activities. The active participation of the sales force will increase the effectiveness of planning and adjusting sales activities.



## RESEARCH LIMITATIONS

In this study the author has limitations. These limitations certainly have an impact on the imperfect results obtained from this study: 1. This study only focuses on one product, namely apparel. 2. Possibility of different understanding of respondents in answering each indicator statement, because respondents have their own perceptions.

### Future research agenda

Possibility of different understanding of respondents in answering each indicator statement, because respondents have their own perceptions. 2. For other researchers, opportunities are still open and it is advisable to choose other variables such as public relations and direct marketing variables that can contribute (influence) purchasing decisions.

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