

The Influence of Customer Orientation, Adaptive Selling, Service Orientation and Sales Aptitude to the Salesperson Performance at Pt. Andalas Berlian Motors Padang

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Abstract

This research aims to determine and analyze the influence of customer orientation, adaptive selling, service orientation and sales aptitude to sales performance at PT. Andalas Berlian Motors Padang. This research is exploratory research with quantitative method. Sampling technique with census, so sample size of 156 salesperson. This research uses SEM-PLS with smartPLS 3 program. The results of this research showed that customer orientation have positive and significant effect to salesperson performance, adaptive selling have positive and significant effect to salesperson performance, service orientation have positive and significant effect to salesperson performance, and then sales aptitude have positive and significant effect to salesperson performance at PT. Andalas Berlian Motors Padang.

Keywords: Customer Orientation, Adaptive Selling, Service Orientation, Sales Aptitude and Salesperson Performance.

I Introduction

Nowadays, marketing activities are very important factor and become one of the main activities of every company in terms of preserving and maintaining the survival of the company. In Indonesia, in particular, every company is faced with economic situations and conditions that present severe challenges in producing quality and valuable products and services. This challenge is especially felt by the marketing team as salespeople in companies that have to work extra in competing in order to get and meet the consumers' needs amid increasingly competitive competition.

The same is also faced by companies in the automotive world. The increase of types and varieties of cars on the market will certainly cause problems for the producers themselves in determining their choices, so there will be competition for the company's sales force in attracting as many consumers as possible. With the increase and decrease in vehicle sales every year, it will certainly create a fierce competition in the automotive industry. This is because each company is required to be able to adjust consumers' demand which will affect the company's sales level. Thus, the role of salespeople as the spearhead of the company must be able to maintain the continuity of the company in the existing competition, and must be able to improve performance in the company's product sales efforts.

The same goes with the Mitsubishi company PT. Andalas Berlian Motors Padang as a Mitsubishi vehicle distributor in Padang. Of course, they are very concerned in establishing an effective marketing system with a professional sales force capacity. The high and low level of Mitsubishi car sales at PT. Andalas Berlian Motors is certainly very influenced by the performance of its salespeople, so it is appropriate for the company to rethink the sales force performance improvement strategy carried out by salespeople in getting as many consumers as possible which will later affect the increase in company profits. Based on the description above, the researcher is interested in finding out the effect of customer orientation, adaptive selling, service orientation and sales aptitude on salesperson performance at PT. Andalas Berlian Motors in Padang.

II. Literature Review

Salesperson Performance

Pettijohn et al (2007) suggested that salesperson performance is something that is assessed using factors that are controlled by the salesperson itself based on his behavior and the results obtained in making a sale. To determine the level of performance of salespeople, each company will conduct an evaluation or assessment. According to Grant et al (2001), the performance of salespeople is an evaluation or assessment of all kinds of strategies carried out by salespeople when carrying out their job responsibilities. The responsibility of the salespeople here is to market the company's products to consumers with the right alternative strategies.

Customer Orientation

Customer orientation is a marketing concept that can be observed from two different sides. First, it can be seen

from the company level which covers organizational aspects, and secondly, it can be seen from the individual level. The side in the orientation at the individual level here is the company's sales force (Stock and Hoyer, 2009). Pettijohn et al (2007) added that consumer orientation is the way salespeople do sales by helping consumers make buying decisions that will satisfy the consumers' desires.

Adaptive Selling

Adaptive selling, according to Franke and Park (2006), is defined as the changes in sales behavior during interactions with customers based on the information received about the actual sales situation. Changes in sales behavior here are related to the way of communication in the percentage carried out by salespeople in front of consumers during the interaction. Keillor et al (2000) stated that a communication process is an antecedent of adaptive sales. Salespeople will be able to adjust well to consumers if the interaction and communication are good.

Service Orientation

Service orientation is the ability to meet the needs of consumers by knowing and helping all their desires about the products offered by the company (Keillor et al, 2000). The services carried out by the company's salespeople here consider the quality of the service to consumers which includes a quality interaction of the buyer and seller's relationship that will affect purchasing decisions even in the long or repetitive term. According to Srinanda (2003), in service orientation, with the consistency in a relationship with consumers in the sales process, the company will receive a positive response regarding trade experiences from consumers.

Sales Aptitude

Sales aptitude is an ability or talent possessed by the salesperson in making sales. According to Anisty (2012) talent is an ability and tendency possessed by someone in doing a job. According to Musriha (2017) sales talent is the ability possessed by someone in selling goods or services. This capability will determine what can be achieved in the future based on the approach taken to consumers in the process of making a sale.

Review of Previous Research and Hypotheses

Based on the research conducted by Keillor et al (2000) in their research that discusses that the influence of the relationship between customer-orientation selling-orientation, adaptability in sales and service quality on salesperson performance gives results that customer orientation has a significant positive effect on salesperson performance. In line with this, a research was conducted by Cross et al (2006) about the effect of customer orientation on salesperson performance in the marketing industry. The results of his research found that customer orientation has a significant positive relationship to salesperson performance. Based on this research, hypothesis 1 can be stated, namely:

H1 : Customer orientation influences positively and significantly to the salesperson performance

Based on the research of Keillor et al (2000) which discusses the effect of the relationship between customer-orientation selling-orientation, adaptability in sales and service quality on salesperson performance gives results that adaptability in sales has a significantly positive effect on the salesperson performance. Then, in the research conducted by Srinanda (2003) which discusses the effect of adaptive sales on the performance of salespeople in the shipping industry found significantly positive results. Based on the research, the second hypothesis is stated:

H2 : Adaptive selling influences positively and significantly to the salesperson performance

According to Keillor et al (2000) in their study that discusses the influence of the relationship between customer-orientation selling-orientation, adaptability in sales and service quality on the salesperson performance gives results that service quality has a significantly positive effect on salesperson performance. Furthermore, in Srinanda's research (2003) study which discusses the effect of service orientation on the performance of salespeople in the shipping industry, the research found significantly positive results. Zakaria et al (2017) also discussed strategies for changing the performance of salespeople by the means of technical competence, service orientation and adaptive sales, which resulted in a significantly positive relationship between service orientation and sales force performance. Based on the research, hypothesis 3 can be stated, namely:

H3 : Service Orientation influences positively and significantly to the salesperson performance

In the research conducted by Noor et al (2001) which discusses the determinants of salesperson performance that includes sales aptitude, skill levels, role perceptions and personal factors to the salesperson performance that gives results that of all variables that are not bound include sales talent in selling, their ability level in selling, the role of perception and personal factors in self sales have a significantly positive effect on their performance. Anisty (2012) examined the factors that influence the performance of salespeople in the telecommunications industry, which are aptitude, personal characteristics, skill levels, role perceptions, motivation, organizational and environmental factors variables to the sales performance that gave results that the six variables affected the sales force performance. Based on the research, hypothesis 4 can be stated, namely:

H4 : Sales aptitude influences significantly and positively to the salesperson performance

III. RESEARCH METHOD

This research is a quantitative research in an explanatory form, where the problem solving model and analysis is done using statistical analysis to empirically examine the relationship between the research variables. The population in this study is PT. Andalas Berlian Motors in Padang, amounting to 156 people. The sample used is all of the total population, which is 156 respondents. In analyzing the data, researchers used the equation of Structural Equation Modeling (SEM) or simultaneous equations that will be inputted into the computer through the SmartPLS (Partial Least Square) 3.0 M3 software.

IV. RESEARCH RESULT AND DISCUSSION

Respondents' Characteristics

This research was conducted on PT. Andalas Berlian Motors' salespeople in Padang City, totaling to 156 respondents by distributing questionnaires. Of the 156 questionnaires that have been distributed, all samples from PT. Andalas Berlian Motors in Padang City responded to the questionnaire with a response rate of 100%.

When viewed from its gender, male respondents have a percentage of 58.9% while the rest are female respondents with a percentage of 41.1%. Whereas when viewed from the age of the respondents, the age range <21-30 years is the highest with a percentage of 55.7% and the age with the lowest percentage of <20 years with a percentage of 2.56%. Next is the level of education, in general, the latest education of the respondents was a bachelor degree graduate with a percentage of 50.7% and the respondents with the least percentage were respondents with diploma 1 (D1) education with a percentage of 5.7%. In terms of position, there are 6.4% who serve as supervisors (SPV) and the rest, there are 93.6% as marketing or sales force. And in terms of the work duration of the sales force of PT. Andalas Berlian Motors Padang, there are 12.8% who have worked for <1 year, 42.3% who have worked for <5 years, and 44.87% who have worked for > 5 years. It means that from 156 sales force of PT. Andalas Berlian Motors Padang, 44.87% of them has worked for more than 5 years.

Testing of Measurement Model Data (*Outer Model*)

The result of the outer loading value indicates that there are several indicators that are invalid because it has a loading value below 0.50 that is CO6, CO7 and SO5. In this study, AVE values on all variables have fulfilled the requirements, with the rule of thumb required (AVE > 0.50). The value of composite reliability of each measured variable has a value greater than 0.70, so that the indicators used in the research variable are said to be reliable.

Tabel 4.16 : Reliability and Validity Test Table

Item's Indicator	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
AS	0,783	0,851	0,536
CO	0,804	0,858	0,503
SA	0,843	0,905	0,761
SO	0,788	0,862	0,612
SP	0,910	0,929	0,651

Source : The result of PLS Data Processing, 2018

Structural Model Test (*Inner Model*)

The testing of the structural model in this study can be seen in the table below:

Tabel 4.20 : Path Coefficient

Item	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values	Result
AS -> SP	0,292	0,300	0,080	3,662	0,000	Accepted
CO -> SP	0,453	0,439	0,179	2,538	0,011	Accepted
SA -> SP	0,521	0,514	0,071	7,360	0,000	Accepted
SO -> SP	0,409	0,403	0,152	2,683	0,008	Accepted

Sumber: The result of PLS Data Processing, 2018 .

Note: The test is carried out at a one-tailed significance level

*) Significant at $p < 0.05$

The table above shows the significance test of the influence between variables at one-tailed significance level (T-table = ± 1.65). The table shows that the customer orientation variable has a positive effect on the salesperson performance with a T-table value of 2.538 (above ± 1.65) and is significant because the P-value statistic value is 0.011 (below 0.05). Then, adaptive selling has a positive effect on salesperson performance with T-table value is 3,662 (above ± 1.65) and is significant because the P-value statistical value is 0,000 (below 0.05). Then, the service orientation has a positive effect on the salesperson performance with a T-table value of 2.683 (above ± 1.65) and significant because the P-value statistic value is 0.008 (below 0.05). The last sales aptitude had a positive effect on the salesperson performance with a T-table value of 7,360 (above ± 1.65) and significant because the P-value

statistic value was 0,000 (below 0.05).

Discussion of the result of the research

The influence of *Customer Orientation to the Salesperson Performance*

Based on the hypothesis test in this study, it turns out that customer orientation has a positive and significant effect on the salesperson's performance at PT Andalas Berlian Motors Padang. This means that when the consumer orientation ability increases, there will also be an increase in the performance of the salesperson, and vice versa. This research provides positive and significant results because when a salesperson tries to find out and meet consumers' demands and help discuss their needs for the products offered, the salesperson will have a good relationship with consumers, making it easy for them to offer products that are in accordance to the needs and desires of the consumers, then they will be able to sell products that vary in high quantity. From the results of this study, the average level of description of the customer orientation variable reached the number 4.44 of the scale of 5. This shows a fairly high achievement of the average respondents' answer to the statements given. It can be concluded that in every sales process carried out by the sales force, they always prioritize a good approach to consumers through understanding the fulfillment of needs. Likewise in this study that focuses on the automotive industry, where salespeople at PT. Andalas Berlian Motors is the representative of the company that really need to build good relationships with consumers by fulfilling the consumers' needs for car products that are fully needed and desired by consumers.

The Influence of *Adaptive Selling to the Salesperson Performance*

Based on the hypothesis test in this study, it was found that adaptive selling has a positive and significant effect on the salesperson's performance at PT Andalas Berlian Motors Padang. This means that when adaptive selling ability increases, there will also be an increase in the performance of the salesperson, and vice versa. From the results of this study, it was obtained that an average level of description of adaptive selling variables reached 4.24 from a scale of 5. This shows a fairly high achievement of the average respondent's answer to the statement given. This is because adaptability is very influential on the performance of the salespeople who are sensitive to the needs of consumers and possess good information and knowledge about consumers and their needs. It will be easy to adjust the sales approach during interaction with consumers, which will eventually be able to sell varied products with high quantity. Plus when a salesperson is able to make a good approach to each consumer, whether it is by understanding and digging up information about the consumer's needs for the product or by adjusting the interaction process or communication style to various consumers, then the consumer will automatically gain attention of the need of the desired product. Thus, the salespeople of PT. Andalas Berlian Motor Padang pay attention to and improve adaptive selling ability in conducting the sales process so that it can improve the performance of the salesperson.

The Influence of *Service Orientation to the Salesperson Performance*

Based on the hypothesis test in this study it was found that service orientation has a positive and significant effect on the salesperson's performance at PT Andalas Berlian Motors Padang. This means that when service orientation abilities increase, there will also be an increase in the performance of the salesperson, and vice versa. This study provides positive and significant results because when a salesperson provides good and maximum service to consumers, it will have a very significant influence on the performance of the salesperson. From the results of this study, the average level of description of service orientation variables reached a number of 3.50 from a scale of 5. Thus, PT. Andalas Berlian Motor in Padang pays attention and improve the process of selling the company's products by orienting to the service aspects, so that it can also improve the performance of the salespeople. That the better the service provided by the salesperson in making a sale, the better the impact will be on the performance of the salesperson.

The Influence of *Sales Aptitude to the Salesperson Performance*

Based on the hypothesis test in this study it was found that sales aptitude has a positive and significant effect on the salesperson's performance at PT Andalas Berlian Motors Padang. This means that when sales aptitude increases, there will also be an increase in the performance of the salesperson, and vice versa. This study provides positive and significant results because when a salesperson has the ability to perform a good sales process, such as being able to influence the mindset of consumers by using good word choices, being able to do quantitative calculations of prices well and precisely, then they are considered as the proven expert in the sales field, it will certainly have a very good impact on improving the performance of the salesperson. From the results of this study, the average level of description of sales aptitude variables reached to 4.26 from the scale of 5. This shows a fairly high achievement of the average respondent's answer to the statement given. Thus, it can be said that with the talent possessed by PT. Andalas Berlian Motors Padang in selling the company's products, they will be able to improve their performance well.

IV. CONCLUSION

Based on the research conducted, there are several practical implications that are expected to be implemented through various policies that are able to improve the salesperson performance at PT. Andalas Berlian Motors Padang, among others:

- a. From the average of the respondents' answer, the highest achievement is found in the customer orientation variable on the CO2 indicator item. This means that the company's salespeople have offered products that are best suited to the problems and needs of consumers because it can be seen from the average level of respondents' answers that are quite high. This is good enough but it is better if it is improved for maximum achievement, because the company has greater opportunities to improve the performance of the salespeople they have.
- b. On the other hand, the lowest average answer is found in the service orientation variable in the SO5 indicator item. This means that in terms of service, the amount of time and visits made by salespeople to consumers must be considered and improved. This certainly greatly affects the sales process. For example, after the consumer purchases the vehicle, if the customers are more frequently followed-up or visited either in order to find out if there is a complaint or possibilities that the consumer is willing to repurchase the goods to the workforce concerned.
- c. In terms of service from the salespeople and staff at PT. Andalas Berlian Motors, it should always be improved and maximized. For example, doing some additional services in the form of home service to every regular customer of the company. Thus, the customer will feel prioritized by the company.
- d. Then, in the category of luxury vehicles such as the Pajero Sport and Delica, service priority rooms should be provided for consumers who wants to maintain their vehicles, in which they get the primary and different service compared to other consumers in the middle to lower class cars.

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