

HOW IMPORTANT ARE VALUE-BASED SELLING AND COURTEOUS SELLING BEHAVIOR IN IMPROVING SALESFORCE PERFORMANCE?

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Abstract

This study aims to examine and analyze the role of value-based selling and courteous selling behavior in resolving the research gap between customer orientation and sales force performance. The population of this research is the salesforce at BPR Group Saudara in Central Java Province and DI Yogyakarta. The sampling technique used is purposive sampling, there are only 108 questionnaires that meet the requirements. The analysis technique uses structural equations, the solution is using SmartPLS version 3.2.9. The results showed that hypothesis no 5, regarding the effect of value-based selling on sales force performance, was rejected, while the remaining five were accepted. However, the results of the Sobel test show that value-based selling can mediate the effect of customer orientation on courteous behavior

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1. Introduction

Referring to data from the Ministry of Cooperatives and SMEs of the Republic of Indonesia, the number of entrepreneurs categorized as MSMEs in 2018 reached 64,194,057 entrepreneurs or 99.99%, while the remaining 0.01% were large entrepreneurs with a total of 5,550 entrepreneurs. These MSMEs were able to absorb a workforce of 116,978,631 people or around 97%, while large businesses were only able to absorb 3,619,507 workers or about 3%. This is one of the reasons for banking institutions to fight for the optimal portion possible and to make MSMEs a target for users of banking services, both credit and depositors/depositors. For this reason, they are required to work optimally and provide excellent service, so that MSMEs remain loyal customers. Law No. 10 of 1998 concerning Banking, then Banks are divided into Commercial Banks and Rural Banks. Banking business activities can be based on conventional business or based on sharia principles. Furthermore, operational activities of Islamic banking are based on Law No. 21 of 2008 concerning Islamic banking. Following Law No. 10 of 1998, Rural Banks (BPRs) are banks that carry out business activities conventionally or based on Sharia Principles which in their activities do not provide services in payment traffic.

The salesforce or Account Officer at the Bank is the spearhead of marketing. Salespeople at the Bank are the party most responsible for achieving sales targets both in the form of raising funds (savings & deposits) and lending. Therefore, they must have competence. According to Rentz (2000) indicators of competence include: being able to prepare a more concrete work plan, namely visiting plans for both customers and prospects, screening potential customers, having an understanding of product/product knowledge, being able to make sales presentations, being able to sell and achieve sales targets, be able to solve sales problems, be able to direct customers and be able to communicate. To achieve effective sales performance, hence the sales force needs to have high performance. The salesperson's performance is fully responsible for controlling their performance based on the behavior and results they get (Sujan et al, 2000; Verbeke et al, 2008).

Research on the effect of Customer Orientation on sales force performance has also been carried out by many researchers. However, this also still leaves a lot of controversy over the research results, Previous research results concluded that customer orientation has an effect on performance (Terho et al 2015; Chen,2016;Jung et al, 2014;Mehrabi, et al, 2012; Sari, 2014; Singh and Venugopal, 2015; Jirawuttinaunt ,2012), while several other researchers showed oposite results (Mekonin, 2014; Frambach et al, 2015; Lu and Zhang, 2016; Ridon, 2014) According to Sjoblom (2016), value-based selling is an effective way of selling. By using value-based selling, customers will find it easier to make purchasing decisions, because they will get a rational explanation. Sjoblom added that in implementing value-based selling marketing, salespeople need to have numeracy and consultative skills. It is like this, which distinguishes it from traditional sales forces. Meanwhile, research by Ferdinand and Wahyuningsih (2018) shows that successful salespeople are salespeople who can increase sales value for their customers. It will appear when doing the sales process. Based on the results of previous research, this has provided an opportunity for further research. It is hoped



that the results of this study will be able to resolve the controversy over the effect of customer orientation on sales force performance. Referring to the Service-Dominant Logic theory, this study aims to test new variables, namely Courteous Selling Behavior and Value-Based Selling which will be used as intervening variables in resolving controversies about the effect of customer orientation on salesforce performance. The article's writing begins with an introduction, a literature review that discusses a new concept of polite selling behavior, along with the influence between variables, research methods, results, and discussion. The conclusion section ends with the implications that salespeople need to know.

2. Literature Review

Hunt and Morgan (1995), put forward a theory called the Resource Advantage Theory on Competition (RAToC), this theory explains the competitive behavior of companies. RAC is built using approaches from different disciplines that have in common such as management, economics, marketing, law, ethics, and so on. In addition, it also relates to historical traditions, competency-based traditions, etc. Therefore, this RAToC is provocative. To explain RAToC, Hunt & Morgan based on nine premises, namely: a) demand is heterogeneous between industries, heterogeneous in industries, and dynamic. b) imperfect and expensive consumer information; c) human motivation is limited to the pursuit of self-interest; d) the company's goal is superior financial performance; e) imperfect and expensive company information; f) company resources are financial, physical, legal, human, organizational, informational, and relational; g) resource characteristics are heterogeneous and not mobile; h) the role of management is to identify, understand, create, select, implement, and modify strategies; i) Competitive dynamics provoke disequilibrium, with innovation being endogenous. When studied further, RAToC emphasizes the importance of market segments, heterogeneous company resources, comparative advantages/disadvantages in resources, and market position of competitive advantages/disadvantages (Hunt, 2001).

On the other hand, in early 1990, there has been a shift in the marketing paradigm from good-centered to service-centered. Service-centered, hereinafter known as Service-Dominant Logic (SDL Theory), defines service as an application of operant resources consisting of skills and knowledge, carried out through a process, resulting in a benefit performance for the entity itself or others (Vargo & Lusch, 2008). Service Dominant Logic distinguishes resources into two, namely operand resources (land and other natural resources) and operant resources (resources that exert influence). By combining operand resources with other operant resources or operand resources, the company will be able to generate value. According to Lusch and Vargo, so that the dominant service logic can leverage marketing in studying personality theory, there are two approaches, namely the typological approach such as the theory proposed by Plato and Heymans, and theories with the trait approach proposed, among others, by Allport, Freud, Jung, and Eysenck. Costa & Mc Crae (1997), describes the domain of the Big Five Personality which consists of extraversion, agreeableness, neuroticism, openness, and conscientiousness. The results showed that conscientiousness was the main predictor of labor selection. Associating with the sales organization, if managed properly, will go a long way toward achieving better sales (Hurtz and Donovan, 2000; Behling, 1998; Salgado,



1997; Barrick, Mount, and Judges, 2001; Furnham and Fudge, 2008). Furthermore, extraversion has a positive relationship with sales, because it is the basic key to making interpersonal relationships (Barrick and Mount, 1991 in Furnham & Fudge, 2008, Furnham & Miller, 1997). According to Furnham and Fudge (2008) openness is characterized as a creative and imaginative person. In this kind of salesperson, it is easier to find new and useful ways of selling, making it easier to adapt and make it more successful in carrying out sales duties.

Ethics according to Javanese society is ethics that adhere to harmony, based on the principles of harmony and mutual respect. If there is a difference, the parties are required to prioritize common interests rather than individual interests. Therefore there needs to be a compromise made through deliberation so that in the Javanese view, everyone is required to be able to control their passions with awareness according to reason (Pangarso, 1998). In Javanese culture, there are five kinds of local wisdom values, namely: (a) expressions of attitudes and views of life, this attitude is manifested in not being arrogant or arrogant (b) expressions related to strong determination, (c) expressions that reflect human bad attitudes that do not need to be developed, (d) expressions that describe the relationship between humans and God, (e) expressions that describe human relationships with fellow humans, expressions that describe relationships between people (Sartini, 2009). Based on this, the study presents a concept known as Courteous selling behavior, namely selling behavior which is dominated by empathy, prioritizes harmonization in two-way communication, is carried out in a planned and sincere manner, prioritizes deliberation, and is far from arrogant (Wardoyo, 2011)

The Influence of Customer Orientation on Value-Based Selling

The results of previous research show that a study conducted by Rigdon (2014) shows that customer orientation is not able to influence sales performance (Rigdon, 2014; Pettijohn, 2008). Meanwhile, the results of research conducted by Rajendra Singh, Abraham Koshy, 2011) show that value-based selling can improve sales force performance. This is different from what was conveyed by Sjoblom (2016) that value-based sales methods are not necessarily suitable for all types of products or services and business environments. From this description can be justified, that by being customer-oriented, the salesperson is expected to be able to invite customers to act as co-creators in value creation. Therefore, the hypothesis proposed in this study reads:

H1. The better the customer orientation, the better the value-based selling

Effect of Customer Orientation on Courteous Selling Behavior

The results of previous studies on the effect of customer orientation show that customer orientation does not affect sales force performance (Pettijohn, 2008; Mekonin 2014; Frambach et al, 2015; Lu and Zhang, 2016; Rigdon, 2014). But on the contrary, studies conducted by Terho et al (2015), Chen (2016), Jeong et al (2014) proved that customer orientation influences sales force performance. Furthermore, Wardoyo (2011) in his research stated the importance of the concept of courteous selling behavior that must be owned by salespeople. Referring to what has been described, it can be justified that salespeople who have customer



orientation, must have a Courteous attitude. Therefore, the second hypothesis proposed in this study reads as follows:

H2. Salespeople who have high customer orientation, so in selling their Courteous behavior will be high.

The Effect of Customer Orientation on Salesforce Performance

The results of a review of research conducted by previous researchers indicate that customer orientation affects the performance of the sales force (Terho et al, 2015; Chen, 2016; Jeong et al, 2014). However, the results of other researchers showed completely different results (Pettijohn, 2008; Mekonin 2014; Frambach et al, 2015; Lu and Zhang, 2016; Rigdon, 2014). In the context of the financial industry, especially banking, salespeople must be able to balance lending and funding functions. Therefore, the third hypothesis proposed in the study reads as follows:

H3. High customer orientation will affect the performance of the sales force

Effect of Behavior Courteous Selling on Value-Based Selling

In a study conducted by Wardoyo (2011), salespeople need to have courteous selling behavior characterized by empathy, two-way communication, work seriously and planned and not be arrogant. Meanwhile, Ferdinand and Wahyuningsih (2018) and Sjoblom (2016) mentioned that to become a successful salesperson, the sales process requires the ability to increase sales value. However, Sjoblom (2016) notes that value-based selling is not necessarily suitable for all types of products or services. Based on the description above, it can be justified that having a Courteous attitude will help salespeople in carrying out the sales process to be more successful. Furthermore, the proposed hypothesis reads as follows:

H4. The more sales force has high value-based selling, the more likely it will affect the Courteous Selling Behavior

The Effect of Value-Based Selling on Salesforce Performance

According to Tercho (2012), value-based selling has three dimensions, namely understanding the customer's business, focusing on identifying customer problems, and communicating them with customers. According to Ramendra Singh, Abraham Koshy (2011) to improve salesperson's performance, in carrying out the sales process, it is necessary to have the ability to make value-based sales so that their performance can be increased. The same opinion was also conveyed by Ferdinand and Wahyuningsih (2018) and Sjoblom (2016). Likewise, the results of Tercho's (2014) research show that the ability to do value-based selling will have a positive effect on improving salesperson performance. Hence, the next hypothesis reads as follows:

H5 The higher the salesperson's ability to apply value-based selling, the higher the salesperson's performance will be

Effect of Courteous Selling Behavior on Salesforce Performance

According to Basir (2010), salespeople need to have the skills to make interpersonal relationships, because this will improve their performance. Furthermore, intrinsic, extrinsic motivation, organizational commitment, and compensation according to Talukder and Jan, (2017) influence sales force performance. Meanwhile, Purwantini et.al (2020) states that the seller's experience is not able to moderate the



effect of adaptive sales on sales force performance. Courteous Selling Behavior is a trait that a salesperson must have (Wardoyo, 2011). Justification from the description above to maintain good interpersonal relationships with customers, salespeople must have Courteous behavior, must be willing to learn from past experiences, so that their performance can be better. Therefore,
H6. A salesperson who has high Courteous behavior will have higher performance.

Based on the theory and review of research literature, the proposed research model is as follows:

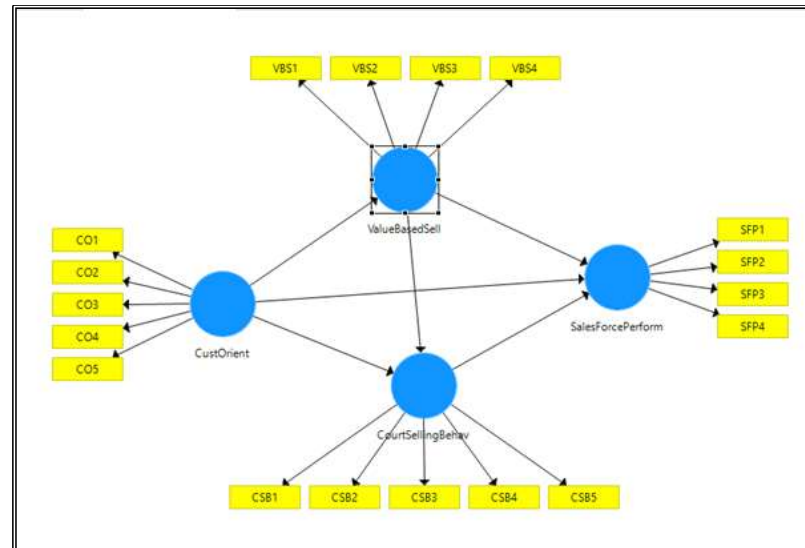


Figure 1. Proposed Research Model

Source: Modified, 2022

3. Research Methods

Rural Banks belonging to the Saudara Group, currently there are 25 BPR units spread across the provinces of Banten, West Java, Central Java, Yogyakarta and East Java. The total assets of this group reach more than IDR 2.5 trillion and absorb a workforce of more than 1,000 people. This research is more focused on BPRs located in Central Java and Yogyakarta, because more than 50% of their activities are in these two provinces. The population in this study were sales personnel from the People's Credit Bank Group Saudara(BPR Group Saudara), located in the Province of Central Java and the Special Region of Yogyakarta, totaling 14 BPRs. The unit of origin in this study was 125 salespeople from BPRs. The sampling method is purposive sampling with the criteria, a minimum of salespeople who have worked for one year because they already have customers who need a frequency of several return visits. The number of samples is determined to be 5-10 x the number of indicators (Hair et al, 2018) which means a total of 108 respondents. Salesperson's performance is shaped by an increase in sales volume (SFP1), sales growth (SFP2), low NPL (SFP3), and reaching team targets (SFP4). Customer orientation is formed by identifying needs (CO1), providing solutions (CO2), meeting needs (CO3), long-term relationships (CO4), and doing presentations (CO5). Furthermore, Value-Based Selling is formed by understanding the business

background (VBS1), communicating value to customers (VBS2), providing good service (VBS3), providing benefits (VBS4). Furthermore, Courteous selling behavior is formed by empathy (CSB1), harmonization (CSB2), two-way communication (CSB3), sincere work (CSB4), deliberation (CSB5), and not being arrogant (CSB6). Collecting data using open and closed water questionnaires, distributing water questionnaires using google form. 125 units of questionnaires were returned, which met the requirements for processing as many as 108 units. The analysis technique uses Structural Equation Modeling, where $VBS = \alpha_1 + \beta_1CO + \epsilon$; $CSB = \alpha_2 + \beta_2CO + \beta_3VBS + \epsilon$; $SFP = \alpha_3 + \beta_4VBS + \beta_5CO + \beta_6CSB + \epsilon$. Solving the structural equations, using the help of SmartPLs software version 3.2.9.

4. Results

Structural Model

The results of the first phase of testing show that the indicators CO5, CSB1, CSB5, SFP 2, and SFP4 have a loading factor of less than 0.7 so they need to be removed from the model. Furthermore, a re-estimate of the model in question is carried out, the results are as follows:

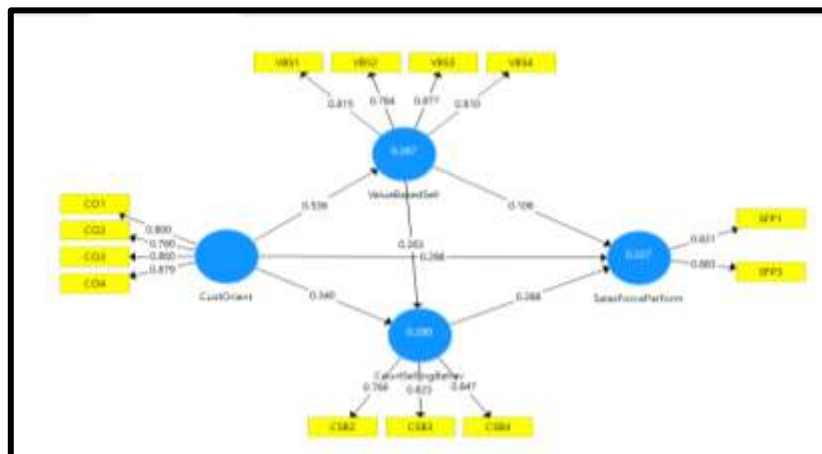


Figure 2. Structural Model

Source: Primary Data, 2022

From the picture above, it can be seen that all indicators have a loading factor above 0.7 so that the model is feasible to be further estimated. According to Chin (1998), the loading factor is between 0.5 to 0.6 which is considered to have met the requirements. The results of the table above show that all loading factor values are above 0.6 so that they meet these criteria.

Outer Model Testing

In this test, the outer model is carried out using Convergent Validity as seen from the Loading Factor or AVE (Average Variance Extracted) value, while reliability is tested using Cronbach's Alpha and Composite Reliability. According to Ghazali (2021), the recommended criteria for Loading Factor > 0.7; AVE is > 0.50. Furthermore, the value of Cronbach's Alpha and Composite Reliability must be

more than > 0.7. The complete test of Convergent Validity and Reliability is presented in the table below.

Table 1. Convergent Validity and Reliability

Description	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Square AVE Root
CourtSellingBehav	0,745	0,763	0,853	0,660	0,812
CustOrient	0,847	0,874	0,895	0,682	0,826
SalesForcePerform	0,642	0,655	0,847	0,735	0,857
ValueBasedSell	0,841	0,855	0,893	0,676	0,822

Source: Primary Data, 2022

From the table above, it can be seen that the calculation results have met the criteria for validity, reliability, and structural testing. The next test is in the form of Discriminant Validity which is carried out using Cross Loading or comparing the value of the AVE Square Root with the correlation between constructs, using the Fornell-Larcker Criterion.

Inner Model Testing

Inner model testing is done by looking at R Square (R²) and predictive relevance (Q²). Based on the results of the model test, the coefficient of determination (R²) can be seen in the following table

Table 2. Coefficient of Determination

Description	R Square	R Square Adjusted	Criteria
CourtSellingBehav	0,280	0,266	Weak
SalesForcePerform	0,327	0,307	Moderate
ValueBasedSell	0,287	0,280	Weak

Source: Primary Data, 2022

The next Inner Model test is the Predictive Relevance (Q²) test or known as Stone-Geisser's which is obtained based on the R Square value, the following results are obtained.

$$\begin{aligned}
 Q^2 &= 1 - (1-0.28,7) (1-0.327) (1-0.280) \\
 &= 1 - (0.713) (0.673) (0.720) \\
 &= 1 - 0.346 \\
 Q^2 &= 0.654
 \end{aligned}$$

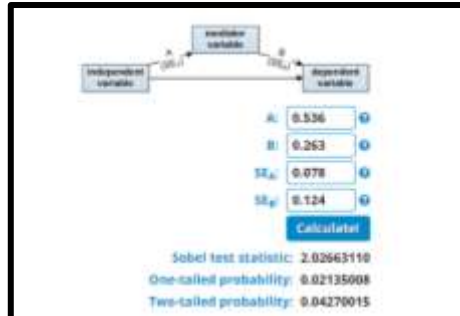
The Q² result shows that the model has predictive relevance with the strong category



Sobel Test

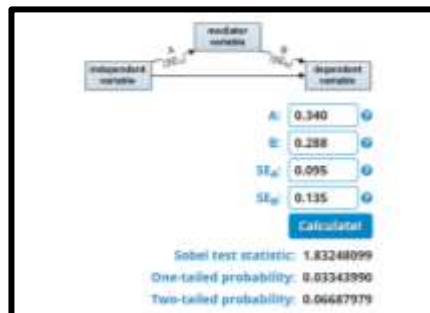
This study has two intervening variables, namely: the Value-Based Selling variable which mediates the Customer Orientation variable with the Courteous Selling Behavior variable, and the Courteous Selling Behavior variable which mediates the Customer Orientation with the Salesforce Behavior.

a) The mediating role of Value-Based Selling, the results of the single test calculation appear as follows



The value of the Sobel test is $2.0266 > 1.96$ so that it is proven that Value-Based Selling can mediate the effect of Customer Orientation on Courteous Selling Behavior.

b) The mediating role of the Courteous Selling Behavior, the single count results appear as follows



The Sobel test value is $1.8324 < 1.96$ so that therefore the Courteous Selling Behavior does not act as a variable that mediates the relationship between Customer Orientation and Salesforce Performance.

Hypothesis Testing and Discussion

Hypothesis testing is done using the path coefficient, as shown in the following table

Table 3. Path Coefficient

Description	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CourtSellingBehav -> SalesForcePerform	0,288	0,284	0,135	2,132	0,033
CustOrient -> CourtSellingBehav	0,340	0,351	0,095	3,585	0,000
CustOrient -> SalesForcePerform	0,298	0,315	0,111	2,686	0,007
CustOrient -> ValueBasedSell	0,536	0,545	0,078	6,870	0,000
ValueBasedSell -> CourtSellingBehav	0,263	0,266	0,124	2,116	0,035
ValueBasedSell -> SalesForcePerform	0,106	0,095	0,133	0,797	0,426

Source: Primary Data, 2022

The Influence of Customer Orientation on Value-Based Selling

The results of empirical tests prove that Customer Orientation can influence Value-Based Selling. Customer Orientation is formed by four indicators with loading factors, namely identifying customer needs (0.800), providing solutions (0.760), meeting customer needs (0.860), and long-term relationships (0.879). Value-Based Selling is formed by four indicators, namely understanding customer business (0.815), communicating value to customers (0.784), offering good service (0.877), and providing benefits (0.810). The most influential Customer Orientation loading factors are long-term relationships and meeting customer needs. The highest loading factor for Value-Based Selling is good service and understanding of the business. This shows that the salesperson must be able to understand the customer's business. This will make it easier for salespeople to observe what the customers need and offer the best products/services and services for them. This requires a welcome grab between salespeople and customers. Salespeople, need to have customer-based data and build good relationships with them. If the salesperson can make this happen, it will be easier to establish long-term business relationships. Based on findings in the field, salespeople need to strive to: provide information on the latest banking products, be able to answer questions about banking products / have adequate product knowledge, be able to provide solutions to customer business problems, periodically make customer visits, provide attention to customers, for example by sending birthday greetings, etc., always update yourself with the latest knowledge. The results of this study support the research that has been conducted by Browne al, 2002, Terho et al, 2015 and Chen, 2016 show that customer orientation has a significant effect on salesperson performance. These results support the RAToC & SDL theory.

The Influence of Customer Orientation on Salesforce Performance

The empiric test results show that the highest loading factor of the Customer Orientation variable is a long-term relationship (0.879) and meets customer needs (0.860). Salesforce Performance variable is formed by two variables, namely exceeding sales targets (0.831) and maintaining work quality / NPL (0.883). The salesperson must have customer-based data. Salespeople are obliged to build and maintain long-term relationships with customers. Based on databased and a close relationship with customers, it will make it easier for him to analyze what the customer needs, loan outstanding, management of accounts receivable, especially



in NPL control, offering banking products as needed. In addition, salespeople will find it easier to plan work, implement and use time effectively and efficiently. In the end, the salesperson's performance will get better.

Based on the findings in the field, salespeople need to understand good product knowledge, communicate fluently, have self-confidence, are outgoing, work following standard operating procedures, be professional, provide excellent service and build a solid work team. The results of this study support the studies conducted by Tercho et al (2015) and Chen (2016). These results support the RAToC & SDL theory. However, these findings are not in line with studies conducted by Rigdon (2014); Mekonin (2014); Frambach et. al (2015); Lu and Zhang (2016), where their research proves that customer orientation does not affect salesperson performance.

The Influence of Customer Orientation on Courteous Selling Behavior

As previously explained, customer orientation is formed by 4 indicators, where the highest loading value is a long-term relationship (0.879) and fulfills customer needs (0.860). Furthermore, the Courteous Selling Behavior is formed by three indicators, namely having an empathetic attitude towards customers (0.766), using two-way communication (0.823), always maintaining harmony in the relationship by promoting deliberation (0.847). Based on the results of the highest loading factor from customer orientation, as well as the highest loading factor from the courteous selling behavior, the justification is that both of them are compatible. This means that salespeople in fostering long-term relationships with customers need to have harmonious relationships, which are realized by promoting common interests. and always looking for efforts to achieve a win-win solution. In addition, in negotiating, salespeople need to build two-way communication, meaning that salespeople must be able to provide opportunities for customers to convey problems, suggestions, or opinions so that at the right time, salespeople can respond well. What salespeople do is a form of empathy for customers.

The empirical results show what is needed by the salesperson, among others: need to make visits or just say hello either through face to face or communication tools such as WA / Twitter, record what the customer has complained/suggested, to be more familiar with the local language, avoid using the term - foreign terms in communicating, before conducting a meeting it is necessary to make an appointment in advance. These results support the RAToC & SDL theory.

Effect of Value-Based Selling on Courteous Selling Behavior

Value-Based Selling Behavior is formed by four indicators, namely understanding customer business (0.815), communicating value to customers (0.784), offering good service (0.877), and providing benefits (0.810). Furthermore, the Courteous Selling Behavior is formed by three indicators, namely having an empathetic attitude towards customers (0.766), using two-way communication (0.823), always maintaining harmony in the relationship by promoting deliberation (0.847). The results of research in the field show that what salespeople must do, among others, need to undergo intense communication with customers, maintain the trust given by customers, listen to and understand what the expectations and complaints of customers or potential customers are. In addition, the empirical test results prove



that the value-based selling variable can mediate the effect of Customer Orientation on Courteous Selling Behavior. These results support the RAToC & SDL theory.

The Effect of Value-Based Selling on Salesforce Performance

Value-Based Selling is formed by four indicators, namely understanding customer business (0.815), communicating value to customers (0.784), offering good service (0.877), and providing benefits (0.810). Salesforce Performance is formed by two indicators, namely exceeding the sales target (0.831) and maintaining the quality of work / NPL (0.883). However, the results of the empiric test are not able to prove the effect of Value-Based Selling on Salesforce Performance. This can happen, perhaps because the salesperson is not able to establish good communication with customers or is not responsive to the expectations and complaints of prospective customers. The results of this study differ from research from Terho et al, 2012, Ferdinand and Wahyuningsih (2018), and Sjoblom (2016). However, these results do not support the RAToC & SDL theory.

Effect of Courteous Selling Behavior on Salesforce Performance

Courteous Selling Behavior is formed by three indicators, namely having an empathetic attitude towards customers (0.766), using two-way communication (0.823), always maintaining harmony in relationships by promoting deliberation (0.847). As for Salesforce Performance, two indicators were formed, namely exceeding the sales target (0.831) and maintaining the quality of work / NPL (0.883). The results of empirical testing prove that the Courteous Selling Behavior affects Salesforce Performance. Sobel test results show that the Courteous Selling Behavior is not able to mediate the effect of Customer Orientation on Salesforce Performance. The findings in the field indicate the important things a salesperson must have, namely the need to recognize the customer's business as well as possible. because this will be very helpful in conducting credit analysis, in addition to the need to have the ability to communicate and negotiate. In communicating, the salesperson should not dominate the conversation but must allow the customer to talk, so that information can be obtained about what the customer wants. Likewise, in negotiating, you should prioritize a win-win solution, so that business relationships with customers can last a long time. These results support the RAToC & SDL theory.

5. Conclusion and Suggestion

This study has proven the effect of a new variable, namely the Courteous Selling Behavior, which can affect Salesforce Performance. However, this new variable is not able to mediate the effect of Customer Orientation on Salesforce Performance. From the Sobel test results, it is evident that Value-Based Selling can mediate the effect of Customer Orientation on Courteous Selling Behavior. Managerial implications of this study indicate that, Salesforce needs to have the ability to take advantage of social media so that it can assist in developing and maintaining a customer network. Furthermore, Salesforce is obliged to compile a customer database containing existing and prospective customers, the database needs to be updated periodically. Salesforce also needs to have a sales strategy, so it is necessary to equip themselves with a work plan.



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