

THE IMPACT OF TRAINING QUALITY, MANAGERIAL SKILL AND SALES MOTIVATION ON DEVELOPING SALESMAN PERFORMANCE TO INCREASE SALES EFFECTIVENESS

(Study on PT. Bank Negara Indonesia, Tbk Area Semarang)

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ABSTRAK

The purpose of this research is to analyze the influences of training quality, managerial skill, sales motivation toward salesman performance to impact the salesman performance to increase sales effectiveness. The research problem is how to increase of training quality, managerial ability, sales motivation toward salesman performance to impact the sales effectiveness.

This research analyzes the factor that influences repurchase intention use mediating variable brand preference. This research developed a theoretical model by submitting four hypotheses that will be tested by Structural Equation Model (SEM) used AMOS 21.0. Respondents in this research are people who work as a credit card salesman with total 157 respondents.

The result of SEM data processing already found the goodness of fit follows, the value of chi square = 77,261, df: 96, p:5%; probability = 0,920; GFI = 0,940; AGFI = 0,915; TLI = 1,013; CFI = 0,959; CMIN/DF = 0,805; RMSEA = 0,000. Empirical analyze indicate the influences of training quality are significant to salesman performance; the effect of sales motivation are significant to salesman performance; the effect of managerial skill are significant to salesman performance; the effect of salesman performance are significant to sales effectiveness and the effect of managerial skill are significant to sales effectiveness.

Keywords: *training quality, managerial skill, sales motivation, salesman performance, sales effectiveness.*

INTRODUCTION

This research is aimed to test the quality of training, managerial skill, sales motivation on developing salesman performance to increase sales effectiveness. The research problem is how to improve the quality of training, managerial skill, sales motivation on salesman performance to increase sales effectiveness. Trading transactions tend to be practical with transactional instruments that feature convenience and security features to make the payment process, in which case credit cards are the most qualified tool to fulfill transaction payment needs.

The use of credit cards is often used as alternative tools of payment where there is effectiveness in time efficiency, transaction acceleration, and additional security at the time of payment. Credit cards are viewed as an efficient and practical non-cash payment tool in use. The development of credit cards must be also balanced with the achievement of companies that directly relate to sales performance.

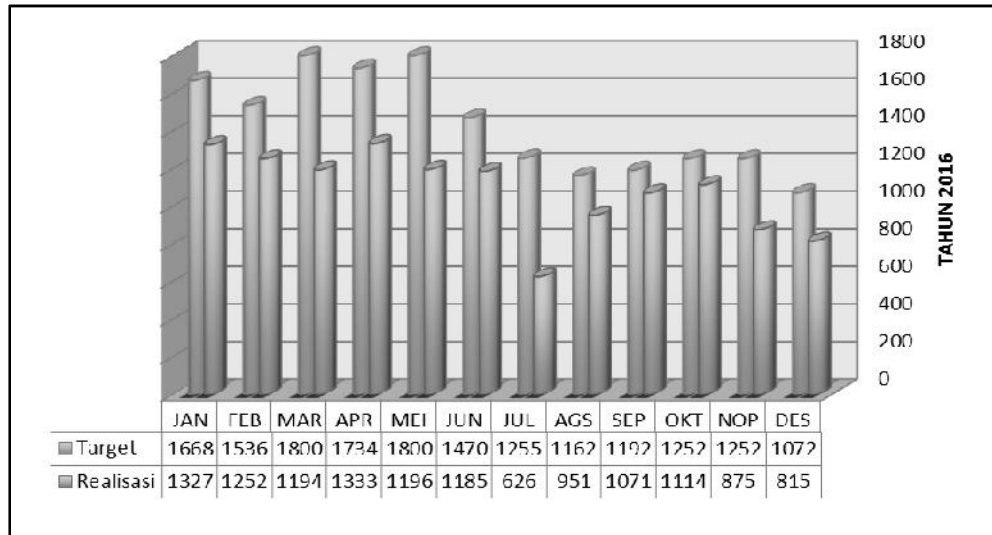
The position of sales force plays an important role in adding and obtaining profit effectively and efficiently. Performance by Lumban Gaol (2014) is a real behavior that is displayed every person as a work performance generated by employees in accordance with its role in the company. Competence is also related to the various levels and standards of each company.

The Company necessary assists employees in upgrading the characteristics, knowledge, and skills to perform their duties and responsibilities effectively to achieve professional quality standards in work. The standard covers all of the aspects of performance management, managerial side, skills training, and knowledge development.

According to Wibowo (2013: 270) the core capability that all employees must have in working are not only knows and understands the organization's strategy but also has the managerial competence by being able to work in teams, as well as having the technical skills that is in the form of professional skills gained from the training.

The skills and capabilities of sales in managing themselves, interacting and self-reliance can improve salesmen performance. Facing the business competition between companies, sales are expected to have the ability with good quality in terms of knowledge and personal management skills of individuals. The development of credit card sales of Bank Negara Indonesia offices in Semarang especially the number of credit card achievements from January 2016 to December 2016 can be shown in Figure 1.

Figure 1
BNI Credit Card Achievements Semarang 2016



Source: Primary data processed, 2016

From the table above, it can be seen until 2016, credit card acquisition of Bank Negara Indonesia Semarang regional office can be added with total card earnings of 12,939 cards, whereas the target is 17,193 cards from the total target set by the company.

Based on previous data exposure, it is known that from sales data shows that salesman performance is still far from expectation to reach company target, lack of continuity of company in paying attention specially at sales department in aspect of training, ability and motivation needed to support performance in achieve sales effectiveness of course slow it was to the detriment of the company.

The need of attention for better employee achievement such as innovating sales, taking the risk, orientation having results at work, also supported by the quantity of work and timeliness in completing the work is an effort to achieve the target company.

The problems that occur in the sales, force of Bank Negara Indonesia in office area of Semarang to such as less effective sales force performance of carrying out its role, lack of knowledge and understanding of the product, lack of self-directed self-management, lack of self-motivation, and not yet clear target punishment on sales, make these things could cause the sales target on the company is not on target.

So the research is needed to be done related to the problems studied in this study about "How to analyze the quality of training, managerial skills and sales

motivation in building the performance of salesman to improve the effectiveness of credit card sales Bank Negara Indonesia region of Semarang"

The purpose of this research plays a very important role in all aspects of development. The results are used to obtaining the objectives that have been set in order to be able to provide benefits, theoretical and practical contributions to research that will be done next. The purposes of theoretical benefits for the academic will be used as information that can be used as a reference research and reference otherwise the purpose of the practical benefits for companies can provide the information as a reference consideration of company policy in analyzing marketing strategies to build salesman performance.

LITERATURE REVIEW

Training Quality

Umar in Salinding (2011: 16) suggests that the quality of training programs aims are to improve the mastery of skills and implementation techniques for employee needs. Quality sales training is a company program to support employee personalities in an effort to improve service quality and sales.

Managerial Skill

The managerial skill of the sales force can be interpreted as the capacity of the sales force to organize themselves professionally in focused doing the sales job intelligently, Ferdinand (2000), while Siagian (2007) suggests that the managerial ability is the expertise to move work well. Managerial ability is closely related to effective management, because of management is one of the foundations of a sales performance.

Sales Motivation

Motivation comes from the word motive, which etymologically means will, will or encouragement. Greenberg and Baron (2014) argue that motivation is a series of processes that generating, directing and maintaining human behavior toward achievement of goals. Otherwise, Hasibuan (2013) explains that motivation is about questioning how to encourage subordinate work passion, so they will work hard by giving all of their ability and skill to realize company goal.

Salesman Performance

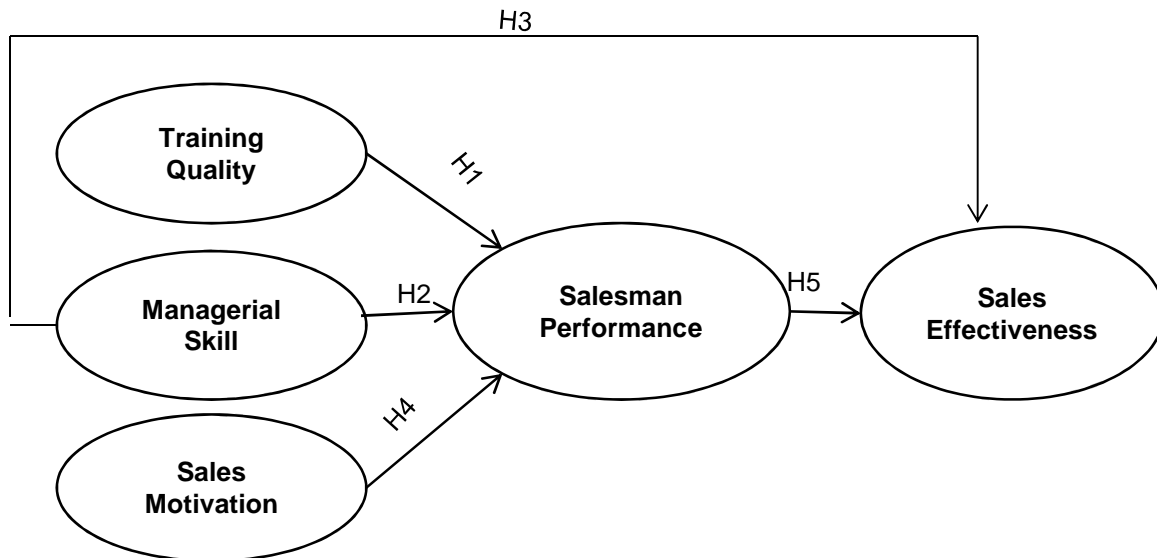
Performance is used as a concept to measure sales achievement of a product, by using the measure to explain sales activities that produce sales performance. Moehersono (2012), mentions individual performance describes the extent to which a person has performed his duties so as to deliver results set by his group or institution.

Sales Effectiveness

Understanding the effectiveness of Baldauf et al., (2001) said that there are some responsibilities that carried by a salesman in doing a job. While according to Piercy et al, (2001), sales effectiveness is interpreted to be part of the plan and criteria for the customer.

RESEARCH FRAMEWORK AND HYPOTHESIS

Figure 2
Research Framework



Source: Primary data processed, 2016

Hypothesis 1 = The quality of training has a positive effect on the improvement of sales force performance (Asiegbu et al., 2012))
(H1)

Hypothesis 2 = The managerial ability of salespeople positively affects the performance of salespeople (Ferdinand (2000))
(H2)

- Hypothesis 3 (H3) = The managerial ability of the sales force has a positive effect on the increase of sales effectiveness (Amstrong research (1994))
- Hypothesis 4 (H4) = Sales motivation has a positive effect on the performance of salespeople (Verbeke et al., 2008))
- Hypothesis 5 (H5) = The performance of salespeople positively affects the effectiveness of sales (research Piercy et al, (2001))

RESEARCH METHOD

The sampling technique used in this study is the probability sampling used in this study because it provides equal opportunities and opportunities for members of the population to be elected to sample members. To determine the size of the sample, which in this study is guided by the Slovin formula, namely:

$$n = \frac{N}{1 + N(e)^2}$$

n : Number of samples/ respondents

N : Population size

$N(e)$: Inaccurate tolerance that is acceptable in sampling, eg. 5%

$$n = \frac{258}{1 + 258(5\%)^2} = 156,83 = 157 \text{ samples}$$

According to Hair et al (2006), The size of the sample size has an important role in the interpretation of SEM results. With the estimation model using Maximum Likelihood (ML) minimum required 100 samples. From the calculation of the formula above can be obtained the minimum number of samples to be studied of the criteria on the maximum likelihood of 157 samples.

RESULT AND DISCUSSION

The data result collected by filling out questionnaires using the Likert scale of seven points. Analysis of respondent profile of this research using index scale analysis, validity test in this research using SPSS test, while test of reliability using Cronbach alpha formula, the data normality test is analyzed in this research using Full Model from Structural Equation Modeling (SEM) and Confirmatory Factor Analysis (CFA). Researchers conducted with a descriptive analysis of respondents to obtain the profile of respondents who used as sample research. Profile of the respondent among others; gender, age, education, and working-age owned and spending per day, can be seen from the following table:

Table 1
Respondents' Profile

No	Demographic Characteristics	Category	Frequency	Percentage
1	Gender	male	71	42.22
		female	86	54.78
2	Age	<30 years	58	36.94
		30-35 years	76	48.41
		>35 years	23	14.65
3	Education	diploma	36	22.93
		bachelor	84	53.50
		postgraduate	37	23.57
4	Working time	<1-3 years	39	24.84
		3-6 years	83	52.87
		>6 years	35	22.29
5	Spending per day	< 10.000	12	7.64
		10.000-50.000	88	56.06
		51.000-100.000	51	32.48
		101.000-250.000	6	3.82

Source: Primary data processed, 2016

Validity Analysis and Reliability Analysis

From validity test result stated valid if from each variable known result r table at value n (sample) = 150, $n-5 = 145$, with significance level 5% or 0,05, obtained table = 0,162. Where the test item question on the indicator obtained results $r_{count} > r$ table, then the whole item question is valid and significant. The results of the reliability test in this study show the data reliable or acceptable because the value of Cronbach alpha on the five variables exceeds the value of 0.6, In the test results as presented in the following table:

Table 2
Validity Analysis

Variable	Indicator	Corrected Item-Total Correlation	Analysis
Training (KP)	KP1	0,807**	Valid
	KP2	0,852**	Valid
	KP3	0,794**	Valid
	KP4	0,697**	Valid
Managerial (KM)	KM1	0,882**	Valid
	KM2	0,891**	Valid

Variable	Indicator	Corrected Item-Total Correlation	Analysis
Sales Motivation (MP)	KM3	0,813**	Valid
	MP1	0,903**	Valid
	MP2	0,920**	Valid
	MP3	0,940**	Valid
Salesman Performance (KTP)	KTP1	0,955**	Valid
	KTP2	0,960**	Valid
	KTP3	0,959**	Valid
Sales Effectiveness (EP)	EP1	0,930**	Valid
	EP2	0,939**	Valid
	EP3	0,942**	Valid

Source: Primary data processed, 2016

Table 3
Reliability Analysis

Variable	Cronbach's Alpha	Analysis
Training Quality (KP)	0,928	Reliabel
Managerial Skill (KM)	0,798	Reliabel
Sales Motivation (MP)	0,826	Reliabel
Salesman Performance (KTP)	0,910	Reliabel
Sales Effectiveness (EP)	0,955	Reliabel

Source: Primary data processed, 2016

Normality Analysis

SEM requires the assumption of normality. To test the normality of data distribution can be used statistical tests. The theoretical value can be determined based on the level of significance desired. Data normality can be demonstrated by a Critical Ratio (CR) with a threshold value of +/- 2.58. The result of this analysis can be seen from the following table:

Table 4
Assessment of Normality

Variable	min	max	skew	c.r.	kurtosis	c.r.
EP1	1,000	7,000	-,507	-2,536	-,827	-2,068
EP2	1,000	7,000	-,421	-2,107	-1,114	-2,784
EP3	1,000	7,000	-,511	-2,554	-,685	-1,713
KTP1	1,000	7,000	-,515	-2,577	-,686	-1,716
KTP2	1,000	7,000	-,486	-2,430	-,750	-1,875
KTP3	1,000	7,000	-,493	-2,464	-,802	-2,006

Variable	min	max	skew	c.r.	kurtosis	c.r.
MP1	1,000	7,000	-,426	-2,130	-,183	-,457
MP2	1,000	7,000	-,407	-2,037	-,406	-1,014
MP3	1,000	7,000	-,484	-2,422	,422	1,055
KM1	1,000	7,000	-,323	-1,613	-,761	-1,903
KM2	1,000	7,000	-,322	-1,608	-,846	-2,115
KM3	1,000	7,000	-,259	-1,297	-,993	-2,482
KP4	1,000	7,000	-,483	-2,413	1,675	4,187
KP3	1,000	7,000	-,245	-1,227	,043	,108
KP2	1,000	7,000	-,405	-2,027	,221	,554
KP1	1,000	7,000	-,245	-1,223	-,017	-,042
Multivariate					-,932	-,238

Source: Primary data processed, 2016

From the results of data processing shown in Table 4. seen that there is no value of C.R. for skewness that is beyond the + 2.58 range. multivariate data of C.R. for -, 238 is also in the range of + 2.58 so that this data is eligible to meet the requirements of data normality, or that the research data has been normally distributed.

Outliers Evaluation

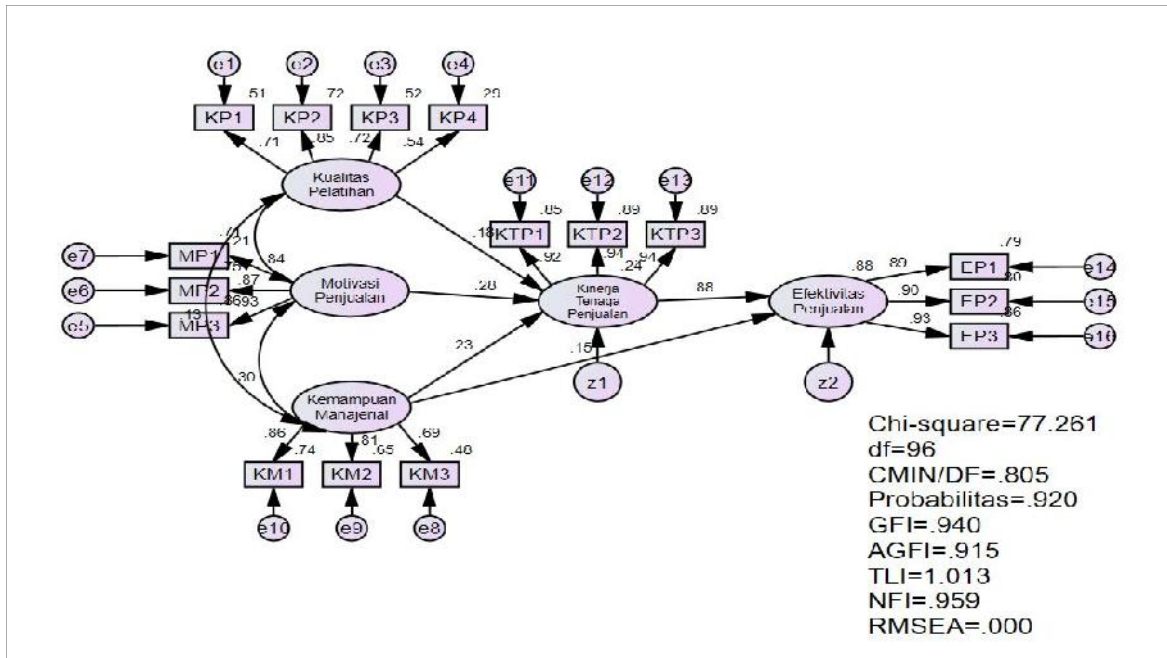
Outliers are observational conditions of a data that having unique characteristics that look differently from other observations and appear in extreme form for both single and mixed variables (Hair et al, 1998).

The value in column p1 is expected to be small, but small value in column p2 which shows the observation which is far from its centroid value, so it must be dropped from the analysis. Of the total data outliers that have been deleted, there are only 150 qualified data on the Mahalanobis distance and 150 data is what will be used for the further data analysis process.

Structural Equation Modelling

The next analysis is Structural Equation Modeling (SEM) in full model. The data analysis processing result at the full stage of SEM model is done by doing conformity test and statistical test. Results of data processing for the analysis of full SEM model shown in the figure below:

Figure 3
Full Model



Source: Primary data processed, 2016

Based on the picture, the eligibility value of the model is eligible or acceptable as explained in the following table:

Table 5
The Eligibility Value of The Model

Goodness of Fit Indeks	Cut-off Value	Analysis Result	Model Evaluation
Chi-Square (df=96)	< 131,141	77,261	Fit
Probability	0,05	0,92	Fit
RMSEA	0,08	0,00	Fit
GFI	0,90	0,94	Fit
AGFI	0,90	0,915	Fit
CMINdf	2,00	0,805	Fit
TLI	0,95	1,013	Fit
NFI	0,95	0,959	Fit

Source: Primary data processed, 2016

In the table above, the SEM model result test shows that this model is very suitable according to data or fit to the available data. The chi-square, probability,

GFI, AGFI, TLI, CFI, CMIN / DF, and RMSEA indexes are in the expected range of values, therefore the model is acceptable.

The value of chi-square model showing the result in 77.261 which is smaller than chi-square table of 131,141, this shows a decent variable test. The probability value shows a good value that is above 0.05 of 0.081. This result shows that the analysis data is fit.

The GFI and AGFI scores indicating the model index show the respective values of 0.909 and 0.876 indicating of the received model. TLI and CFI indicate the good value of each of 0.988 and 0.990 is greater than 0.95 which are also fit to the model.

Hypothesis Analysis

After all, assumptions are tested, then the next step is analyzing the hypothesis test. A hypothesis test is based on Critical Ratio (CR) value of a causality relationship as shown in the table below:

Table 6
Critical Ratio (CR) value of a causality relationship

			Estimate	S.E.	C.R	P	Label
Salesman Performance	<---	Traning Quality	,350	,163	2,147	,032	par_12
Salesman Performance	<---	Sales Motivation	,281	,085	3,297	***	par_13
Salesman Performance	<---	Managerial Skill	,447	,173	2,587	,010	par_14
Sales Effectiveness	<---	Salesman Performance	,810	,056	14,406	***	par_15
Sales Effectiveness	<---	Managerial Skill	,275	,086	3,182	***	par_16

Source: Primary data processed, 2016

H1: Training quality has a positive effect on the salesman performance

Based on the test result above training quality has a positive effect on the salesperson's performance proved by the analysis of hypothesis testing result shows CR value of 2,147 with probability equal to 0,032 where the value fulfills the provision of hypothesis with CR value greater than 1,96 and probability smaller than 0,05. Thus it can be concluded that H1 is accepted.

H2: Managerial skill has a positive effect on salesman performance

Based on the test result above, managerial skill has a positive effect on salesman performance. This is evidenced by the analysis of hypothesis testing results showed CR value of 14.406 and with a probability of 0.000. Both values are obtained to meet the provision of the hypothesis that the value of CR is greater

than 1.96 and the probability is smaller than 0.05. Thus it can be concluded that H2 is accepted.

H3: Managerial skill has a positive effect on sales effectiveness

Based on the test result above, managerial skill has a positive effect on sales effectiveness. Evidenced by the analysis of hypothesis testing results CR value of 2.587 and with a probability of 0.010. Both values are obtained to meet the provision of the hypothesis that the value of CR is greater than 1.96 and the probability is smaller than 0.05. Thus it can be concluded that H3 is accepted.

H4: Sales motivation has a positive effect on the salesman performance

Based on the test result above, sales motivation has a positive effect on salesperson performance. Evidenced by the analysis of hypothesis testing results shows CR value of 3.297 and with a probability of 0.000. Both values are obtained to meet the hypothesis proof that is greater than 1.96 and the probability is smaller than 0.05. Thus it can be concluded that H4 is accepted.

H5: Salesman performance has a positive effect on sales effectiveness

Based on the test result above, Salesman performance has a positive effect on sales effectiveness. This is evidenced by the analysis of hypothesis testing results CR value of 3.182 and with a probability of 0.000. Both values are obtained to meet the provision of the hypothesis that the value of CR is greater than 1.96 and the probability is smaller than 0.05. Thus it can be concluded that H5 is accepted.

CONCLUSION

The problems studied in this research is how to improve the sales effectiveness of the company by building the performance of salesman through the quality of training, managerial skills, and sales motivation. The results of this study prove that the test data analysis obtained results, where the data obtained, is feasible to use, and overall variables are significantly positive than the overall hypothesis are acceptable.

The first results of this study indicate that the sales motivation became first big influence as one of the efforts in improving the quality of human resources. This variable became one of the subjects for employees to trigger salesman in achieving sales targets more than it set. Based on the discussion and test results it can be concluded that the sales motivation is very important to be noticed by the company, thus the hypothesis is acceptable in this research.

The second results of this study indicate that the salesman performance is important to influence the sales effectiveness, the orientation in increasing sales

by salesman will have a better impact on processing which will certainly improve sales effectiveness. Based on the discussion and test results it can be concluded that the salesman performance is needed and placed as the second supporting best result as an influential the salesman performance. This hypothesis is acceptable in this research.

The third result of this study indicates the achievement of corporate sales effectiveness can be calculated from highly salesman performance such as increasing work productivity, quality of work, time efficiency and increased number of sales. Based on the discussion and test results can be concluded that the sales effectiveness is an important influence achievement of the effectiveness of sales company. This hypothesis is acceptable in this research.

The fourth results of this study indicate that the training quality influenced in increasing salesman performance for company's requirements as one of the efforts in improving the quality of human resources. Based on the discussion and test results above it can be concluded that the quality of training is an activity that needs to improve the salesman performance. This hypothesis is acceptable in this research.

The fifth result of this study indicate that a managerial skill is influenced by salesman performance, managerial skill is an ability to approach and understanding, to do to measure the effectiveness of sales. This process is a measure of effectiveness seen from how much a sales of managerial skill to do or absorb it. Based on the discussion and test results can be concluded that it is concluded that the managerial ability has an important role to measure the salesman performance to increase the effectiveness of the company. This hypothesis is acceptable in this research.

Managerial Implications

1. From the analysis of research conducted, obtained the results indicate that sales motivation variable is a variable that directly affects the performance of salespeople with the value of test results that most meet, thus the motivation of salespeople can be improved by encouraging salesman both in terms of counseling employees and from company management. Companies must set clear limits on providing incentives and punishments in achieving targets. Thus the salesman will be more motivated in the sales process.
2. From the analysis of research conducted, the results showed that the quality of training variables are the variables with the test results that meet the second, Bank Negara Indonesia needs more replicate to conduct training with emphasis on personal skills training needed by each

salesman, such as analytical training, training product introduction well and thoroughly. Corporate management also needs to improve sales training in the field of sales communications with material presentation and material providers of good quality and on target. routine training will form a sales force with better performance and directed.

3. From the analysis of research conducted, the results show that the variables of managerial ability are the result of the test with the sequence to meet the third, the ability can be improved through the learning process. In order to increase managerial ability, it is better for each salesman to improve their skills so that the work can be more efficient and effective. The need for a company evaluation of the managerial skills of each salesperson personal also needs to be done in order to be evaluated in order to support the salesman performance.
4. From the analysis of research conducted, the results showed that sales force performance variables are four important variables on the test results analysis, salesman performance can be improved by monitoring the progress of sales development in accordance with the growth rate has been targeted. Bank Negara Indonesia's management needs to improve the adaptability of salesman by conducting brainstorming and evaluation in order to know the capacity of the sales force and to understand what the salesperson needs in the sales process
5. From the analysis of research conducted, the results show that variable sales effectiveness variables are also required for the achievement of corporate targets, sales effectiveness can be improved by evaluating the salesman performance on a regular basis, holding focus group discussions to discuss the difficulties that occur during the sales process, salesman also have to work more efficiently in order to complete tasks quickly, from the management side should also provide special training for salesman who do not reach the target.

Research Limitations

This study has several limitations, including:

1. The use of research variables is limited and cannot be applied to other research variables.
2. The research results cannot be generalized to other cases outside the object of research that is the sales force of BNI credit card of the Semarang regional office.

Future Research Agenda

Future research agenda should conduct research in sales but with different variables. On the basis of the above conclusions, can be given some suggestions and is expected to be useful for future research are:

1. Extending the sample so as to add to the broader objectives of the study so as to reflect the overall results of the study.
2. Re-adjustment to the indicators to be used on the variable because not all indicators that exist in the theory used in the same study.

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