

SYSTEMATIC LITERATURE REVIEW OF SALES AGENCY IN INDONESIA ACCORDING TO SALES FORCE ADAPTIVE AND WORK PERFORMANCE PERSPECTIVE

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SYSTEMATIC LITERATURE REVIEW OF SALES AGENCY IN INDONESIA ACCORDING TO SALES FORCE ADAPTIVE AND WORK PERFORMANCE PERSPECTIVE

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Informasi Naskah	Abstrak
Diterima: 9 Desember 2022 Revisi: 21 Desember 2022 Terbit: 7 Juni 2023 Kata Kunci: Sales Agency, Sales Force Adaptive, Work Performance	<p><i>As the relationship management perspective has been criticized and contradicting for focusing too much on individual entities, two parallel research tracks encourage business practices to view relational exchanges from a systems perspective. These two literary streams exist across the performance domain, sales force customization, sales force management, and sales to domain. The sales process can be seen as an episodic and non-linear exchange involving a large number of stakeholders.</i></p> <p><i>Our systematic review of the sales literature reveals a rich science that parallels the above characteristics. At the same time, this research fails to integrate management school perspectives or to identify links that illustrate the foundations of neoliberalism and improved the welfare states. We aim to develop a middle-class theory of the well-being of the sales ecosystem by combining the sales performance and performance of the sales ecosystem that can be targeted to this emerging of increasing the sales product in Indonesia</i></p>

INTRODUCTION

Extensive research from theoretical perspectives led us to see the shared ecosystem that coordinates our study with established holistic approaches to understanding sales. Accordingly, our manuscript then provides a theoretical foundation based on our systematic review of sales product research. We then extend the concept of ecosystems to an outcome that is relevant to well-being. We then overlap this framework using evidence from sales research to provide an integrated view of the well-being of the sales ecosystem. Finally, we develop a theoretical foundation for a sales ecosystem and use this foundation to: (a) identify four major components

of an ecosystem: actors, resources, institutions and practices; (b) highlight a set of eight practices as interaction and interdependence between actors, resources and institutions that lead to the creation of shared value; and then (c) use this understanding to explain selling as an ecosystem and how practices within it contribute to value creation to improve the well-being of the sales performance and performance conceptual construction.

Sales force adaptation in social work (including a historical overview of inconsistent social work alliances related to an emerging forces perspective and a narrative focus). bring together in one place the different literature and perspectives on Sales employees and powers not seen together in one document Sales employees don't work against an employee Product never. Therefore, we are interested in studying the integrating of salesforce adaptive and performance in Sales employees theory. Product companies are primarily dependent on people, and human resources act as an indistinguishable differentiator.

In this study, we aim to experimentally explore the range of perspectives between sales force adjustment and Sales employees performance. We are interested in seeking flexibility in product intermediaries, because the intermediary is the spearhead of product companies. It was found that the product sector is facing a crisis in the learning skills and competences of field staff - the core business. They are distinguished by the criteria set for their employment. Anyone with basic training can become an employee and start promoting and selling product products. Product companies need a reliable and strong team to keep improving the company's performance so that it remains competitive and evolving. In order to have a reliable marketing team, especially in product services, there is a need for employees who are strong and smart in educating the public, especially potential customers, about the benefits of product. In fact, Sales employees have hurdles in their work.

Results of researchers' interviews with Sales employees. The interviews revealed that their work was underestimated, leading them to be excluded from friendship or family relationships early in their Sales employees careers. Basic needs, social and subjective needs are factors related to job satisfaction; Stress, career development and work environment have emerged as factors for leaving the company.

Their jobs are usually in the field to interview potential clients, so they often get rejections. Prolonged psychological and physical fatigue will be a challenge for officers. To deal with these circumstances, it is important that the employee can handle situations in the field flexibly. Therefore, not only are there a few employees who switch product companies on and off, but there are also many employees who excel and receive awards (national and international awards) every year, travel abroad and earn hundreds of millions to billions of rupees. These gaps can be filled and challenges overcome by focusing the agency's forces on sales performance and performance development.

Literature Review

Over the past five years, more than 50 scientific papers in leading marketing and services journals have used an ecosystem perspective to explain various complex interactions at multiple levels. Although Brodie recommends and Peters (2020) draw evidence and interpretations from literature reviews and associated theories, a good theoretical framework should also integrate multiple contiguous points of view, so we conducted a systematic review of ecosystem research using the search terms (and variations) of the service quality and terms Associated company.

Research in both the terms was needed because ecosystem vision is often explored together or interchangeably with a co-creation perspective. Our literature search included

additional screening tools (such as reading titles and abstracts) to keep work central to understanding ecosystems. In total, we identified 46 core works that focus on the perspective of Sales performance and Performance. We have read the specific articles in this review as well as the coded content relevant to sales employee. Our general repository of assessment can be divided into two broad categories: descriptive details (such as the nature of the research and the context of the research) and conceptual content (such as the evolution of elements, activities and processes).

We then analyze the entire conceptual content in a systematic two-step coding process. At the first level of coding vosviewer, we collected two sets of evidence: adaptive selling and selling performance. At the second level of coding, we assessed each clue within a cluster and arrived at a classification of items, practices, and outcomes. The classification was accomplished in an open coding process, that is, by iteratively categorizing each evidence so that the classification is conceptually homogeneous within itself and heterogeneous between two species - exhausting all evidence from the literature within each of the three groups. In this way we define the structure of the ecosystem and identify the ecosystem practices that ultimately lead to the well-being of the ecosystem. This theoretical foundation is then placed in the context of stories and evidence from the sales employee sales literature, repeatedly hijacking relationships, insights and practical connections to arrive at an integrated conceptual framework for the well-being of the sales ecosystem. The full output of the assessment process and coding protocol is summarized.



All papers were assessed to determine the thematic classification of sales performance and performance based on practices and outcomes. A scholarship that reflects an ecosystem view provides a fragmented perspective on structural elements and operational practices. For example, there is a complex interaction between actors (such as actors, resources, institutions) and co-creative practices - that is, actors communicate, interact and reconcile points of view as they exchange, share and integrate.

Given this complexity, clarity in ecosystem structure is the fundamental step to understand ecosystem wellbeing. Then, as ecosystem practices and standards evolve over time, we define, describe and explain this theoretical framework using evidence from sales and sales

management research. Elements of an ecosystem. The elements of an ecosystem offer an important and complex theoretical perspective. These structural elements arise from other related domains such as the dominant service logic; Service systems, actors and stakeholders, social structures and communities. Ecosystem elements capture complexity at multiple levels, including actors pooling different resources in different ecosystem practices to lead to the creation of shared value and ecosystem wellbeing. For example, these elements within an ecosystem are interconnected. The composition of actors can act as a resource (for a company), institutions can influence what is and is not seen as a resource, and some actors (government/regulatory policy) can act as institutions. However, the targeted application of the ecosystem perspective forces its theoretical dimensions to be defined before it can shed light on adaptive sales forces and performance.

Sales performance

The role of the adaptive sales force has changed continuously over the past four decades. Nearly forty years ago, Dubinsky (1981) identified seven sales steps that apply to most sales situations: anticipate, advance, approach, offer, overcome objection, close, and proceed. Traditionally, Sales performance performs all of these functions, but for the sake of efficiency and effectiveness, Sales performance needs to reduce some of the steps they take (Purwanto & Mada, 2015). This first distributed move was a follow-up, and the company created a new position to take on the associated responsibility: customer service (Rousseau & Aubé, 2010). Today, customer service is increasingly involved in selling to existing customers (Rapp et al., 2017), another traditional function of Sales performance. The next stage of development is the formation of a new functional group that will carry out the digging and excavation work and the approach.

Thaychon et al (2018) suggest that some of the early stages of the sales process can be done online or by an in-house sales team. They set an example for customers who order online, call internal service lines, and contact outside sales for solutions and feedback. One of the few areas where a single salesperson still follows all the steps is managing large or important accounts, with the salesperson acting as general manager and all communication with customers going through the team (Sheth & Sharma, 2007).

Performance

This research is expected to benefit the development of human resource management science, which is specifically related to performance theory. These theories are closely related to the individuals in the organization, and especially to the employees of individual life product companies who spearhead the business. An employee can help the company improve its performance so that it can also compete with other companies through performance improvement. Forming positive performance on employees has implications for positive motivation. The role of the company is to provide external incentives to companies that have a significant impact. In addition, this research is expected to provide additional knowledge, namely the formation of the individual performance of life Sales employees, as the individual understands the situations that arise and can adapt his job as a sales representative with product companies. In their role as sales force, both have to adapt to the technological developments that are currently being developed.

Theories of achievement are based on positive psychology and positive performance. Performance is seen as a response in circumstances where a person is exposed to a significant

personal threat, danger or harm that they positively adapt; And it does not lose its normal function. According to Youssef & Luthans (2007), the performance of individuals respond to adverse conditions by recognizing and acknowledging their impact, and investing the time, energy, and resources necessary to 'return' to equilibrium. In addition, flexibility allows individuals to use setbacks as 'starting points'. Youssef and Luthans (2007) suggest that resilience plays an important role in managing "positive stress" and that resilience can be described as an adaptive response to negative and positive events, such as promotions or new responsibilities in work.

5 ETHODS

Research Object

The object of this research is the information system. Taking information systems as research objects has several reasons as follows (Kayani et al., 2019):

1. There is a change in the application of information systems, which used to be conventional in nature with physical records and files, are now starting to be computerized.
2. Development of information systems can be carried out on various platforms, including web, desktop, and mobile.

6 Development of information systems has various methods.

Research Question.

Research Questions or research questions are made based on the needs of the chosen topic. The following are research questions in this study:

RQ1. What are the most frequently used tools in the development of Sales performance theory and performance from 2016-2022?

RQ2. What are the methods used to implement in Product Company in Indonesia?

RQ3. What are the weaknesses of the method used to complete the development of the information system?

Search Process

The search process is used to obtain relevant sources to answer the Research Question (RQ) and other related references. The search process is carried out using a search engine (Google Chrome) with the website address www.google.com for data collection and implementation of phenomena and www.scopus.com for theory development data.

Inclusion and Exclusion Criteria.

This stage is carried out to decide whether the data found are suitable for use in SLR research or not. A study is eligible to be selected if the following criteria are met:

1. The data used is in the period 2016.-2022.
2. Data obtained through the website www.scopus.com.
5. The data used is only related to the information system.

Quality Assesment

In SLR research, the data found will be evaluated based on the following quality assessment criteria questions:

QA1. Is the journal paper published in 2016-2022?

QA2. Does the journal paper write down the development of Sales performance theory and performance?

QA3. Does the journal paper write down the methods used for the development of the Sales performance Theory and the Performance used for the implementation of Sales Employee Product development?

From each paper, the answers below will be scored for each of the questions above.

Data Collection

Data Collection or data collection is the stage where data for research is collected. The data collected in this study are primary and secondary data.

A. Primary Data

Primary data is information collected through processing publication data that is tailored to the needs regarding the development of Sales Employee Product in Indonesia. In this study, the primary data taken were journals from the Google platform for the following reasons:

1. Google becomes a search base for relevant data by providing filtering.
2. The data found is easy to find, because it has a range of years that can be adjusted based on the needs of the researcher.
3. The data displayed can be adjusted to the needs.

B. Secondary Data

Secondary data is used to complete the primary data, if there is only an abstract in the primary data, then secondary data is needed to complete the primary data. Secondary data was obtained using the help of Google. Data collection in the study was obtained through several stages, including:

a. Observation

This is the stage of collecting data through direct observation to the source, namely www.scopus.com

b. Literature review

This is the stage to conduct a study of data assessment related to the SLR method in journals obtained from www.scopus.com

c. Documentation

Is the stage where the data that has been collected is stored into the software Mendeley.

The following are the steps for collecting data from observation to documentation obtained through the source www.scopus.com

1. Login to the SCOPUS Database at www.scopus.com
2. Enter the keyword "Sales performance" in the search field (n=11250).
3. Enter the keyword "Performance" as the next option (n=5000).
4. Filter year selection in 2016-2022 (n=110).
5. Enter the last keyword "Sales Employee" (n=46).

Data Analysis

At this stage, the data that has been collected will be analyzed to show:

4. The tools used in developing the theory of Sales performance and Performance in 2016-2022 (referring to RQ1).
4. The method/approach used in developing the theory of Sales performance and Performance (referring to RQ2).
5. Implementation of various methods used for the development of Sales performance and Performance which is applied to Sales Employee Product (referring to RQ3).

Results and Discussion

The Phenomenon of Product Company in Indonesia

The epistemology of the role of sales force adaptation is also changing. Nearly forty years ago, Dubinsky (1981) identified seven sales steps that apply to most sales situations: anticipate, advance, approach, offer, overcome objection, close, and proceed. Traditionally, Sales performance performs all of these functions, but for the sake of efficiency and effectiveness, Sales performance needs to reduce some of the steps they take (Sharma, 2007). This first distributed move was a follow-up, and the company created a new function to take the corresponding responsibility: customer service. Today, customer service is increasingly involved in selling to existing customers, another traditional function of Sales performance. The next stage of development is the formation of a new functional group that will carry out the digging and excavation work and the approach. Thaychon et al (2018) suggest that some of the early stages of the sales process can be done online or by an in-house sales team. They set an example for customers who order online, call internal service lines, and contact outside sales for solutions and feedback.

In this phenomenon, the competence of third-party vendors is limited to proposing solutions, specializing in presentations, resolving objections, and closing, leaving little expertise in other areas. A classic example of this focus is the so-called 'fisherman', whose sole function is to bring in new customers for the business. One of the few areas where a single salesperson still follows all the steps is managing large or important accounts, with the salesperson acting as general manager and all communication with customers going through the team.

With regard to Sales employees, Sales performance relates to a person's attitude and behavior at work by expressing themselves fully physically, cognitively, emotionally and emotionally. Employees find meaning in their work, take pride in being a part of the organization they work for and work towards achieving the overall vision and mission of the organization. Employees are enthusiastic, have an effective relationship with their work and are able to cope with the demands of their work.

Sales employees jobs are often in the field meeting potential clients, so they are often turned down. Prolonged psychological and physical fatigue will be a challenge for officers. To deal with these circumstances, it is important that the employee can handle situations in the field flexibly. Therefore, not only are there a few employees who switch product companies on and off, but there are also many employees who excel and receive awards (national and international awards) every year, travel abroad and earn hundreds of millions to billions of rupees. These gaps can be filled and challenges overcome by focusing the agency's authority on "professional practice development".

Adaptive Selling on Sales Employee Product

The relationship of the Salesforce Adaptive variable with performance shows that adaptive selling is analogous to working smarter, making plans to determine the appropriateness of sales behavior and activities to be performed in future sales calls. It shows that employees need a better measure of sellers' ability to understand customers and shows that the most promising way to develop formulas for sensing seller feedback is their ability to identify customers. Cognitively, Salesforce engagement is introduced through flexibility through motivation, as well as the ability to pick up on nonverbal cues.

Several etiquettes have been proposed to explain why salespeople or employees interact more intelligently in an adaptive way. Examples include additional learning for the sales force resulting in the accumulation of contextual knowledge about the sales context; That is,

Adaptation depends in part on knowing how one's behavior is shaped and shaped by their interactions, which requires mental preparation, planning, and a degree of self-efficacy with the ability to change behavior in sales situations.

Individual differences in personality traits are another driver. The main individual difference in this regard is self-control, which reflects the degree to which people regulate their self-presentation by changing their actions according to situational cues present in the interaction. The functioning of adaptive drivers in sales interactions depends on the assumptions and processes that occur in the minds of salespeople. However, the research to date has used methods based only on verbal self-report. According to Sharma et al. Advances in neuroscience have inspired recent research in related fields, such as consumer behavior and economics, showing that mental processes despite their complexity and relative inaccessibility, are directly studied. The association with this study is the first in marketing to test the validity of the new scale using neuroscience insights combined with traditional methods. To achieve this goal, we developed a different idea of neuroscience because this insight gives a different perspective on what can make a salesperson successful in a sales pitch.

Next, we describe four studies into the role of mindset in Salesforce adaptation. Objectivity is the identification of real situations and tasks that require the personal mindset of a real salesperson. Here, we not only study interpersonal mental reasoning, but reveal skills believed to be related to interpersonal thinking patterns. In other words, we study how personal mindsets manifest or activate in certain sales situations.

In turbulent times like the COVID-19 pandemic, resilience is a key feature of any organization. Haimes (2009) defines resilience as "the ability of a system to withstand significant disruptions within acceptable parameters of damage and recover within an acceptable period of time at increased cost and risk." In a business context, resilience describes the characteristics inherent in organizations that can respond faster, recover faster, or develop unconventional ways of doing business under greater pressure than others. Important organizational characteristics of a resilient organization are adaptability and flexibility in the context of organizational strategy. We propose that flexibility is the most important aspect of a flexible sales force, so that salespeople can move their efforts and resources where they need them. As in previous research, sales force is increasing in areas other than marketing. The three sales force transformations (function, outsourcing/scope, and technology adoption) discussed in the previous section have reduced sales force agility. When salespeople specialize in certain steps of the sales process, they can't move to other steps in the sales process if demand changes. Likewise, when sales processes are outsourced, it is not easy to outsource steps because relevant expertise or intellectual property is no longer present within the organization.

The most important aspect of a flexible sales force is flexibility so that salespeople can move their efforts and resources where they are needed. Research to increase sales force has been conducted in areas other than marketing. The three sales force transformations (function, outsourcing/scope, and technology adoption) discussed in the previous section have reduced sales force agility. When employees specialize in certain steps of the sales process, they cannot move to other steps in the sales process when demand changes. Likewise, when sales processes are outsourced, it is not easy to outsource steps because relevant expertise or intellectual property is no longer present within the organization.

The last factor, when salespeople don't embrace technology, they limit the variety of methods that can be used to generate sales. By examining sales force flexibility by examining the analogy of sales process flexibility such as adaptive selling. Adaptive selling, based on the

salesperson's level, indicates that the salesperson must adapt to the needs and wants of the customer. In adaptive selling, sales partners develop and implement sales communications that target each customer and can quickly make adjustments in response to their customers' feedback. We propose that to increase flexibility, the sales force should be more flexible in interacting with customers, even when customer conditions change relatively small.

Sales Force on Perceptive Maiden

The model of sales force occupies an important place in the marketing and sales literature. Much research has focused on exploring the precursors to sales force motivation. According to the seller's motivation for pursuit and the resulting achievement is a function of the seller's efficiency or ability (compensation and financial incentives, psychological incentives, organizational and management factors). Motivation is a psychological state that initiates and directs behavior or conscious choices. There are two broad categories of motivation, namely: intrinsic and extrinsic. With increasing competition from day to day, more and more companies are trying to differentiate themselves from others. In situations, the motivation of the salesperson plays a very important role. The motivation of the sales team was found in him. Impact on salespeople and organizational variables. This research aims to analyze the results of the motivation of the sales team from a salesperson's point of view. research first defines the framework used to organize the research and second to provide an overview. Third, the search for men presents the results, and finally, implicitly determines Directions and directions for future research.

Research studies are discussed in this section to better understand the relationship between behavior-based sales control systems and internal motivation. Cravens et al (1993) found that sales control in the domain was associated with intrinsic motivation, but no relationship was found between reward control and intrinsic motivation. Percy, Cravens, and Morgan (1997) found in their UK study that the most effective sales organizations using behavior-based sales force control systems have highly motivated salespeople.

The study by Fatima and Azzam (2017) found that high-performing salespeople are more associated with behavior-based sales control systems than with results-oriented sales control systems and that behavior-based controls have a positive effect on the intrinsic motivation of the company. sales team. Research by Baldauf and Cravens (1999) shows that internal motivation is an important characteristic of high-performing salespeople in organizations where behavior-based control systems are used. The results of Teas's research (1980) show that the most effective salespeople in organizations using behavior-based control systems have a high intrinsic motivation.

Employees' association with positive performance found a positive relationship between behavior-based control and recognition sales performance. Miao, Evans, and Zou (2006) found that skill control was positively associated with seeking compensation (the cognitive component of extrinsic motivation) and activity control was positively associated with seeking recognition (the emotional component of extrinsic motivation). The study by Theodosiou and Katsikea (2007) also shows that motivational recognition and behavior-based sales control systems are positively correlated. A review of studies showed a positive relationship between behavior-based control systems and recognition motives, with the exception of the study by Oliver and Anderson (1994), which showed a negative association.

A review of studies showed that behavior-based control systems are positively correlated with intrinsic motivation. Outcome control also appears to have a positive effect on

intrinsic motivation. Behavioral control systems are positively correlated with extrinsic motivation and intrinsic motivation and recognition. Based on this assessment, it can be emphasized that the sales force control system is multidimensional and has different effects on the cognitive and emotional dimensions of salespeople due to intrinsic and extrinsic motivations. Speaking of the effect of sales force compensation plans on sales force motivation, a review of studies found that regular pay has a positive effect on internal motivation, while sales volume commissions has a negative effect.

Studies also show that compound compensation plans have the strongest positive effect on intrinsic motivation. In some cases, reward plans appear to have an indirect effect on intrinsic motivation. The payment of bonuses, allowances, recognition of outstanding achievements, promotions and promotion opportunities are the main factors influencing the motivation of the sales force. Two studies found that the compensation method had no effect on intrinsic motivation.

Conclusion

In this era of globalization, all companies have a good strategy according to every company. Adding and finding customers is one of the strategies that every business prioritizes as many companies compete to keep or even conquer the market. This condition ensures that the company continues to innovate to increase the benefits of its products, hoping to expand its market and win the competition.

One of the companies using to win this competition is an product company. Product is an example of a service industry where product provides protection to potential customers or policyholders if something happens in the future by getting compensation from the product for contingencies such as illness, death or loss where the product company replaces them on based on the premium agreed upon by the insured. Failure to adjust the premium to the potential policyholder's level of risk could jeopardize the product purchase transaction. Therefore, the product company must be clear in explaining the product, premiums and risks before a potential policyholder accepts it.

Pickens (2005) Perception is the process by which a person interprets and organizes sensations to produce a meaningful experience of the world. From this understanding, it can be interpreted that the underlying perception of product is one's interpretation of the precedence of product.

Recognize the role of Sales employees in giving the public an understanding of the importance of their life product policy. Product companies, providing product services, attach so much importance to the quality of service that the quality of the service provided by the company to its potential customers should always be improved because there are still many people who understand the importance of having product still don't see. The quality of this service can be a good strategy for success in the product world. According to Parasuraman et al (1988), there are five main dimensions in service quality, namely reliability, responsiveness, certainty, empathy and physical (tangible) evidence. These dimensions will determine the quality of service.

The increasing development of product consumers in Indonesia every year and product companies competing with each other until the RBC ratio reaches 5000 is a challenge in this increasingly competitive product industry, so there must be good cooperation and integrity of all parties, both internal and external product company to move forward. and developed and able to compete with many competitors. Threats to product companies in general include the

entry of foreign companies, the proliferation of comparable companies, and the diversified new products with different offerings. For this reason, the product company really needs to have a correct and effective business strategy to implement, and of course according to the existing conditions to achieve success in order to remain competitive and develop.

Increasing competition in the product world has prompted product companies in Indonesia to improve the quality of their employees. Therefore, when creating a premium service for its clients, it is very necessary to implement human resource development strategies especially for its employees. With qualified and competent employees on the ground, it is hoped that they can help the community select the right long-term financial planning needs and, most importantly, shape or change the opinion of the product auditing community to know the benefits of product.

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