

The Role of Preference-Based Value Transplantability as A Mediation of Adaptive Selling, Salesperson Brand Personality Congruence, Positive Selling Ambiance to Salesperson Performance (Study at PT. Bank BNI (Persero) Tbk)

¹*Evi Dian Kartikasari, ²Syamsurijal AK, ³Zakaria Wahab, ⁴MuchsinSaggaff Shahab

ABSTRACT--This study addresses the need to study adaptive selling, salesperson brand personality congruence, positive selling ambiance mediated by preference-based value transplantability on salesperson performance.

A model was tested using survey data collected from consumer credit salespeople at PT Bank Negara Indonesia (Persero) Tbk, located in Palembang and Jakarta Senayan areas. The regression equation model is used to test the hypothesis. This research is expected to be able to show the influence of preference-based value transplantability that has an impact on salesperson performance as mediating adaptive selling, salesperson brand personality congruence, a positive selling ambiance interaction. By examining the effect of preference-based value transplantability in a sales context, this research is expected to contribute originality to the marketing literature.

Keywords - Adaptive selling, salesperson brand personality congruence, a positive selling ambiance interaction, preference-based value transplantability, salesperson performance.

I PRELIMINARY

Background

The study of Adaptive Selling is one trendy study in the field of marketing in recent decades (Chakrabarty, Widing, & Brown, 2014; Franke & Park, 2006; Hughes, Bon, & Rapp, 2012; Kara, Andaleeb, Turan, & Cabuk, 2013; Kaynak, Kara, Chow, & Laukkanen, 2016; Rakesh, Narendra, & Sandeep, 2017; Spiro & Weitz, 1990; Weillbaker & Haworth, 1993; Weitz, Sujana, & Sujana, 1986; Xifeng, Guocai, & Wee Chow, 2016). These studies discuss the attractiveness of salespeople's adaptive selling when interacting with customers who are seen as having an important influence on improving sales performance. The salesperson's ability to gather information about the needs and desires of the following customers responds to the situation by changing sales behavior during interactions which impacts on sales performance. One interesting point of view of adaptive selling is the

¹ *Management Science, Sriwijaya University, Palembang, Indonesia, evi_kartikasari46@yahoo.com

² Management Science, Sriwijaya University, Palembang, Indonesia.

³ Management Science, Sriwijaya University, Palembang, Indonesia.

⁴ Management Science, Sriwijaya University, Palembang, Indonesia.

study of adaptive selling to boost the distinctiveness of sales behavior as done by Rakesh et al. (2017) that adaptive selling as a mediation of self-efficacy followed by high thought self-leadership from a salesperson have a significant positive relationship to sales performance. Similarly, previous studies conducted by Jaramilo et al. (2007) show the results that adaptive selling capabilities that are driven by high intrinsic motivation and followed by salesperson initiatives have a significant effect on objective job performance. As expressed by Franke & Park (2006) that high adaptive selling behavior and the experience have a significant effect on improving salesperson performance.

However, studies conducted show that good adaptive selling do not always have an impact on improving sales performance as empirically conducted by Weillbaker (1993), Chakrabarty et al. (2014), Kaynak et al. (2016), Xifeng et al. (2016). The study explains how adaptive selling capabilities are expected to have an impact on improving sales performance. Unfortunately the results of his empirical study prove that adaptive selling ability has no impact on sales performance, as shown in the following table

Table 1: Adaptive Selling and Sales Performance

Relationship of Variable Hypotheses		
Author		Hasil
Spiro& Weitz, 1990, p.66	Adaptive Selling Behavior (ASB) → Sales Performance (SP)	Adaptive Selling Behavior affects personality, intrinsic motivation, which has a significant impact on sales performance, but adaptive selling behavior does not significantly affect sales performance if mediated by management style and experience
Weillbaker& Haworth, 1993, p. 54	Adaptive Selling Behavior (ASB) → Sales Performance (SP)	Statistical testing shows that Adaptive Selling Behavior does not significantly influence sales performance
Kara, Andaleeb, Turan, &Cabuk, 2013, p. 105	Adaptive Selling→ Sales Performance (SP)	Adaptive selling either as a mediation of customer orientation or directly has a significant effect on sales performance.

- Chakrabarty, Widing, & Brown, 2014, p. 119 Adaptive Selling (AS) → Sales Performance (SP) Adaptive selling that is mediated by rapport building, detecting non verbal cues, creating a positive ambiance has a significant effect on sales performance, but not significantly if mediated by taking bird's eye views. The direct effect of adaptive selling on sales performance is not significant.
- Kaynak, Kara, Chow, & Laukkanen, 2016, p. 77 Adaptive Selling Behavior (ASB) → Sales Performance (SP) Adaptive selling has a significant effect on sales performance in Macau (East Asia), but not significantly on salespeople in Finland (Northern Europe).
- Xifeng, Guocai, & Wee Chow, 2016, p. 810 Adaptive Selling Behavior (ASB) → Job Performance (JP) Adaptive selling as a mediator of emotional labor (emotional labor), namely deep acting (deep acting) significantly influence job performance, but not as significant as mediating from surface acting.

Source: processed from an Empirical Study

Meanwhile at the practical level the performance of salespeople at PT. Bank BNI (Persero) Tbk in the Palembang region showed a decrease from 2016 to 2018, which was 232.5%; 56.68%; 50.67%. Facing the challenges of the Indonesian economic conditions and amidst slowing global economic growth in the current era of disruption which has an impact on the purchasing power of the Indonesian people requires the salesperson of BNI bank to have a reliable ability to sell. Through the ability to build value-based transplantability preferences on products offered to consumers as a mediation of adaptive selling capabilities, which are supported by salesperson brand personality congruence and the ability to create a positive selling ambiance is expected to improve salesperson performance.

Therefore, the aim of this research is to develop a conceptual model to resolve the above research gap by adopting the Dominant Logic Service theory approach and Socio Analytic Theory for several considerations, first a salesperson if he has the ability to sell that can transplanted the attributes and benefits of the product sell it to potential customers, it can provide more value so consumers tend to think that the products offered are attractive to buy. Both salespeople will try to follow up on the offer by making prospective customers make a purchase of the product that has been offered. Third, a salesperson will instill a good and comfortable impression of consumers' logic when making a sales process. Therefore we developed an empirical model by incorporating adaptive selling concepts, value-based transplantability preferences, salesperson brand personality congruence, positive selling ambiance as an instrument to improve salesperson performance. This model will be empirically tested in the banking industry, particularly in the consumer credit segmentation of PT. Bank BNI (Persero) Tbk in the Palembang Region.

II RESEARCH PROBLEM FORMULATION

Based on some of the research problems that have been described that are sourced from the results of previous studies and also the phenomenon of the sales force business at PT. Bank BNI (Persero) Tbk, the main issues to be discussed in this study are :

- 1) What is the effect of adaptive selling, salesperson brand personality congruence, positive selling ambiance on salesperson performance?
- 2) What is the effect of adaptive selling mediated by preference-based value transplantability, salesperson brand personality congruence, and positive selling ambiance on salesperson performance?

Research Purposes

In order to elaborate on the basic theoretical model proposed, this research is aimed at developing and testing an empirical model that focuses on adaptive selling - value-based transplantability preferences - salesperson performance and will test several conceptual issues, namely:

- 1) Analyzing how the essence of the role of the concept of adaptive selling is assumed to be an autonomous independent variable on salesperson performance.
- 2) Analyze how the essence of the role of the concept of preference-based value transplantability as a mediating variable on salesperson performance.
- 3) Analyze how the essence of the role of the concept of a positive selling ambiance is assumed to be an autonomous independent variable on salesperson performance.
- 4) Analyze how the essence of the role of the concept of salesperson brand personality congruence is assumed to be an autonomous independent variable on the salesperson performance

The specific purpose of this research is to analyze the essence and role, both the direct role and the indirect role of the concepts in improving sales performance to overcome the existing gaps. The role test of these concepts is presented in 10 (ten) hypotheses to measure the direct influence of adaptive selling ability on salesperson performance which is the research gap that is the basis for the preparation of this dissertation.

Library Review

In the early 1990s there was a need for a new marketing paradigm (marketing) that could take into account the ongoing relationship between marketing actors, and get out of exchange theory. Goods-centered marketing is seen as not respecting the role of services and is very likely to hamper understanding of marketing in general. There was a shift in views from goods (goods-dominant) to services (service-dominant). The conceptual change from G-D Logic to S-D Logic. is described in the following table:

Socio Analytic Theory

Hogan and Robert (2004) revealed that based on socio analytic theory, there are five factors (Five Factor Model / FFM) that determine personality that affect sales performance, namely stability and plasticity. Stability has three dimensions namely conscientiousness, agreeableness, emotional stability while plasticity has two dimensions, extraversion and openness to experience.

Preference-Based Value Transplantability Synthesis

The new concept proposed in this research is Preference Based Value Transplantability obtained from the synthesis of various studies above. Synthesize the concept of Value-Based Transplantability Preferences as shown below:

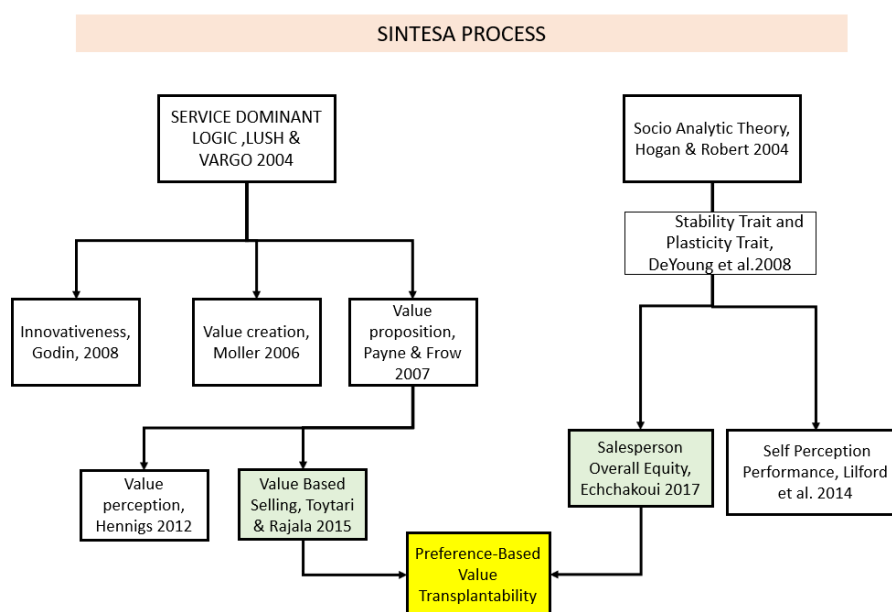


Figure 1: Synthesis of Preference-Based Value Transplantability Concepts

The Mindset

Based on a review of previous research and the synthesis process, the authors propose a preference-based value transplantability concept that can be described as a basic theoretical model as follows:

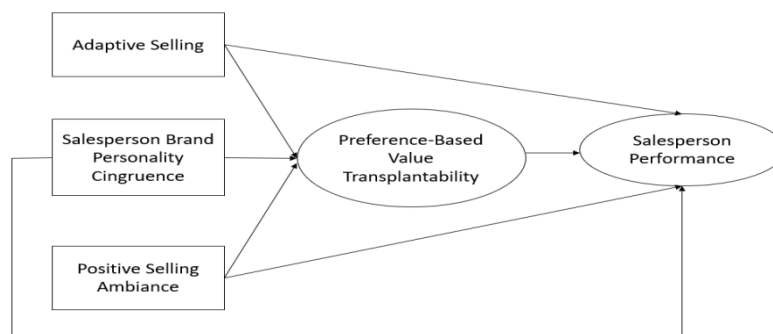


Figure 2:Basic Theoretical Model Concept of Preference-Based Value Transplantability

III RESEARCH METHODS

Research design

This research is an explanation of causality, which is to find an explanation in the form of a cause-effect relationship between several concepts or variables or strategies developed in Management Science. The research method uses a quantitative approach with a deductive mindset. The logic used is positivistic logic and avoids things that are subjective. This study uses primary data that will be obtained from the results of questionnaires and secondary data sourced from BNI's sales division. Data collection techniques using the documentation method in the form of data on the performance of consumer credit salespeople during 2016 -2018, and by using a questionnaire.

Population and Sample

The population of this research is BNI salespeople with samples are BNI consumer credit salespeople, with consideration of time, cost and energy efficiency. The determination of the sample in this study uses a statistical approach. The sampling technique in this study is cluster sampling (area sample). The number of samples to be taken as many as 358 salespeople consisting of Palembang (216 salesperson) and Jakarta Senayan (142 salesperson).

Technical Analysis of Data

Technical data analysis using LISREL with the help of the Statistical Product and Service (SPSS) program. Mediation test with Sobel Test. The form of the regression equation from the theoretical model of this study can be written as follows:

$$Y = \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \beta z$$

$$z = \gamma X_1 + \gamma X_2 + \gamma X_3$$

Where :

X1 = Adaptive Selling (AS)

X2 = Salesperson Brand Personality (SBP)

X3 = Positive Selling Ambiance (PSA)

z = Preference-Based Value Transplantability (PBVT)

Y = Salesperson Performance (SP)

REFERENCES

1. Chakrabarty, S., Widing, R. E., & Brown, G. (2014). Selling behaviours and sales performance: the moderating and mediating effects of interpersonal mentalizing. *Journal of Personal Selling & Sales Management*, 34(2), 112-122. doi: 10.1080/08853134.2014.890899
2. Deyoung, C. G., Peterson, J. B., Seguin, J. R., & Tremblay, R. E. (2008). Externalizing behavior and the higher order factors of the Big Five. *J Abnorm Psychol*, 117(4), 947-953. doi: 10.1037/a0013742
3. Echchakoui, S. (2017). Effect of salesperson personality on sales performance from the customer's perspective. *European Journal of Marketing*, 51(9/10), 1739-1767. doi: 10.1108/ejm-03-2016-0147
4. Franke, G. R., & Park, J. E. (2006). Salesperson Adaptive Selling Behavior and Customer Orientation: A Meta-Analysis. *Journal of Marketing Research*, XLIII(November 2006), 693-702. doi: 10.1509%2Fjmk.43.4.693
5. Hughes, D. E., Bon, J. L., & Rapp, A. (2012). Gaining and leveraging customer-based competitive intelligence: the pivotal role of social capital and salesperson adaptive selling skills. *Journal of the Academy of Marketing Science*, 41(1), 91-110. doi: 10.1007/s11747-012-0311-8
6. Hogan, R., & Roberts, B. W. (2004). A Socioanalytic Model of Maturity. *Journal of Career Assessment*, 12(2), 207-217. doi: 10.1177/1069072703255882
7. Kara, A., Andaleeb, S. S., Turan, M., & Cabuk, S. (2013). An examination of the effects of adaptive selling behavior and customer orientation on performance of pharmaceutical salespeople in an emerging market. *Journal of Medical Marketing: Device, Diagnostic and Pharmaceutical Marketing*, 13(2), 102-114. doi: 10.1177/1745790413488779
8. Kaynak, E., Kara, A., Chow, C. S. F., & Laukkanen, T. (2016). Role of adaptive selling and customer orientation on salesperson performance: Evidence from two distinct markets of Europe and Asia. *Journal of Transnational Management*, 21(2), 62-83. doi: 10.1080/15475778.2016.1166999
9. Vargo, S. L., & Lusch, R. F. (2004). Evolving to a New Dominant Logic for Marketing. *Journal of Marketing*, 68(January), 1-17. doi: 10.1509/jmkg.68.1.1.24036
10. Park, J. E., & Deitz, G. D. (2005). The effect of working relationship quality on salesperson performance and job satisfaction: Adaptive selling behavior in Korean automobile sales representatives. *Journal of Business Research*, 59(2), 204-213. doi: 10.1016/j.jbusres.2005.04.002
11. Rakesh, S., Narendra, K., & Sandeep, P. (2017). Thought self-leadership strategies and sales performance: Integrating selling skills and adaptive selling behavior as missing links. *Journal of Business & Industrial Marketing*. doi: 10.1108/JBIM-06-2016-0127
12. Spiro, R. L., & Weitz, B. A. (1990). Adaptive selling: Conceptualization, measurement, and nomological validity. *Journal of Marketing Research*, 27(1), 61-69. doi: 10.1177/002224379002700106
13. Töytäri, P., & Rajala, R. (2015). Value-based selling: An organizational capability perspective. *Industrial Marketing Management*, 45, 101-112. doi: 10.1016/j.indmarman.2015.02.009
14. Weillbaker, D. C., & Haworth. (1993). Adaptive Selling Behavior and Its Impact on Pharmaceutical Sales Performance. *Journal of Pharmaceutical Marketing & Management*, 7(4), 41-57. doi: 10.3109/J058v07n04_04

15. Weitz, B. A., Sujan, H., & Sujan, M. (1986). Knowledge, motivation and adaptive behavior: a frame work for improving selling effectiveness. *Journal of Marketing*, 50(October 1986), 174-191. doi: doi.org/10.1177/002224298605000404
16. Xifeng, W., Guocai, W., & Wee Chow, H. O. U. (2016). Effects Of Emotional Labor And Adaptive Selling Behavior On Job Performance. *Social Behavior & Personality: an international journal*, 44(5), 801-814. doi: 10.2224/sbp.2016.44.5.801
17. Susi Ari Kristina, Ni Putu Ayu Linda Permitasari. "Knowledge, Attitudes and Barriers towards Human Papillomavirus (HPV) Vaccination in Developing Economies Countries of South-East Asia Region: A Systematic Review." *Systematic Reviews in Pharmacy* 10.1 (2019), 81-86. Print. doi:10.5530/srp.2019.1.13
18. Vimal, R.L.P. Towards a Theory of Everything Part II Introduction of consciousness in Schrödinger equation and standard model (2010) *NeuroQuantology*, 8 (3), pp. 304-313.
19. Dotta, B.T., Mulligan, B.P., Hunter, M.D., Persinger, M.A. Evidence of macroscopic quantum entanglement during double quantitative electroencephalographic measurements of friends vs strangers (2009) *NeuroQuantology*, 7 (4), pp. 548-551.