SALES ORGANIZATION EFFECTIVENESS IN INDONESIA LIFE INSURANCE INDUSTRY: MODERATING ROLE OF SALESFORCE AUTOMATION

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Abstract

Sales organization effectiveness is a crucial factor of a successful company performance that can be enhanced by having an effective salesforce and technology. The present study was designed to examine the relationship between salesforce management, sales management control strategy, salesforce characteristics and sales organization effectiveness with salesforce automation as a moderating variable. The study was carried-out in life insurance companies in Indonesia. The study used the agency theory and the contingency theory to determine sales organization effectiveness. The quantitative approach was mainly used in this study. In order to achieve the main objectives of this study, data were collected from sales managers of life insurance in Indonesia. Hierarchical regression analysis was then conducted to examine the moderating effects of the salesforce automation on the relationship between salesforce management, sales management control strategy, salesforce characteristics and sales organization effectiveness. The results of the regression analysis revealed that salesforce performance, sales management control strategy and salesforce characteristics were positively associated with sales organization effectiveness. Moreover, the findings showed that salesforce performance, sales management control strategy and salesforce characteristics had a stronger effect on sales organization effectiveness. Furthermore, the results also showed that salesforce automation plays an important role in moderating the relationship between sales management control strategy and sales organization effectiveness. However, salesforce automation did not moderate the relationship between salesforce performance and salesforce effectiveness on sales organization effectiveness respectively. The study may contribute to the body of knowledge on sales management. Furthermore, it would be beneficial to the Indonesian life insurance industry to manage their salesforce better and be more focused on sales technology.

Keywords: sales management control strategy, salesforce characteristics, salesforce automation, sales organization effectiveness, life insurance.

Abstrak

Keberkesanan organisasi jualan merupakan faktor penting dalam prestasi syarikat yang berjaya. Ini dapat dipertingkatkan lagi dengan memiliki pasukan jualan dan teknologi yang berkesan. Kajian ini dirancang untuk mengkaji hubungan antara pengurusan pasukan jualan, strategi kawalan pengurusan jualan, ciri pasukan jualan dan keberkesanan organisasi jualan dengan automasi pasukan jualan sebagai pemboleh ubah yang sederhana. Kajian ini dijalankan di syarikat insurans hayat di Indonesia. Kajian ini menggunakan teori agensi dan teori kontingensi untuk menentukan keberkesanan organisasi jualan. Kajian ini menggunakan pendekatan kuantitatif. Oleh itu, bagi mencapai matlamat utama kajian ini, data dikumpulkan daripada pengurus jualan insurans hayat di Indonesia. Analisis regresi hierarki kemudiannya dijalankan untuk mengkaji kesan penguatkuasaan automasi pasukan jualan mengenai hubungan antara pengurusan pasukan jualan, strategi kawalan pengurusan jualan, ciri pasukan jualan dan keberkesanan organisasi jualan. Hasil daripada analisis regresi mendedahkan prestasi jualan, strategi kawalan pengurusan jualan, ciri jualan adalah berkaitan dengan keberkesanan organisasi jualan. Selain itu, penemuan menunjukkan prestasi pasukan jualan, strategi kawalan pengurusan jualan dan ciri pasukan jualan telah memberi kesan yang lebih kuat kepada keberkesanan organisasi jualan. Di samping itu, hasilnya juga menunjukkan bahawa automasi pasukan jualan memainkan peranan penting dalam menyederhanakan hubungan antara strategi kawalan pengurusan jualan dan keberkesanan organisasi jualan. Walau bagaimanapun, automasi pasukan jualan tidak menyederhanakan hubungan antara prestasi jualan dan keberkesanan jualan kepada keberkesanan organisasi jualan masing-masing. Kajian ini boleh menyumbang kepada pengetahuan mengenai pengurusan jualan. Selain itu, kajian ini akan memberi manfaat kepada industri insurans hayat Indonesia untuk menguruskan jualan mereka dengan lebih baik dan lebih tertumpu kepada teknologi jualan.

Kata kunci: Strategi kawalan pengurusan jualan, ciri pasukan jualan, automasi pasukan jualan, keberkesanan organisasi jualan, insurans hayat

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List of Abbreviations

AAJI	Assosiasi Asuransi Jiwa Indonesia
BAPEPAMLK	Badan Pengawas Pasar Modal dan Lembaga Keuangan
MDRT	Million Dollar Round Table
OJK	Otoritas Jasa Keuangan
KP	Kantor Penjualan
PT	Perseroan Terbatas
SEM	Structural Equation Modeling
SFC	Salesforce Characteristic
SFP	Salesforce Performance
SMSC	Sales Management Control Strategy
SOE	Sales Organization Effectiveness
SPSS	Statistical Package for Social Science

CHAPTER ONE
INTRODUCTION

1.1 Overview

The objective of financial service companies that provide financial service is to maintain confidence in the financial system, financial stability, and reduction in financial crime and securing appropriate protection for consumer (Deloitte, 2012). In Indonesia, financial services are seen as unitary of the important economic factors. The segment's commitment to the national economy can be considered from different points of view (World Bank, 2014). Therefore, financial services organizations have to possess the ability to purposefully adapt to the changing environment and to fulfil customer's needs.

Like other economies, the life insurance market of Indonesia need turn into a standout amongst the hottest rising business sectors in the South East Asia region, encountering solid development to days gone by couple of a considerable length of time (Abidin, 2011; Djaelani, et al, 2011). From the 2013 statistics, which have been released by the Indonesia Life Insurance Association (AAJI), the sector has experienced a 21% compounded annual growth rate in weighted new business premium over the five-year period from year 2009 to 2013. As of December 2014, there are fifty one life insurance company registered under Asosiasi Asuransi Jiwa Indonesia (AAJI) the Indonesia Life Insurance Association and a total 414,595 registered life insurance agent or sales forces working on part-time and full-time basis. There are 763 members or agents of Million Dollar Round Table (MDRT) and with growth of 17% annually and is predicted by 2020 the amount of life insurance sales force to reach 1 million (AAJI,

2015). Because of its imperative significance to both the firm and to individual sales forces, enhancing sales organization effectiveness is of unmistakable fascination to both businesses and researchers. Towards this end, deals sales managers regularly accentuate legitimately enlisting, training, and dealing with their salesforce, and the end to finish sales objectives and performance.

This study endeavoured with uncover those paramount elements of sales organization effectiveness in life insurance business as one of the elements to achieve company performance. Hence, companies should ensure their sales force and sales manager to achieve sales organization effectiveness because there are significant relationships between sales organization effectiveness and company performance, which should be in line with the salesforce performance (Piercy, Cravens, & Morgan, 1999; Baldauf, Cravens, & Piercy, 2001; Grant & Cravens, 1999).

Even though, the rising number of empirical studies in sales management practices directed to align sales organization effectiveness, salesforce performance, sales management control strategy and salesforce characteristics have been among the most popular universal sales strategies for expansion and growth of many organizations in the current competitive environment (Baldauf et al., 2001; Fang, Evans, & Zou, 2005; Grant & Cravens, 1999, 2005; Inés & Canales, 2011; Küster & Canales, 2011; Piercy, Cravens, & Morgan, 1998; Piercy, Lane, & Cravens, 2002; Barker, 1997). Due to their strategic importance, sales organization effectiveness has been attracting a great deal of attention by both academics and practitioners especially in life insurance industry during the last few decades.

Empirically, there have been a deployment of research conducted by many researchers about salesforce performance (Ahmad, Sah, & Kitchen, 2010; Babakus, Cravens, Grant, Ingram, & Laforge, 1996; Babakus, Cravens, Ingram, & Laforge, 1994; Bajari, 2006; Cross, Brashear, Rigdon, & Bellenger, 2012; Pelham, 2006; Piercy et al., 1998, 1999; Singh & Das, 2013; Yilmaz, 2002), supporting their impacts on the sales organization effectiveness. While others researchers also supporting sales management control strategy (Babakus et al., 1996; Baldauf, Cravens, & Grant, 2002; Baldauf et al., 2001; Jackson, Hollmann, & Gallan, 2006; Küster & Canales, 2011; Longino, 2007) and salesforce characteristics' impact to the sales organization effectiveness. (Barker, 2001; Bowers, Powers, & Spencer, 1994; Fang et al., 2005) Therefore, this study attempt to bridge the gaps by examining sales organization effectiveness within life insurance context especially in Indonesia which happens to be under studied.

1.2 Background of The Study

The chapter presents the background of the context of the Indonesia's life insurance and some information related to life insurance societies in Indonesia. A field study will be conducted to further shed more lights on sales organization effectiveness in Indonesia's life insurance industry.

The great recession in 2009 has somewhat softened the growth of the financial services business all over the world, but after that time particularly in the industrial financial services sectors in Asia are developing drastically by various factors particularly in banking and insurance (Jordan, 2009; Hussein, 2012). Not only in financial industry,

the rising of Asia economic like China and Japan have been moving and expanding their business organizations to South East Asian countries such as Indonesia, Vietnam and Thailand (Dragos, 2014; Kadomae, 2012). Financial services foreign organizations for example bank and insurance, bring been carried some strategies which a standout amongst the individuals were tied-ups for domestic insurance players in place on better serve those region's developing centre classes with inland financial services including insurance as well as banking.

Moreover, the development of the Indonesian Life Insurance business has been progressing rapidly over the years. It is now considered as one of the best in the ASEAN and making Indonesia as a strong insurance development in line with international standards (Best's Special Report, 2012). However, like any other country around the world, the market share of life industry is still considered large (Global Insurance Pools, 2014).

Meanwhile, with a population totalling around 238 million individuals in 2010 (BPS, 2010), Indonesia is the fourth largest country with regard to population size. From this population there are around 88 million holders of life insurance policy in the country in the end 2013 (AAJI, 2013). It will be anticipated that insurance development later on will keep will a chance to be positive on Indonesia Furthermore, the available of market share and sales opportunity is an opportunity for life insurance industries to grow their business in Indonesia (Djaelani et al., 2011; Mandira & Putri, 2014). Meanwhile, rapid growth of the middle class can be an indicator of a nation's prosperity where middle class has high purchasing power and ability to move the

economy in the country (World Bank, 2010). Moreover, for the economic reason, this ability can be an easy target for business especially in life insurance industry. Increased public awareness on life insurance is also a major factor in the rapid growth of this industry.

In the present worldwide economy, those financial services business need been attracting the consideration Likewise a standout amongst the fundamental contributors of the development of the in overall economy. (Beck & Webb, 1980; Rahim, 2014; Sen, 2008). Collectively, the outlook for Indonesian financial services such as insurance industry remains encouraging for both life and general insurance despite moderating economic growth. The importance of life insurance industry as one of financial institution can be an enabler in terms of enablers of economic development and in emerging market as well as economic output (Beck & Webb, 1980; Dragos, 2014; Lim & Haberman, 2001). Separately from this quantitative implication, the life insurance business has likewise exhibited the capacity to make other profitable commitments, for example, ensuring the danger of financial sector in dispersing credit and furthermore supporting the national economy through its capacity as the group of the community and additionally shielding the business world from disaster (Abidin, 2011; Beck & Webb, 1980).

In 2014, Investor Magazine announced that there were ten (10) best life insurance companies in Indonesia based on net premiums. Table 1.1 illustrates ten (10) best life insurance companies in Indonesia.

Table 1.1
The Best of Life Insurance Companies in Indonesia (2014)

No	Company	Net Premiums in Mio			Status
		2013	2012	%	
1.	PT. Prudential Life Assurance	20,200,222	17,496,672	15.45	Joint Venture
2.	PT. Asuransi Jiwa Sinar Mas MSIG	9,733,677	10,502,209	(7.32)	Joint Venture
3.	PT. Asuransi Jiwa Manulife Indonesia	8,470,233	8,349,766	1.44	Joint Venture
4.	PT. Asuransi Allianz Life Indonesia	8,109,360	8,033,707	0.94	Joint Venture
5.	PT. Indolife Pensiontama	6,247,978	6,279,001	(0.49)	Domestic
6.	PT. Axa Mandiri Financial Services	6,180,976	5,627,857	9.83	Joint Venture
7.	PT. Asuransi Jiwasraya (Persero)	5,674,597	5,604,877	1.24	Domestic (GOE)
8.	PT. AIA Financial	5,494,626	4,992,997	10.05	Joint Venture
9.	PT. Asuransi Jiwa Adisarana Warnaartha	3,451,625	2,552,231	35.24	Domestic
10.	PT. Panin Dai-ichi Life	3,232,231	2,198,090	47,05	Joint Venture
	Sum Total	**76,795,525**	**71,637,407**	**7.20**	
	Market Share (%)	**73.55**	**71.77**		
	Sum Total all life insurance companies	**104,414,486**	**99,818,507**	**4.60**	

Source: Investor (2014)

From this table, it showed and revealed that competition in the life insurance is very stiff. From the fifty-one (51) life insurance companies in Indonesia, only ten of them were the largest contributor to the premium. These companies are controlling the market share of life insurance in Indonesia that amounted to 73.55% in 2013, hence, this means that the remaining 26.46% is controlled by forty-one (41) companies. Furthermore, these ten (10) companies are apparently controlled by a foreign joint

venture company (7) and the rest by domestic and government private companies nationwide. There are two major problems faced by the life insurance industry in Indonesia. First, the existence of more powerful and dominating foreign life insurance company in Indonesia (Goldbank, 2014). Second, the exclusion of domestic insurers cannot survive and compete with foreign insurance companies (Radio Republik Indonesia, 2015).

Moreover, foreign insurance companies become more innovative with their products, local life insurance companies tarnish the image with dilapidated governance. In 2016, two local life insurance companies were declared bankrupt by the court after the panel of judges considered the petition from the Financial Services Authority (OJK). The two companies are PT Asuransi Jiwa Bumiasih and PT Asuransi Jiwa Nusantara (Tirto, 2016). When the insurance company goes bankrupt, then the policyholder becomes the most loser. The premium they pay will be forfeited, claims due will not be paid because the sale of the asset may not necessarily cover the entire debt. This also worsened the public image and confidence in local insurance companies. In fact, not all local companies do not perform well and this reason is generalized that all local insurance companies are not good. This condition is very reasonable to trigger customers in droves prefer foreign insurance. At least these foreign companies have a healthy and strong financial condition so far from being bankrupt.

Thus, agency distribution channels are still dominating the premium income of life insurance industry. Noted, of the industry's premium income in the range of Rp. 121.62 trillion in the past year, a total of 45.4% is being sourced from the sales agency

distribution channels. While the rest comes from the marketing channels of insurance products through cooperation with banks (bancassurance) as much as 36.6%, as well as other alternative paths that reach up to 18% (Tribun, 2015).

For instance, Firdaus Djaelani, Chief Executive of the Financial Industry Supervision of Non-Bank Financial Services Authority (OJK) said there are two important factors that can support the growth of life insurance industry; first, the growth of sales force and second, actuary (Tribun, 2015). Moreover, Hendrisman Rahim, Chairman of Indonesia Life Insurance Association stated that yearly growth in the number of life insurance sales forces in Indonesia is around 17% which is predicted to take place until 2020, and by the end of 2015, the number of certified sales force can grow to 500,000 people (Akademi Asuransi, 2012).

Furthermore, at least there are some challenges faced by life insurance companies in Indonesia (Neraca, 2012; Tempo, 2014). First, the economic slowdown will reduce the demand for the insurance market and capital market conditions and life insurance still depends on the condition of capital markets. Second, the insurance company must meet a minimum capital of Rp 100 billion by the year-end to be clustered as the seventeenth life insurance companies. This is in line with the statement of Hendrisman Rahim, Chairman of AAJI (2015), which stated that due to the high interest of investors and market a very attractive insurance, insurance companies are still under the capital will seek to meet the targets set deadline. Third, the competition is stiff to face the challenges of the Asean Economic Community (AEC) in 2015. Through a penetration of below 5 percent, the global insurance companies will overrun the

Indonesian insurance market. Fourth, the issue of human resources is still plaguing the industry. The success of insurance activity does not only rely on the insurance information system but also on its human resources, and it is necessary to specialize as a professional, to increase customers' trust and the agent's integrity. Fifth, absence of attention to the significance of protection for the group because of low level of public background and education. Sixth, the insurance business is more concentrated in large cities because this market is still not fully explored. This implication push life insurance companies to work financially and proficiently, follow new and existing regulations and guidelines, meet focused weights, and exploit chances to develop are all applying impressive weight on insurers. Organizations and companies that viably address these issues will have an upper hand over their adversaries.

From the above statement and data, it shows that the life insurance industry in Indonesia is still far from ideal conditions. Foreign companies manage many of large life insurance companies in Indonesia, and it makes domestic and government companies cannot decently compete especially in market share and premiums. Therefore, it requires a more in-depth study to improve the performance and effectiveness of life insurance in Indonesia, and to be able to further strengthen the insurance life business, the researcher needs to understand the relationship between the performance of the company, top management strategy, and to comprehend the relationship's quality between salespeople and sales managers.

Similarly, like other business life insurance performance depends on how they can manage their business and human resources such as sales people, and these abilities

will be the undoubted differentiator of a company's strength (Ho, Dubinsky, & Lim, 2012; Wileapana & Suriyo, 2006). The quality and quantity of sales people attracted and retained by insurers and how their abilities and ambitions are harnessed would be the touchstone for the sales organization effectiveness in life insurance company (Pathak & Tripathi, 2010).

In most occasion, salesforce or agents are very important people in life insurance business, but to develop a professional salesforce team, a good strategy is required. The strategy includes sales management, sales productivity, sales and marketing agility, cost of sales, return on performance investment, time to market penetration, sales training, and technology support (Akotey, 2013; Negi, Jain, & Sharma, 2014; Salleh & Razak, 2011). Nonetheless, most sales organization believes that a good salesforce is a success key factors for company performance and effectiveness.

Undoubtedly, sales management strategies can boost sales by managing salesforce in the right way to create more avenues for customers to become aware, aroused, and ultimately contented with the insurance company and its product and services. Carefully, these strategies also help sales managers, supervisors or direct managers to deal with any sales situation (Smith & Rupp, 2003; Koh, Gammoh & Okoroafo, 2011). Moreover, with the proper application of sales management strategies concept, life insurance companies will be able to manage their sales organization effectiveness better by using internet technology such as salesforce automation (Christ & Anderson, 2011) in today competitive environment. Therefore, one of the important success

factors of insurance industry is to have an effective sales management to achieve marketing goals and objectives.

In addition, in term of life insurance industry, the relationship between customer and salesforce will become more challenging and aggressive. As a result, as the number of customer need services directly from salesforce increases, life insurance company will have to focus more on their services and internet technology tools to manage the critical relationship with their sales person and customer (Larpsiri & Speece, 2004; Azila & Muhamad 2005; Gohmann et al., 2005).

It logically follows that the increment of the internet user need transformed a few organizations with find new and essential sales strategies. On fact, multi-channel sales strategies utilize need turned into the tenet instead of the exemption (Sharma & Gassenheimer, 2009). By maximizing the internet channel in the company, it is expected to increase business potential and will certainly improve overall company performance, strengthen markets and expand business into new markets to reach new and old consumers (Geyskens et al., 2002). Similar to this fact, life insurance companies must prepare their internet channels that deliver easier communication and increase communications with customers and sales people. The internet technology also provides multiple options for insurance customers and purchasers (Sharma & Gassenheimer, 2009). By adding internet technology, most companies hope to increase their sales organization effectiveness, and at the end, they can achieve the company's overall performance, consolidate existing market and expand into new markets (Geyskens et al., 2002). As a result, the insurer, as a financial products and

service provider, is heavily dependent on the customers as business partners and market.

Nevertheless, the study of sales organization effectiveness among life insurance industries in Indonesia is important because sales organization effectiveness (sales unit analysis within agencies and departments) is part of the company performance itself (Ajagbe, Long, & Solomon, 2014; Akotey, 2013), and in many instances, salesforce automation acts as a tool to help companies achieve and maintain their sales organization effectiveness (Baker & Delpechitre, 2013; Gohmann, Barker, Faulds, & Guan, 2005).

Although, technology is changing the way clients draw in with companies, costumers reviews show that personal interactions are still profoundly respected. The reasons incorporate the mind boggling nature of insurance products and customers' continuing with requirement for guidance specifically from the salesforce. (Swiss Re, 2013). Particularly, salesforce automation practice as a part of sales technology, has gradually changed the approaches of selling and interaction with customers. Salespeople are no more offering only a straightforward services or product, rather, they are putting forth an important answer for client's issues. Customers are usually given information by salespeople about what products or services are best for customers. The advancement of communication technology provides the ability to reach customers quickly and smoothly, this will make customers more open and quick to receive information from salespeople. (Ko & Dennis, 2004).

One of the advantages from the sales force automation is its capacity to assist salesforce with less experience whereby, they may depend on the salesforce automation framework to enhance their business execution by looking for learning that will help them with their work (Ko & Dennis, 2004). In addition, it is the best way to facilitate building long-term relationship selling between salesforce and customer (Baker & Delpechitre, 2013). However, there is a limited research on salesforce automation related to life insurance industry in Indonesia at present even though studies show that with correct and proper adopting sales technology, the life insurance providers will be able to use this technology as one of the company's advantage to face the competitors.

The study context namely Indonesia, and the industry itself which is life insurance, are suitable for this study because of the likely presence of adequate variances in all major constructs, including sales organization effectiveness (SOE), salesforce performance (SFP), sales management control strategy (SMCS), salesforce characteristics (SFC) and salesforce automation (SFA). In addition, Indonesia provides an appropriate context for testing the potential for generalization of this research on sales management, and the desire to provide the Indonesia life insurance companies with good insights into the nature and structure of the future Indonesia life insurance business environment and insurance market especially after the full access to ASEAN Free Trade Agreements (AFTA) in 2015.

1.3 Problem Statement

Looking into the scenario in Indonesia, with continued favourable growth of economy, Indonesia life insurance alone contributes almost 61.39% or equivalent to Rp93,996 trillion of total insurance premiums. In addition, the amount of wealth in the life insurance company is about Rp228,79 trillion or 47.5% of the total wealth of all insurance companies in Indonesia, and it is still considered small because the number of life insurance companies are three times greater than the amount of general insurance (Financial, 2013).

On the other hand, the majority of developed economies and finances, expenditure on maintain and organizing sales organization effectiveness in the form of the field salesforce or sales unit performance is an important outlay by many insurance firms (Engle & Barnes, 2006; Azila & Muhamad 2005). The essential of sales organization effectiveness is underlined by organizations' nonstop adjustments to sales organization procedures and deals business variables, in the endeavors to enhance or safeguard aggressiveness, and subsequently, imperative changes rises better in the today business circumstance (Hise & Reid, 1994, Babakus et al., 1996, Piercy et al., 1999, Küster & Canales, 2011). Meanwhile, the life insurance organization should likewise have the capacity to battle in worldwide business and domestic business to boost deals association viability with various contenders like the fellow insurance firm and bank as the accomplice, yet in the meantime as contender (Holloway & Mehta, 2014).

It has long been acknowledged that sales organization effectiveness contribute significantly to overall organizational effectiveness (Beeler, Zablah & Johnston, 2017;

Reid, Plank, Peterson, & Rich, 2017). The literature generally says that if sales organization perform, organization performance (e.g. revenue, output, profit) will be increased. Hence may studies have been conducted to understand isssues concerning sales organizaation effectiveness.

Despite the growing number of empirical studies in salesforce performance, sales management control, salesforce characteristics that influence sales organization effectiveness (Baldauf & Cravens, 1999; Grant & Cravens, 1999; Piercy, Cravens, & Morgan, 1999), there is a lack of research that systematically link the relationship between salesforce performance, sales management control strategy, salesforce characteristics, salesforce automation, and sales organization effectiveness specifically life insurance industry in Indonesia. There are still gaps that are not being well addressed by past researchers. Therefore, this study attempts to bridge the gaps by examining sales organization effectiveness within the local business context.

Previous studies highlight the importance of salesforce in life insurance industry as a company to describe sales organization effectiveness that is in line with company organization effectiveness (Baldauf et al., 2001). Furthermore, previous studies in Indonesia life insurance have only focused on salesforce performance (Bajari, 2006; Kusumawati, 2004), financial performance/risk based capital (Damandari, 2004; Karuniawati, 2006), salesforce motivation (Indrawan & Nurkhayati, 2011; Madya, 2008; Yulinda & Harlyanti, 2009). Therefore, the study of sales manager as well as sales unit analysis in life insurance could provide an empirical evidence of how life insurance companies can increase their sales organization effectiveness i.e.

profitability, sales volume, objective and exceeding sales targets (Piercy et al., 1999) to enhance their reputation, brand image and company performance. The study of sales organization performance in Indonesia also can provide different perspective on how salesforce and sales manager passionate and enthusiasm to do their task and responsibility to increase company performance. Moreover, sales manager are concerned with the sales team and customer relationship building activities of the salesforce as well as the sales organization effectiveness.

The present study is conducted on the premise of agency theory and contingency theory. Agency Theory (Eisenhardt, 1985, 1989) underlines the arrangement of objectives and targets amongst principals and agent. In the context of sales, agency theory addresses the issue of how the sales manager (the principal) can gauge, screen, and assess the salesforce's (the agent's) schedules to guarantee that hierarchical objectives are satisfied. Accordingly, the sales manager is confronted with an uncertain circumstance in the matter of how the salesforce will for sure contribute that additional time. Considering this objective incongruence, the agency theory is to decide the ideal intends to decrease the instability (from misaligned objectives) and guarantee that the requirements of both capacities are met. A few cases from the sales and management research represent how agency theory can be utilized to helps managers in choosing ideal sales performance estimation and assessment strategies to decrease instability.

Furthermore, in the literature of contingency theory, it has been widely argued that organizational effectiveness could be improved if there is an effective alignment of

the key organizational variables (Naman & Slevin, 1993). According to the contingency theory, the relationship between two variables is contingent or depends on the level of a third variable. Therefore, it was highly suggested that introducing a moderator variable into the relationship between two variables may permit more specific understanding and prevent misleading conclusions regarding the contingency relationships. To better understand the inconsistent findings regarding the relationships between organizational strategies and organizational performance, contingency theory had a primary contribution to the development of management sciences (Venkatraman, 1989).

This study investigates problem from a multidimensional perspective that explains the impacts of several factors on sales organization effectiveness. The research problems could be view in the following statements:

Firstly, previous study of salesforce performance, sales management control strategy, and salesforce characteristics aimed to stimulate evidence being practiced by life insurance organizations. For an example, the quantitative study of Piercy, Cravens and Morgan (1999) and Baldauf and Cravens (2002) did not mention clearly which companies became their unit analysis. Another studied done by Longino (2007) aimed to investigate pharmaceutical salesforce on how their sales organization effectiveness and effectiveness, this is research also consistent with another research (John, Francis, & Chukwu, 2012; Ryerson, 2008; Sahoo, Routray, & Dash, 2014; Umar, 2010). So far, the majority literature on sales management and sales organization effectiveness has focused on manufacturing industry (Mallin and DelVicchio, 2008; Senecal,

Pullins, and Buehrer, 2007; Oliver and Anderson, 1994). These studies also did not further extend on salesforce performance, salesforce characteristics and sales management control strategy practices and processes influence the sales organization effectiveness or describing how this performance can be used in other industries i.e. financial services. Such situation highlights the limitation on empirical evidence that finds sales management strategies and sales organization effectiveness able to measured life insurance sales organization effectiveness (Negi, Jain, & Sharma, 2014). The result of these studies, however, still need to be developed further, and different terminology as well as construct had been put forward to understand the relationship in life insurance context. For an example, the research findings of some researches (Abed & Haghighi, 2009; Inés & Canales, 2011; Piercy et al., 1999; Dong and Dennis, 2004; Ahearne et al., 2004) that there is an effect of salesperson automation on the performance of salespeople.) suggest that this research will add to the treasures of knowledge and pave the way for further research.

Secondly, studies directed to understand the effect of salesforce performance, sales management control strategy, salesforce characteristics on sales organization effectiveness mostly done at salesforce level (Piercy et al., 1999; Ryerson, 2008), sales manager (Baldauf & Cravens, 2002; Sahoo & Jena, 2012) and top sales management level (John et al., 2012). This is still called for discussion which part of level in companies becomes an important key in life insurance industries. Hence, the present researcher decides to examine sales manager as the unit of analysis because sales manager acts as the organizational link between the top management and sales people. In other word, sales manager is in direct supervisor with salesforce, noticed with

salespeople performance and sales organization effectiveness, but also with salesforce actions and personality (Baldauf, Cravens, & Piercy, 2001). Hence, study that directed to sales managers' perception on their direct salesforce of how salesforce performance, sales management control strategy and salesforce characteristics practices would influence sales organization effectiveness.

Thirdly, review of the literature review indicated that there are few studies tries to link the relationship between salesforce performance, sales management control strategy, salesforce characteristics on sales organization effectiveness in Indonesia perspective. Most studies mainly conducted in the United States of America, Austria, United Kingdom, and Australia (Baldauf et al., 2001; Grant & Cravens, 2005; Piercy, Cravens, & Morgan, 1999; Piercy, Cravens, Morgan, et al., 1998) and none of these researches discussed about life insurance.

Fourthly, sales organization effectiveness are relatively under studied in term of life insurance industry. Measure of sales organization effectiveness was first introduced by Walker et al. (1979) and Cravens et al. (1993). This is followed by Babakus et al. (1996) who extend the measure of sales organization effectiveness in many different industries but excluded the financial services industry. Furthermore, the recent findings of Baldauf, Cravens, and Piercy (2001) added more dimensions namely satisfaction with sales people is based on sales manager how their measure and valuation to get new customers, sales of average salespeople, retain old customers and increase sales turnover. Hence, previous researches suggested that the sales organization effectiveness measures need to be tested in other industries and country

to increase the dominance of the construct (Baldauf, Cravens, & Grant, 2002; Baldauf & Cravens, 2002; Brown, 2014; Inés & Canales, 2011; Küster & Canales, 2008; Rajagopal & Rajagopal, 2008).

Finally, to remain competitive, the business has highlighted that the insurance sales people should be more focus on using internet technology as well as salesforce automation in order to improve customer satisfaction in life insurance term (Larpsiri & Speece, 2000; Wileapana & Suriyo, 2006). Thus, one way is to serve customer better. By using internet technology such as salesforce automation, salesforce will concentration on serving products and selling bestowing to the needs of the customers and providing outstanding after-sales service (Gohmann et al., 2005; Keillor, Bashaw, & Pettijohn, 1997; Mallin & DelVecchio, 2008; Parthasarathy & Sohi, 1997). On the other hand, there are limited studies that investigate the role of salesforce automation in moderating the relationship between sales organization effectiveness, sales management control, salesforce characteristics and sales organization effectiveness (Baldauf & Cravens, 2002; Piercy et al., 1999), particularly in the context of life insurance. Therefore, this gap must be filled, especially given that salesforce automation as a tool for salesforce and sales manager, which effect to sales organization effectiveness. In most situation, salesforce automation can help expand our understanding of the importance of salesforce performance, sales management control and salesforce characteristics in the implementation of procedures to increase sales organization effectiveness.

Sales management theory development in insurance industry has been somewhat limited and often relies on the application of traditional sales models used in financial services businesses. Researcher consider how salesforce automation factors moderate the relationship between salesforce performance, sales management control, salesforce characteristics and sales organization effectiveness. These situational factors have not been considered much in past research, and hence, provide new possibilities for examining sales organizationeffectiveness and as such the introduction sales force automation as a moderator is one of the main contributions of this study. The details of possible moderators will be detailed in chapter two.

Thus, the major purpose of this study is to bridge these gaps in the literature by examining the effect of interaction between salesforce performance, sales management control strategy, salesforce characteristics and salesforce automation on the life insurance sales organization effectiveness. Moreover, investigating these relationships is more interesting in a context of sales management strategy and competitive advantage between companies with the same core business. The importance made by this study on the effect of salesforce automation as moderator was in line with the grounds of the agency theory and contingency theory and guided by the comparison model that highlight the fit between strategy and organization environment as the key success factor.

To summarize, the research seeks to examine and address, the factors that relationship between salesforce performance, sales management control strategy, salesforce

characteristics, salesforce automation and sales organization effectiveness so that the organization can further realize the important of sales management practices.

1.4 Research Questions

Based on the problem statement, the research seeks to answer the following questions:

1. Does salesforce performance has a relationship with sales organization effectiveness?

2. Does sales management control strategy has a relationship with sales organization effectiveness?

3. Does salesforce characteristics has a relationship with sales organization effectiveness?

4. Does salesforce automation moderates the relationship between salesforce performance, sales management control strategy, salesforce characteristics and sales organization effectiveness

1.5 Research Objectives

Based on the aforementioned research questions, the study is devoted to achieve the following major research objectives:

1. To examine the relationship between salesforce performance and sales organization effectiveness.
2. To examine the relationship between sales management control strategy and sales organization effectiveness.

3. To examine the relationship between salesforce characteristics and sales organization effectiveness.
4. To examine the moderating effects of salesforce automation on the relationship between salesforce performance, sales management control strategy, salesforce characteristics and sales organization effectiveness.

1.6 Definitions of Terms

Some essential terms appearing frequently in this study are summarily defined as follows:

- Sales organization effectiveness - Sales organization effectiveness has been defined differently by many researchers. For the objective of this study, it is found appropriate to follow the definition provided by (Cravens et al., 1993; Babakus et al. 1996).
- Salesforce performance - Salesforce performance (SFP) concept is defined by Babakus et al. (1994) to be the attributes and characteristics that can be described as salesforce performance. Similarly, it is defined by Spiro and Weitz (1990) to be adaptive selling and team work that lead to new entry. Salesforce performance is defined as partners the idea of execution to every salesforce's individual work and the idea of viability to the association internationally, or the business unit (Behrman & Perreault, 1992; Cravens et al., 1993; Spiro & Weitz, 1990; John & Weitz, 1989; Babakus et al., 1996).
- Sales management control strategy - In the literature of sales management control strategy, there are many and various definitions for SMCS (Babakus, Cravens,

Johnston, & Moncrief, 1999; Baldauf et al., 2002; Piercy et al., 1999). Recently, Cravens et al. (1993) defined sales management control strategy as a tool to evaluate, direct, monitor and as a tool to provide work compensation to employees.

- Salesforce characteristics - It is defined by Anderson and Oliver (1987) to be main practiced behaviour-related characteristics of the salespeople include attitude, motivation and the salesperson's strategic behaviour or approach.
- Salesforce automation - has been defined by Venkatesh and Davis (2000) and Moore Benbasat (1991) to be the application of information technology to fortify the sales function.

1.7 Significance of the Research

This study is essential from the theoretical and practical standpoint of various factors affecting sales organization effectiveness. This study also has significance to salesforce management practitioners who are responsible for sales productivity and market penetration in their sales organizations. It examined salesforce management factors issues, such as salesforce performance, sales management control strategy, sales person characteristics, sales organization effectiveness and the moderating effect of salesforce automation. The results that will be reported in this research may be useful to both managers and academics in Indonesia, by contributing relevant empirical about sales organization effectiveness in life insurance industry in Indonesia.

1.7.1 Theoritical Persfective

.This research utilized the agency theory and contingency theory to examine the level of the influence of the salesforce management factors on sales organization effectiveness and how salesforce automation moderate relation between it. The better salesforce and sales manager must be in place in order to achieve better sales organization effectiveness (Grant & Cravens, 1999) and technology must first be utilized via the organizational need (Cardinali, Gregori, & Palanga, 2014). Piercy, Cravens and Morgan (1999) recommended that future appraisal of offers association viability and sales representatives execution ought to incorporate clear impression of the effect and part of sales organization issues. Moreover, the conspicuousness of field sales business enthralling a constructive part in checking, coordinating, assessing and compensating sales representatives from one perspective that assist sales people with performing and glowing.

Moreover, from the point of salespeople and agency theory may be able to increase the independence of salespeople. Experienced salespeople in the industry will have the same mission with the company as they have specialized. Previous research in the same field shows experienced salespeople tend to focus on the pursuit of results (Challagalla et al., 2000). To be honest, managers motivate salespeople who only learn from the (inexperienced) theory to focus on results as experienced salespeople do (Kohli et al., 1998). Regardless of the focus on practice or outcome, salespeople have a tendency to have a better morale when they have control over the information used to make choices and also control over the completion of those choices (Brashear et al., 2005). Both agency theory and research recommends to see the relationship between

salespeople in translating sales manager strategies. Researchers believe that this is another attempt to test this theory about the life insurance industry of Indonesia with a specific final goal to demonstrate the fairness and generalization of the theory. This study is very important for academics because it provides the right information about life insurance in Indonesia.

1.7.2 Managerial Persfective

This research is aimed at the measuring of influence of salesforce management on sales organization effectiveness. Therefore, this study will provide a platform for a life insurance industry to be more focus on sales manager. It is also important to investigate the growth of financial industry in Indonesia. This information will provide the sales managers with some insight and knowledge in developing their management and relationship capabilities in managing sales people activity that is in the area where they should invest and put more resources.

This study attempts to fill the aforementioned gaps in the literature. Further, since the majority of existing studies have concentrated on manufacturing sector, this study extends the existing research on sales management factors (e.g. financial services) especially on life insurance companies in Indonesia. In addition, this study may provide basic data for future studies and stimulate further research on how to advance sales management factors in financial services. It is also generates a new framework and hypotheses for further research on this topic. Moreover, the findings of the study could provide CEO/Sales Manager/Agency Manager/Unit Manager in life insurance companies the insight into the importance of salesforce management to their firms.

For life insurance industries in Indonesia, there is no literature or study made to look at the factors in salesforce performance, sales management control strategy, salesforce characteristics, and salesforce automation if these factors having relationship to increase sales organization effectiveness. It is found that no research was done to life insurance industries in Indonesia pertaining to salesforce management, sales organization effectiveness and salesforce automation even though billion of Rupiah has been invested to internet technology but it also decrease company cost operational (Sharia, 2015). As such, this research will enrich literature on life insurance salesforce management in Indonesia, Asia and the world by examine factors that affect sales organization effectiveness and show the salesforce management and salesforce automation is made and evaluated. This is also to ensure salesforce automation is applicable in life insurance. More importantly, it will help to life insurance industries to improve their sales organization effectiveness as well as profit.

1.8 Scope and Limitation of Study

The essential goal of this study is to find and answer the research questions and perform the research objectives. Precautionary measure have been taken to guarantee the research is composed and did to accomplish these commitments. In any case, limitation prerequisite to be acknowledged which does dedicate straight to the research's validity. First of all, this study is limited to Jakarta, Bandung, Semarang, Yogyakarta and Surabaya city because most of the life insurances companies registered with AAJI are operating in this cities. Secondly, respondent are sales managers from three life insurance companies consist of PT. Asuransi Jiwa Tugu

Mandiri, PT. Bringin Jiwa Sejahtera, and PT. BNI Life Insurance. Finally, a couple factors, examine the moderating effect of salesforce automation on the relationship between salesforce performance, sales management control strategy, salesforce characteristics and sales organization effectiveness. In addition to that, this study has employed the quantitative cross-sectional research design in which the questionnaire is the main tool for data collection. The data will be collect through self-administration approach considering the life insurance sales manager as the unit of analysis.

1.9 Organization of Chapters

This thesis embraces of five chapters. The first chapter delivers overview, introduction, and background of the study, issues and challenge, the problem statement, research questions, research objectives, definitions of terms, significance of research, scope and limitation of study.

The second part accentuations on a review of current literature identified with variables considered in this study including the concept of salesforce performance, sales management control strategy, salesforce characteristics, sales organization effectiveness, and salesforce automation.

The third chapter discusses research methodology. This includes framework implemented and hypotheses generated for this research, research design, population and sampling, data collection, operation definitions, measurement of variables, measurement instrument scale, pilot test and technique for data analysis utilized for derivation of this review are clarified toward the end of this chapter..

The fourth chapter is devoted to the findings of this study. The profiles of respondents, descriptive analyses, goodness of measures and the result of hypotheses testing are presented. At the end of this chapter, a summary of result is presented.

The fifth chapter is a summary of research findings. The significance findings and their theoretical and practical implications are also discussed. Assumption, limitation, and recommendations for future research complete the last chapter of this chapter.

1.10 Summary

This chapter is designed to provide a foundation upon which the whole study is based. It seeks determinant factors of salesforce automation and sales organization effectiveness. The general objective of the chapter is to provide the basis for evaluation of these aspects in order to arrive at scholarly conclusions and accordingly make recommendation for the improvement dealing with opportunity in Indonesian life insurance. The chapter outlines the background of the study, discusses the problem statement, present the research objectives which are divided into general and specific, provides the research questions as a direction of the research, offers the significance of the research, discusses the limitations of the research and defines the key terms used in study. The chapter is centered upon providing the groundwork for the investigation of the salesforce management strategies. Specially, it was designed to be an initial step into study of the relationship sales management factors, salesforce automation and sales organization effectiveness in life insurance industry.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

The purpose of this chapter is to review the literature, identify previous conceptual and empirical work that could provide solid basis to undertake the study. Cresswell (2002) stated that conducting a literature review for a study is essential as the researcher could tell if there is a need to research or if there is any existing research that has been done on the same topic. It also demonstrates the ability of researcher to identify, select, and scrutinize information relevant to the chosen topic in order to apply it correctly to explore and address the topic for achieving a better understanding.

This chapter provides reviews the development of life insurance in Indonesia, the past literature in the fields of sales organization effectiveness (SOE), salesforce performance (SFP), sales management control strategy (SMCS), and salesforce characteristics. It also provides an investigation of the states of the salesforce performance practices, sales management control strategy and salesforce characteristics in the Indonesian Life Insurance Industry. Beside that it will also introduce salesforce performance (SFA) as moderating variables on the relationship between salesforce performance (SFP), sales management control strategy (SMCS), salesforce characteristics (SFC) and the sales organization effectiveness. In addition to that, this chapter discusses the underpinning theory covering the variables of the study. At the end of this chapter, the theoretical framework of the study was reported.

Moreover, this chapter provided reasonable reasoning of the hypotheses developed based on a comprehensive review of the previous relevant literature

2.1 Life Insurance Industry in Indonesia

Insurance is the upshot of man's frequent search for security measure and learn ways and means connected with enhancing to hardships coming out of disaster. Insurance can be described as any social system to reduce or maybe eliminate chance to life and even property. It is appropriately characterized as a social device for limiting risk by consolidating an adequate number of introduction units to make their individual lossses by and large unsurprising, the anticipated loss is then shared relatively by all these in the blend (Mehr, Cammack, & Rose, 1985). There are actually two types regarding insurance, general insurance and life insurance. Life insurance plan is a option to meet the eventualities of actual death along with economic loss of life. In case of hasty death belonging to the assured the main proceeds of your policy usually are paid towards beneficiaries as well as annuities secure the confident against global financial death if he lives to much time to arrange intended for his essential. Whereas general insurance deals with the disclosure of risks of property and goods. Thus life insurance is a contract for payment of a sum of money to the person assured on the happening of the event insured against (Sajid & Mohhmad, 2007).

The particular origins regarding insurance may be traced towards Babylonia in which traders have been encouraged in order to assume the chance of the carvan trade via loans that have been paid solely after the commodities had got here safely a new practice like bottamry in addition to given lawful force inside code for Hammurabi (C.

2100.B.C). While using growth of places and buy and sell in Europe the middle ages guilds started to protect their whole members out of loss by simply fire and even ship mess and to produce decent funeral and help in sickness together with poverty. By middle belonging to the 14th one hundred year as denoted by the starting known insurance protection contract (Genoa 1347), maritime insurance was initially practically simple among the ocean going nations with Europe. Working in London Loyd's Caffeinc House (1688) was an area where dealers, ship keepers and underwriters met that will transact online business. By the end from the 18th one hundred year, Lloyd's have progressed as one of primary modern insurance carriers. In 1693, the astronomers Edmony Halley constructed the very first mortality kitchen table, based on the data laws regarding mortality in addition to compound fascination. The meal table constructed back in 1756 simply by Joseph Dodson made it attainable to level the insurance rate rate so that you can age, recently the rate was the same for all those ages.

Insurance developed instantly with the regarding British buy and sell and trade in the seventeenth and eighteenth centuries. Before formation regarding insurance companies devoted precisely to the enterprise of composing insurance, cover were authorized by an amount of people each of who seem to writing the name as well as the amount of associated risk he was should underneath the insurance plan proposal, hence the term underwriter.

The very first joint stock options company to have interaction in insurance plan was established simply by charter in Britain in 1720 and in 1735. The first insurance broker

in the National colonies begun at Charleston. Later, South Carolina Fire Insurance cover Corporation created in New York in 1787. The Presbyterian Synod with Philadelphia started out in 1759. This was the very first life insurance partnership in America, for any benefit of Presbyterian ministers and the dependents. Following 1840, with all the decline of spiritual prejudice from this practice, life coverage entered a new boom time. In the 1830s the perform of classifying risk set about.

The main Workmen`s Pay Act about 1897 for Britain requested employers so that employers can insure their valuable employees with industrial accidents, public risk insurance, adopted by regulation made her appearance while in the 1880s it again accomplished leading importance when using the advent of own vehicle.

According to Fuad (1997) historically the oldest national or domestic life insurance company in Indonesia was established at the beginning of 1912, and later in this company known as Bumiputera 1912 that up until present. Another life insurance company that was established in Indonesia was NILLMIJ that was abbreviated from Nederlandsch Indische Lijfrente Levens verzekering Maat-schappij. This company was established by the Dutch and it stimulated the establishment of Bumiputera 1912, because the founders of this national life insurance company felt that had responsibility to improve the wealth of nation, especially Indonesian teachers.

Since the sixteenth century until 1945, Indonesia was in colonial domination, therefore, the development of all aspects including life insurance were very slowly or on advancement at all. During more than three centuries, Indonesia was under the

colonial domination of Dutch nation, hence, up to 1960 the life insurance industry in Indonesia was managed based on the Dutch life insurance operation system. Mr. Soekarno and Mr. Moh Hatta who were then recognized as the first President and Vice President of the Republic of Indonesia declared the Indonesia independent at August 17, 1945. Since that time the government started to manage and develop all aspects of the nation defense. Life insurance can be considered as one of economic life aspects, and hence, it is relevant for us to discuss about life the life insurance business development in Indonesia.

Modernization of the life insurance business in Indonesia was started just about ten years after the declaration of independence. In 1955, Bumiputera 1912 scholar to United States of America and Japan to study the life insurance science. They were sent to learn various aspect of the life insurance science and management, especially actuarial science and its application in real life business. It can be recorded as the historical milestone to life insurance business development in Indonesia. In decade of nineteen sixties, the life insurance industry in this country was started to be managed more conceptually and professionally.

In the decade of nineteen seventies, several life insurance companies tried to modernize their management by improving their capabilities. They also started to build computer installation around the year of 1972. These companies started to utilize their computers by computerizing the process of policy holders' data and the main objective of the modernization carried-out was to improve customer service quality by

speeding up the process of submitting policies to the policy holder. By providing better service to the customers, they expected to get better result.

In 1986, The Insurance Council of Indonesia (Dewan Asuransi Indonesia) established an organization named AAMAI (Assosiasi Ahli Manajemen Asuransi Indonesia) or association of the insurance management expert of Indonesia. Further, this organization is also known as The Indonesia Insurance Institute. This organization was aimed to improve the qualification standard possessed by all individuals working for insurance industry, including life and non-life insurance companies, and insurance brokers. In running its function, this organization conducts examinations twice a year (life) and four time times a year (non-life) for individuals who want to get professional degrees, those are AAAIJ (Ajun Ahli Asuransi Indonesia Jiwa), AAIJ (Ahli Asuransi Indonesia Jiwa), AAAIK (Ajun Ahli Asuransi Indonesia Kerugian), and AAIK (Ahli Asuransi Indonesia Kerugian). AAAIJ and AAAIK are professional degrees that are equivalent to associate in life insurance and associate in non-life insurance respectively.

Early 1992, the Ministry of Finance of the Republic of Indonesia issued a new government decree in insurance business acknowledged as Law No.2/1992. This decree was aimed to regulate the insurance business practice in Indonesia. After this decree was declared, the number of life insurance companies in Indonesia increase significantly, especially joint venture life insurance companies. According to the report issued by the Insurance Council of Indonesia recently, at the beginning of 1996 the number of life insurance companies operating in Indonesia that are registered as

the members of the council are 56 companies and almost 30% of those companies are joint venture companies.

Nowadays, the insurance system in Indonesia consists of Financial Services Authority or Otoritas Jasa Keuangan that is the government authority for financial services in Indonesia, general insurance and life insurance. In Indonesia, life insurance and general insurance systems coincide and operate in similar. The insurance organisation is the main element of the financial system, accounting for about 52 percent of the total assets of the financial system (OJK report, 2015).

As noted in previous chapter insurance sector in Indonesia has undergone tremendous change especially after 2008 Asian financial crisis. The important of unite the insurance business was clear amid the Asian financial catastrophe that slam into the locale which has uncovered the powerlessness of the small insurance company and the requirement for these institution to keep up a high level of capital (Holloway & Mehta, 2014)

As a member of ASEAN Free Trade Agreement, Indonesia had to liberalize domestic general insurance as well as life insurance sector by removing a number of barriers like equity ownership and to allow a greater number of foreign-owned insurances to operate and directly compete with existing domestic-owned insurances (Infobank, 2013). Until January 2015 there are 51 life insurance companies in the industry operating. (See Table 2.1 below):

Table 2.1
Number of Life Insurance in Indonesia

No	Companies Name	Website
1.	Ace Life Assurance	www.acelife.co.id
2.	Adisarana Wanaartha	www.wanaarthalife.com
3.	AIA Financial (d/h AIG Life)	www.aia-financial.co.id
4.	Allianz Life Indonesia	www.allianz.co.id
5.	Aviva Indonesia	www.aviva.co.id
6.	Avrist Assurance	www.avrist.com
7.	AXA Financial Indonesia	www.axa-financial.co.id
8.	AXA Life Indonesia	www.axa-life.co.id
9.	AXA Mandiri Financial Services	www.axa-mandiri.co.id
10.	Bakrie Life	
11.	BNI Life Insurance	www.bni-life.co.id
12.	Bringin Jiwa Sejahtera	www.bringinlife.co.id
13.	Bumiputera 1912	www.bumiputera.com
14.	Central Asia Financial	www.caf.co.id
15.	Central Asia Raya	www.car.co.id
16.	Cigna	www.cigna.co.id
17.	CIMB Sun Life	www.cimbsunlife.co.id
18.	Commonwealth Life	www.commlife.co.id
19.	Equity Life Indonesia	www.equity.co.id
20.	Financial Wiramitra Danadyaksa	www.fwd.co.id
21.	G enerali Indonesia	www.generali.co.id
22.	Great Eastern Life Indonesia	www.lifeisgreat.co.id
23.	Hanwa Life Insurance Indonesia	www.hanwhalife.com
24.	Heksa Eka Life Insurance (HELI)	www.heksalife.com
25.	Indolife Pensiontama	www.indolife.biz
26.	Indosurya Sukses	www.indosuryalife.co.id
27.	InHealth Indonesia	www.inhealth.co.id
28.	Jiwasraya	www.jiwasraya.co.id
29.	Kresna Life	www.kresnalife.co.id
30.	Manulife Indonesia	www.manulife-indonesia.com
31.	Maskapai Reasuransi Indonesia	www.marein-re.com
32.	Mega Indonesia	www.ajmi.co.id
33.	MNC Life Assurance	www.mnclife.com
34.	Panin Dai-Ichi Life	www.paninlife.co.id
35.	Pasaraya Life	www.pasarayalife.co.id
36.	Prudential Life Assurance	www.prudential.co.id
37.	Reasuransi International Indonesia	www.reindo.co.id
38.	Reasuransi Nasional Indonesia	www.nasionalre.co.id
39.	Recapital	www.relife.co.id
40.	Reliance Indonesia	www.reliance-insurance.com
41.	Sequis Financial	www.sequisfinancial.com
42.	Sequis Life	www.sequislife.com

No	Companies Name	Website
43.	Sinarmas MSIG	www.sinarmasmsiglife.co.id
44.	Sun Life Financial Indonesia	www.sunlife.co.id
45.	Syariah Alamin	www.alamin-insurance.com
46.	Syariah Amanahjiwa Giri Artha	www.amanahgitha.com
47.	Takaful Keluarga	www.takaful.com
48.	Tokio Marine Life Insurance Indonesia	www.tokiomarine-life.co.id
49.	Tugu Mandiri	www.tugumandiri.com
50.	Tugu Reasuransi Indonesia	www.tugu-re.com
51.	Zurich Topas Life	www.zurich.co.id

(Source: Indonesia Life Insurance Association, 2015)

From Table 2.1, there were fifty-one life insurance companies of which most of those companies are owned by foreign investors. This is based on Indonesia Government Regulation (Bapepamlk) (2008) that foreign companies could have maximum 80% share in the company. In Indonesia life insurance there are four type of company insurance based on ownership (See Table 2.2 below).

Table 2.2
Types of Life Insurance Institutions in Indonesia

Types	Definition
Government-owned insurance	Insurance is owned largely or even 100% by the Indonesian government
National Insurance Private Owned	This insurance is its shareholding fully owned by national private
Insurance Owned Foreign Company	Such companies are operating in Indonesia is simply a branch and its ownership was 80% owned by foreign parties.
Mixed-Owned Insurance	Insurance is owned by a mix of private national and foreign parties

(Source: Indonesia Life Insurance Association, 2015)

Life insurance companies engage in an important part in the Indonesia economy for two main reasons, first it provides a big source of economical intermediation and secondly, it valuables checkable first deposit liabilities defend the bulk of the main nation's capital stock (Deloitte, 2012; Holloway & Mehta, 2014). The life insurance system works an important purpose in the economy through channeling money from individuals who have excess cash to those who had productive demands for those capital (Djaelani et al., 2011).

The environment in which the life insurance companies operate is often complex and changes rapidly. The emergence of new technology (internet technology) and the ever-changing and sophisticated needs of the customer have intensified the already highly competitive market. Life insurance companies are not only locked in fierce competition among themselves but also with other financial institutions offering similar products and services. Life insurance customers overly have become much more educated, more beneficial informed plus more internalized. Since Indonesian financial system becomes an increasing number of knowledge based mostly, the demand regarding high quality offerings expands using increases within customers' purchasing power (Christ & Anderson, 2011).

There are a number of changing environmental forces that offer both opportunities and threats to the life insurance business (Pricewaterhouse Coopers. 2012; Insurance Journal, 2003):

- The general market for life insurance is expanding in developing markets and diminishing in the created world, especially in the Europe and US.

- Life insurance businesses are swinging to cutting edge examination and outer wellsprings of information from buys, social media and other computerized intends to comprehend clients better.
- Advancements in innovation and technology are enabling new players to enter the market with new plans of action that have a lower cost structure and innovation in protection industry is enhancing to the point that paperless exchanges are accessible.
- The ability to cross sell financial services is barely being tapped.
- Responsibility for retirement arranging and subordinate advantages has the danger of being pushed from governments and businesses to individual buyers.
- Increasing costs and lower overall revenues will hit hard on the littler organizations and insurance agencies.
- The expanding expense and requirement for protection may hit a point where a backfire will happen.

Furthermore, most of the life insurance companies have extensive branch networks and sales agencies, even in rural areas. The rapid expansion of this branch network and sales agencies was largely attributed to the policy of the Otoritas Jasa Keuangan, which legislated the approval of setting-up of new branch and sales agencies offices as a means to reinforce its effort to foster the development of insurance office (OJK, 2015). Most of these sales agencies are managed by well-qualified and experienced personnel, and equipped with the latest technology and best human resources. The human resources, especially the agency managers themselves, play a major part in the decision-making process for most of the sales activities and as a representative brand

of life insurance companies. They often have manages the relationship between the insurance organization and the sales people that sell and service the insurance products straight with the clients and customers. Thus, life insurance companies are well placed to extend their activities as sales agency networks have now expanded to provide customers need (Indonesia Government Regulation, 2008)

Although, the study on life insurance in salesforce and sales manager level has all the earmarks of being restricted, regardless of its significance for the life insurance business as the entirety. As expressed before, the attention on assets for operations at the business office is a key to achievement for some of life insurance companies.

The following sections discuss the sales organization effectiveness and the predictive variables salesforce performance, sales management control strategy and salesforce characteristics. Salesforce automation is discusses as the moderating variable between salesforce performance, sales management control strategy, salesforce characteristics and sales organization effectiveness. Subsequently the theoretical framework of this research is formed.

2.2 Sales Organization Effectiveness

In the global context, the competition among companies has been significantly increasing in quantity and quality. However, the new cohort of sales person and customer has become very critical about the quality of products and services. One of the most essential issues in sales management and personal selling is the measurement of sales organization effectiveness. Sales organization effectiveness is often define as the quantity and quality of sales closed in a specific time period.

Furthermore, the literature provides several perspectives on evaluating sales performance. Anderson and Oliver (1987) conceptualized sales performance as the evaluation of salespeople based on what they do (i.e. sales behaviours) as well as what produce (i.e. sales outcomes). In other hand, there are similar meaning among sales performance, marketing performance and sales organization effectiveness. The similarity among sales performance, marketing performance and sales organization effectiveness has been broadly recognized in the literature (Baldauf, Cravens, & Piercy, 2001; Ingram, LaForge, Avila, Jr., & Williams, 2006; Piercy, 2010, Asiegbu, et al., 2011). Sales organizational effectiveness and sales performance are related but conceptually different (Piercy, 2010).

Sales organization effectiveness has been characterized as a rundown examination of overall organizational results (Churchill et al., 1985), which may identify with the whole sales organization, or a organization subset, for example, an area, locale, region or client set. Total sales volume is the most ordinarily utilized measure of sales organization effectiveness. All things being equal, to get over the restrictions of sales volume assessments of viability, for example sales volume "purchased" by return of asset, residual income, large reductions may be unprofitable, assessments of costs and profit contribution. These reviews have been utilized by a few experts and business organization (Dubinsky & Barry, 1982; Jackson, Keith & Schlacter, 1983; Cron & Levy, 1987; Morris et al., 1991; Ingram & La Forge, 1992; Churchill, Ford & Walker, 1993).

Sales organization effectiveness is a rundown assessment of overall organization issues (e.g., market share, revenue, profitability, customer satisfaction), in this occurrence at the level of the business gathering or unit for which the manager is in control (Johnston & Marshall, 2003). The outcomes accomplished by the business unit in respect to organization objectives and the contention will be an over the top worry for the managers in sales department. salesforce performance and sales organization effectivencss are rclated yct thoughtfully particular builds. Sales organization effectiveness will be dictated by a blend of components, for example, the aptitudes and activities of sales manager and salesforce, additionally other skills and ecological variables, for example, strength of rivalry and potential market (Walker et al., 1979).

The distinction between sales performance and organization effectiveness has obtained substantial empirical support, thinking over the finding that variations in sales organization effectiveness are explained by alterations in environmental factors (e.g., rivalry) and organizational components (e.g., promotional invest, brand strength) as well as by salesforce factors. On that stage is significant exact and theoretical support for anticipating that there will be a constructive connection between sales organization effectiveness and salesforce performance (Piercy et al., 1999; Grant & Cravens, 1996; Cravens et al., 1993).

Sales organization effectiveness in term of company performance has concerned much consideration in a few years. Literatures have recognized that sales organizational effectiveness in company is critical to the success of any business organization (Inés & Canales, 2011; Piercy et al., 1999; Rajagopal & Rajagopal, 2008). The major

concern is derived from the generally accepted viewpoint that for a business to be successful and to stay profitable it must be able to manage their sales performance (John et al., 2012; Le, Piercy, & Meunier-fitzhugh, 2007).

There are many definitions to seek sales organization effectiveness. A popular definition of sales organization effectiveness can measure from financial and non-financial aspect. Effectiveness is behaviour evaluated in conditions of its contributions to the goals and aims of the organization (Johnston & Marshall, 2003; Dalrymple et al., 2004; Fenwick & Amine, 1979).

In the writing of sales studies, a lot of consideration has been paid to look at the determinants of the sales organization effectiveness. That is a result of the significance of the subject in mirroring the pathway of improvement for organization's execution, and due to the ramifications of these work on competitiveness of companies and sales effectiveness.

Essentially, it has been well recognized in the management literature that the sales organization effectiveness is believed to one of the most important constructs in the arena of strategic marketing and sales studies (Falshaw et al., 2006; Slater, Olson, & Wiley, 2000). Thus, over the last few decades, both practitioners and faculty members led a significant total of research study on sales performance seeking to understand the antecedents, processes, and other factors that can enhance the sales outcomes (Baldauf & Cravens, 2002). Additionally, this bulk of study was driven by the useful importance of the sales organization effectiveness concept that comes from the top

level leader in sales organization who they are, always concerned about the long term success and competitiveness of their organizations (Rajagopal & Rajagopal, 2008). In other way, sales organization concept that comes from middle management such as sales manager to measure their sales unit analysis performance (Piercy, Cravens, & Lane, 2003; Zallocco et al., 2009)

Generally, commonly, financial measure such as profit continue and sales volume to be most crucial sales organization effectiveness metrics (Kokkinaki & Ambler, 1999; Clark, 2000). Several research have recommended that firms sales growth and balance profitability (Mckee et al., 1989; Narver & Slater, 1990), and other have considered market share as a determine of companies's performance (Jaworski & Kohli, 1993).

In Addition, Wang et al. (2004) applied indicators sales volume and market share. O'Sullivan and Abela (2007) conducted research on the performance measurement capabilities of sales and company performance and marketing performance using sales, market share and profitability.

Additionally, for measuring sales organization effectiveness, three basic dimensions were largely employed in previous studies (Gray, Matear, Boshoff, & Matheson, 1998; Reid, 2005). These types of three dimensions consist of first, brand strength-related performance examination of comparative brand awareness, capability to control premium prices, and degree of beneficial channel support. Second, sales-related performance assessment of sales income, entire profitability, sales growth and market

share and the last one is customer satisfaction related performance relative customer satisfaction and level of customer brand loyalty.

Moreover, the primay focus of sales organization in the financial service sector is to provide customers with services and products that meet their needs and satisfy their desires (Azila & Muhamad, 2005). Therefore, many researchers have extended their works to explore the determinants of effective performance in the financial service sector. Meanwhile, Kuster and Canales (2011) proposed and defined sales organization effectiveness is a total evaluation of the result obtained by the organization, or by a team of salesforce who make contributions their person accomplishments. Generally used financial indicators are market share or contribution to profit and turnover (Ingram et al., 1997; Jackson et al., 1995). Furthermore to financial indicators, some other performance indicators should also be viewed as related to customer full satisfaction.

The conceptual common sense fundamental the sales organization effectiveness construct is that it is established by the sales management, the efforts and skills of salespeople and other organizational factors, and environmental factors for example market prospective and the strength of competition (Walker et al., 1979). Usefulness dimension has been a main issue in sales and is still a vital concern in numerous companies, supporting one of the study priorities during the last several years.

Likewise, interest is largely based on the assumption of increased marketing accountability that will certainly strengthen the company's performance as well as

increase the credibility of marketing and this is highly relevant in the decline of the economic cycle. (Gama, 2011).

There are many definitions to seek sales organization effectiveness. A popular definition of sales organization effectiveness can measure from financial and non-financial aspect. Ambler and Kokkinaki (2002) definition of sales organization effectiveness is measured attitudes, including the measurements of ingenuity, shopper/end-client and conduct, coordinate/exchange client, focused market (those in respect to a contender or the entire market) and financial. It subsequently concentrates exclusively on the yields, discarding different components in the execution chain. Furthermore, consistent with Ambler et al (2004), this is an overhaul of the model of Ambler and Kokkinaki (2002), including inputs marketing activities), middle of the road measures of memory (e.g. awareness and satisfaction), behaviours, competitive measures and financial outcomes. It unequivocally considers marketing inputs, yet overlooks the conditions/essentials prompting those information sources.

While the financial performance of an organization has a primary importance in measuring the success of profit-based organizations, non-financial performance has a growing importance in measuring public and service organizations (Kaplan & Norton, 2000)

This study, subsequently, utilized non-budgetary execution or perceptual measures to gauge the hierarchical adequacy because of the accompanying material suspicions. One presumption is that, the perceptual measures are steady and do not shift essentially

from the target measures and, subsequently, can gauge a similar level of performance. There are many definitions to seek sales organization effectiveness. Furthermore, a popular definition of sales organization effectiveness can measure from financial and non-financial aspect. Grant and Cravens (1999) definition of sales performance is measures sales volume, market share, customer retention and new customers. Meanwhile in other research by Baldauf and Cravens (2002) stated sales organization effectiveness constructs has focused on unit yields such as market share, total sales volume, profitability, return asset and other relevant outcomes.

Life insurance companies provide one of a kind financial services to the development and improvement of each economy. Such particular financial services extend from the endorsing of dangers inalienable in financial elements and the assembly of substantial measure of assets through premiums for long haul investments (Akotey, 2013).

In effect, financial institutions, life insurance companies in particular, are in the heart of the economy of any nation adjusting for the requirements of different parts. Along these lines, a lot of consideration has been paid by professionals and scholastics to look at the elements that may influence sales perforamance and increment the key focused positions in life insurance company. (Lim & Haberman, 2001; Hu, Zhang, Hu, & Zhu, 2009).

Moreover, Lorson and Wagner (2012) developed insurance performance in Germany, They defined, and there were total return, acquisition cost, company rating, solvency level, company status, customer satisfaction, brand awareness, product rating, and

price. A study was carried out by Cheng (2014) to investigate relationship between sales training, job embeddedness, sales performance and turnover of top five life insurance companies in Taiwan. Questionnaires were distributed to 405 salesperson were various part provinces. The result revealed that performance at the top or bottom of a conditional distribution for sales performance is improved by the acquisition of more licenses (qualifications) salesperson while performance at the middle of the distribution appears not to benefit from extra certifications, other things being held equal.

Moreover, a study conduct by Akotey (2013) used a review of main ten life insurance in Ghana, expected to examine concentrate the real determinants of the productivity of the life coverage industry of Ghana. The review likewise looks at the relationship among the three measures of back up plans' benefit, which are speculation wage, endorsing benefit and the in general (aggregate) net benefit utilizing yearly money related articulations of ten life coverage organizations covering a time of 11 years (2000-2010). The result showed indicate that whereas gross written premiums have a positive relationship with insurers' sales profitability, its relationship with investment income is a negative one. Moreover, the outcomes affirmed that life insurance organizations have been running into sizeable guaranteeing misfortunes because of overtrading and cost undermining. The outcomes additionally uncovered a setting-off instead of a reciprocal connection between guaranteeing benefit and venture wage towards the amplification of the aggregate productivity of life insurance firms.

In addition, Natarajan (2013) conducted a study that examined determinants for evaluating life insurance companies of India. The result of this study showed the performance of the entity, the three basic diagnostic tools referred to Peter Drucker concept namely competence, productivity and allocation was taken as the base in terms of performance, productivity and investment. The result showed key determinants sourced from the balance sheets and the annual reports of Insurance Regulatory and Development Authority of India, the solc governing body of Insurance. The determinants identified are listed on the basis of three categories as performance, productivity and investment portfolio.

Foong and Idris (2012) inspected the impact of use on financial performance of general insurance associations in Malaysia, and explore whether the use execution relationship is an element of or dependent upon the degree of item expansion. An arrangement of inquiries was spread to 94 general insurance associations in Malaysia. The discoveries uncovered use is adversely connected with sales organization effectiveness. Be that as it may, there is a critical association impact amongst use and item differing qualities on organization performance. The discovering demonstrates that use could be important or unsafe to the money related execution of general insurance firms, subject to the degree of service variety or the extent of product of the organization. Some other study by Ansah-Adu, Andoh and Abor (2012) assessed the efficiency of insurance companies in Ghana, this survey found that greater average productivity scores for life insurance business than nonlife insurance firms, the authors mentioned thatthe drive for market share, firm size and the ratio of equity to overall investedresources are essential determinants of an insurance firm's effectiveness.

Moreover, Piercy et al. (2004) prove that management control is a pertinent indicator of effectiveness and performance and, shockingly, impetus pay has no impact on salesforce performance. According to Baldauf et al. (2001), field sales manager are more unwavering to the salesforce than other staff. Salesforce have a key impact in the achievement of sales teamwork and performance of sales team.

Granting to the literature, it appears that many factors effects on life insurance performance, but a good deal of the literature did not mention clearly about the sales organization performance or sales organization performance on life insurance societies. Therefore, the current study is a part of this study as an attempt to discover the main determinant factors that influence sales organization effectiveness of life insurance in the Indonesia perspective.

Thus, in this work, the perceptual measure of sales organization effectiveness in Indonesia life insurance will be used to gather the information connected to the overall sales execution. A figure of sales organization effectiveness aspects that have been brought up in previous literature are discussed more elaborately in subsequent issues to enhance the importance of each factor to the life insurance sales effectiveness, each factor discussed as follows.

2.2.1 Sales Volume

Sales people have a number of responsibilities to accomplish during the completion of their tasks. However, the one which resonates most with sales persons is in regards to sales effectiveness, which is frequently identified and related with sales volume or

output (Brown & Peterson, 1993). Overall sales volume is the most frequently used determine of sales organization effectiveness, but examination of expenses, revenue contribution, return on assets managed, and residual earnings research have been used by some companies and scientists (Babakus, et al., 1996).

Fang, Evans and Zou (2005) showed a review to decide the directing impact of objective setting qualities on the business control systems–job execution relationship in China. This review gives imperative ramifications to managers. For the most part, this review uncovers that when chiefs utilize control frameworks, they ought to consider the ramifications of proper objective setting strategies and their execution targets. The review found that profit and salesmen's sales volume are the essential worries of sales managers.

Moreover, Ondieki et al. (2014) examined the influence of direct selling strategy on sales volume by commercial banks in Kenya. It was conducted 130 sales manager from different industries. The findings shown that all banks in Kenya take part in direct offering exercises as a method for expanding sales volume without much respect to customer maintenance. The banks' engagement in direct sales gave careful consideration to customer loyalty. It implies the foundation of a powerful direct sales approach that guarantees a fruitful customer maintenance execution program.

2.2.2 Market Share

Magnusson, Westjohn, and Boggs's (2009) findings support a significant relationship between early section and more prominent pieces of the overall industry for 379

backups of multi-national publicizing offices in creating markets. As a rule, every one of these reviews have discovered support for the constructive outcome of passage timing on market share as a pointer of sales performance.

For instance, Foong and Idris (2012) completed an exploration to make sense of the effect of leverage on the financial performance of general insurance organizations in Malaysia, and investigate whether the use execution relationship is a perform of or reliant on the level of item enhancement. The sample comprised of the entire populace of allowed general insurance agencies performing amid the day and age from 2006 to 2009 in Malaysia. A sum of 94 discoveries were inspected. It is found that impact is contrarily connected with firm execution. All things being equal, there is a critical association impact amongst use and item differences on business execution. The finding demonstrates that use could be invaluable or harming to the money related execution of general insurance agencies, dependent upon the degree of item assortment of the organization. This study found that the general insurance factors in Malaysia is highly fragmented and market competition is intense.

Previous study has reported relationship between market share and financial performance. Akotey (2013) found that market share have significant positive impacts on insurers' financial performance. This research also uncovered a setting-off instead than a complementary relationship between underwriting profit and investment income in the direction of the growth of the overall profitability of life insuranc companies.

In other study, Baldauf, Cravens, and Piercy (2005) reviewed previous empirical studies and concluded that a consensus existed that behaviour controls had a positive influence on salespersons' attitudes, behaviours, and performance, as well as on sales organization effectiveness (sales revenue, market shares, profitability, customer).

2.2.3 Profitability

Profitability of an insurance company is definitely vitally based mostly on it has the performing in addition to financial actions. Operating action involves comprehensive operations, providing new insurance policies and offering current dental policies. Financial pastime consists of purchase the policies' premiums. The income from performing activities originate from the change between full cost of insurance coverage and insurance revenue and as well operations, although the profits by financial exercises originate from difference concerning real expenditure profits along with the returns a certain amount to the plans.

Greene and Segal (2004) studied that the effect of inefficiency on profitability is statistically and economically significant and there was no association between profitability and organizational form. In other study, Pelham (2006) looked into eausal human relationships between product sales management applications designed to develop customer associations by resolving customer issues and marketing firm overall performance. This research conducted among sales manager and asked them about company profitability. The result indicated there were strong influence of sales training and post-sales training learning on company profitability.

The study by Foster and Gupta (1997) of the association between satisfaction measures for individual customers of a beverage wholesale distributor and its current or future customer profitability also found positive, negative, or insignificant relations depending upon the questions included in the satisfaction measures or model specification (levels or percentage changes).

Moreover, Chidambaran et al. (1997) and Shiu (2004) conducted separate studies into the economic performance of the US property-liability insurance industry and UK general insurance industry, respectively. The analysis of Chidambaran et al. revealed that the ratio of concentration and the share of direct underwriters are both significant determinants of insurers' financial performance.Onhis part Shiu revealed that liquidity, unexpected inflation, interest rate level and underwriting profits were statistically significant determinants of the insurers' performance.

Hrechaniuk et al. (2007) examined the financial performance of insurance companies in Spain, Lithuania and Ukraine. Their results showed a strong correlation between insurers' financial performance and the growth of the written insurance premiums. Pervan and Pavic (2010) and Curak et al. (2011) investigated into the impacts of firm-specific, industry-specific and macroeconomic variables on the financial performance of the Croatian non-life and composite insurance companies, respectively. The results of Pervan and Pavic revealed an inverse and significant influence of ownership, expense ratio and inflation on profitability. In lending support to the findings of Pervan and Pavic (2010) and Curak et al. (2011) indicated that size, underwriting risk, inflation and equity returns have significant association with composite insurers'

financial performance. In Poland, a panel study of 25 non-life insurance companies by Kozak (2011) revealed that the value of gross premiums is positive and a significant parameter of the profitability and efficiency of insurance companies.

2.2.4 Customer Satisfaction

Previous research has prescribed that sales organization is gotten from costumer satisfaction and that the change of customer satisfaction is essential for business association. While looking over drivers of consumer loyalty in a business-to-business setting, two different sorts of drivers of customer satisfaction can be perceived: components that impact customers particularly and components that impact salesforce and thus impact customer satisfaction.

Evanschitzky, Sharma and Prykop (2012) led a review to analyze the effect of sales representatives' fulfillment, versatile offering, and strength on consumer loyalty. The members of study product involves 188 clients notwithstanding 18 workforce in American. The records discovered which will clients' appraisal of program quality, item or administration quality, notwithstanding esteem impact consumer loyalty. The correct examination on the offering association's worker review demonstrates that versatile offering alongside representative accomplishment emphatically impacts consumer loyalty, when predominance is positively contrarily connected to customer satisfaction. Customer fulfillment is viewed as any essential relating to setting up broad, productive the relations amongst big business and purchaser, and clients contact workforce are venture to sustaining this one of a kind relationship.

Meanwhile, in other study, Pedro and Martin (2014) in a study analysed the influence of adaptive selling as perceived by customers, on customer satisfaction. This study found indicate that perceived adaptive selling significantly increases customer satisfaction with the salesforce, satisfaction with the customer and loyalty to the customer while controlling for length of the buyer–seller relationship. In addition, these effects are stronger when the contact person at the buying company is the general manager as opposed to the sales manager. Similarly, Shapiro and Gomez (2014) examined the linkages between customer satisfaction and sales performance among wineries in New York. Responses from 457 visitors were collected from nine wineries and it found five principal drivers of customer satisfaction: ambience, tasting protocol, service, retail execution, and tasting experience. As expected, customer satisfaction significantly influences purchase intentions, the amount of dollars spent and quantity purchased.

2.3 Salesforce Performance

Business organizations realize that the execution of salesforce is firmly fixing to how hard and how keen they function. Salesforce motivation is thought to be a main consideration that pushes execution. While this standard way of thinking about execution bodes well, the discoveries from a large number of organizations with field sales organization give a convincing base of support for the position that sales management can improve salesforce performance.

Furthermore, Walker, Churchill and Ford (1977) recommended that the sales performance associated with an unique salesman counted about determination, skills

and purpose perceptions. Sales agents need to be capable to estimation the amount time period to shell out on which jobs in order to achieve overall performance and compensate. Thus, achievement seems to count on self-esteem, their awareness of functionality, knowing on the business conditions, task-specific understanding and exact role belief (understanding what is necessary from the work).

Furthermore, sales managers recognize that a excessive salespeople will rise the overall usefulness of the revenue sales organization. Supervision salespeople functionality should also understand and separate the existence of dimensions, such as existing prospective market share, in which impact on dealer final result total sales performance, but rest outside the handle of the specific salesperson (Churchill et al., 1993). Both significances are extremely vital to knowing sales performance drivers and thus to choosing ideal sales management control actions.

Moreover, Salesforce performance described as assessment of the habits of the salesperson (i.e. the tasks taking in effort while doing work), since behaviour leads to the fulfillment of the organization's goals (Churchill et al., 1993). However, the following study continue with the Anderson and Oliver (1987) conceptualization, with suggesting it is potentially informative to evaluate salesman performance in the what they do (e. g. sales planning) as well as outcomes (e. g. sales results) that happen to be attributed to these people. This enjoy of efficiency suggests that sales people performance are usually studied equally as behaviour performance so when outcome efficiency (Behrman & Perreault, 1982; Anderson & Oliver, 1987; Cravens et al., 1993; Oliver & Anderson, 1994; Challagalla & Shervani, 1996). This aspect of

effectiveness is concerned with all the various competencies and skills that are vital that you fulfilling the responsibilities of the sales work. This may involve such conducts as: adaptable selling, teamwork, sales presentations, sales planning, and sales support activities. As a rule, sales supervision has structured performance analysis on the sales results of sales people (outcome performance).

However, there are several signs the approach to overall performance evaluation is definitely changing, in particular as sales and profits strategies additional and more rely on team-oriented selling and also building involving long-term user relationships (Corcoran et al., 1995). For example, Morris et al. (1991) discovered that when sales managers were requested to price the importance of a number of behaviour as well as outcome-based overall performance factors, these people ranked just about all the behaviour-based factors greater than conventional end result factors such as sales, internet profit, and also new accounts.

It appears that while sales manager keep on keeping rating for the most part using sales outcomes, they do distinguish the significance of the constituents of salesforce conduct that prompt those business comes about. The result outcome execution measurements are comprised of the results inferable from the real sales representative, like the traditional steps of sales, market share, new accounts, and alongside different outcomes finished. Customer satisfaction alongside gainfulness activities are additionally utilized by administrations to gauge salesman proficiency (Zhang & Pan, 2009).

The original sales management measures, are widely-used regardless of the complicating factor from the limited stage to which some sort of period's solutions can be validly linked to a new salesperson's capabilities, efforts and even effectiveness in that same time period. So that company can non-controlled factors for example organizational together with environmental affects (e.g. strong company/brand image as well as increased competition), or the lagged effects of hard work and enables in sooner periods (Ryans & Weinberg, 1987). The salesforce performance variables that are performed by a company towards the salesforce and sales manager enhancement and well-being in the firm can influence sales organization effectiveness.

2.3.1 Technical Knowledge

Technical knowledge performance describes behaviour regarding salespeople throughout providing advice about the design in addition to specification of products and the services and performs of products plus services. As well the use of technological knowledge with manifested within behaviour and keep abreast along with the technological progress product together with services (Behrman & Perreault, 1982). Moreover, technical knowledge describes salespersons competencies in delivering information about model and requirements of products as well as the applications in addition to functions regarding both services and products. Furthermore salesforce possess knowledge about the industry and trends in most cases such as potential customers, markets together with products: competitors' products, companies, sales packages; knowledge of competitors' product lines, in addition to

knowledge of client operations (Behrman & Perreault, 1982, Baldauf & Cravens, 2002; Futrell, 2011).

A possible weakness belonging to the environmental design is that the merchant is required to sell off the full amount of the company's products. They can be very different technically and sell right number of various markets. In this situation it can be unreasonable that is expected the salesforce to have the needed depth involving technical awareness for each solution and be familiar with the full-range of opportunity applications within just each marketplace (Jobber, 2009).

The sales person's conduct execution gives a progression of steps which are straightforwardly or by implication identified with income and which more often than not contribute together to the accomplishments of individual objective and the objectives of the business they enhance (Churchill et al., 2000). Such conduct incorporate particular learning of numerous or arrangements, adjustment to have the capacity to sales strategies, cooperation capacity, errand arranging, performing deals choice meetings and , the follow-up of the prospective employee meet-ups (John & Weitz, 1989; Spiro & Weitz, 1990; Cravens et al., 1993; Oliver & Anderson, 1994).

Sales organizations have to highlight output and customer services by utilizing proficient salesforce who are delicate to the requirements of their customer. Salesforce who are teaming up with their customer to plan integrative, win-win arrangements (Dion & Banting, 1988), who are touchy to the necessities of their clients and have specialized fitness are probably going to be more effective yet require preparing to

accomplish it. Along these lines, the business delegate can invest more energy keeping up and requesting accounts and less time securing specialized learning. After the transaction, salesforce may make visit follow-up visits to guarantee the product or services is working appropriately and may even help prepare customer'employees to work and keep up new equipment. Also, instruction and preparing ought to enhance salesforce' firm-particular abilities, which are eccentric information about an association's relational connections or corporate culture (Johnson & Bhawadwaj, 2005).

Numerous studies have been carried out to show the relation between technical knowledge and sales organization effectiveness. Ahmad, Sah and Kitchent (2010), conducted a study in Malaysia, examine relationship between sales skills and salesperson performance in Malaysia Telecommunication Company. It was conducted among 114 decision marker and majority of them were manager (50%). The results of study indicate there were no relation between technical knowledge and sales organization effectiveness. This was an unexpected finding in light of the volume of previous evidence supporting that technical skills influence sales organization effectiveness (Cravens et al., 1993; Grants & Cravens, 1999; Baldauf et al., 2001; Katsikan & Skarmeas, 2003). Nonetheless, this finding is consistent with Piercy et al., (1997), Barker (1999) and Ahearne and Schillewaert (2000) who established that high technical skills levels possessed by salespersons.

Ntayi, Munene and Eyaa (2010) which examined the salesforce behaviour performance with commercial providers using a phenomenological approach

conducted a similar study in Uganda. An example of seventy-five accounts partnership managers right from 15 industrial banks was initially selected. The actual findings show you that qualifications factors presented vicarious payoff behaviours when indirect consequences reinforced communal skills that had been necessary for selling bank services.

2.3.2 Adaptive Selling

Adaptive selling is crucial because it reveals the amount of selection a sales people within engaging. The idea of adaptable selling has become conceptually put together by Weitz (1981) and Weitz et al. (1986). A singular case regarding selling adaptiveness would be to utilize unique sales and profits presentation from each customer, exactly where adaptiveness are not present when salespeople utilize the same display for all customers.

Weitz et al. (1986) argued that if sales people can gather data to develop customized approvals to customers, and get used to that assignment in the light-weight of customer sentiments, they are more inclined to succeed . Numerous examinations since right now have strengthened this one of a kind discovering, Park and Holloway (2003) exactly who found the way that versatile offering conduct had a critical useful impact upon customer conservation, opportunity modification, sales sound level, piece of the overall industry and even gainfulness. These discovered which learning area was too connected to high profitability.

Additionally, Reid et al. (1997) held an extensive investigation study of business buyers' appraisal of sales behaviours, involved with 568 people of the Nationalized Association of buying Management in the United States. They identified that salesforces needed to enhance their understanding of client needs plus ability to establish value by utilizing their products/services to the consumers operations and also processes.

Finally, numerous other studies have more specified focus. For instance, Trawick et al. (1991) describe customer dislike to purchasing from dishonest salespeople. In addition, Roman and Ruiz (2005) found in which recognitions for moral income behaviour increased customer satisfaction notwithstanding sense of duty regarding company sales representative and the sales organization. Inside a different investigation, Roman et al. (2005) found of which poor being mindful abilities contrarily influence sales representatives execution, and that commission in view of sales volume adversely impacts business people's listening conduct.

2.3.3 Team Work

Pertinent research considers have focused (Churchill et al., 1985; Taylor & Woodside, 1982; Weitz et al., 1986) nature, for example, period, inspiration, sexual orientation choice, statistic parallels between businessperson and clients, social capabilities and mastery, for example, oral and nonverbal correspondence, general adaptability, cordiality, cooperation; and such experienced abilities and furthermore aptitudes basically in light of the fact that monetary data and thing information, and furthermore adjustment with pitching sort to customers' needs (Spiro & Weitz, 1990).

Sales managers as leaders in the sales process must be able to work within the group; But for some reason, the group cannot work well in pushing their units to create customer satisfaction. Organizations are increasingly aware of the benefits of working in groups and working together that will promote a high level of efficiency and quality than individuals working individually. Clearly, organizations want to capitalize on individuals who are able to promote talent, similar to depictions, presentations and combinations, recognition and thought as well in collaboration and communication skills. (Johlke, 2006).

According to Buckman (2006) the next factors can lead to employee improved productivity: commitment, reputation and regard, growth, participative decision making as well as teamwork. Nelson (2006) exemplified that unhappy employees are much less committed to business and it will impact their overall performance and the efficiency of the company. Bagozzi (1980) highlighted which empirical analysis does not completely endorse organization among work performance and also job fulfillment and group commitment. Additionally, it does not display if functionality promotes career satisfaction or even job pleasure promotes effectiveness.

In the meantime, Kini and Hobson (2002) explained in which content practices focus on the particular discovery involving significant interior factors and the priority in individuals; the process possibilities are concerned together with psychosomatic procedures and strain on the functioning of an individual's judgment affected person. There is a solid link between job full satisfaction and course of action and articles motivation notions. The content hypotheses are usually used in combination with work

total satisfaction than practice theories connected with motivation. De Silva (1998) conclusions showed this various agencies try to boost their performance by earnings increase, as well it also inspire employees in addition to increase efficiency.

Overall performance related spend is lower within the nations that result in a exercise of specific mutual investing and excellent union thickness. Omar and Ogenyi (2006) observed that not every demographic factors choose satisfaction within employees however extra variants in income increases fulfilment. Therefore, probably the most useful strategy to promote pay out satisfaction may be the introduction associated with performance associated pay structure.

2.3.4 Sales Presentation

Additionally, sales professionals expend time and effort in direction of improving income presentation techniques because they be expecting that more noteworthy ability will most likely prompt fortify sales viability because sales people who are extensively more talented on finishing gross sales presentation assignments are probably going to do at a more fabulous range, this study concentrates on benefits presentation capacities ought to therefore give an impressively better comprehension notwithstanding clarification associated with salesman performance (Johlke, 2006).

Moreover, recognizing the significance of sales presentation capacities, Marshall et al. (2003) assembled with positioned sales manager thoughts of being fruitful components this add to sales people work adequacy. They article that experts feel that about six particular gross sales presentation capacity: prospecting, listening, adaptive

selling, negotiating, handling objection and sales closing (in descending request for perceived significance) are profoundly basic that salesperson operation. Furthermore, Moncrief (1986) experienced that implementing sales appearance skills is certainly broadly suitable and unvarying across business, products, as well as sales occasions, while together salespeople (Chonko et al., 1992) and also sales operators (Peterson and Smith, 1995) report of which sales concept skills attained for revenue achievement.

Additionally, personal selling refers to the introduction of goods prior to potential buyers together with persuading them how to purchase the idea. It involves face-to-face interaction as well as physical confirmation of the merchandise to be acquired. The objective is not only just to will sell the product to your person and also to make him/her an everlasting customer (Jobber & Geoff, 2000). As outlined by Kotler and Armstrong (1996), direct sales can be a form of personalized selling mainly because it involves typically the presentation of products and companies before the buyers and persuasive or beckoning them to get the products or services.

Moreover, Cravens et al. (1993) focus on performance outcomes, examining these in more detail than is done here. They find that behaviour-based sales forces perform better in terms of expense control and presentation planning, which parallels our findings at the individual level. However, this research also examine and find support for a greater range of performance effects, particularly with respect to how effectively the sales force uses inputs. They find no direct effect of supervisory style on the more

outcome-oriented performance measures (financial effectiveness and achieving the firm's sales objectives), though they do detect indirect effects.

2.3.5 Sales Planning

Sales planning is often a critical undertaking for a sales person. Salespeople usually are confronted with quite a few challenges together with an important pastime is to synthesize a wide range of facts to reduce concern. Salespeople have got to plan sales calls, gross sales tactics along with the coverage in their assigned areas to better gain their sales goal, as well as contribute to the sales organization effectiveness.

Ingram and LaForge (1992) advised that the business and the sales managers need to develop a full understanding of the exact sales exercise to enable them to control properly the salespeople. Then a sales method is identified, which includes the definition of relationship strategies, or perhaps what amount of relationship will probably be pursued from the salespeople with various clients as well as a channel tactic which means the main multiple route choice. Sales organization jobs are relevant to sales company topics as well as the sales force improvement and way to the issues on human resource in sales. Finally, the actual determination involving sales force efficiency and performance relates to the process of requirement estimation, sample determination, sales and profits budgets and also evaluation treatments. This is also a diverse and complete principle with further aspects in comparison with Churchill et al. (2000), since it contains the definition connected with relationship methods and the numerous channel management.

Dalrymple and Cron (1995) model using the first three steps made up of business, marketing, and sales planning as the conventional marketing organizing literature indicates. The sales plan is made up first of marketplace access, concept of client human relationships and functional budget after which by sales team organization, place design, demand estimation, subjects on human resource and targeting. Then these types of plans will certainly lead to outcomes on revenue, profits as well as consumer fulfillment. The sales evaluation is completed followed by the actual feedback supplied to reactivate the process. From all frameworks, this really is maybe probably the most straightforward one.

2.3.6 Sales Support

In their roles, salespeople must interact with a variety of constituents, many of whom are likely to hold positions and expectations that differ from those of the salesperson. When the disagreement between expectations occurs, role conflict can result (Chonko & Burnett, 1983). Moreover, Rigopoulou et al. (2008) investigated the effect of after-sales services on customers' satisfaction as well as on their behavioural intentions in Greece. This research found that after-sales service quality affects satisfaction, which in turn affects behavioural intentions. this research using path analysis and involved 420 respondent but this study restricted the geographical area.

Furthermore, several studies investigated in the many years the increasing considered importance of after sales service from a simple functional and supporting role to an important enabler of company profit and performance (Cohen & Whang, 1997) or customer loyalty driven strategies (Cooper, 1995; Ehinlanwo & Zairi, 1996; Seuring

& Goldbach, 2002). Cavalieri et al. (2006) identified four alternatives after sales strategic profiles of companies operating in the business to consumer scenario ie. product support, cash generator, brand fostering and business development.

Hence, after-sales services affect the overall offering and thus, the quality of the relationship with customers while organizations make use of considerable efforts communicating on their customers with regards to creating price, building responsibility, understanding together with satisfying customer's needs. all these goals is going unmet with out in the accessory of the essential boundary spanners, the sales agent. Salespeople assist; deliver as well as reinforces typically the organizations shopper focus. It is a salesperson who all ultimately is successful or does not demonstrate client oriented conducts and corporations might help by guiding efforts medially to better exercise, support plus develop a crisis that works with marketing strategy (Schwepker & Good, 2004).

2.3.7 Relationship between Salesforce Performance and Sales Organization Effectiveness

The difference between sales organization effectiveness and salesforce performance has acquired significant scientific support (Cravens, Woodruff & Stamper, 1972; Beswick & Cravens, 1977; Ryans & Weinberg, 1979, 1987; LaForge & Cravens, 1985) that support rests on the finding that variations in sales organization effectiveness are the consequence of changes in environmental factors (e. g. competition) and organization elements (e. g. operations control programs, promoting and mamufacturer), and also by salesforce elements. These sorts of studies pronounce

that business organization viability and additionally salesman overall performance are related yet reasonably extraordinary builds. In this inclination, effectiveness can be portrayed as rundown audit of gathering results which truly can be somewhat picked up through the salesforce (Churchill et al., 1993).

In addition, past research (Anderson & Oliver, 1987; Oliver & Anderson, 1994; Cravens et al., 1993) has found that successful salesforce conduct creates higher salesforce result which more often than not delivers more prominent sales organization. There is a basic contrast between the effectiveness of the salesforce as opposed to the effectiveness of the sales organization. Salesforce performance is dictated by the elements that are controllable by the individual salesman. Rather, salesforce performance is especially impacted by numerous different factors identified with nature and practices of the organization itself. Sales organization effectiveness is frequently measured by taking profitability and sales volume (Barker, 2001). Additionally, empirical studies (Babakus et al., 1996; Cravens, Piercy, & Low, 2006; Lane, Cravens, & Piercy, 2012; Piercy et al., 1999) consistently supports the notion that the variation in sales organization effectiveness is explained by salesperson factors, organizational, and environmental. Moreover, research conducted by Dong and Dennis (2004); Ahearne et al., (2004) that there is an effect of salesperson automation on the performance of salespeople.

In this present study, implementation salesforce performance is used to explain salesforce performance to sales organization effectiveness as research has shown that support rests on the finding that variations in sales organization effectiveness are

explained by changes in environmental factors (e.g. competition) and organizational factors (e.g. management control systems, advertising spending and brand image), as well as by salesperson performance. The researcher put forward that inside field salesforce management, it turned out more suitable for use guidelines salesforce general performance to study often the salesforce capabilities and gross sales organization success relationship compared to goal overall performance. This idea was ideal adopted in this study as being the present addict believed this salesforce efficiency would be suited on the wording of Indonesia life insurance business.

Technical knowledge, adaptive selling, teamwork, sales presentation, sales planning, and sales support are the variables expected to influence sales organization effectiveness of life insurance companies.

In summary, a comprehensive review of the available research work revealed that despite the extensive research work conducted to examine the effect of sales performance on the sales organization effectiveness, very little has known about this relationship in the life insurance industry. Aside from little conceptual work examining the extent to which these practices are being implemented in the life insurance sector, one can strongly claim that the effect of salesforce performance on the sales organization effectiveness of life insurance business is greatly neglected.

2.4 Sales Management Control Strategy

The goal of management control strategy in organization is to primary and effect the perceptions and behaviours of members to achieve the organization's objectives.

Behaviour-based sales supervision control approach is seen as an high degrees of supervisor tracking, direction along with intervention inside activities, in addition to subjective plus more complex strategies to evaluating efficiency, typically dedicated to the salesperson's job (Oliver & Anderson 1994). Furthermore, Grant, Laney and Nasution (2009) described sales management control strategy assumes a fundamental part inside affecting salesperson's result performance, and making successful sales organization. The more prominent the genuine degree related with sales management control, the more noteworthy fulfilled item sales manager have a tendency to be with the effectiveness of the salesforce and their unit performance.

Researchers have studied sales management control strategy as an important factors for company (Mallin, O'Donnell, & Hu, 2010; Piercy, Lane, & Cravens, 2002; Rollins, Rutherford, & Nickell, 2014). Prior empirical studies have studied the influence of sales management control on behavioural performance (Theodosiou & Katsikea 2007), satisfaction with supervisors (Challagalla & Shervani 1996), motivation of salespersons (Miao, Kenneth, & Zou 2007), the role stress (Lusch & Jaworski 1991), ethical standards (Ingram, LaForge, & Schwepker 2007), and sales force performance (Piercy, Cravens, & Morgan 1999). Nevertheless, the impact on the sales organization effectiveness on life insurance companies has yet to be investigated.

The salesforce management control system writing perusing recommends another continuum which has an introduction towards either behaviour-based or outcome-based control systems. Anderson and Oliver (1987) characterize behaviour-based control methods as far as the measure of monitoring, controlling, evaluating, and also

rewarding executed by sales managers. Sales managers are done these activities, the more outcome-based the handle framework, especially the managers control method for measuring. This examination of sales management control strategy develop speaks to the management control dimension and includes sales management monitoring, directing, evaluating, and rewarding. Existing knowledge about marketing and sales management control is based on two seminal conceptual developments (Baldauf et al., 2005). First, Anderson and Oliver (1987), drawing from theoretical approaches in political economy, organizational behaviour, and psychology, conceptualized a formal management control framework and formulated propositions about the outcomes of behaviour-based and event-based sales force control (Baldauf et al., 2005). Second, Jaworski (1988) proposed a formulation consisting of formal and informal dimensions of management control of marketing personnel (Baldauf et al., 2005).

In addition, sales management control has been characterized into behavioural control and outcome control (Anderson & Oliver, 1987; Oliver & Anderson, 1994). Behaviour control system emphasizes considerable levels of supervisor monitoring, instruction, and intervention activities and results, and subjective and more complex methods of evaluating performance based on the salesperson's job inputs (e.g., ability, product knowledge, activities, and sales strategies).

In contrast, outcome control systems involve relatively slight monitoring of salespersons by management, and it rely on up-front, objective criteria of outcomes (e.g., sales); Anderson and Oliver (1994) also use reward methods that shift risk to the salesperson (i.e., commissions or bonuses). Furthermore, Piercy, Cravens, and Lane

(2009) noted the existence of a behaviour-based control level, which involved the extent to which a sales manager performs activities including monitoring, training, assessing, and rewarding.

Similarly, following the Anderson and Oliver (1987) argument, behaviour-based control system rely profoundly sales manager monitoring, directing, evaluating and rewarding salesmen, while outcome-based control devices rely mainly on calculating salesperson final results. Typically, it really is expected, behaviour-based control requires a high percentage of set salary with regard to salespeople, when compared with a high portion of incentive payment below outcome-based manage (Piercy, Cravens, & Morgan, 1998).

Anderson and Onyemah (2006) studied and suggested that the suitable saless management strategy of outcome based or behaviour based depends on the market situation. Behaviour-based control, however, is reasonable when it is hard to relegate sales capacity or when sales representatives need involvement and need supervision from the manager and organization about what selling process is best for customers. Outcome-based control works best in conditions where salesmen's aptitudes and exertion are the central point of offers and where the information makes it conceivable to track comes about (e.g., profitability) in a precise and auspicious approach and procedure those outcomes back to individual salesforce.

Oliver and Anderson (1994) and Baldauf, Cravens, and Grand (2002) examined the importance of conducting research on sales managers' control activities and managers'

perceptions of salespeople's attitudes, motivations, and behaviours. Field sales manager is a major contributor to a group of designated salespeople, and even plays an indispensable role on applying the very sales managing control plan. Field sales managers own primary task for pointing and checking salespeople and having the company effectiveness belonging to the sales item. Thus, considering management regulate and its penalties from this control level is regarded as an essential researching concern.

2.4.1 Directing

The purpose of management control is to direct employee performance so that staff member effort to accomplish the objective of organization (Anderson & Oliver, 1987). According to Cole (1999) leadership is a dynamic procedure inside of a gathering whereby an individual impacts others to contribute intentionally to the accomplishment of gathering undertaking in a given circumstance. This would recommend that the initiative part includes coordinating gatherings or people towards the accomplishment of a particular target.

Based on Tannenbaum (1968) management control consists of directing the daily sales activities of the salesperson. Several other researchers have identified planning as a key element of management control. Reeves and Woodard (1970) argueed that the appropriate area of management control includes every day-to-day activities performed by salespeople including reviewing revenue results, and analysing goals for performance and ultimately to find and correct irregularities. In addition, a

compensation plan is a very common way to direct and motivate salespeople (Churchill, Ford, & Walker, 1997; Cooke, 1999).

In additon, since the inception of professional sales professionals in companies in the United States, companies are turning to incentives as a way to motivate and direct the behaviour of salespeople and control the cost of salespeople. Today, almost all companies use some form of salesperson compensation that varies, ie, cash bonuses, commissions, travel, or other rewards associated with achieving sales performance results. (Zoltners, Sinha, & Lorimer, 2008). Moreover, effective sales managers will increase the company's sales productivity. In addition, the ability to expand every resource available to train salespeople and each sales manager regularly experiments with new styles, systems, methods and tools to achieve company sales goals (Christ & Anderson, 2011).

A study conducted by Grant et al. (2009) examined the role of management control to salesperson performance and sales organization effectiveness. Sample in this study was 103 managers from small and medium enterprises in several states in Australia. The results show that management control plays an important role to manage salespeople who ultimately affect the effectiveness of sales companies. In particular, managers can focus on their salespeople and efficiently assess the performance of salespeople who ultimately affect the organization's revenue performance. The results of this study prove that agreement with aspects of gross sales management is very important because the representation of the regulatory process is actually a mechanism with a general specification of the effectiveness is recognized.

Challagalla and Shervani (1997) advised that ability control simply by sales supervisors who point out the improvement involving skills along with activities probably will increase any salesperson's innate motivation, their particular selling situation and partnership with the supervisor, while exercise control is somewhat more relevant to handling and pointing routine, everyday activities connected with salespeople in addition to aligning these activities together with organizational pursuits.

2.4.2 Monitoring

Anderson and Oliver (1987) buit-in two models to prove that a sales management system can be used by a sales manager whose function is to ensure target achievement with the goal of achieving company targets. They developed several research options that suggested sales managers to manage salespeople's performance using sales and sales results based on sales behaviour on gross sales. Outcome-based agreements with systems require minimal supervision of salespeople and objectives or sales result (e.g. sales products, revenue, income)

Moreover, behaviour-based profits control programs require substantial monitoring associated with activities together with results, although subjective strategies to evaluating offering tasks are employed. These don were afterwards tested empirically (Boles, 2000 et al.; Brashear et al., 1997; Cravens et al., 1993; Krafft, 1999; Mallin, 2005; Oliver & Anderson, 1994) to provide help for the associations between the two styles of regulate systems as well as specific sales team characteristics, efficiency dimensions, measurements, sales and profits organization performance.

Additionally, Anderson and Oliver (1994) restated style-based behavioural sales and results-based sales management as a means of controlling, direction, and monitoring, along with analytical methods and having to pay salespeople, should be treated because of the interrelated measures that together portray as a management control system. Meanwhile, Challagalla and Shervani (1996) affirmed against the one-dimensional formation of control behaviours, they support the difference between the handling of activity and the performance control dependent on the results of the directives as the source of information (objectives, suggestions, etc.) and encouragement (punishment and reward).

Furthermore, monitoring of salespeople should be reduced by the company because the salesperson must be able to determine what they should do to their sales activities and will certainly be more responsible for the results of their work. In this case, salespeople should be rewarded for their work based on the results they earn (Basu et al., 1985). Monitoring raises the perceptions of successful and unsuccessful salespeople and monitoring also increases the reputation of salespeople (Fishbein & Ajzen 1975; Nisbett & Ross 1980).

2.4.3 Rewarding

Sales organization ought to consider painstakingly the sort of remuneration arrangement they wish to utilize. This is on the grounds that there are various goals which can be accomplished through a remuneration plan. To begin with, remuneration can be utilized to rouse a salesforce by connecting accomplishment to financial prize. Second, it can be utilized to draw in and hold effective business people by giving a

decent way of life for them, by remunerating remarkable execution and giving consistency of salary. Third, it is conceivable to plan pay plans, which permit offering expenses to vacillate in accordance with changes in deals income (Jobber & Lancaster, 2009). Additionally, rewarding sales people who recognize particular circumstances that oblige changes to the status can help conquer the run of the mill resoluteness of solid societies (Jackson & Tax, 1995).

The studied by Johnson and Bhawadwaj (2005) shows that the nearby supervision of conduct based control frameworks is insufficient in controlling salespersons in a recently digital era. An all the more rewarding approach, proposed by their review, is to use outcome-based controls to encourage salespersons to attempt prepare advancement by investigating better approaches for coordinating the technology innovation into their offering schedules and by growing new schedules and aptitudes that enhance their capacity to convey value to customers.

2.4.4 Evaluating

Gortner (1992) shown that an performance evaluation process ought to be objective, substantial, and solid. It is hard to contend against the incorporation of such criteria in the meaning of what constitutes an adequate execution examination prepare. It is considerably less troublesome, be that as it may, to contend that the agreeableness of a performance evaluation prepare cannot be judged just on the premise of these three criteria. Notwithstanding objectivity, legitimacy, and dependability, a performance evaluation handle for work force should likewise be pertinent and impartial, and it must accommodate responsibility (Anderson, 1996).

Despite the fact that these are choices in which management is profoundly included in and frequently examined with deals groups, appraisal of execution is not effectively determined; this raises scholarly interest to pick up a more profound and more extensive comprehension of the precursors and drivers to assessing and improving the business' execution capacity inside of a company. The essential attributes of the best sales team can include clear id of pursuits, clarity with roles, typical feeling, desire, commitment together with collaborative mind-set (Rajagopal & Rajagopal, 2006).

In addition, approach the sales team is currently mostly done by multinational companies to sell various services and products offered. Consumers when they first make a purchase will rely heavily on salespeople, because salespeople can provide accurate information on the services and products they sell. The use of sales team approach will be very useful if the company wants to introduce a new product or service to the consumer and the sales team will give a very good effect to the company's company if it can be managed properly and maximally (Rajagopal, 2007). In the sales team every single person of the cluster shows curiosity about the fulfilment and uses a products approach which offers the system or group principal with regard to evaluating undertaking in parts. The particular members produce confidence, have faith in and motivation to work from a team and even rely on cluster communication within the given assignments and routine.

Moreover, sales manager can assess the expert advancement needs of salesforce and their qualities and ranges where they require change, in light of their genuine performance in the latest time frame. Numerous sales organization seem to fuse

different expert improvement criteria with their salesforce performance evaluations. This is fitting since sales representatives have control over the improvement of individual qualities identified with achievement in their offering circumstance (Ingram et al., 2006). Professional development criteria may incorporate such things as selling skills, planning skills, product knowledge and communication skills.

2.4.5 Relationship between Sales Management Control and Sales Organization Effectiveness

In previous research, most of the empirical research was conducted on sales organizations' examination of the management control relationships within the sales area and employment of salespeople (Challagalla & Shervani, 1996; Krafft, 1999; Oliver & Anderson, 1994), field sales management (Babakus et al., 1996; Baldauf et al., 2001; Piercy et al., 2004), sales executives (Babakus et al., 1996; Baldauf, et al., 2001; Cravens et al., 1993; Slater & Olsen, 2000), and. The studies did not examine relationships of sales management control in sales organizations within life insurance industry.

The particular achievement involving acceptable sales results is definitely essential dependence on companies' effectiveness as well as a prerequisite which facilitates salespeople to realize their particular person objectives. Purpose a great perhaps the work done by way of sales managers' focuses on inspiring their employees, and that is regarded as a tool pertaining to achieving success (Futrell, 2003). On this sense, an area sales manager is responsible for a small grouping of salespeople (typically less

than ten), and represents a critical role around applying often the sales supervision control method (Baldauf et al., 2001).

Piercy, Cravens and Morgan (1999) have identified evaluates the determinants of sales organization effectiveness. The participant of this study were 144 respondents representing salesforces in 62 different companies in United Kingdom. The sample represents about 25% of the companies approached. The questionnaire used was adapted from previous research and utilized in other countries, including the USA, Canada and Australia. This study found highlight the vital function of the field sales manager in working sales force execution and strength. While certain components of the sales management process have received priority attention, this present study adds to a significant new research stream from prior research, analyzing how sales management control impacts on design, public presentation and strength.

Furthermore, in an examined study among 301 manufacturing sales managers in United Kingdom, Lane, Cravens and Piercy (2012) investigate the type of management exercised by means of sales leaders (e.g., behaviour against outcome based) and the higher level of control. Primary, this exploration introduces the actual construct connected with sales broker control skills and exams not simply what amount of control supervisors exercise, nevertheless how very well they use control. Next, the research has a look at the job of sales manager group citizenship patterns in the execution of manage. Sales manager control expertise is reviewed as a moderator of the association between control and salesforce performance as well as sales organizational citizenship behaviour as being a mediator from the control–

performance relationship. The study discoveries provide attention seeking new ideas into the enactment of sales management control. Relevant brand new research guidelines and managerial implications will be identified.

In a similar way, Baldauf, Cravens and Grant (2002) discovered the influence of sales management controls based on behaviour on salesperson characteristics, salesperson performance and organizational effectiveness of sales with data collected from field sales managers in Austria and Australia. The results of this study provide strong support for a positive relationship between behaviour-based controls and sales force characteristics, sales performance, and organizational effectiveness of sales. Moreover, Baldauf et al. (2005) determined that a compromise occurred whereby behavioural controls had a positive influence on a salesforce attitude, behaviour and performance, as well the sales organizations effectiveness.

Nonetheless the nature of business in the life insurance industry and its full dependent on service and sales result, it is surprising to know that the effect of sales management control strategy on sales organization effectiveness has been greatly neglected. That is, until recently, there has been a paucity of research examining the relationship between sales management control stratgy and sales organization effectiveness of life insurance especially in the developing countries that have their own and unique cultural practices.

2.5 Salesforce Characteristics

The salesperson characteristics theoretically related with behaviour-based management control include affects/attitude, motivation, cognitions/capabilities, and behavioural strategy (Anderson & Oliver, 1987; Baldauf, Cravens & Piercy, 2000). In addition, personal selling in life insurance is an example of selling intangible and intangible and highly technical services. Salespeople in the life insurance industry are required to present the skills and talents of their financial experts to a wide range of customers, including from lower to upper class segments. This research is designed to study the basic characteristics that become the profile of the current sales force in life insurance in Indonesia. These characteristics include personal attributes of the salesperson entailing affect, cognitions, behavioural strategy, recognation motivation and intrinsic motivation.

Furthermore, good characters of salespeople who will certainly be very influential on performance and in line with corporate goals. Things including abilities, motivations, and attitudes. Behavioural control is expected to have a very good and positive impact on these characteristics(Cravens et al., 2006). A number of factors have been identified as determinants of salesforce characteristics. Output and behaviour control have been proposed to influence important job consequences such as performance and satisfaction. As a result, salespeople must pay more towards conscious individuals in order to achieve powerful selling. In contrast, along with unexpected emergency of marketing approaches for example value-based promotion customer and relationship management, advertising sales manager have been with the consumer awareness, consumer cost, consumer fulfilment and individual loyalty (Ural, 2008).

Moreover, specialized skills and knowledge provided by the salesperson, tailored to a certain buyer firm, are considered as a specific human asset (Anderson, 1988). Those who are committed to the organization are willing to sacrifice personal welfare to contribute to the organization's well-being (Mowday et al., 2013). A highly committed salesperson provides meaningful and beneficial information and knowledge to the buyer, and they are more committed to maintaining long-term relationships with important buying firms (Ganesan, 1994).

2.5.1 Affect/Attitude

Affect/Attitude include in this categories of salesperson characteristics are acceptance authority/direction, co-operating as a part of sales team, acceptance performance reviews, and risk taking propensity. Oliver and Anderson (1994) identified strong service relationship around these characteristics and behaviour control. The entire relationships were definitely positive, besides risk looking for preference. Cravens et al. (1993) document significant outcomes for group orientation, risk aversion, and the relationships with management deal with and cost control. And so, a positive bond between behaviours based gross sales management manage and dealer affects/attitudes offers strong help support at the top sales executive and salesperson.

2.5.2 Cognitions/Capabilities

These salesperson characteristics contain competencies such as selling expertise and knowledge of company operations and its products. The results of this study indicate an unfavourable relationship between behaviour-based control and these

characteristics vary at the level of the organization's salesforce. Oliver and Anderson (1994) reported a significant correlation between sales ability and even behavioural control but not related to product / company skills. Cravens et al. (1993) found a considerable correlation between the combined size of their merchandise knowledge and sales knowledge, and control of operations along with compensation controls.

2.5.3 Behavioural Strategy

In organization setting, salespeople are supposed to develop lasting plans that will lead to reliable behavioural behaviour between the unique and his company environment. Employees working in businesses employing patterns based current management control approaches are expected to generally be more committed on planning along with customer inclination (Anderson & Oliver, 1987). However, the empirical findings concerning these relationships are mixed. Cravens et al. (1993) found strong support linking behaviour based control and salesforce planning, customer orientation in their top sales management. In contrast, Oliver and Anderson (1994) report only one of four behavioural strategy measures significantly correlated with behavioural control. They propose that under behavioural control, salespeople will be more involved in planning, display less sales call activity, utilize smoother selling technique and lower sell.

2.5.4 Recognation Motivation

Associations in today's condition look to decide the sensible harmony between worker responsibility and execution of the association. The reward and acknowledgment

programs fill in as the most unforeseen figure keeping workers' confidence high and energetic. La Motta (1995) is of the view that performance at employment is the consequence of capacity and inspiration. Besides, Oosthuizen (2001) expressed that it is among the capacity of managers to inspire the representatives effectively and impact their conduct to accomplish more noteworthy business organization productivity.

Additionally, Entwistle (1987) is generally of the viewpoint that if a employee accomplishes properly, it initiates managerial increases and as a consequence inspiration aspect involving staff member is based on their functionality. Common of characteristically the organizations call for their people to work based on the regulations and rules, together with, job specifications that follow to full specifications. The examinations that have been made to find the idealistic connection between people and pay now day were specific to increase the main performance of employees.

Flynn (1998) argued that recognition and reward programs preserve great enthusiasm among staff member and increases their create and comfort a new connection in between motivation and also performance within the staff member. The fundamental objective of reward and recognition platform is to describe a structure to communicate and pay it to the staff member so that they can linkage their compensation to their performance which finally leads to staff's job satisfaction.

Moreover, a study conducted by Danish and Usman (2010) in Pakistan examined the effect of incentive and recognition on employment satisfaction. This kind of study

appeared to be an attempt to know the major issues that promote employees therefore tells the connection among prize, recognition and even motivation though working in an organization. The outcome were compiled from 208 employees about diverse style of organizations to achieve wide portrayal of sectoral composition. The exact result showed that will different shape of function motivation along with satisfaction are usually significantly linked and pay back and realization have excellent impact on drive of the worker.

Rudraraju and Jayant (2012) evaluated into various factors that motivate women managers, and identify those factors which vary according to their level of management. The study was carried out on 153 women managers in Visakhapatnam, India. A questionnaire was designed to identify the factors that motivate women managers and was administered to the sample size. The findings revealed that positive reinforcement, proximity to workplace, healthy superior subordinate relations, job security and the job itself are some of the factors which ranked high in the motivating factors of women managers and the least scoring factors were pay, reward and recognition and negative reinforcement.

2.5.5 Intrinsic Motivation

Motivation is a procedure of creating and preserving goal-guided behaviour. Intrinsic motivation is cast as an important function in impacting on employee deliver the results performance. It is actually widely presented view which in general, employees' value together intrinsic and even extrinsic achievements available in group settings. Intrinsically motivated sales staff seek fellow recognition make the businesses and the

consumers before their unique interests (Kunz & Pfaff, 2002; Anderson & Oliver, 1987). Thus they have no goal conflict with the sales manager.

Furthermore, when a person adopts an intrinsic motivational orientation, the satisfaction of internal desires is salient. The ability to satisfy motives, such as curiosity, guides the selection of activities. Miao and Evans (2014) evaluated the exciting effects for industrial salespeople's intrinsic along with extrinsic commitment of finish result control, task control, in addition to capability command above and beyond their valuable main results. Internal as well as external inspiration are disaggregated into their intellectual and efficient dimensions. A study was meted out on 223 industrial sales representatives in United State of America. The results found which will compensation looking for has a more robust positive effects on sales functionality when employees deal with a lot more new customers although the opposite does work for concern seeking; cost seeking appears to be elevate work satisfaction not until there is a decrease percentage of latest customers although the positive a result of recognition striving on task satisfaction is certainly enhanced if salespeople control a higher range of new account.

In addition, Chowdhury (2007) discussed the importance of exacting, rigorous and favorable achievement commitment behaviour within the supervisors within enhancing salespeople's motivation together with work operation. Survey facts were compiled from all of 105 sales and profits employees on two list organizations. Supervisors' ratings have been collected for all one zero five of the salespersons. The studies indicated which to the length that professionals engaged in optimistic

motivational conducts, salespersons' built-in motivations happen to be increased, which in turn, in turn, greater their functionality.

2.5.6 Relationship between Salesforce Characteristics and Sales Organization Effectiveness

There are many studies that investigate the relationship between sales characteristics and sales organization effectiveness. Barker (2001) researched the impact connected with characteristics for salespeople, pursuits of sales and profits managers and also territory design and style as antecedents of gross sales organization success among Canadian salesforces. Based upon Manova evaluation of tendencies from 102 field profits managers, more potent sales lending broker have salesforce who are motived, employ leaders who one on one more and will be more satisfied with the style of their regions. Barker recommended sales managers must embrace better folks and verbal exchanges skills to exercise and special the salesforce who deliver better company and build better not one but two way connection with customers. He also found that managers play a crucial role in getting the most out of their salesforce by more actively directing them compared to the managers in less effective firms.

In addition, Jaramillo, Mulki, and Locander (2006) inspected the effect about perceptions of their time wasted about salespersons' conduct and behaviour intentions. Typical reactions from four hundred salespeople who else work within 49 sections of four Ecuadorian financial institutions ended up used to examine a conceptual stress style. The research ideas were put into practice with a strength equation product. The study discovered that salesmen operating in the main banking business are prone to

often be dissatisfied, on an emotional level exhausted, and they are likely to cigarette smoking when they feel that their period or their whole efforts are wasted or even used uselessly. In spite of the fact that this review gives proof of the essential part of view of time squandered on salesforce's occupation demeanor and behavioural aims, it has a few restrictions. First, the generalization of the outcomes is constrained by the nation of root of the specimen utilized as a part of this review. Second, results are restricted to a solitary industry. In any case, different reviews have considercd reactions from sales representatives in the financial sector area as sufficient (Jaramillo & Marshall, 2004; Verbeke et al., 2008).

In related study, Baldauf, Cravens, and Piercy (2001) analyzed the consequences of salesforce characteristics in European field sales organizations. The study was conducted in Austria and United Kingdom among field sales managers. This study found the salesforce characteristics consequences of behaviour based sales management control provide strong of the variables. Managers consider the consequences of behaviour control to result in a greater extent of affects (e.g. willing to co-operate and accept direction). Intrinsic and recognition motivation, cognitions/capabilities (e.g. product knowledge and selling skills), and behavioural strategies (e.g. support activities, non-selling, and customer focus). Similarly, Oliver and Anderson (1994) offer strong support for the affects/attitudes relationship with behavioural control, though weak support the behavioural strategy and cognitions/capabilities relationships with behavioural control.

In summary, a comprehensive review of the available research work revealed that despite the extensive research work conducted to examine the effect of salesforce characteristics on the sales organization effectiveness, very little has known about this relationship in the life insurance industry. Aside from little conceptual work examining the extent to which these practices are being implemented in the life insurance sector, one can strongly claim that the effect of salesforce salesforce characteristics on the sales organization effectiveness of life insurance business is greatly neglected.

2.6 Salesforce Automation

In Asian countries, the strength of human relationships is much greater than the United State and Europe, and Asian culture and custom place even more importance on strong. Therefore, technology may need to implement into relationships, rather than replace them. Increasingly, company or business adopt and use a variety of technologies to increase their sales performance and productivity (e.g. salesforce automation technologies) (Senecal, Pullins, & Buehrer, 2007). Therefore, in the current unstable and constantly changing global business environment, the good companies know how to implement the salesforce automation (SFA) of their sales strategy to achieve short as well as long-term objectives (Christ & Anderson, 2011). Moreover, in the competitive advantage time, managers and leaders must understand that the best sales people know how to use technologies to achieve their sales goal (Kathuni & Mugenda, 2012).

It has been widely known from the literature of sales management that there have been many definitions of the salesforce automation (SFA) construct. That is, there have been various definitions of SFA proposed by many researchers indicating the non-existence of universal agreed upon definition of the construct (Gohmann, Barker, Faulds, & Guan, 2005; Keillor, Bashaw, & Pettijohn, 1997; Mallin & DelVecchio, 2008; Parthasarathy & Sohi, 1997)

SFA systems consist of centralized database systems that can be accessed through a modem or internet connection by remote computers or smart phone using special SFA software (which is often company specific) (Mallin & DelVecchio, 2008; Parthasarathy & Sohi, 1997). Therefore, in an SFA system, a salesforce can connection a central database method at any time thru their laptop to get continuously refreshed facts regarding many facets of the project, e.g. contact information, revenue productivity, revenues process, customer support information, travelling logistics, and in some cases immediate the means to access commission information (Mallin & DelVecchio, 2008).

Moreover, SFA can thus be characterized by and defined as, the application of information technology to support sales function (Buttle, Ang, & Iriana, 2006). Responding to the need to explain the term, Engle and Barnes (2000) defined the salesforce automation as the system allowed sales person to do such thing as access customer database, keep track of customer seen, record result of sales activity, send or receive sales data, and complete basic sales analyses via specific software. All of this allowed sales manager or sales management to analyses sales activity and

performance. It can be noticed that although the concept of salesforce automation has been defined in various ways in the literature and there is no consensus about one definition.

Salesforce automation alludes to as any information technology application that empowers associations to mechanize their business exercises and managerial duties regarding the advantage of the business proficient (Cascio et al., 2010). Ventures into salesforce automation frameworks and research in regards to the results of salesforce automation utilize are basically connected to the recommendation that salesforce automation frameworks proficiently and successfully gather and spread information all through an organization (Ahearne et al., 2004; Barker et al., 2009; Speier and Venkatesh, 2002).

Salesforce automation frameworks can coordinate an assortment of apparatuses which help salespersons and company compose and break down an assortment of information, for example, service or product accessibility, service or product estimating, client purchasing propensities, quarterly deals figures, and significantly more. Be that as it may, at an essential level, salesforce automation incorporates access to item or potentially focused data, item configurators and data sharing (Petersen, 1997; Pullig, Maxham, & Hair, 2002; Speier & Venkatesh, 2002; Siebel & Malone, 2005). In light of the above, salesforce automation framework defined as a technology innovation application that helps businesses to computerize their deals and regulatory duties, by giving access to service or product as well as aggressive data

Mallin and DelVecchio (2008) further indicated that although previous researchers have found a positive relationship between salesforce automation and usefulness to managers, the appliances explaining these associations were poorly understood and further study is strongly required. Therefore, they stated that salesforce automation of today is more important for salesperson and should impact to their sales performance. In line with this claim, Indonesia life insurance company facing the same challenge and may require effective strategy which can impose and enhance the sales commitment to achieve the higher performance, in order to make the change successfully (Bua, 2009; Djaelani, Keban, Husnan, & Hanafi, 2011; Rahim, 2014).

However, there are many researchers who have defined salesforce automation as an application of technology to the selling function (Buttle et al., 2006). Put simply, salesforce automation is manifested as a tools to utilize technology to reorganize the process of collecting and organizing salesforce information. However, numerous other benefits have been reported in the literature with reference to adoption of SFA tools (Table 2.3).

Table 2.3
Benefits deriving from SFA system utilization

Reduced Costs	The cost of using SFA methods are important and a quite a bit is being invested on these systems. This, still is counter by special discounts in the associated with selling with the sales force (Donaldson & Wright, 2004).
Improved Tracking by Management	A standout amongst the most vital parts of sales manager is to screen the advancement of their business power. SFA is an apparatus that permits administrators to better screen the action of their sales people by investigating its exercises. By reporting data they have gathered from clients, sales

	representatives give administrators a superior comprehension they could call their own movement (Moutot & Bascoul, 2008). The general logical capacity of sales managers increments with utilization of SFA information. With this increment in capacity comes the ability to screen the advancement of sales people all the more nearly, thusly permitting the manager to help enhance singular deal sales people performance.
Increased Revenue	One particular primary mission of almost any organization could be to increase revenue and profits, so it is a starting point to take into account the effects of SFA on the bottom lines. It is important to go through the gross upsurge in revenue together with profits every year as well as heightens in sales revenue per sales people. However, in spite of the intangible importance that SFA adds to the company, often it is not easy to evaluate its exact effect on income.
Increased Availability of Customer Information	The exact attractiveness involving SFA comes from the numerous amazing benefits that it gives. One of the most crucial benefits is definitely its capacity deliver first-class customer valuation through details sharing upon sales and customer service staffs (Morgan and Inks, 2001). Since several departments are interested in enjoying the state of a user account connected with opportunity, SFA is a good remedy. The fact that SFA systems make it easy for different division and people within organization to be able to constantly entry the customer info they need is definitely significant (Reinartz, Krafft & Hoyer, 2004).
Increased Sales Force Mobility	The most significant benefit of using a sales force is normally its chance to sell produce value constructing strong human relationships with customers. Thus, ability to move is extremely important towards sales force. At this time more than ever the actual sales force really should be in touch with people, rather than within an office event data. SFA has granted the sales staff to become additional and more mobile. A good number of CRM businesses are moving speedily to establish wi-fi components intended for sales by way of web smartphone and handhelds or wi-fi

	access to diverse SFA world wide web portals (Greenberg, 2001).
Sales Forecasting	Sales forecasting pertains to the process of price what the business's sales is going to be in the future (Kerin, Hartley & Rudelius, 2009). It is one of the more important as well as challenging assignments for any business and is a fundamental portion of business current administration.

Source: Adapted from Cardinali, Gregori, & Palanga, 2014

Cronin and Davenport (1990) tested the benefits of SFA implementation within a manufacturing provider. They identified that a quantity of hard and even soft outcomes were attained. The difficult outcomes was enhanced superior of shopper communications, considerably better time direction and better knowledge managing. Softer ultimate were divided as strength (rationalization associated with order handling, development of any 'virtual office' held at laptops), motivation (lower sales staff attrition, enhanced image, significantly better stress control) and ethnic.

Moreover, Erffmeyer and Johnson (2001) distinguish improved use of information (60% of the sample), improved transmission with consumers (65%), a lot more efficient sales team (27%) and also faster profits generation (16%) as came to the realization benefits from SFA implementations. They report that will 85% involving managers happen to be either quite satisfied as well as somewhat content with the SFA implementation, in comparison with 80% regarding salespeople as well as 50% with the adopters' shoppers. Wright and Donaldson (2002) additionally report of which their example failed to assess achievement with their strategic SFA objectives, looking instead to get operational procedures such as volume of sales gained (81% from the

sample), contributing to profit margins (79%), choices identified (69%) and income per prospect (66%). Even though customer buy was mentioned as an essential strategic target, only 74% of participants measured the sheer number of customers accumulated. The authors found that this biggest result of revenue information methods was in creating mailing lists, making sales allegations, contact managing and sales-cycle tracking.

Besides, Engle and Barnes's (2000) investigation of merely one pharmaceutical company's operations with three states found a definite relationship amongst SFA implementation and salespeople performance. Ahearne and Schillewaert (2001) as well found involving of SFA was connected to improvements within sales person effectiveness, as well as reselling skills along with knowledge. These people found beneficial correlations in between SFA execution and sales representative market experience, technical understanding, targeting capabilities, adaptive promoting and call yields.

Furthermore, SFA offers a mechanism meant for collecting, retaining, analyzing and also distributing customer- related information to employees and executives. This in general includes the two transactional in addition to profiling data files about users, but might additionally extend to advertise data, competition profiles, supplement libraries, the prices schedules together with other information (Buttle, Ang, & Iriana, 2006). Thus, salesforce automation apparatuses might be seen as a system of salesforce control intended to connect the uniqueness of objective complexity and deal with the risks and uncertainty that a salesforce will not act craftily (i.e. take part in just

self-serving interests). Salesforce automation devices considered principally to bolster the endeavors of the salesman to create acknowledged outcomes (i.e. yields, for example, market share, income, net revenue, and so forth.) might be conceptualized as sales performance instruments. Other salesforce automation instruments are created with management needs and interests at the front line. These devices furnish sales manager with the capacity to measure, monitor, and compensate selling activity (sales call logs, lead tracking, sales forecasting and so forth) (Mallin & DelVecchio, 2008).

2.6.1 Moderating Effects of Salesforce Automation on the Relationship between Salesforce Performance, Sales Management Control Strategy, Salesforce Characteristics and Sales Organization Effectiveness

Further, Hitt and Brynjolfsson (1996) found that overall internet technology implementation leads to increased customer value and productivity. Moreover, Caudron (1996) confirmed that salesforce automation result in dramatically increased profitability and efficiency. Speier and Venkatesh (2002) confirmed this view and supported that technology in sales or SFA improving the speed and quality of information tide among the salesperson, organization and customer.

Besides creating the proper organizational culture to boost sales efficiency (Oliver & Anderson, 1994), sales manager influence the particular salesperson's angle toward making use of technology and also developing the mandatory analytical expertise to optimize its make use of. Specifically, Thibaut and Kelley, (1959) suggested that salespeople's orientation to technology may be enhanced by means of actions that will improve the assessment level of a preexisting sales technology culture to a different

culture more favorably helps sales technological know-how. Pullig, Maxham, and Hair (2002) illustrate the importance to be able to sales agencies of creating the proper conditions regarding successful SFA implementations. Moreover, Bax and McGill (2003) stated that factors such as perceived usefulness, computer self-efficacy, internet self-efficacy and computer anxiety are the most important determinants that may influence the usage of mobile commerce. This had directly proven that the internet self-efficacy is one of the important factors that may influence the usage of information system.

Moreover, several theoretical and empirical studies have examined the effect of SFA on salesforce performance (Moutot & Bascoul, 2008). Although researchers have found that SFA has a significant positive effect on performance (Jayachandran et al. 2005; Keillor, Bashaw, & Pettijohn 1997), some researchers have found that SFA has little effect on increasing performance (Avlonitis & Panagopoulos 2005; Speier & Venkatesh 2002). Such inconsistent f indings could be further understood with an introduction of a moderator variable. According to Baron and Kenny (1986) and Preacher and Hayes (2004), moderators are often introduced when the relationship between predictor and outcome is unexpectedly weak or inconsistent.

In this study salesforce automation is introduced as moderator variable in order to examine the form and/or magnitude of the relationship between salesforce performance, sales management control strategy, salesforce characteristics variables and sales organization effectiveness (Cravens, Ingram, Laforge, & Young, 1993; Piercy et al., 1999). Previous studies have examined salesforce automation as

moderating variable. For example Román and Rodríguez (2015) assessed the moderating effect of salesforce automation customer-qualification skills and customer-oriented selling. The result showed that the influence of technology use on customer-qualification skills and customer-oriented selling is stronger for salespeople with high rather than low self-efficacy. Interestingly, technology use only increases performance for salespeople with high self-efficacy. Moreover, Mariadoss et al. (2014) investigated relationship between salesperson product knowledge and salesperson behaviour with salesforce automation as moderator. Results showed that the indirect positive influence of salesperson product knowledge on salesperson performance through salesperson behaviour is attenuated as SFA use increases, and enhanced when SFA use decreases. Limbu, Jayachandran and Babin (2014) found that salesperson automation moderates the effect of both information communication technology infrastructure and support on job satisfaction.

In summary, some researchers have questioned the existence of a universal agreement regarding the link between salesforce performance and sales organization effectiveness. However, there are many recommendations to examine the effect of salesforce performance on the relationship between salesforce performance, sales management control strategy and sales organization effectiveness. Therefore, this study has contributed to the available literature by studying the moderating effect of salesforce performance on the aforementioned relationship.

2.7 Underpinning Theory

This study investigates the influence of salesforce performance, sales organization effectiveness, salesforce characteristics on sales organization effectiveness. In addition, the study also incorporates the moderating effect of salesforce automation on this relationship. This relationship is best explained using agency theory and contingency theory. The following section will discuss these theories and its application to this present study.

2.7.1 Agency Theory

Agency Theory (Eisenhardt, 1985, 1989) underlines the arrangement of objectives and targets amongst principals and agent. In the context of sales, agency theory addresses the issue of how the sales manager (the principal) can gauge, screen, and assess the salesforce's (the agent's) schedules to guarantee that hierarchical objectives are satisfied. The primary preface here is that both have disparate objectives and often do not have a similar data and realities. For instance, the sales manager (principal) may need the salesforce (agent) to invest more energy sorting out for sales calls, while the salesperson may wish to invest that additional time searching for new costumer.

Accordingly, the sales manager is confronted with an uncertain circumstance in the matter of how the salesforce will for sure contribute that additional time. In light of this objective incongruence, the agency theory is to decide the ideal intends to decrease the instability (from misaligned objectives) and guarantee that the requirements of both capacities are met. A few cases from the sales and management research represent

how agency theory can be utilized to helps managers in choosing ideal sales performance estimation and assessment strategies to decrease instability.

Wiseman and Gomez-Mejia (1997) proposed that to guarantee that organization objectives are accomplished, inward hierarchical means, for example, sales performance constructs, remuneration blend/plan, and behavioural appraisal criteria ought to be utilized. Beside, Basu et al. (1985) utilized agency theory to build up a strategy to infer ideal (variable commission) compensation plan for homogenous salesforces.

Along these lines, agency theory has offered one helpful system for tending to the issue of sales representative performance dimension and sales organization effectiveness. Dictated by agency theory, board of directors are the principles of science who have appointed duty in addition to expert to sales manager who must manage with the real salesforce to give the organization's objective.

A key component of agency theory would be the divergence regarding activities, concerns or want to do among group members. For that reason it will browse the level of curve between the sales manager (principals) and salesforce (agents) in the interests of the issues that determine sales organization effectiveness. The very extent on which salesforce tend to engage in selected field pursuits and the sales manager approval of these routines reveal their valuable importance into the firm. Variations between the couple of groups of personnel level are essential in featuring the being successful with which the main strategies chose by the managements are integrated since converting

strategy directly into action certainly a crucial facet of management. According to Bonoma (1984) the crucial need regarding top management lies not within new solutions to proper questions although increased focus on sales process. Figure 2.1 shows the model of the agency theory.

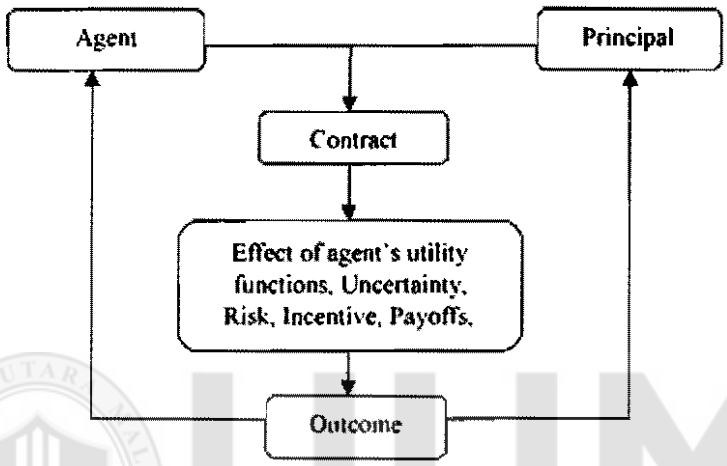

Figure 2.1 Agency Theory Model

Consequently, investigating right after between the salesforce and sales manager is essential in discovering the move between them the importance they will attach to most of these activities. Agencies that be familiar with differences relating to the sales manager and salesforce can become more appropriate in cutting down role get in the way, ambiguity as well as sales revenues. The extended the sales agents or the sales manager keep on being unaware of the point that they are not capable of carry out these activities and outcomes expected of those, the more dangerous and weakening the consequences are found on the organization (Tyagi, 1985a). Whenever salesforce and sales manager hold a lot more similar posture, information along with perceptions with regards to the performance with the sales people; the intention and the overall

performance of the salesforce are likely to be larger. This is due to "hierarchical influence" that is definitely the degree that on which subordinates truly feel their inspector is successful to get management to acknowledge their issues as well achievement (Tyagi, 1985b).

The main topic of agency theory is to explain relation between agent and principal and how the principal (sales manager) to measure and evaluate agent (salesforce) activities. These studies argued that this theory can support relationship between salesforce activities and behaviour to support organization effectiveness especially in sales and how sales automation as a moderator support this theory as a part of sales activities.

In summary, this theory contends that can resolve the issues that can happen in agency relationship. The first is the agency problem that emerges when (a) the longings or objectives of the agent and principal conflict and (b) it is troublesome or costly for the main to check what the specialist is really doing. The issue in this circumstance that the key cannot confirm that the agent has acted suitably. The second is the issue of risk sharing emerges when principal and agent have distinctive mentalities toward risk. The issue here is that the agent and the principal may lean toward various activities as a result of the distinctive risk inclinations (Eisenhardt, 1989). As a result, agency theory seems to provide an appropriate framework for analyzing a relationship between salesforce performance, sales management control strategy, salesforce characteristics and sales organization effectiveness in life insurance industry in Indonesia context.

2.7.2 Contingency Theory

Contingency is a way to deal with the investigation of organization behaviour in which clarifications are offered concerning how contingent variables, for example, culture, technology and the outside condition impact the plan and capacity of organization. The presumption fundamental contingency theory is that no single sort of organization structure is similarly material to all organizations. Comparatively, organization effectiveness is reliant on a fit or match between the sort of technology, ecological unpredictability, the size of the organization, the components of the organizational structure and its system of information.

Moreover, contingency theories were produced from the sociological functionalist theories of organization structure, such as the structural approaches to organizational studies by Reid and Smith (2000), Chenhall, (2003) and Woods (2009). These reviews hypothesized that organization structure was dependent upon relevant elements, such as, technology, measurements of task environment and organizational effectiveness.

The Contingency theory states that for an organization there are various or multiple strategic choices that can be pursued. It also posits that an organization can choose among many available choices available that are dependent on contingent upon, the environment in which the organization operates (Schuler, 2000). In fact, in the contingency theory, the concept of "fit" has the crucial importance as it has been termed in many ways such as consistent with, contingent upon, and aligning (Venkataraman, 1989). In other words, the concept of "fit" or "match" is the basic premise of the contingency theory (Lawrence & Lorsch, 1967). Therefore, research

scholars of the contingency research and strategic management emphasized the necessity of the fit between the organizational strategy and some of the organizational variables as the key prerequisite for critical performance (Selto et al., 1995; Van de Ven & Drazin, 1985).

Although it has been emphasized that the fit is the main issue in the Contingency theory, there has been a clear definition of the term (Van de Ven & Drazin, 1985). Specifically, the fit term was defined using three approaches namely, selection approach, interaction approach, and the system approach. While the selection approach refers to the fit as the correlation between the environmental variables and the organizational variables, the interaction approach examines the interaction between organizational variables and the environment. Moreover, the system approaches considers the effect of this interaction on the performance.

Furthermore, in the literature of contingency theory, it has been widely argued that organizational effectiveness could be improved if there is an effective alignment of the key organizational variables (Naman & Slevin, 1993). According to the contingency theory, the relationship between two variables is contingent or depends on the level of a third variable. Therefore, it was highly suggested that introducing a moderator variable into the relationship between two variables may permit more specific understanding and prevent misleading conclusions regarding the contingency relationships. To better understand the inconsistent findings regarding the relationships between organizational strategies and organizational performance,

contingency theory had a primary contribution to the development of management sciences (Venkatraman, 1989).

In an attempt to better explain and understand the relationship between salesforce performance, sales management control strategy, salesforce characteristics and sales organization effectiveness, the literature suggested some of the potential moderating variables (Gohmann et al., 2005; Keillor, Bashaw, & Pettijohn, 1997; Mallin & DelVecchio, 2008; Parthasarathy & Sohi, 1997). One of the most important organizational variables with potential moderating role between salesforce management and sales organization effectiveness is salesforce automation (Baldauf & Cravens, 2002; Piercy et al., 1999).

As it has been discussed earlier, the major purpose of this study is to examine the role of salesforce automation on the relationship between salesforce performance, sales management control strategy, salesforce characteristics and sales organization effectiveness. It can be argued, based on the literature, that salesforce automation could be one of the major factors that allow or inhibits the effective sales strategy implementation (Baldauf & Cravens, 2002; Piercy et al., 1999). Therefore, if a sales organization developed a better salesforce automation, the outcomes for salesforce automation, sales management control strategy and salesforce characteristics could be highly promising. In a supportive better implementation of salesforce automation, the abilities of the sales organization to create successful change initiatives related to system, processes, and human aspects will be greatly increasing. The importance of salesforce automation is due to the good fit that can be established with the intended

strategies and the sales information system practices within the sales organization. That is to say, in the case of implementation of salesforce automation, all the members of salesforces in the organization are ready to accept this saleforce automation.

Thus, this study can be underpinned by the contingency theory. Moreover, this study is line with the strategy implementation school following Venkatraman and Camillus (1984) classification. Moreover, the contribution of this study to the literature is by examining the contingency theory through investigating the moderating role of salesforce automation on the salesforce performance, sales management control strategy, salesforce characteristic and sales organization effectiveness relationship.

2.8 Summary

This chapter summarized past researches on sales organization effectiveness, salesforce performance, sales management control strategy, salesforce characteristics, and salesforce automation. It attempted to delineate their definitions and at the same time find out their relationships. The attempt was vital because there were few studies empirically testing the scope of salesforce management.

The Agency Theory and Contingency Theory utilized in this study may help researcher to explain relation among salesforce performance, sales management control strategy, salesforce characteristics, salesforce automation and sales organization effectiveness in Indonesia life insurance industry.

The next chapter will discuss the methodology, research framework, developed hypotheses, and research design employed to answer the research questions and objectives of study.

CHAPTER THREE
METHODOLOGY

3.1 Introduction

This study designs to examine the first relationship between salesforce performance, sales management control strategy, salesforce characteristics, and sales organization effectiveness in Indonesia life insurance industry. This study also examines the impact of salesforce automation as a moderator between salesforce performance, sales management control strategy, salesforce characteristics and sales organization effectiveness. In this chapter, the methodology of the study including research framework, underpinning theory, development of hypotheses, research design, population and sampling procedures, instrumentations, data collection procedures and statistical technique is presented.

3.2 Research Framework

Based on the literature review, Figure 3.1 depicts the theoretical framework that shows salesforce performance, sales management control strategy, and sales performance as an independent variable. Salesforce performance has six dimensions (technical knowledge, adaptive selling, team work, sales planning, sales presentation, and sales support), meanwhile, sales management control strategy has four dimensions (monitoring, directing, evaluating, and rewarding) and salesforce characteristics has five dimensions (affect/attitude, cognition/capabilities, behavioural strategy, recognition motivation, intrinsic motivation). The dependent variable is sales

performance, which has four dimensions (sales volume, market share, profitability, and customer satisfaction). Finally, the moderating variable is salesforce automation

Figure 3.1 Illustrates the relationship between the predictor variable, dependent variable and moderator of this study as clarified in the previous part of this chapter.

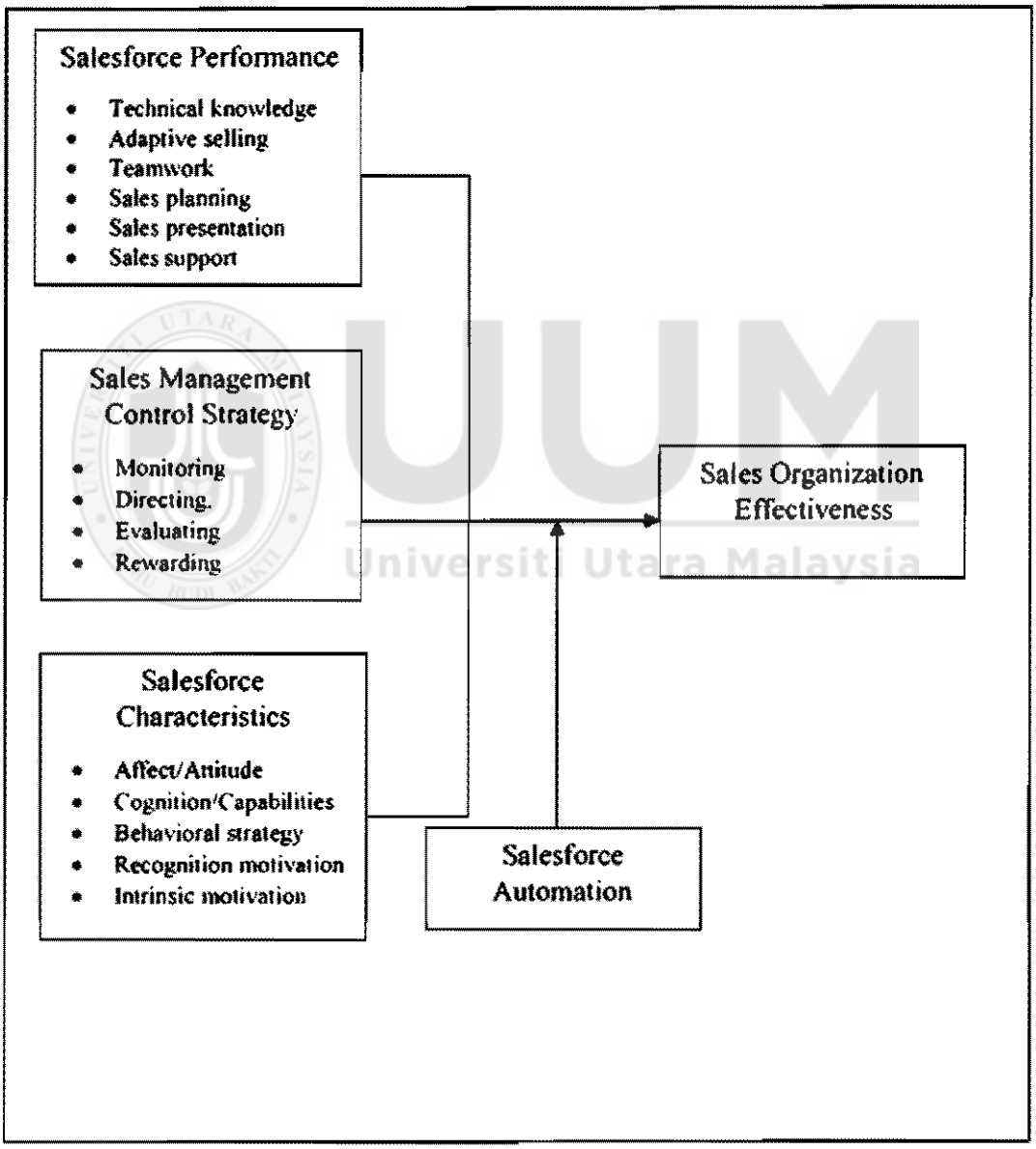

Figure 3.1 *Research Framework*

The theoretical framework is divided into three parts. First part of this research framework is sales organization effectiveness of life insurance companies in Indonesia, which plays as a dependent and is the critical variable in this research. The whole model is designed to discover the main factors that influence the company sales performance. Furthermore, it explores the main determinants of salesforce management activity among sales manager regarding the sales organization effectivencss.

The second part consists of salesforce performance, sales management control strategy, and salesforce characteristics variables as independent variables. The salesforce performance defined as by attributes and characteristics that can be described as salesforce performance (Babakus et al., 1996). Similarly, it is defined by Barker (1997) and Pelham (2006) to be adaptive selling and team work that lead to new entry. In this context, the research tries to discover the performance of salesforce in life insurance company toward technical knowledge, adaptive selling, team work, sales planning, sales presentation, and sales support. All these variables are expected to influence sales organization effectiveness.

Sales management control strategy refers to an organization's set of procedures for monitoring, directing, evaluating, and rewarding its employees (Grant, Laney & Nasution, 2009). In the context of this study, sales management control consist of monitoring, directing, evaluating, and rewarding. According to the definition of sales management control the items related to this variables will be tested to show the impact of this independent variables with sales organizations effectiveness.

Moreover, salesforce characteristics mentions to be main professional behaviour-related characteristics of the salesforce include attitude, motivation and the salesperson's strategic behaviour or approach (Anderson & Oliver, 1987). In the context of this research, affect/attitude, cognition/capabilities, behavioural strategy, recognition motivation and intrinsic motivation. From this definition of salesforce characteristics the items related to this variables will be examined to show relationship of this independent variables with sales organization effectiveness.

As shown in this research framework, the third part of this model is a salesforce automation that act as the third factor in the research framework. It is proposed as having a moderating effect in salesforce performance, sales management control, salesforce characteristics and sales organization effectiveness. The highest level of using technology in sales will tend to increase the possibility of increase sales effectiveness (Ahearne et al., 2008; Baker & Delpechitre, 2013). Many researcher confirmed the presence of many essential aspects of salesforce automation usage one of this research has a direct impact on effort, thereby reducing number of hours worked, and customer relationship management usage has a direct positive impact on adaptive selling behaviours (Rapp, Agnihotri, & Forbes, 2008).

Previous studies have documented that salesforce automation has implemented in many industry, such as hospital (Jones, 2004), pharmaceutical ((Rapp et al., 2008), printing technology industry (Baker & Delpechitre, 2013), army department (Gohmann et al., 2005), financial industry (Wang, Chung, & Wang, 2003), small medium enterprise (Cardinali et al., 2014), and life insurance (Larpsiri & Speece, 2004). As salesforce automation is previously defined as manual sales activities to

electronic processes through the use of various combinations of hardware and software applications.

3.3 Hypotheses Development

From the theoretical framework, there are six hypotheses formulated in this study. Previous empirical findings concerning the relationship among the factors are exhibited to bolster the theories. The detail of the exchange on the relationship among the variables will be talked about underneath.

This research suggests that salesforce performance and sales organization effectiveness are linked. Effectiveness is an overview assessment in regards to organization effectiveness that can be to some degree inferable from the sales representative (Churchill et al., 1993). The similarity among sales performance, marketing performance and sales organization effectiveness has been broadly recognized in the literature (Baldauf, Cravens, & Piercy, 2001; Ingram, LaForge, Avila, Jr., & Williams, 2006; Piercy, 2010, Asiegbu, et al., 2011). Sales organizational effectiveness and sales performance are related but conceptually different (Piercy, 2010). As this study concern of how salesforce performance influence sales organization effectiveness, therefore, the focal point of discussion mainly concern on predictors in salesforce performance themes and how their influence on sales volume, market share, profitability and customer satisfaction. Thus, in view of the above discussion, the hypotheses can be developed as follows:

H1: There is a relationship between salesforce performance and sales organization effectiveness

Additionally, management control in an organizational framework considers the actions of managers intended to impact the outcome of promotion personnel to carry out the targets of the lending broker and behaviour (Anderson & Oliver, 1987; Jaworski, 1988; Jaworski, Stathakopoulos, & Krishnan, 1993). Prior empirical studies have studied the influence of sales management control on behavioural performance (Theodosiou & Katsikea 2007), satisfaction with supervisors (Challagalla & Shervani 1996), motivation of salespersons (Miao, Kenneth, & Zou 2007), the role stress (Lusch & Jaworski 1991), ethical standards (Ingram, LaForge, & Schwepker 2007), and salesforce performance (Piercy, Cravens, & Morgan 1999). Nevertheless, the impact on the sales organization effectiveness on life insurance companies has yet to be investigated. Sales management control strategy is referred to as only two opposite solutions: behaviour-based as well as outcome-based sales and sales management handle. Since systematic studies concerning sales supervision control happen to be based primarily on the Anderson and Oliver (1987) models and improved by Cravens et al. (1993), this construct is adopted as the foundation for this research. Accordingly, the following hypothesis is developed:

H2: There is a relationship between sales management control strategy and sales organization effectiveness

A study in sales management is important as characteristics of sales person are determine their appropriate behaviour according to the organization effectiveness (Barker, 2001; Massey & Davis, 2007). While characteristics in salesperson behaviour study lead to the effectiveness of company (Choi, Huang, & Sternquist, 2015). The salesperson characteristics theoretically related with behaviour-based management

control include affects/attitude, motivation, cognitions/capabilities, and behavioural strategy (Anderson & Oliver, 1987; Baldauf, Cravens & Piercy, 2000). Hence, this study attempts to explore salesforce characteristic from the sales manager perspective and how it influences their attitude towards the sales organization effectiveness. Accordingly, the following hypothesis is developed:

H3: There is a relationship between salesforce characteristics and sales organization effectiveness

It has been clear from the previous review of the salesforce management literature that the vast majority of research work related to salesforce management reveals that sales management factors can positively impact the sales organization effectiveness (Ahmad, Sah, & Kitchen, 2010; Babakus, Cravens, Grant, Ingram, & Laforge, 1996; Babakus, Cravens, Ingram, & Laforge, 1994; Bajari, 2006; Cross, Brashear, Rigdon, & Bellenger, 2012; Pelham, 2006; Piercy et al., 1998, 1999; Singh & Das, 2013; Yilmaz, 2002). On the other hand, many other researchers reported the failure of sales management factors (e.g. SFP, SMCS, SFC) in sales organization effectiveness (Piercy et al., 1999). Ultimately, the lack of salesforce automation affects the successful influence between SFP, SMC, and SFC as a change strategy towards improving the overall sales organization effectiveness. Based on the previous works of literature, it is observed that salesforce automation can serve as moderator variable on the relationship between salesforce performance, sales management control strategy, salesforce characteristics and sales organization effectiveness. This study proposes the following hypotheses are developed:

H4: Salesforce automation moderates the relationship between salesforce performance and sales organization effectiveness.

H5: Salesforce automation moderates the relationship between sales management control and sales organization effectiveness

H6: Salesforce automation moderates the relationship between salesforce characteristics and sales organization effectiveness

3.4 Operational Definition

As reviewed in Chapter 2, there are five (5) variables identified in this study, such as sales organization effectiveness, salesforce performance, sales management control strategy, salesforce characteristics and salesforce automation. The dependent variable for this study is sales organization effectiveness. The independent variables are salesforce performance, sales management control strategy, and salesforce characteristics. The moderator for this study is salesforce automation. In accordance with theoretical framework, relevant measurement for each of operational definitions are as follows:

Salesforce performance. Salesforce performance is defined as associates the concept of performance to each salesperson's individual work and the concept of effectiveness to the organization globally, or the sales unit (Barker, 1997) but in this research author uses the term effectiveness in both situations in a more recent piece of work. Salesforce performance consists of six dimensions namely (1) technical knowledge, (2) adaptive selling, (3) teamwork, (4) sales presentation, (5) sales planning, and (6) sales support

(Behrman & Perreault, 1992; Cravens et al., 1993; Spiro & Weitz, 1990; John & Weitz, 1989; Babakus et al., 1996).

Sales management control strategy, sales management control strategy is defined sales management control strategy plays an important role in influencing salesperson's outcome performance, and designing effective field sales organizations (Grant, Laney and Nasution (2009). Sales management control strategy consist of four dimensions namely (1) directing, (2) monitoring, (3) evaluation, and (4) rewarding (Babakus et al., 1999; Baldauf et al., 2002; Piercy et al., 1999).

Salesforce characteristics, salesforce characteristics are defined as salespeople's attitudes and behaviour that are expected to have a favorable impact on performance. These include capabilities, motivation, and attitudes. Behaviour control is expected to have a favorable impact on these characteristics (Cravens et al., 2006). Salesforce characteristics contain of five dimensions namely (1) affect/attitude, (2) cognitions/capabilities, (3) behavioural strategy, (4) recognition motivation, and (5) intrinsic motivation (Oliver, 1997).

Salesforce Automation, salesforce automation is defined as the application of information technology to support sales function (Buttle, Ang, & Iriana, 2006). Salesforce automation consist of two dimensions namely (1) perceived of usefulness and (2) perceived ease of use (Venkatesh & Davis, 2000; Moore & Benbasat, 1991).

Sales organization effectiveness, sales organization effectiveness is defined as conceptualized sales performance as the evaluation of salespeople based on what they

produce (i.e. sales outcomes) as well as what they do (i.e. sales behaviours) (Anderson and Oliver (1987). Sales organization effectiveness contain of four dimensions namely (1) sales volume, (2) market share, (3) profitability, and (4) customer satisfaction (Cravens et al., 1993; Babakus et al., 1996).

3.5 Research Design

One of the main purposes of this study is to provide a valid and reliable framework for the interaction between salesforce performance (SFP), sales management control strategy (SMCS), salesforce characteristics (SFC), salesforce automation (SFA) and sales organization effectiveness of life insurance companies in Indonesia. Research design is a backbone of the research that holds all the elements of the research (Trochim, 2006).

A research design comprises a strategic plan that includes specific methods and procedures for collecting and for analyzing the required data on the study population to obtain the solution to the problem statement (Sekaran & Bougie, 2010; Zikmund et al., 2010). This study approves a quantitative method which enabled knowledge claims on practical areas. The present study is correlational as well as cross-sectional in nature as this method uses some basic measures to obtain data and information from respondent in their normal situation (Graziano & Raulin, 1997).

Moreover, a survey based mostly research has its advantages because approach is often organized plus unreachable data and information can be obtained well, besides the and also have generalize the final results (Leedy, 1997). Additionally, Kerlinger (1973)

attested that survey is most beneficial adapted to produce individual as well as social evidences, beliefs along with attitudes. Additional motive a self-imposed questionnaire use in this study is because the questions which adjusts from past studies and have a high level of validity, so that according to Lyon, Lumpkin, and Dess (2000) such survey method has a relatively high level of validity since questions can be posed directly addressing the original nature of a construct. Additionally, Marshall (1996) shown quantitative sampling as the solution to draw staff from the populace which then could be generalized returning to the population the approach to draw representatives from the population which then can be generalized back to the population.

3.5.1 Unit of Analysis

According to Sekaran and Bougie (2010) and Zikmund et al. (2010), researchers must explain their unit of analysis to find a solution to the problem statement. The unit of analysis refers to the level of aggregation of the data to be collected during the data analysis phase. The unit of analysis is the unit used by a researcher in the measurement of variables (Sekaran, 2003). The unit of analysis may be at the individual, group, business unit, or organizational level. This study, in an effort to understand how salesforce performance, sales management control strategy, salesforce characteristics influencing sales organization effectiveness as perceived by salesforce from sales manager perception. Thus, the level of analysis is individual-based, which means that the data collected from the sales managers are aggregated at the individual level. The unit analysis for this study is sales managers in life insurance company in Indonesia

but limited to three domestic companies and he/she has salesforce morethan two salesforces (Baldauf et al., 2001).

3.5.2 Population and Sample

In this section the population of study is discussed. Apart from that, sampling frame, sampling technique, sample size and unit analysis of the present study are highlighted. The term of population refers to universe of units that relate to the research objective; while the term sample refers to subset of those units from evidence is gathered. The inference task then is to use evidence from a sample to draw conclusions about the population (Bryman & Bell, 2011). Sampling, therefore , may be the process of picking a few small sample from even bigger group (the population) to create the basis to get estimating or possibly predicting the exact prevalence for unknown bit of information, problem or finish result regarding the greater group to put it differently a sample can be a subgroup from the population typically the researchers are curious about.

The population for this study are the sales managers at three domestic life insurance companies, which owned by Indonesia State-owned Company namely PT. Asuransi Jiwa Tugu Mandiri (owned by Pertamina and PT. Timah), PT. Bringin Jiwa Sejahtera (owned by Bank BRI), and PT. BNI Life (owned by Bank BNI) in Java Island, Indonesia. The total number of sales managers gathered by the company database in June 2015 is 537 in the five biggest city in Java Island that specifies the population size for this study. Furthermore, due to its centricity for economic and industrial

activities (Detik, 2013), these five cities can represent the overall view of the entire sales manager in Indonesia life insurance industry.

In most cases, it is impossible to collect data from all populations (Hair et al., 2007). The current study is faced with the problem that it is not possible to reach all of the populations under investigation. Thus, the data collected from a sample.

3.5.3 Sampling Technique

Generally, the sampling method divided into two categories: probability sampling and nonprobability sampling. In this study, the mixed method of probability sampling and non-probability sampling are selected, because sampling for this study is divided into two phases. In the first phase, the probability one kind sampling methods is applied. The probability sampling method is nominated due to the fact that the results constructed on this type of sampling technique can be generalized to the target population with a level of confidence and the representativeness of the sample is of importance in the awareness of broader generalizability (Sekaran & Bugie, 2010).

The target population of the study are the sales managers in Indonesian life insurance companies. The population frame is obtained from Indonesian Life Insurance Association (AAJI) members. The procedure of sampling begins with the identity of the population. The population refers to entire group of people or organization that are of interest to the researcher (Sekaran, 2009; Zikmund, 2003).

For this study, the samples for the study are sales managers who are worked in three domestic life insurance companies and owned by Indonesia State-owned Company which non performing industries. These companies have and implemented salesforce automation in their company i.e. PT. Asuransi Jiwa Tugu Mandiri, PT. Bringin Jiwa Sejahtera, and PT. BNI Life Insurance in 5 biggest city in Java island namely Jakarta, Bandung, Semarang, Yogyakarta, and Surabaya. The sales managers are responsible to take care of the life insurance business and they are also responsible to motivate, retain and develop their salesforce. Moreover, the reason using these three companies as sampling because the three companies have similar that are owned by government-owned companies and all these companies are have below average performance (Beritasatu.com, 2106). From the reason above becomes the consideration of researchers to take samples from the those companies.

Moreover, either the sample size can be determined by using statistical technique or though some rules of thumb (Aaker, Kumar & Day, 2008). Determination of sample size is important because practically it is almost difficult to gather data from every component of the population due to time constraints, lack of human resources and high cost (Bryman & Bell, 2011). Sekaran (2005) and Zikmund et al. (2010) claimed that the sampling is conducted instead of gathering data from all component of population. In addition, choosing an appropriate sample from the population is expected harvest more reliable results for the study (Sekaran, 2005), particularly if the sample is representative of the whole population.

Probability sampling is better to non-probability sampling because it permits the researcher to have a precise generalization of the population and enable the researcher to apply advanced statistical analysis. However, each procedure has its own advantages and disadvantages. For the purpose of the study, probability sampling was preferred. This is because probability sampling increases the possibility that the elements selected from the population can provide an accurate reflection of the population parameters. Examples of probability qsampling techniques are simple random sampling, systematic sampling, stratified sampling and cluster sampling.

In this study, the stratified sampling technique is suitable for the given situation because the researcher can divided the subjects of the study into relatively homogeneous subgroups that are distinct and non-overlapping. It is the most efficient among all probability designs and all groups of population are evenly sampled. The sample size for this study derived from the suggestion by Krejcie and Morgan (1970) cited in Sekaran (2007) which reads that if a population number is higher between 500 and 550 the sample size should be 217 to 226, which is applied here for this study.

According to Hair et al. (2007), within a proportionately sampling basis, the sample size from each stratum is determined independently without considering the size of the stratum in relation to the overall sample size. The more important a particular stratum is considered, the higher the proportion of the sample elements from the stratum. This sampling procedure was selected because it is cost-effective and increases the control of the researcher (Goode & Hatt, 1952).

Moreover, the principles of thumbs proposed by simply Roscoe (1975) such as that sample measurement larger than 30 and less compared to 500 work and the sample size really should be several time (preferably ten-times or more) as great as the range of variables with multivariate review including a multiple of regression analysis. Although Comfrey and Lee (1992) considered a sample of 300 as good. For this research, the researcher had decided to make it as 345 and it also suggested by Baruch and Holtom (2008) based on the response rates for surveys used in organization research. They analysed 1607 studies published in the years 2000 and 2005 in 17 refereed academic journals, they identified 490 different studies that utilized surveys. Their research examined the response rates in these studies, which covered more than 100,000 organizations and 400,000 individual respondents. The average response rate for studies that utilized data collected from individuals was 52.7 percent with a standard deviation of 20.4, while the average response rate for studies that utilized data collected from organizations was 35.7 percent with a standard deviation of 18.8.

To determine the proportionate sample size for each life insurance company with the target sample size of 345, the number of elements for each company was multiplied by the target sample size and then divided by total elements. For example, with 80 numbers of sales manager at PT. Asuransi Jiwa Tugu Mandiri, The proportionate sample size can be obtained by multiplying 80 with 345 and divided by 537 which equal 52 for this sales office. The same calculation method was applied to all targeted sales offices.

Next, randomly select 345 respondents. Respondents were drawn from each branch of sales branch using simple random sampling proportionate to the number of elements in the category. The selection of respondents was done using table of random numbers. To ensure representation, the selection was done by province and branch offices. For example, in the case of PT Asuransi Jiwa Tugu Mandiri, KP (Kantor Penjualan) Jakarta Pondok Pinang has a population of 80 sales managers with a sample size of 52. First, a number was allocated to all fifty two sales managers. In selecting the respondents and determining the starting point in the table, the researcher prepared fifty two numbers (Number 1 to 52) and randomly picked a number. Number 3 was picked. This means that the starting point in selecting respondents for sales manager list is number 3. Hence, sales manager assigned number 3 in the list were selected as respondent. Subsequent numbers were picked by moving inthe direction of left to right and down the table until the fifty two respondents were selected from KP (Kantor Penjualan) Jakarta Pondok Pinang. The same process was carried out for other branch in the list. Table 3.1 below shows proportionate sample size for this study.

Table 3.1
Life Insurance Companies Sales Branch in Five Cities Capital in Java Island

No	Company	City	Sales Offices	Approximately Sales Managers	Sample Size
1.	PT Asuransi Jiwa Tugu Mandiri	Jakarta	KP Jakarta Pondok Pinang	80	52
		Bandung	KP Bandung Surapati	21	13
			KP Cirebon Tuparev	20	13
		Semarang	KP Semarang Kepatihan Barat	38	24

No	Company	City	Sales Offices	Approximately Sales Managers	Sample Size
		Yogyakarta	KP Yogyakarta Gayam	27	17
		Surabaya	KP Surabaya Genteng Kali	41	27
2.	PT. Bringin Jiwa Sejahtera	Jakarta	KP Jakarta 00	15	10
			KP Jakarta 01	14	9
			KP Jakarta 02	15	10
			KP Jakarta 03	16	10
			KP Jakarta 04	13	8
			KP Jakarta 05	12	8
			KP Jakarta 06	16	10
			KP Jakarta 07	12	8
		Bandung	KP Bandung 01	14	9
			KP Bandung 02	16	10
		Semarang	KP Semarang	10	6
		Yogyakarta	KP Yogyakarta 1	12	8
			KP Yogyakarta 2	14	9
		Surabaya	KP Surabaya 1	17	11
			KP Surabaya 2	18	12
3.	PT. BNI Life Insurance	Jakarta	KP Jakarta 1	17	11
			KP Jakarta 4	15	10
		Bandung	KP Bandung	19	12
		Semarang	KP Semarang	16	10
		Surabaya	KP Surabaya 1	16	10
			KP Surabaya 2	13	8
	Total			537	345

3.5.4 Data Collection Procedure

Several steps were taken in designing and administering the questionnaires. First, a search through literature is done to identify measures that would capture the constructs under study. Due to the importance of clearly understanding the questionnaires by respondents, the questionnaire is translated from English into Bahasa Indonesia and again from Bahasa Indonesia to English. Specific process is English version is

translated into Bahasa Indonesia by a native Indonesia speaker who is fluent in both languages. The Bahasa Indonesia questionnaire then translated back into English again by another person with the same qualifications. The process is employed as a respond to Sekaran (2009) suggested that it is important to ensure that the translation of the instruments is developed accordingly. Second, next step is the researcher examined the validity of the questionnaire by comparing the translated version with the original version.

Next, the simple random sampling technique from each branch was used in the data collection process. After the sample size was derived from the life insurance companies, the letters requesting permission to conduct research was sent to the targeted life insurance companies. This permission was to ensure their cooperation in this study. After the researcher obtained permission, a location survey started and sales manager are asked for their collaboration in doing the survey. The questionnaire is distributed to the targeted respondents in self-administered.

The survey is led through self-managed polls. Despite the fact that this strategy is costly contrasted with a mail study, all things considered, the researcher supports this technique due its favorable circumstances. The considerable favorable is that the reseracher can gather all the completed responses inside a brief timeframe. The second advantage is that the researcher can clarify on the spot the terms or parts of the questions that the respondent cannot understand. Third, the researcher can persuade the respondents to participate in the survey and give their legit opinions (Sekaran, 2009).

3.6 Measurement of Variables

The measurement scales for each of the variables were derived from the previous literatures and author modified and adapted it to suit the industry survey. According to Sekaran (2009) and Zikmund et al. (2010), measurement is a tool or mechanism of describing some property of phenomenon's variables of interest in the study by assigning numbers in reliable and valid way. This variables reliability from previous study was between 0.77 and 0.92 (Piercy, Cravens & Lane, 2012). This section presents the full details of measurement items and measurement scale for each variable involved in this study as well as the design and structure of the questionnaire.

3.6.1 Measurement Items for Sales Organization Effectiveness

Sales organization effectiveness is conceptualized into four dimensions in this study: first as sales volume , second as market share, third as profitability; and fourth as customer satisfaction. The measurement of the dependent variable is adapted from Cravens et al. (1993) and Babakus et al. (1996). The measurements developed to define sales organization effectiveness were based on conceptual model depicting relationships between salesforce control systems, characteristics, performance, and sales organization effectiveness as a framework for testing the propositions formulated by Anderson and Oliver (1987). Table 3.2 shows the items used to measure the sales organization effectiveness and the sources from which their adapted.

Table 3.2
Measurement items for Sales Organization Effectiveness

As a sales manager, I think….:		
Code	Items	Source
Sales Volume		
SOE1	My company's sales volume is higher than major competitor	Cravens et al. (1993) and Babakus et al. (1996)
SOE2	My company's sales volume is higher than company sales objectives	
Market Share		
SOE3	My company's market share is higher than major competitor	
SOE4	My company's market share is higher than company sales company objectives	
Profitability		
SOE5	My company's profitability is higher than major competitor	
SOE6	My company's profitability higher is than company sales objectives	
Customer Satisfaction		
SOE7	My company's customer satisfaction is higher than major competitor	
SOE8	My company's customer satisfaction is higher than company sales objectives	

3.6.2 Measurement Items of Salesforce Performance

The measure of the salesforce performance was derived from the appropriate studies in the salesforce management literature. However, the deployed measure use in this study was adapted from the measures used by Behrman and Perreault (1982), Cravens et al. (1993), Spiro and Weitz (1990), and John and Weitz (1989). These measures are used to measure the salesforce perfonnance in the organization. In addition, some items are also adapted from the work of Babakus et al. (1996). Table 3.3 exhibited the items used to measure the salesforce performance of life insurance companies and their sources from which they are adapted.

Table 3.3
Measurement items for Salesforce Performance

As a sales manager, I can see that my salespeople…:		
Code	Items	Source
Technical Knowledge		
TK1	Know the design and specifications of company products/services.	Behrman and Perreault (1982); Cravens et al. (1993)
TK2	Know the applications and functions of company products/services.	
TK3	Keep abreast of your company's production and technological developments.	
Adaptive Selling		
AS1	Experiment with different sales approaches.	
AS2	Are flexible in the selling approaches used.	
AS3	Adapt selling approaches from one customer to another.	Spiro and Weitz (1990)
AS4	Vary sales style from situation to situation.	
Teamwork		
TW1	Generate considerable sales volume from team sales (sales made jointly by two or more salespeople).	
TW2	Build strong working relationships with other people in our company.	
TW3	Work very closely with non-sales employees to close sales.	John and Weitz (1989)
TW4	Coordinate very closely with other company employees to handle post-sales problems and service.	
TW5	Discuss selling strategies with people from various departments.	
Sales Presentation		
SP1	Listen attentively to identify and understand the real concerns of customers.	
SP2	Convince customers that they understand their unique problems and concerns.	
SP3	Use established contacts to develop new customers.	Behrman and Perreault (1982); Cravens et al. (1993)
SP4	Communicate their sales presentation clearly and concisely.	
SP5	Work out solutions to a customer's questions and objections.	
Sales Planning		
SPG1	Plan each sales call.	
SPG2	Plan sales strategies for each customer.	

As a sales manager, I can see that my salespeople…:		
Code	Items	Source
SPG3	Plan coverage of assigned territory/customer responsibility.	Babakus, Cravens, Grant, Ingram and LaForge (1996)
SPG4	Plan daily activities.	
Sales Support		
SS1	Provide after the sales service.	
SS2	Check on product delivery.	
SS3	Handle customer complaints.	Babakus, Cravens, Grant, Ingram and LaForge (1996)
SS4	Follow up on product use.	
SS5	Troubleshoot application problems.	
SS6	Analyze product use experience to identify new product/service ideas.	

3.6.3 Measurement Items of Sales Management Control Strategy

Sales management control strategy was measured using 25 items from Cravens et al. (1993). Every item rates how often sales manager or leader in organization demonstrates their management ability to manage salesforce. The items measure the four dimensions of sales management control strategy: monitoring, directing, evaluating, and rewarding as shown in Table 3.4.

Table 3.4
Measurement items for Sales Management Control Strategy

As a sales manager, I….:		
Code	Items	Source
Monitoring		
M1	Spend time with salespeople in the field.	
M2	Make joint calls with salespeople.	
M3	Regularly review call reports from salespeople.	
M4	Monitor the day-to-day activities of salespeople.	Cravens et al. (1993)
M5	Observe the performance of salespeople in the field.	
M6	Pay attention to the extent to which salespeople travel.	

As a sales manager, I....:

Code	Items	Source
M7	Closely watch salespeople's expense accounts	
M8	Pay attention to the credit terms that salespeople quote customers.	
Directing		
D1	Encourage salespeople to increase their sales results by rewarding them for their achievements.	
D2	Actively participate in training salespeople on the job	Cravens et al. (1993)
D3	Regularly spend time coaching salespeople.	
D4	Discuss performance evaluations with salespeople	
D5	Help salespeople develop their potential.	
Evaluating		
E1	Evaluate the number of sales calls made by salespeople.	
E2	Evaluate the profit contribution achieved by each salesperson.	Cravens et al. (1993)
E3	Evaluate the sales results of each salesperson.	
E4	Evaluate the quality of sales presentations made by salespeople.	
E5	Evaluate the professional development of salespeople.	
Rewarding		
R1	Provide performance feedback to salespeople on a regular basis.	
R2	Compensate salespeople based on the quality of their sales activities.	
R3	Use incentive compensation as the major means for motivating salespeople.	
R4	Make incentive compensation judgments based on the sales results achieved by salespeople.	Cravens et al. (1993)
R5	Reward salespeople based on their sales results.	
R6	Use non-financial incentives to reward salespeople for their achievements.	
R7	Compensate salespeople based on the quantity of their sales activities	

3.6.4 Measurement Items of Salesforce Characteristics

A salesforce characteristics survey is developed by Oliver and Anderson (1987) and Cravens et al. (1993) and adapted in this study, they tried to operationalize and measure salesforce characteristics and reviewed both management and sales research to develop an empirical measurement based on five components: affect/attitude, cognitions/capabilities, intrinsic motivation, recognition motivation, and behavioural strategy. The items measure the five dimensions of salesforce characteristics: affect/attitude, cognitions/capabilities, intrinsic motivation, recognition motivation, behavioral strategy as shown in Table 3.5.

Table 3.5
Measurement items for Salesforce Characteristics

As a sales manager, I can see that my salespeople…:		
Code	Items	Source
Affects/Attitudes		
AA1	Are willing to accept direction from their field sales manager	Oliver and Anderson (1987); Cravens et al. (1993)
AA2	Cooperate as part of a sales team.	
AA3	Accept the authority of sales manager	
Cognitions/Capabilities		
CC1	Possess expert selling skills	Oliver and Anderson (1987); Cravens et al. (1993)
CC2	Possess detailed product/service knowledge	
Intrinsic motivation		
IM1	Obtain a sense of accomplishment from their work	Oliver and Anderson (1987); Cravens et al. (1993)
IM2	Feel a sense of personal growth and development in their work	
IM3	Get a feeling of stimulation and sense of challenging involvement in their work	
Recognition Motivation		
RM1	Have high respect from supervisors	

As a sales manager, I can see that my salespeople…:		
Code	Items	Source
RM2	Have high respect from fellow workers	Oliver and Anderson (1987); Cravens et al. (1993)
Behavioral Strategy		
BS1	Perform non selling activities effectively	
BS2	Perform sales support activities	Oliver and Anderson
BS3	Focus on satisfying customer needs	(1987); Cravens et al.
BS4	Customize customer selling approaches	(1993)

3.6.5 Measurement Items of Salesforce Automation

Through the literature of salesforce automation, the original scale is developed and used by Venkatesh and Davis (2000) and Moore and Benbasat (1991) to measure salesforce automation construct consist ten items covering two dimensions of SFA. For the purpose of examining the moderating influence of salesforce automation on the relationship between salesforce performance, sales management control strategy, salesforce characteristics and sales performance, some proper items are adapted. In other words, the items adapt from Venkatesh and Davis (2000) and Moore and Benbasat (1993) covered all dimensions of the original measure. The items of the measure used in the study are presented in Table 3.6 in the following.

Table 3.6
Measurement items for Salesforce Automation

As a sales manager, I think that my salespeople		
Code	Items	Source
Perceived of Usefulness		
PU1	Use the SFA system might improve the efficiency of time and cost of daily operations.	Venkatesh and Davis (2000)
PU2	Use the SFA system might leave the culture of the working paperless because all changes to be an automate system.	
PU3	Use the SFA system can save time	
PU4	Use the SFA system can improve the effectiveness of performance	
PU5	Use the SFA system can simplify work, can be done anytime and anywhere, as long as getting an internet connection.	
PU6	Use the SFA system can improve productivity performance	
PU7	Use the SFA system can improve services to customers because all the information provided in real-time	
Perceived Ease of Use		
PEU1	Interact with the SFA system is clear and understandable	Moore and Benbasat (1991)
PEU2	Easy to use SFA system	
PEU3	Easy to get the SFA system and do what they want to do.	

3.6.6 Summary of Measurement Variables

A Summary of the variables, dimensions and total number of items used to measure the variables is shown in Table 3.7.

Table 3.7
Summary of adapted measurement items for each variable

Variables	Dimensions	Total Number of Items	Source
Sales Organization Effectiveness		8	Cravens et al. (1993)
Salesforce Performances	• Technical Knowledge	3	Behrman and Perreault (1982); Cravens et al. (1993)
	• Adaptive Selling	4	Spiro and Weitz (1990)
	• Team Work	5	John and Weitz (1989)
	• Sales presentation	5	Behrman and Perreault (1982); Cravens et al. (1993).
	• Sales planning	4	Babakus, Cravens, Grant, Ingram and LaForge (1996)
	• Sales support	6	
Sales Management Control Strategy	• Monitor	8	Cravens et al. (1993).
	• Direct	5	
	• Evaluate	5	
	• Reward	7	
Salesforce Characteristics	• Affects/Attitudes	3	Oliver and Anderson (1987); Cravens et al. (1993).
	• Cognitions/Capabilities	2	
	• Intrinsic motivation	3	
	• Recognition motivation	2	
	• Behavioral strategy	4	
Salesforce Automation	• Perceived of usefulness	7	Venkatesh and Davis (2000); Moore and Benbasat (1991)
	• Perceived ease of use	3	

3.7 Measurement Instrument Scale

Most of the studies in social science used a Likert scale to measure the responses. As noted by Garland (1991), this is scale is very common for business research. According to Sudha and Baboo (2011), the Likert scale is a psychometric scale being used in surveys to get the respondents' perceptions with regards to measurement statements. This scaling method presumed that the scales are ordinal whereby the attitude towards each scale has equal weight (Babbie, 2007). Although there is no clear rules concerning how many points should be used in the social science research; a typical five-point Likert scale normally used in many fields of study (Wolfer, 2007).

In this present study, most of the items will be quantified utilizing a five-point Likert scale. It is considered to be a right approach since it is well seen by the respondents and it provides sufficient discriminations (Sekaran & Bougie, 2010). The five-point Likert scales refer to a certain degree which might be different from one dimension of variable to others. Some items use a five-Likert scale where the scale refers to agreement degree (i.e. 1=Strongly Disagree, and 5=Strongly Agree). The collected data are cleaned, coded, tabulated, grouped and organized according to the requirement of the study and then entered into SPSS (Statistical package for social sciences) for analysis.

3.8 Pre Test

Pre-test is very important before using the questionnaire to gather data. Those who conduct pre-test are prudent researcher (Cavana, Delahaye, & Sekaran, 2001). They state that among the most important pre-test exercise are face validity, content validity,

and a pilot study. Researcher should make sure that questions in the instrument are understood, appropriate, and reflect the goal of study. Sekaran (2009) clarifies that pre-testing survey question is the best test of the understandability and appropriateness of the questions planned to be included in a regular survey.

The instrument will be pre-tested and review by a number of academicians and industrial practitioners to ensure and further enhance the content validity, readability, and brevity. As Flynn et al. (1990) noted, there is no statistical analysis can be used to ensure the content validity, it can only determine by expert in the area. Since most the questions are adapted from previous study, content validity test is needed to test how well instrument or scale to measure the particular concept. A two steps process is used to develop and refine the survey instrument. Firstly, content or face validity is warrant by two academicians who have obtained as a lecturer in marketing class. Subsequently, face validity discussion with two life insurance branch managers are organized to obtain comments, suggestions, and improvement toward developed instrument. This is to enable immediate identify and discussion on the difficulties and inappropriate wording and sentence structure using in the questionnaire.

Moreover, a pilot study is an essential step to evaluate the survey instrument and hence, it is useful to carry out a pilot study prior to collecting data (Bryman, 2004; Saunders et al., 2003). The purpose of doing this step is to determine whether the survey needs any further amendment and modification so that a clear and understandable questionnaire will enable the respondents to answer all questions. In addition to that, pilot test will also be conducted to validate the questionnaire as well

as to test reliability of the measurement items. Zikmund (2003) stated that the data collection method for pilot study is similar with actual data collection. Pilot study is important to gather feedback to improve all questionnaire (Hair et al. 2010) and the result is expected to identify any ambiguities and unreliable items.

In this research, so as to perceive whether the questionnaire is appropriately developed and the inquiries were straightforward, several sales manager are reached for a meeting session so as to clear up the substance of the surveys. They are from one life insurance company in Bandung, Indonesia. These sales managers asked a request to give comments, suggestions, and critiques in order to improve the questionnaires. At the same time, they are made a request to answer the questionnaire. In the meantime, any equivocalness in the inquiries and insignificant inquiries are called attention to by the respondents. Then, they are asked about the relevancy of the questions. The majority responded that the questions are appropriate. However, the pilot test is directed to refine the measure before being appropriated to gather the genuine information of the study, to reword the vague questions, to choose the time required reacting to the questionnaire, lastly to measure the reliability and validity.

The objective of using a pilot test is to measure the internal consistency of the instrument using Cronbach's Alpha reliability coefficients and factor analysis. Cronbach's Alpha reliability coefficients assess the reliability that ranges from 0 to 1. As discussed in the previous section the range from 0.60 to 0.70, which that considered favorable. Thus, a pilot study is conducted before deciding on the actual instrument to

be utilized, by using sample of 30 employees from non-participating respondent. Emory and Cooper (1991) suggested 25-100 respondents are acceptable.

The researcher sit with the respondents while they finished the survey to distinguish troubles in wording, to answer respondents inquiries and for the most part to keep an eye on the simplicity of fulfillment. The reliability test for each instrument is calculated using the pilot study data. Sekaran (2009) stated that reliability has two aspects, which are stability and consistency. Table 3.8 shows the values of Alpha for each dimension, and the value of Alpha in this study for all variables was between (0.922) and (0.981), which was acceptable.

Table 3.8
Reliability Coefficient for Multiple Items in Pilot Study (n=30)

Variable	Alpha (α)
Sales Organization Effectiveness	0.981
Salesforce Performance	0.973
Sales Management Control Strategy	0.961
Salesforce Characteristics	0.942
Salesforce Automation	0.922

3.9 Techniques for Data Analysis

The SEM (Structural Equation Modeling) has been widely discussed among quantitative researchers as an effective tool for analyzing complex relationships between variables (Fox, 2006; Kenny & McCoach, 2003; Reisinger & Mavondo, 2007). The researcher had analyzed its capabilities and found that the data in the study were not that complex as to warrant the use of the SEM tool. The usual multiple

regression and multiple correlation tools (through the SPSS software) were deemed as adequate to handle the data analysis for this study.

The purpose of this study was two reasons. First, this study intended to examine the predictive influence of salesforce performance, sales management control strategy and salesforce characteristics on the sales organization effectiveness. Second, this study, also, intended to examine the moderating effect of salesforce automation on the relationships between salesforce performance, sales management control strategy and their salesforce characteristics on the sales organization effectiveness. The achievement of the objectives of this study was more reliable through conducting the regressions analysis using SPSS as the mean to test the hypotheses. However, the refined model obtained through the factor analysis processes was used to perform the hierarchical regression analyses.

Moreover, to test and evaluate the theoretical framework and its hypothesis, the researcher used SPSS (Statistical Package for the Social Sciences) as it is more flexible. There are many techniques employed in the analysis namely, screening the data and selecting the appropriate data analysis strategy (Churchill & Iacobucci, 2006; Sekaran, 2009). Data screening was performed to identify data entry errors and to examine how appropriate data meets the statistical assumptions which involve missing data, treating outliers, descriptive statistics of variables, normality, linearity, homoscedasticity, multicollinearity, and reliability. Moreover, SPSS can read data in almost any format (e.g. numeric, dollar, alphanumeric etc.).

This study conduct data analysis and hypotheses were used several statistical tools and methods employed from SPSS software. This statistical tools included factor and reliability analyses to test the goodness of fit of the measures, descriptive statistics to describe the characteristics of respondent and a correlation analysis to describe the relationship between variables and to measure the significance of linear bivariate between the variables (Coakes & Steed, 2003). In addition, regression analysis is used to achieve the objective of this study as well as to identify the relationship between the variables and the strength of this relationship.

3.9.1 Factor Analysis

Factor analysis is led to order the structure of interrelationships (correlation) among an extensive number of items. This is finished by characterizing regular hidden measurements, known as factors (Hair et al., 2010). It likewise can be utilized to: (i) diminish a substantial number of factors to fewer elements for displaying purposes; (ii) select a subset of factors from a bigger set, based on which original variables have the highest correlations with the principal component factors; (iii) make an arrangement of factors to be dealt with as uncorrelated factors as one way to deal with taking care of multicollinearity in such methods as multiple regression; (iv) approve a scale or list by exhibiting that its constituent things stack on a similar factor; and (v) to drop proposed scale items which cross-load on more than one element among others (Garson, 2007). It ought to be noticed that all the negative worded things in the questionnaire were first turn around coded before the items are submitted for a reliability test.

Hence, in this research, factor analysis will be led to test whether measures of a construct are steady with the scientist's understanding of the way of that develop factor (or construct). In evaluating the suitability of factor analysis, Hair et al. (2010) proposed that when in doubt, the base specimen size ought to be no less than five times the number of perceptions as there are variables to be examined. The more worthy size would have a ten-to-one proportion. Additionally test to decide the suitability of factor analysis is the Barlett Tcst of Sphericity, which looks at the nearncss of adequate number of noteworthy relationships among the variables. It gives the statistical probability that the correlation matri has significant correlations among at least some of the variables (Hair et al., 2010).

Meanwhile, many researchers have distinguished a few suppositions of factor analysis on statistical ground and aplied (e.g. Hair et al., 2006; Tabachnick & Fidell, 2001). The presumptions are as per the following. First, sample siza and issues, Hair et al. (2006) proposed that there is a requirement for a solid conseptual establishment that a structure exists before continuing with the factor analysis. In this research, the theoretical model was produced in light of the literature review. Furthermore, Tabachnick and Fidell (2001) proposed that 300 cases are sufficient for factor analysis and for this research the quantity of respondents is 270 and this is near 300.

However, they additionally contend that it is still endured regardless of the possibility that a couple fundamentally unrelated elements with solid and dependable correlations rise up out of the analysis. In addition, a few of researchers have prescribed that the proportion of subject to things ought to be utilized as a rule to decide a sufficient

sample measure for factor analysis to be run. Second, statistical issues, Hair et al. (2006) demonstrate that Barlett's trial of sphericity ought to be huge ($p<.05$). In addition Tabachnick and Fidell (2001) recommended that Barlett's trial of sphericity ought to be substantial and huge (sig.<.001). In addition, Floyd and Widaman (1995), the difference in value between one factor and another factor should be at least .01 to avoid cross loading. Thus, cross loading factor is also suggested to be omitted from the factor analysis. Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy should be greater than .60 (Tabachnick & Fidell, 2001). In light of Kaiser Criterion, calculate with Eigenvalue over 1 ought to be considered.

Further, the measure of testing sufficiency (MSA) is analyzed to arrange or evaluate the level of relationships among the factors and the suitability of component examination. Hair et al. (2010) showed that the measure can be deciphered with the accompanying rules: .80 or above, commendable; .70 or above, ordinary; .60 or above, fair; .50 or above, hopeless; and underneath .50, inadmissible. Values under .50 ought to be excluded from the factor analysis (Hair et al., 2006) . In the present review, the MSA esteem for the variable was acceptable. To test the inner consistency of the estimation, reliablity analysis was conducted on the factors extracted using the recommendation from Nunally and Bernstein (1994). By and large, the nearer the dependability coefficient gets to 1.0, the better it is.

3.9.2 Descriptive Statistic

Pallant (2005) identified descriptive statistical tools were used to: (i) describe the characteristics of the sample; (ii) check variables for any violation of the assumptions

underlying inferential statistics; and (iii) address specific research questions. Specifically descriptive statistics such as mean, standard deviation, range, skewness and kurtosis were used for data preparation, data cleaning, assessing normality, checking outliers and data transformation as recommended by Coakes (2005).

3.9.3 Correlation Analysis

Correlation analysis is used to describe the strength and direction of the relationship between two variables. In this study, the relationship between salesforce performance, sales management control strategy, salesforce characteristics and sales organizational effectiveness were examined using this analysis. A positive correlation indicates that as one variable increases, so does the other. A negative correlation indicates that as one variable increases, the other decreases. A perfect correlation of "±1" indicates that the value of one variable can be determined exactly by knowing the value of the other variable. By contrast, a correlation of "0" indicates no relationship between the two variables.

3.9.4 Multiple Regression

Multiple regressions are a more sophisticated extension of correlation and are used to explore the predictive ability of a set of independent variables on one dependent variable (Pallant, 2005). To test the hypotheses developed in the present study, multiple regressions analyses are conducted. Some assumptions are required before proceeding with the analysis; 1) the linearity (represents the degree to which change in the dependent variable is associated with the independent variable); 3) normality of

the error terms distribution and homoscedasticity (constant variance of the error terms) were first examined. Since multiple regressions is sensitive to outliers, that is standardized residual values above 3.3 (or less than –3.3) (Pallant, 2005), it is detected by case wise diagnostics in the regression analysis in SPSS package version 22. To minimize the effect of outliers, they are deleted from the data set. Before the regression results were considered valid, the degree of multicollinearity and its effect on the results are examined. Therefore, the variance inflation factor and the condition indices for all the variables are examined. Hair et al. (2010) suggested a cut-off value of 10.00 as an acceptable variance inflation factor (VIF).

3.9.5 Hierarchical Multiple Regressions

Therefore, to study the moderating effect of salesforce automation between salesforce performance, sales management control strategy, salesforce characteristics and sales performance, hierarchical regression seems to be more appropriate as the standard multiple regressions. Hierarchical multiple regressions are used to assess the hypothesized relationship between sales management and sales performance, and salesforce automation. When conducting the regression analysis, two steps of hierarchical regressions are applied to determine the differences with respect to the main effects of the direct relations.

The first step was entering the independent variable (salesforce performance, sales management control strategy, and salesforce characteristics). In step 2, the interaction between the moderating and independent variables are introduced accordingly. Before conducting the analysis, the data fulfilled the assumptions of linearity,

homoscedasticity and normality (Hair et al., 2010). Finally, the researcher runs the regressions to determine the contingent effect of salesforce automation on the relationship between salesforce performance, sales management control strategy, salesforce characteristics with sales organization effectiveness.

3.9.6 Moderating Variable

A moderator variable is regarded as a variable that can systematicall modify either the form and/or strength of the relationship between predictor and criterion variables (Sharma, Durand & Gur-Arie, 1981). In this study, the moderating influences of salesforce automation between salesforce performance, sales management control strategy, salesforce characteristics to sales organization effectiveness (predictor) and sales organization effectiveness (criterion) is tested. As a consequences, the power of salesforce automation onto each hypothetical relationship as either pure or quasi moderator could be studied (Baron & Kenny, 1986). Salesforce automation is classified as a quasi-moderator if the direct effect is not significant but the interaction terms were both significant. On the contrary, if the direct effect is not significant but interaction term is significant, salesforce automation will then be treated as a pure moderator in relationship.

Subsequently, in conducting the regression analyses, 3-steps hierarchical regression analyses were applied to determine the differences with respect to the main effects, moderating (direct) effects and the interaction effects. Sets of variables were entered consecutively, where variables in step 1 consisted of the predictor variables (SFP, SMCS, SFC to sales organization effectiveness); in step 2, the moderator variable was

included in the regression equation (salesforce automation) and finally in step 3, the interaction effects between moderator and predictor variables (the product of the moderator and predictor variables) were introduced accordingly. Therefore, data are used on this occasion to illustrate an analysis designed to test that the relationship between SFP, SMCS, SFC and sales organization effectiveness was moderated by salesforce automation. The interaction can be tested by creating an interaction term (SFP, SMCS, SFC to sales organization effectiveness*salesforce automation) and entering it after entry of SFP, SMCS, SFC to sales organization and salesforce automation. Then, if the addition of the new SFP, SMCS, SFC to sales organization effectiveness*salesforce automation variable resulted in a significant in R^2 , it can be claimed that moderating effect of salesforce automation on the relationship between SFP, SMCS, SFC and sales organization effectiveness has been confirmed. However, generating a new variable by multiplying together two existing variables risks creating a multicollinearity problem but this problem can be avoid by converting SFP, SMSC, SFC and salesforce automation to z scores, that have mean zero (M=0) and standard deviation one (σ=1). This process is called standardizing and the result is that the effect of the transformed variable, zSFP, zSMCS, zSFC to sales organizational effectiveness, for example would be tested in relation to the influence of salesforce automation which be more reasonable. This procedure has the additional advantage of reducing the problem of multicollinearity by reducing the size of any high correlation of the predictor or moderator variable with the new interaction variable. The two standardized variables (zSFP, zSMCS, zSFC and zsalesforceautomation) are then

multiplied together to create the interaction variable ((zSFP, zSMCS, zSFC)*zsalesforceautomation).

3.10 Summary

This chapter has critically discussed the research method that was employed in collecting data for this study. This research is primarily used quantitative approaches. The survey that will be distribute and collect from 430 life insurance sales manager in life insurance companies in, Jakarta, Indonesia and are subsequently used in validating and testing necessary hypotheses on the relationships between salesforce performance, sales management control strategy, salesforce characteristics, salesforce automation and sales organization effectiveness.

CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Introduction

This chapter provides the results of the survey and the hypotheses and a summary of the key findings. The chapter begins with preparation, data screening and assessing the underlying statistical requirements for the analytical tools used. This is followed by hypotheses testing. Next, the tested model elaborates on the multicollinearity analysis, linearity testing and residual analysis. The research relied mainly on statistical software for the data analyses description. As mentioned in chapter the present study employed self-administered questionnaires to obtain data. The data for this study were collected from sales manager who are working in Indonesia life insurance industry.

4.2 Response Rate

A total of 345 questionnaires were distributed to the three life insurance companies in five biggest city or capital of provinces in Java Island which are Jakarta, Bandung, Semarang, Yogyakarta and Surabaya, 278 questionnaires were returned and 8 were excluded because of several missing data per case. The cases with missing data were excluded when they comprised less than 5 % of total cases (Meyers, Gamst & Guarino, 2006). The final responses comprised 270 questionnaires, which represented 345 of total number of questionnaires distributed. This response rate was considered adequate for the following reasons.

Firstly, the total numbers of responses was greater than that suggested by Bartlett, Kotrlik & Higgins (2001) for regression type analysis, that is, the sample size should be between five and ten times the number of the independent variables. Furthermore, an audit of the distributed social research writing proposes that a response rate of at least 50% can be considered adequate for analysis and reporting (Babbie, 2007).

Additionally, according to Coakes, Steed, and Dzidic (2006), a sample size of 100 is acceptable for most research. Furthermore, Comfrey and Lee (1992) suggested that 200 and more would be sufficient for advanced statistical analysis. According to Sekaran (2009), a sample estimate approximately 30 and 500 is proper for generally consider.

However, agreeing to Hair et al. (2010), for the purpose of multiple regression analysis the appropriate sample should be 300-500 subjects to model the complexity and for basic measurement model characteristics. As the model at hand is simple and parsimonious, 270 respondents are viewed as a fitting size to test the model. Table 4.1 shows the response rate and the number of usable questionnaires for this study.

Table 4.1
Response Rate of Questionnaires

Response	Frequency/Rate
Number of distributed questionnaires	345
Returned questionnaires	278
Returned and usable questionnaires	270
Returned and excluded questionnaires	8
Questionnaires not returned	67
Response rate	80.57%
Usable questionnaires rate	97.12%

4.3 Respondents' Profiles

This section describes the demographic factors of the respondents. Prior to reporting the main findings of the survey, the demographic characteristics of the respondents must be identified. The detection of out of range values can be achieved using descriptive analysis and the frequency method (Dillon, Madden, & Firtle, 1990). Demographic characteristics include gender, age, and job status, academic qualification, working in company, working in life insurance, and working as a manager.

As regards to the gender of the participants, showed that there is almost an even split between male and female respondents (52.2% and 47.8%, respectively). This observation indicates that there was no difference between men and women for a career in the life insurance industry in Indonesia.

In relation to respondents' age, the most respondent age in this study is from 31-35 years, with 63 respondents and percent (23.3%). Followed by the age from 36-40 years that is about 57 respondents that represents (21.1%). The category of 45 years above and category of 26-30 shows same numbers which 49 respondents (18.1%). The category of 41-45 years contains 45 respondents (16.7%), and last category were 20-25 years contains seven respondents (2.6%).

In term of job status most of the respondents were full time manager (191) respondents, 70.3%), followed by part time manager were 79 respondents (29.3%). Meanwhile, in term of education level which included five groups, the most

respondent hold undergraduate degree 122 (45.2%). Followed by diploma holder which has 60 respondents (22.2%), master holders were 56 respondents (20.7%). Finally, high school were 32 respondents (11.9%).

For the participants' working experience in company, the results ranged from less than one year, 2 to 5, 6 to 10, 11 to 15 and over 15 years. A total of 130 (48.1%) participants had 2 to 5 years of working experience, 88 (32.6%) had 6 to 10 years, 39 (14.8%) had 11 to 15 years, 9 (3.3%) had less than 1 years, and 4 (1.5%) had over 15 years of working experience.

As regard to the respondents' working experience in life insurance industry, the results ranged from less than one year, 2 to 5, 6 to 10, 11 to 15 and over 15 years. A total of 108 (40%) participants had 6 to 10 years of working experience in life insurance, 88 (32.6%) had 2 to 5 years, 48 (17.8%) had 11 to 15 years, 4 (1.5%) had less than 1 years, and 22 (8.1%) had over 15 years of working experience.

In term of exprience as a sales manager, the most respondent experience in this study is from 2-5 years, with 174 respondents and percent (64.4%). Followed by the range from less than one year that is about 52 respondents that represents (19.3%). The experience of 6-10 year with 29 respondents (10.7%). The experience of 11-15 years contains 13 respondents (4.8%), and last category were above 15 years contains 2 respondents or 0.7%.

Table 4.2
Respondent's Profile

Demographic	Characteristics	Frequency	Percentage %
Gender	Male	141	52.2
	Female	129	47.8
Age	20-25 years	7	2.6
	26-30 years	49	18.1
	31-35 years	63	23.3
	36-40 years	57	21.1
	41-45 years	45	16.7
	Over 45	49	18.1
Job Status	Part time	79	29.3
	Full time	191	70.3
Academic qualification	High School	32	11.9
	Diploma	60	22.2
	Undergraduate	122	45.2
	Master	56	20.7
Working in company	Less than 1 year	9	3.3
	2- 5 years	130	48.1
	6-10 years	88	32.6
	11-15 years	39	14.4
	More than 15 years	4	1.5
Working in life insurance company	Less than 1 year	4	1.5
	2- 5 years	88	32.6
	6-10 years	108	40.0
	11-15 years	48	17.8
	More than 15 years	22	8.1
Working as a sales manager	Less than 1 year	52	19.3
	2- 5 years	174	64.4
	6-10 years	29	10.7
	11-15 years	13	4.8
	More than 15 years	2	0.7

4.4 Test for Violations of Assumption

Numerous modern statistical tests have been relying on some specified assumptions about the actual variable to be used in data analysis. Arguably, researchers and statisticians have confirmed the need to meet these basic assumptions for the research results to be trustworthy (Byrne, 2010; Hair et al., 2010; Kline, 2011). A trustworthy result will prevent the occurrence of any type of errors. As noted by Hau and Marsh (2004), knowledge and general understanding of previous and current situations on the theory will be jeopardized in the presence of violations that may result in serious biases in the research findings. To satisfy underlying assumptions of multiple regression analysis, the variables were checked for outliers, normality, linearity, multicollinearity, homoscedasticity, and autocorrelations in accordance with the analysis suggested by Hair et al. (2010), Norusis (1999), and by Pallant (2005).

4.4.1 Outliers

Aside from univariate and bivariate outliers, multivariate outlier detection can also be performed to meet regression analysis assumptions. Several approaches can be used for the detection of outliers. In this study, the casewise diagnostic subcommand in SPSS was executed to identify multivariate outliers. Any cases of standardized residuals that are greater than three were excluded from further regression analysis (Tabachnick & Fidell, 2007).

4.4.2 Linearity

Another underlying assumption for regression analysis is that the relationship between independent and dependent variables is linear. To check for linearity, this study employed the residual scatter plot, where standardized residuals were plotted against predicted values. If the assumptions are satisfied, the residuals should scatter around zero, or most of the scores shall concentrate at the center along the zero point (Flury & Riedwyl, 1988). Appendix B demonstrates the scatter plot between the independent variables (salesforce performance, sales management control strategy, salesforce characteristics) and the dependent variables (sales organization effectiveness). The plot indicated that the residual scores were concentrated at the center along the zero point, thus suggesting that the linearity assumption was met. Other variables also showed that the linearity assumption was not violated. According to Hair et al. (2010), if the analysis of residuals does not exhibit any nonlinear pattern, the overall equation is guaranteed to be linear and can be examined through residual plots. Appendix B does not exhibit any nonlinear pattern to the residuals, thus ensuring the linearity of the overall equation.

4.4.3 Normality

For every regression analysis, researchers always assume that the variables are normally distributed because a non-normally distributed variable may be highly skewed and can potentially distort the relationships between variables of interest and the significance of the test results (Hulland, 1999). Normality refers to the bell-shaped curve of the data distribution for an individual metric variable and its correspondence

to a normal distribution (Hair et al., 2010). A normality distribution of sample data is also depicted as a symmetrical bell-shaped curve that has the highest range of frequencies in the middle, with a smaller range of frequencies toward the extremes (Gravetter & Wallnau, 2000). After screening, the data are further examined to determine whether they are appropriate for the selected statistical technique. Checking for normality is an important step in multivariate analysis, as such an analysis requires a normal distribution of data (Tabachnich & Fidell, 2007). Given that statistical tests of significance are less useful in small samples and are quite sensitive in large samples, researchers are recommended to use statistical tests to assess the actual degree of deviation from normality (Hair et al., 2010).

Tabachnich and Fidell (2007) suggested that the normality of variables can be assessed by either statistical or graphical methods. However, they further argued that if the sample is large (200 or more cases), the shape of the distribution should be examined instead of using formal inference tests. Thus, this study examined both statistical and graphical methods because the sample was moderate with a total of 270 sales manager. Table 4.11 shows the results of the normality test for the variables. According to Hair et al. (2010), a critical value of less than -2.58 or greater than +2.58 indicates rejection on the assumption of normality at a 0.01 probability level. Meanwhile, a value of less than -1.96 or greater than +1.96 indicates rejection on the assumption of normality at a 0.05 probability level. Moreover, Kline (2011) stated that skewness values should be within ±3.00, and kurtosis values should be within ± 10.00.

Table 4.3
Normality Test Statisitics of the Variables

Variables	Skewness	Kurtosis
Sales organization effectiveness	-0,412	0,001
Salesforce performance	0,049	0,299
Sales management control strategy	0,449	1,076
Salesforce characteristics	-0,063	0,352
Salesforce automation	-0,316	0,560

Table 4.3 shows that the overall values of skewness and kurtosis were within the critical value. Skewness and kurtosis are the main tests that can be used to validate normality assumptions (Pallant, 2005). Skewness refers to the measure of normality assumptions that describes the balance of sample data distribution. That is, whether the data are unbalanced and shifted to the right, to the left, or to the center and symmetrical with approximately the same shape on both sides. Kurtosis refers to the measure of normality assumptions obtained through a comparison with a "peakness" or "flatness" of the sample data distribution (Hair et al., 2010). In the examination of skewness and kurtosis, the analysis found that none of the variable items had skewness values greater than 0.449 and kurtosis values greater than 1.076. These results indicated that the sample data were consistent with the normality assumption required for further use in multivariate analysis. Given that the majority of the variables as a whole did not indicate any extreme values of skewness and kurtosis, no serious violation on the assumption of normality was committed for the multivariate test at the univariate level (Gao, Makhtarian, & Johnston, 2008; Hair et al., 2010).

4.4.4 Multicollinearity

Multicollinearity refers to the degree of correlation among independent variables that are highly correlated (above 0.90) among themselves (Hair et al., 2010). Multicollinearity is also a statistical phenomenon in which two or more predictor variables in a multiple regression model are highly correlated (Tabachnick & Fidell, 2007). In this case, coefficient estimates may change significantly in response to small changes in the model or data. A multiple regression model with correlated predictors can indicate how well an entire group of predictors predicts the outcome variable (Cooper & Schindler, 2001).

As generally agreed, multicollinearity can be accomplished by testing the tolerance value and the variance inflation factor (VIF) (Pallant, 2005). The tolerance value is an indicator of dependent variable prediction that uses other independent variables in the regression equation. VIF is an indicator of other independent variables that have an impact on the standard error of a regression coefficient. VIF is the inverse of the tolerance value (Hair et al., 2010). Multicollinearity exists when the results show a tolerance value below or equal to 0.10 and a VIF that is higher than or equal to 10 (Hair et al., 2010; Sekaran & Bougie, 2010). From the tolerance value and VIF listed in Table 4.4, the multicollinearity among variables is found to be very low.

One important point that can be observed from the results in Table 4.4 is that the tolerance values ranged from 0.176 to 0.903, and the VIF values ranged from 1.108 to 1.669. Hence, the results confirmed that no multicollinearity existed in the interaction among the variables of this study.

Table 4.4
Multicollinearity Test Based on Assessment of Tolerance and VIF Values

Independent Variables	Tolerence	VIF
Salesforce performance	0.176	1.396
Sales management control strategy	0.599	1.669
Salesforce characteristics	0.860	1.162
Salesforce automation	0.903	1.108

4.4.5 Homoscedasticity

Homoscedasticity refers to the assumption that dependent variables have an equal level of variance across a range of predictor variables. Homoscedasticity is desirable because the variance of the dependent variable is not concentrated in a limited range of independent values. The violation of this assumption is called heteroscedasticity. Heteroscedasticity tends to underestimate the coefficient estimate and sometimes makes insignificant variables appear to be statistically significant (Hair et al., 2010). As discussed by Osborne and Waters (2002), homoscedasticity can be checked through the visual examination of a plot of the standardized residuals (the errors) by the regression standardized predicted value. Ideally, residuals are randomly scattered around 0 (the horizontal line) providing a relatively even distribution. Heteroscedasticity is indicated when the residuals are not evenly scattered around the line. In this study, this assumption was verified through the visual examination of a plot of standardized residuals (the errors) by the regression standardized predicted value. The scatter plots in Appendix B show that the residuals were randomly scattered around zero (the horizontal line). Thus, the homoscedasticity assumption was not violated.

4.4.6 Autocorrelations

Autocorrelation refers to the correlation of a time series with its own past and future values (Gao et al., 2008). The Durbin–Watson coefficient (d) test is used for autocorrelation. The d-value ranges from 0 to 4. The value that is closest to 0 indicates extremely positive autocorrelation, the value that is closest to 4 indicates extremely negative autocorrelation, and the value that is closest to 2 indicates no serial autocorrelation (Myers, 1990). As a standard, the d-value should be between 1.5 and 2.5 to indicate independence of observations. Positive autocorrelation means that standard errors of the b-coefficients are significantly small. Negative autocorrelation means that standard errors are significantly large. The d-value has an associated p-probability value for various significance cut-offs, which is 0.05. For a given level of significance, such as 0.05, an upper and a lower d-value limit are indicated. Appendix B shows the Durbin–Watson d-value test, which exhibited 1.709 and 1.842 for two dimensions of the dependent variables. For a given series in the research model, the d-value is more than the upper limit and indicates an independence of error observations.

4.5 Goodness of Measures

A reliability analysis was run on each of dimensions of independent variables and moderating variables, which are salesforce performance, sales managament control strategy, salesforce characteristic, and salesforce automation. The reliability analysis was also run for dependent variables, which is sales organization effectiveness.

4.5.1 Construct Validity

Statistical procedures have to applied to ensure the validity and reliability of survey-based measures for theoritical assesment. With regards to validity, a procedure called factor analysis allows the researcher to ascertain whether or not the number of items can be reduced to the number of concepts that were initially hypothesized.

Construct validity or factorial validity determines how well the results fit the theories based on which the test was designed (Malhotra et al., 2013). Construct validity verifies whether the instrument tapped the concept as theorized. The more construct validity is used, the higher the construct validity is. Before further tests were performed, the construct was subjected to validity and reliability tests. Factor analysis was performed to test the construct of the items in the questionnaire. The purpose was basically to identify a small number of themes, dimension components, or factors underlying a relatively large set of variables (Meyers et al., 2006). Given that one item represents a part of a construct, a group of items is required to explain this construct. Moreover, factor analysis enables a researcher to develop quality items to determine construct validity. Given that facto analysis deals with items that correlated to one another, it explains an item with any specific dimension. Hence, factor analysis allows only reasonable and viable variables to be used (Hair et al., 2010).

In this study, five factor analyses, salesforce performance, sales management control strategy, salesforce characteristics, salesforce automation, and sales organization effectiveness were run to verify the postuled dimensions of the independent variables, dependent variables and moderating variables utilizing the varimax rotation. The total

number of usable questionnaire for factor analysis, that is, 270 is greater than the minimum number that have been suggested by Arriendell and Eden (1985), Hair et al. (2010), Bartlett, Kortlik, and Higgins (2001), Coakes and Steed (2003), and Meyers et al. (2006) for the purpose of conducting factor analysis.

The factor analyses diagnosed and found to have met the necessary statistical assumptions as indicated by Kaiser-Meyer-Olkin (KMO) measure in conjuction with the diagonals of the anti-image correlation matrix possessing values above 0.5. Before undertaking the EFA of data, this study checked the factorability of the data could be determined through the measure of sampling adequacy. Both measures measure the existence of correlation among items and test that the correlation matrix among items is significantly different from the identity matrix. Therefore, for the data to have an acceptable level of multicollinearity among items, KMO had to be more than 0.5 (Hair et al., 2010) and the Bartlett's test of sphericity had to be significant (sig. <0.05). in fact, many recommendations have been made on how to identify the acceptable KMO. For example, Field (2000) recommends 0.5 – 0.7 as mediocre, 0.7-0.8 as good and 0.8-0.9 as excellent. This study proceeded to the factor analysis as reported in the following.

4.5.2 Factor Analysis for Sales Organization Effectiveness

For instance showed in the Table 4.5 to assess the underlying structure of sales organization effectiveness measure, the adapted eight items were submitted to principle component method and varimax rotation. The eight items achieved more than 0.5 communalities and loaded two factors. The Kaiser-Meyer-Olkin measures of

sampling adequacy (KMO) for the two dimensions solutions are 0.776, with chi-square of Bartlett's test of sphericity 686.0, the degree of freedom is 28, and is significant at 0.000. The variance explained by 58.16% with extracted factors eigenvalue more than 1. This is indicates that the data are suitable for factor analysis (Hair et al., 2010; Coakes & Steed, 2003; Meyers et al., 2006). As shown in Table 4.5, the factor loading were between 0.531 and 0.889. The first factor comprises five items explaining 42.98% of the variance in profitability and the second factor comprises three items explaining 15.18% of the variance in sales volume.

Table 4.5
Factor Analysis of Sales Organization Effectiveness

Code	Items	Component	
	Factor 1: Profitability	**1**	**2**
SOE4	My company's market share is higher than company sales company objectives	**0.693**	-0.034
SOE5	My company's profitability is higher than major competitor	**0.531**	0.475
SOE6	My company's profitability higher is than company sales objectives	**0.721**	0.154
SOE7	My company's customer satisfaction is higher than major competitor	**0.812**	0.328
SOE8	My company's customer satisfaction is higher than company sales objectives	**0.769**	0.230
	Factor 2: Sales Volume		
SOE1	My company's sales volume is higher than major competitor	0.098	**0.583**
SOE2	My company's sales volume is higher than company sales objectives	0.092	**0.889**
SOE3	My company's market share is higher than major competitor	0.218	**0.715**
Eigen values		**3.438**	**1.214**
Percentage of Variance Explained = 58.16%		**42.98**	**15.18**
KMO = 0.776			
Bartlett's Test Approx.chi square = 686.0 , df= 28, sig = 0.000			

In the present study, principle component analysis using varimax rotation found general support for this model with minor expectations. The original measure consisted of one dimension but the final factor analysis loads all items into two factors. The responses for these eight questions were summed to form two factors of profitability and sales volume. The factor analysis result indicate assurance that two of sales organization effectiveness dimensions are theoritically meaningful.

4.5.3 Factor Analysis for Salesforce Performance

This study started to capture the dimensions of salesforce performance construct was derived upon submitting the adapted twenty-seven items through the using of principal component method and varimax rotation. The output in Table 4.6 showed that, the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) for three dimensions solution is 0.964, with a significant Bartlett's test of spherecy (Sig=0,000). This indicates that the data are suitable for factor analysis (Hair et al., 2010; Coakes & Steed, 2003; Meyers et al., 2006). The variance is explained by 76.05% with extracted factors eigenvalue of more than 1.

The analysis resulted in three factors being obtained based on the criteria, that is, a given should load 0.50 or higher on a specific factor. The first factor consist of fifteen items and explains 67.55% of the variance in salesforce performance. The second factor consist of eight items and explains 4.69% of the variance in salesforce performance construct. The third factor consist of four items and explains 3.82% of the varience in salesforce performance construct. As shown in Table 4.4, the factor loading were between 0.543 and 0.835.

In the present study, principal component analysis using varimax rotation found general support for this model with minor expectations. The factor analysis of the salesforce performance, as illustrated in table 4.6 showed only four items load into third factor whilst from items in first and second factor. It is noted that in labelling a factor variable with higher loadings are considered more important and have a greater influence on the label selected to present a factor (Hair et al., 2010). Hair et al. (2010) further strain that the researcher should examine all the underlined variables with higher loadings and should attempt to assign a name or label to a factor that accurately reflects the variables loading on that factor.

Table 4.6
Factor Analysis of Salesforce Performance

Code	Items	Component		
	Factor 1: Technical Knowledge	**1**	**2**	**3**
TK2	Know the applications and functions of company services	**0.564**	0.360	0.263
TK3	Keep abreast of your company's service and technological developments	**0.543**	0.468	0.357
AS2	Being flexible in the selling approaches used	**0.686**	0.452	0.251
AS3	Adapt selling approaches from one customer to another	**0.656**	0.529	0.237
AS4	Vary sales style from situation to situation	**0.620**	0.519	0.312
TW1	Generate considerable sales volume from team sales (sales made jointly by two or more salespeople)	**0.776**	0.296	0.342
TW2	Build strong working relationships with other people in our company	**0.770**	0.371	0.305
TW3	Work very closely with non-sales employees to close sales	**0.656**	0.440	0.277
TW4	Coordinate very closely with other company employees to handle post-sales problems and service	**0.756**	0.331	0.355
TW5	Discuss selling strategies with people from various departments	**0.710**	0.467	0.346

Code	Items	Component		
SP1	Listen attentively to identify and understand the real concerns of customers	**0.732**	0.332	0.255
SP2	Convinced customers that they understand their unique problems and concerns	**0.784**	0.262	0.368
SP3	Use established contacts to develop new customers	**0.816**	0.223	0.332
SP4	Communicate their sales presentation clearly and concisely	**0.644**	0.562	0.197
SP5	Work out solutions to a customer's questions and objections	**0.731**	0.446	0.264
	Factor 2: Sales Support			
TK1	Know the design and specifications of company services.	0.393	**0.622**	0.224
AS1	Experiment with different sales approaches	0.497	**0.641**	0.341
SS1	Provide after the sales service	0.216	**0.780**	0.386
SS2	Check on product delivery	0.406	**0.628**	0.422
SS3	Hand customer complaints	0.377	**0.771**	0.204
SS4	Follow up on product use	0.345	**0.647**	0.406
SS5	Troubleshoot application problems	0.419	**0.726**	0.271
SS6	Analyze product use experience to identify new product/service ideas	0.358	**0.647**	0.341
	Factor 3: Sales Planning			
SPG1	Plan each sales call	0.328	0.310	**0.835**
SPG2	Plan sales strategies for each customer	0.404	0.368	**0.734**
SPG3	Plan coverage of assigned territory/customer responsibility	0.378	0.326	**0.788**
SPG4	Plan daily activities	0.340	0.354	**0.732**
Eigen values		**18.240**	**1.265**	**1.030**
Percentage of Variance Explained = 76.05%		**67.55**	**4.69**	**3.82**
KMO = 0.964				
Bartlett's Test Approx.chi square = 8589.38 , df= 352, sig = 0.000				

Accodingly, in the present study the third factor was labeled as sales planning, the second factor was labeled as sales support and the first factor labeled as technical knowledge. Following the suggestion by Hair et al. (2010) that the scholar interprets

only those factors that are meaningful and disregards undefined or less meaningful ones. Thus in the present study all factors were identified as meaningful factor.

4.5.4 Factor Analysis for Sales Management Control Strategy

The sales management control strategy adopted by Cravens et al. (1993) suggested four factors to measure monitoring, directing, evaluating and rewarding. The items representing sales management control strategy constructs sent to the factor analysis to identify the underlying factors. The KMO was found to be 0.788 far above the recommended limit of 0.5 and the Bartlett's test was significant (Hair et al., 2010) with eigenvalues greater than 1 and the variance explained of about 52.10%. The result also revealed that there were five factors underlying the items of the sales management control strategy construct used in the measure of this study and it was different from previous factors that only have four factors. As shown in Table 4.5, the factor loading were between 0.499 and 0.845. The initial factor comprises eight items explaining 17.69% of the variance of monitoring while the second one comprises five items explaining 12.19% of the evaluating. The third factor comprises four items comprising 9.02% of the variance in rewarding and fourth factor comprises five items explaining 8.32% of the variance in directing and the final one comprises three items explaining 4.89 of the variance in the sales result.

Table 4.7
Factor Analysis of Sales Management Control Strategy

Code	Items	Component				
	Factor 1: Monitoring	**1**	**2**	**3**	**4**	**5**
M1	Spend time with salespeople in the field	**0.824**	-0.019	0.076	0.026	-0.176
M2	Make joint calls with salespeople	**0.803**	0.014	0.058	0.054	-0.017
M3	Regularly review call reports from salespeople	**0.792**	0.029	0.029	0.062	0.146
M4	Monitor the day-to-day activities of salespeople	**0.744**	0.061	0.072	-0.049	0.050
M5	Observe the performance of salespeople in the field	**0.556**	-0.107	-0.035	-0.097	-0.017
M6	Pay attention to the extent to which salespeople travel	**0.738**	0.040	-0.032	-0.002	0.247
M7	Closely watch salespeople's expense accounts	**0.535**	-0.067	0.013	0.108	-0.051
M8	Pay attention to the credit terms that salespeople quote customer	**0.816**	0.013	0.034	-0.027	-0.052
	Factor 2: Evaluating					
E1	Evaluate the number of sales calls made by salespeople	-0.024	**0.722**	-0.054	0.046	0.198
E2	Evaluate the profit contribution achieved by each salesperson	0.017	**0.718**	-0.061	-0.052	0.134
E3	Evaluate the sales results of each salesperson	-0.054	**0.649**	0.161	-0.085	-0.089
E4	Evaluate the quality of sales presentations made by salespeople	0.009	**0.747**	0.098	-0.049	-0.138
E5	Evaluate the professional development of salespeople	-0.006	**0.521**	-0.050	0.087	0.082
	Factor 3: Rewarding					
R1	Provide performance feedback to salespeople on a regular basis	0.083	-0.037	**0.845**	-0.020	0.066
R2	Compensate salespeople based on the quality of their sales activities	0.029	-0.010	**0.778**	-0.017	0.168
R3	Use incentive compensation as the major means for motivating salespeople	0.024	0.103	**0.752**	-0.082	0.225
R4	Make incentive compensation judgments based on the sales results achieved by salespeople	0.039	0.014	**0.499**	0.124	0.340

Code	Items	Component				
	Factor 4: Directing					
D1	Encourage salespeople to increase their sales results by rewarding them for their achievements	-0.007	-0.052	0.028	**0.661**	-0.057
D2	Actively participate in training salespeople on the job	-0.096	0.082	0.039	**0.713**	-0.017
D3	Regularly spend time coaching salespeople	0.090	0.072	0.010	**0.518**	-0.067
D4	Discuss performance evaluations with salespeople	0.062	-0.209	-0.192	**0.505**	0.215
D5	Help salespeople develop their potential	-0.002	-0.023	-0.006	**0.756**	-0.078
	Factor 5: Sales Result					
SR1	Reward salespeople based on their sales results	-0.041	0.071	0.145	-0.017	**0.679**
SR2	Use non-financial incentives to reward salespeople for their achievements	0.064	0.009	0.218	-0.002	**0.637**
SR3	Compensate salespeople based on the quantity of their sales activities	0.008	0.102	0.207	-0.156	**0.670**
Eigen values		**4.423**	**3.047**	**2.254**	**2.080**	**1.222**
Percentage of Variance Explained = 52.10%		**17.69**	**12.19**	**9.02**	**8.32**	**4.89**
KMO = 0.788						
Bartlett's Test Approx.chi square = 1961.48 , df= 300, sig = 0.000						

However, Table 4.7 depicts five factors underlying the sales management control strategy items. According to the factor loadings, five factors were labeled, that is factor one labeled as monitoring, factor two labeled as evaluating, factor three labeled as rewarding, factor four labeled as directing, and factor five labeled as sales result. The factor analysis result indicates assurance that five of sales management control strategy dimensions are theoretically meaningful.

4.5.5 Factor Analysis for Salesforce Characteristics

Fourteen items were used to measure cohesiveness. All fourteen items comprising measures were adapted from five measures. However, the output of the analysis did not reduce the factor construct into seperate dimension. The Kaiser-Meyer-Olkin measures of sampling adequacy (KMO) for the single dimension solution is 0.949 with chi-square of Bartlett's test of sphericity, the degree of freedom is 91, and is significant at 0.000. The variance is explained by 64.76% with extracted factors eigenvalue of beyond 1. The responses for these forty questions were summed to form an index of cohesiveness. Refer to Table 4.8 for the summary of the analysis.

Table 4.8
Factor Analysis of Salesforce Characteristics

Code	Items	Component
	Factor 1: Salesforce Characteristics	**1**
SFC1	Are willing to accept direction from their field sales manager	**0.753**
SFC2	Cooperate as part of a sales team	**0.825**
SFC3	Accept the authority of sales manager	**0.853**
SFC4	Possess expert selling skills	**0.884**
SFC5	Possess detailed product/service knowledge	**0.852**
SFC6	Obtain a sense of accomplishment from their work	**0.872**
SFC7	Feel a sense of personal growth and development in their work	**0.878**
SFC8	Get a feeling of stimulation and sense of challenging involvement in their work	**0.869**
SFC9	Have high respect from supervisors	**0.811**
SFC10	Have high respect from fellow workers	**0.664**
SFC11	Perform non selling activities effectively	**0.802**
SFC12	Perform sales support activities	**0.806**
SFC13	Focus on satisfying customer needs	**0.655**
SFC14	Customize customer selling approaches	**0.691**
Eigen values		***9.067***
Percentage of Variance Explained = 64.76%		***64.76***

Code	Items	Component
KMO = 0.949		
Bartlett's Test Approx.chi square = 3287.73 , df= 91, sig = 0.000		

However, Table 4.8 depicts one factor underlying the salesforce characteristics items. According to the factor loadings, one factor was labeled, that is factor one labeled as salesforce characteristics and as s shown in Table 4.6, the factor loading were between 0.664 and 0.884.

4.5.6 Factor Analysis for Salesforce Automation

As showed in Table 4.9, to assess the primary structure of salesforce automation measure, the adapted ten items were submitted to principle component method and varimax rotation. The ten items reached more than 0.5 communalities and loaded on one factor. The Kaiser-Meyer-Olkin measures of sampling adequacy (KMO) for the single dimension solution is 0.949 with chi-square of Bartlett's test of sphericity 1987.96, the degree of freedom is 45, and is significant at 0.000. The variance is explained by 64.92% with extracted factors eigenvalue of more than 1. This indicates that the data are suitable for factor analysis (Coakes & Steed, 2003; Meyers et al., 2006; Hair et al., 2010). As shown in Table 4.9, the factor loading were between 0.683 and 0.897.

In the current study, principle component analysis using varimax rotation found general support for this model with minor expectations. The original measure consisted of two dimensions but the final factor analysis loads all the items into a

single factor. The responses for these ten questions were figured to form an index of salesforce automation.

Table 4.9
Factor Analysis of Salesforce Automation

Code	Items	Component
	Factor 1: Salesforce Automation	**1**
SFA1	Use the SFA system might improve the efficiency of time and cost of daily operations	**0.737**
SFA2	Use the SFA system might leave the culture of the working paperless because all changes to be an automate system	**0.897**
SFA3	Use the SFA system can save time	**0.885**
SFA4	Use the SFA system can improve the effectiveness of performance	**0.753**
SFA5	Use the SFA system can simplify work, can be done anytime and anywhere, as long as getting an internet connection	**0.880**
SFA6	Use the SFA system can improve productivity performance	**0.848**
SFA7	Use the SFA system can improve services to customers because all the information provided in real-time	**0.846**
SFA8	Interact with the SFA system is clear and understandable	**0.774**
SFA9	Easy to use SFA system	**0.720**
SFA10	Easy to get the SFA system and do what they want to do	**0.683**
Eigen values		**6.492**
Percentage of Variance Explained = 64.92%		**64.92**
KMO = 0.949		
Bartlett's Test Approx.chi square = 1987.96 , df= 45, sig = 0.000		

Overall the results suggests that all the scales used in this study measure the adapted construct distinctively and appropriately. Sales management control strategy, salesforce performance, and sales organization effectiveness were found to be multidimensional, whereas salesforce automation and salesforce characteristic were found to be unidimensional.

4.6 Reliability Analysis

Scale reliability was assessed in term of items-to-total correlation. The Cronbach's alpha was used to determine the internal consistency of the measurement scale. Reliability is a type of association used to correlate a variable with itself and is typically used to assess inter-rater similarity on a variable. In addition, reliability can simply defined as consistency. Babbie (2001) revealed that despite the repeated application of the same procedures, reliability should obtain the same results for the same study. However, the measurement is considered reliable if it yields the same results when the same technique is applied repeatedly on the same participants over various periods. Realiability of the measures was re-examined based on the data collected from the responses of the main study. The Cronbach-alpha coefficient used for each variable and presented in Table 4.10. Internal consistency of the scales range from 0.575 to 0,974, which suggest the specified indicators are sufficient for use (Nunnally, 1978). The calculation of the Cronbach's Alpha will decide the degree of ascension between respondents for each dimension. A higher score will demonstrate a higher reliability quality, with the range being from 0 to 1. Majority of dimensions in this study have high level of reliability and are well above the cut-off value 0.70 as suggested by Nunnaly and Bernstein (1994). However, Cronbach's alpha value of 0.6 is still acceptable (Sekaran & Bougie, 2010) and alpha value 0.5 is still considered acceptable but a value less than .50 is very poor and unacceptable (Kline, 1998).

Table 4.10
Cronbach's Alphas of the Study Variables after Factor Analysis

Dimensions	Number Final Items	Alpha
Profitability	5	0.800
Sales volume	3	0.642
Technical knowledge	15	0.974
Sales support	8	0.939
Sales planning	4	0.931
Monitoring	8	0.873
Evaluating	5	0.629
Rewarding	5	0.709
Directing	4	0.760
Sales result	3	0.575
Salesforce characteristics	14	0.956
Salesforce automation	10	0.938

4.7 Descriptive Statistic of Variables

The variables were subjected to descriptive statistics to identify their characteristics. Specifically, mean, standard deviation, as well as maximum and minimum values were computed. The researchers used descriptive statistics to measure central tendencies and dispersions of the data set through the values obtained for the mean, standard deviation, and maximum and minimum values (Kazmier, 1996; Meier & Brudney, 2002; Dielman, 2005; Doane & Seward, 2007; Sekaran, 2009). These statistical tools can be more appropriate for interval-scale variables (Coakes& Steed, 2003; Sekaran, 2009). The function of the mean value is to measure the central tendency location of the data set, which commonly assumed as the average (Kazmier, 1996; Meier & Brudney, 2002). Standard deviation measures the dispersion of data that deviate

around the mean. The minimum and maximum values are used to check for errors in data entry (Nachmias & Nachmias, 1976; Doane & Seward, 2007).

The general descriptive statistics of the variables used in this study was examined. Descriptive analysis was conducted for the dependent variable (sales organization effectivenss), independent variables (salesforce performance, sales management control strategy, salesforce characteristics), and moderator variable (salesforce automation). Descriptive statistics pertaining to sales organization effectiveness had two dimensions, namely, profitability and sales volume. The results in Table 4.9 revealed that the dimension of sales organization effectiveness with the highest mean score was profitability (3.25), which can be considered moderate, with a standard deviation of 0.16, minimum score of 3.07, and maximum score of 3.46. The lowest dimension of sales organization effectiveness with the lowest mean score was sales volume (3.15), which can be considered moderate, with a standard deviation of 0.31 and the minimum and the maximum scores of 2.86 and 3.48, respectively.

The findings on descriptive statistics indicated that the dimension of salesforce performance with the highest mean score was technical knowledge (3.41), which can be considered rather moderate, with a standard deviation of 0.16 and the minimum and maximum scores of 2.94 and 3.58, respectively. The dimension of Salesforce performance with the lowest mean score was sales planning (3.13), which can be considered moderate, with a standard deviation of 0.11 and minimum and maximum scores of 3.02 and 3.28, respectively.

Descriptive statistics also provide information on sales management control strategy dimensions. The mean of sales support was relatively higher than that of monitoring, evaluating, rewarding and directing. The mean score of monitoring was 3.52, which can be considered rather moderate, with a standard deviation of 0.10. The minimum and the maximum scores were 3.38 and 3.73. The mean score of evaluating was 3.65, which can be considered rather moderate, with a standard deviation of 0.08. The minimum and the maximum scores were 3.54 and 3.75. The mean score of rewarding was 3.69, which can be considered rather moderate, with a standard deviation of 0.11. The minimum and the maximum scores were 3.54 and 3.86, respectively. The mean score for directing was 3.73, which can be considered rather moderate as well, with a standard deviation of 0.10 and minimum and maximum scores of 3.65 and 3.84, respectively.

Table 4.11 also demonstrates the result of descriptive analysis dimensions of salesforce characteristics and dimensions of salesforce automation. The mean score of salesforce characteristics was 3.70, which can be considered rather moderate, with a standard deviation of 0.15. The minimum and the maximum scores were 3.50 and 3.94. The mean score of salesforce automation was 3.56, which can be considered rather moderate, with a standard deviation of 0.08. The minimum and the maximum scores were 3.43 and 3.67, individually.

Table 4.11
Result of Descriptive Statistics of all Dimensions (n=270)

Dimensions	Mean	Standard Deviation	Minimum	Maximum
Sales organization effectiveness				
Profitability	3.25	0.16	3.07	3.46
Sales volume	3.15	0.31	2.86	3.48
Salesforce performance				
Technical knowledge	3.41	0.16	2.94	3.58
Sales support	3.33	0.40	2.68	3.71
Sales Planning	3.13	0.11	3.02	3.28
Sales management control strategy				
Monitoring	3.52	0.10	3.38	3.73
Evaluating	3.65	0.08	3.54	3.75
Rewarding	3.69	0.11	3.54	3.86
Directing	3.73	0.10	3.65	3.84
Sales result	3.92	0.01	3.90	3.93
Salesforce characteristics	3.70	0.15	3.50	3.94
Salesforce automation	3.56	0.08	3.43	3.67

Note:
1=Strongly disagree, 2=Disagree, 3=Neither agree nor disagree, 4=Agree, 5=Strongly agree

4.8 Correlation Analysis

A correlation analysis conducted to explain the relationships among all variables in the study. The Pearson correlation used to examine the correlation coefficient among the variables. Variable association refers to a wide variety of coefficients that measure the strength of a relationship and define in various ways. In common usage, "association" pertains to measures of the strength of a relationship in which at least one of the variables relates to the others. Additionally, a Pearson correlation matrix indicates the direction, strength, and significance of a bivariate relationship among all variables that are measured at an interval or ratio level (Zhal, Hoel & Jessen, 1984; Sekaran & Bougie, 2010; Creswell, 2012).

Correlation is symmetrical and does not provide evidence on the way toward which causation flows. To the extent that a nonlinear relationship exists between two variables being correlated, correlationmay understate the relationship (Morgan, Leech, Gloeckner, & Barrett, 2004). Correlation may also be attenuated to the extent of an existing measurement error, including the use of sub-interval data or artificial truncation of the range of data. Correlation can also be a misleading average if the relationship varies depending on the value of the independent variable, thus lacking homoscedasticity (Pallant, 2005).

A correlation analysis is a coefficient that describes the strength of the association between two variables. Pearson correlations coefficient is a common tool that applied for many studies especially the study that using continues variables for their data. The value of Pearson correlation coefficient can be positive relationship or negative relationship among the variables ranging between -1 to +1. The perfect relationship denoted by 1 or -1, the value of 0 indicates that no relationship between the two variables.

Previous studies (Sekaran, 2009; Richardson et al., 2005) stated that the Pearson correlation coefficient is best used for interval-scaled and ratio-scaled variables. The Pearson correlation coefficient is generally accepted for the interpretation of two variables that are significantly correlated if the value of p is less than the value of the alpha level (Kirkpatrick & Feeney, 2001). Furthermore, Richardson et al. (2005) identified that if independent and dependent variables are correlated, constructing the

model may be useful. Table 4.12 exhibits the correlation test results among the independent, moderating, and dependent variable.

Table 4.12
Correlation Matrix between Independent Variables, Dependent Variables and Moderating Varibles

Variables	1	2	3	4	5
1. Sales organization effectiveness	1				
2. Salesforce performance	0.541**	1			
3. Sales management control strategy	0.653**	0.500**	1		
4. Salesforce characteristics	0.476**	-0.018	0.314**	1	
5. Salesforce automation	0.286**	0.137*	0.310**	0.083	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.12 presents a summary of the relationships between the variables. In general, the table shows that there were significant relationships between sales organization effectiveness, salesforce performance, sales management control strategy, sales characterisitcs, and salesforce automation, and the range was -0.018 to 0.653, which indicate low to high moderately correlation. A significant relationship between sales organization effectivenss and salesforce perforamance existed. The correlation value of these variables of r= 0.541, at P<0.01, which was moderately correlations relationship between the two variables.

Furthermore, the result of the analysis obtained showed that a significant relationship between sales organization effectiveness and sales management control strategy. The

correlation value of these variables of r= 0.653 at P<0.01, which was moderately correlations. Moreover, the result of the analysis obtained showed that a significant relationship between sales organization effectiveness and salesforce chararacteristics existed. The correlation value of these variables of r=0.476 at P<0.01, which was moderately correlations.

Finally, the result of the analysis obtained showed that a significant relationship between sales organization effectiveness and salesforce automation existed. The correlation value of these variables of r=0.286 at P<0.01, was positively correlated. This indicated a moderated high correlation relationship between the two variables. Moreover, table 4.12 also showed the extent of a significant relationship between salesforce performance and sales management control strategy. The correlation value of these variables of r= 0.500 at P<0.01, which was moderately correlations.

In addition, the result of the analysis showed the extent of a significant negatif relationship between salesforce performance and salesforce characteristics. The correlation value of these variables of r=-0 .018, was negatively moderate correlated. Moreover, the correlation between salesforce performance and salesforce automation was r =0.137 at P<0.05, that shows a moderately correlation among these variables.

Furthermore, the correlation between sales management control strategy and salesforce characteristics was r =0.3144 at P<0.01, which was moderately high correlations. The correlation between sales management control strategy and

salesforce automation was r =0.310 which is considered as moderately high correlation.

Finally, the correlation between salesforce characteristics and salesforce automation as shown in Table 4.10 is r =0.083 at P<0.05, which was moderately correlations.

4.9 Results of Main and Interacting Effects

This section describes the testing of the hypotheses related to the main effects of management practices and leadership styles on safety performance. As mentioned in Chapter 3, a bivariate correlation was conducted to understand the relationship among salesforce performance, sales management control strategy, salesforce characteristics, and sales organization effectivenss. In this section, a multiple regression analysis was performed to understand the main effect of salesforce performance, sales management control strategy, salesforce characteristics on sales organization effectivenss. A hierarchical multiple regression analysis was also conducted to understand the moderating effects of salesforce automation on the relationship among salesforce performance, sales management control strategy, salesforce characteristics, sales organization effectiveness. To test the hypotheses developed for this study, the level of significance was set at $p < 0.05$. (Cooper & Schindler, 2003; Hair et al. 2010).

4.9.1 Statistical Test on the Main Effect of Salesforce Performance, Sales Management Control Strategy, Salesforce characteristics on Sales Organization Effectiveness

To understand further the relationship among salesforce performance, management control strategy, salesforce characteristics and sales organization effectiveness (i.e hypotheses 1 to 3), a multiple regression analysis was conducted. Multiple correlation (R), squared multiple correlation (R^2), and adjusted squared multiple correlation (R^2adj) indicate how well the combination of independent variables predicts the dependent variable. The findings of multiple regressions based on statistic assessment, are illustrated in Table 4.13

Table 4.13
Regression Analysis between Sales Organization Effectiveness and Independent Variables –Result of Multiple Regression Analysis

Variables	**Beta**	**t-ratio**	**Sig. t**
Salesforce Performance	.374	8.239	**.000**
Sales Management Control Strategy	.349	7.304	**.000**
Salesforce Characteristics	.373	9.025	**.000**
R Square	**.608**		
F	**137.492**		
Sig. F	**.000**		
Durbin-Watson	**1.714**		

Note: *p<0.05

The result showed that salesforce performance (β=.374, sig t=.000), sales management control strategy (β=.349, sig t=.000), and salesforce characterisitics (β=.373, sig t= .000) has significant effect at 5% significance level. Among three predictors,

salesforce performance had the highest and the most significant standardized beta coefficient, which indicates that hirin g practices were the most important variables for this reseach. Therefore, hypothesis H1, H2 and H3 are accepted.

The R square is 60.8% meaning that the regression model used for this study can explain 60.8 percent variations on the sales organization effectiveness. This means that there were other factors associated to sales organization effectiveness. The Durbin-Watson coefficient of 1.714 was between ranges of 1.5 to 2.5. Therefore, there was no auto-correlation problem in the data. The F-value (137.492) found to be signicant at 5 percent significance level (Sig F=0.000). This constructs showed that the regression model used in this study was adequate or in another word, the model was fit. The result of hypothesis testing of independent variables is summarized in Table 4.14

Table 4.14
Summary of the Hypotheses Testing from Multiple Regression Analysis - Regression Analysis between Independent Variables and Sales Organization Effectiveness

Hypothesis	Hypothesis Testing	Result
H1	There is a relationship between salesforce performance and sales organization effectiveness	**Supported**
H2	There is a relationship between sales management control strategy and sales organization effectiveness	**Supported**
H3	There is a relationship between salesforce characteristics and sales organization effectiveness	**Supported**

4.9.2 Hierarchical Regression Analysis using Salesforce Automation as a Moderator in the Relationship between all Independent Variables and Sales Organization Effectiveness

Table 4.25 displays the result of the regression analysis on the moderating effect of salesforce automation on the relationship among salesforce performance, sales mangement control strategy, salesforce characteristics, and sales organization effectiveness.

Table 4.15
Hierarchical Regression Analysis Using Salesforce Automation as a Moderator in the Relationship between all Independent Variables and Sales Organization Effectiveness

Variables	Step 1	Step 2	Step 3
Independent Variables			
Salesforce Performance	.374*	.377*	.746*
Sales Management Control Strategy	.349*	.314*	-.161
Salesforce Characteristics	.373*	.376*	.646*
Moderating Variable (Salesforce Automation)		.106*	-.297
Interaction Terms			
Salesforce Performance*SFA			1.215
Sales Management Control Strategy*SFA			-.370*
Salesforce Characteristics*SFA			-.063
R Square	.608	.618	.627
Adjusted R Square	.604	.612	.617
Sig F	.000*	.000*	.000*

Note: *p<0.05

In the subsequent step, salesforce automation is included as a predictor variable alongside with independent variables. In this model, the R square value seems to increase from 60.8% to 61.8% and 62.7% indicating a change of 0.01 and 0.019, which means trust added 1 % and 1.9% which is significant at $p < 0.05$. Finally, in step 3 the eight interaction terms were entered accordingly into the model.

Thus, from the regression equation, it can be shown that in the first step, all the predictor variables are significant and in the expected positive direction. In step two, the salesforce automation is included as a predictor variable and as shown, the salesforce automation is significant (β=.106*, $p < 0.05$). In scanning the significant column in Table 4.25 in step three regarding interaction terms , it became clear that only one out of three variables made a statistically significant contribution (sales management control strategy*salesforce automation beta 0.-370*, $p < 0.05$). Therefore hypothesis H5 is accepted and hypothesis H4 and H6 are rejected.

Table 4.16
Summary of the Hypotheses Testing from Multiple Regression Analysis - Hierarchical Regression Analysis Using Salesforce Automation as a Moderator in the Relationship between all Independent Variables and Sales Organization Effectiveness

Hypothesis	Hypothesis Testing	Result
H4	Salesforce automation moderates the relationship between salesforce performance and sales organization effectiveness	Rejected
H5	Salesforce automation moderates the relationship between sales management control strategy and sales organization effectiveness	**Supported**
H6	Salesforce automation moderates the relationship between salesforce characteristics and sales organization effectiveness	Rejected

4.10 Summary

The data used in this study was obtained from 270 respondents which represented a response rate of 80.57% and several ests were used to analyze the data. Normality test was carried out and showed that the variables are normally distributed. All the variables obtained reliable Cronbach's alpha which gives support to the internal consistency of the study and the assumption of factor analysis were met. To determine the strength of the relationship between the variables, Pearson correlation was used. Multiple regression analysis was conducted to determine the independent relations as well as the contribution of independent variables in predicting sales organization effectiveness as dependent variable. Hierarchical regressions were used to test the effect of salesforce automation as a moderator variable on the relationship between independent variables and sales organization effectiveness. The next chapter will discuss and conclude the findings of this study.

Overall six hypotheses have been examined four hypotheses have been supported and two hypotheses were rejected The result has been summarized in Table 4.16 The findings in this chapter will be discussed intensely in the subsequent chapter. All hypotheses were confirmed. They are follows:

Table 4.17
Summarizes the results of the hypotheses tested in this study

No	Hypotheses statement	Results
H1	There is a relationship between salesforce performance and sales organization effectiveness	Supported

No	Hypotheses statement	Results
H2	There is a relationship between sales management control strategy and sales organization effectiveness	Supported
H3	There is a relationship between salesforce characteristics and sales organization effectiveness	Supported
H4	Salesforce automation moderates the relationship between salesforce performance and sales organization effectiveness	Rejected
H5	Salesforce automation moderates the relationship between sales management control strategy and sales organization effectiveness	Supported
H6	Salesforce automation moderates the relationship between salesforce characteristics and sales organization effectiveness	Rejected

CHAPTER FIVE
CONCLUSION AND RECOMMENDATION

5.0 Introduction

The main findings, their significant of the study and implication should be highlighted. Summary highlight the finding of the study upon which a conclusion is drawn in line with the objectives set. Recommendation describe the area can be explore or research should be extended by another researcher. This chapter begins with a recapitulation of the study's findings, contribution of research, following by limitation and recommendation for future research, and the final section concludes the discussion of the study.

5.1 Recapitulation of the Study's Findings

This study attempted to determine the relationship between the independent variables (salesforce perforamces, sales management control strategy, salesforce characteristics and all dimensions), and the dependent variable which is sales organization effectiveness. It also examined the influence of salesforce automation as a moderator variable on the relationship between independent variables and sales organization effectiveness. The study is cross-sectional in nature. The data was collected from sales managers in three life insurance in Indonesia. Three hundres fourty five questionnaires were distributed and 278 were returned (80.57%). After a thorough check of the returned questionnaires, it appeared that only 270 (97.12%) were usable for analysis.

This study had also set up to accomplish the following particular objectives.

1. To examine the relationship between salesforce performance and sales organization effectiveness.

2. To examine the relationship between sales management control strategy and sales organization effectiveness.

3. To examine the relationship between salesforce characteristics and sales organization effectiveness.

4. To examine the moderating effects of salesforce automation on the relationship between salesforce performance, sales management control strategy, salesforce characteristics and sales organization effectiveness.

5.2 Discussion

This study mainly aims to identify sales organization effectiveness in Indonesia life insurance industry. Specifically, this study examines the direct relationship of salesforce performance (dimensions), sales management control strategy (dimensions) and salesforce characteristics (dimensions) with sales organization effectiveness (profitability and sales volume). Toward this end, a number of research hypotheses have been formulated based on the research questions. This study has generally succeeded in establishing the determinants of sales organization effectiveness. Following are discussions on each research question. Specifically, the first part

discusses the sales organization effectiveness in Indonesia life insurance industrt, and the second part discusses the direct effect of the independent variables (salesforce performance, sales management control strategy, salesforce characteristics) on the dependent variable (sales organization effectiveness). Finally, the moderating effect of salesforce automation on the relationship of salesforce performance, sales management strategy and salesforce characterisitics with sales organization effectiveness is discussed.

The study successfully shed light on the determinants contributing to sales organization effectiveness. The present chapter aims to discuss.

5.2.1 Salesforce Performance Constructs and Sales Organization Effectiveness

The first research question deals with the relationship between salesforce performance variables and sales organization effectiveness. Accordingly, Hypothesis one (H1) states, "There is a relationship between salesforce performance and sales organization effectiveness". The finding of this variables had a positive and significant relationship with sales organization effectiveness . The more favorable a salesforce performance in sales organization is, the more likely the salesforce will make contribution to sales organization . In other words, salesforce who display high performane are more likely to contribute company sales organization effectiveness.

This result of this study is similar to other studies that confirming salesforce performance influence on sales organization effectiveness (Anderson & Oliver, 1987; Oliver & Anderson, 1994; Cravens et al., 1993; Babakus et al., 1996; Piercy et al.,

1999; Cravens, Piercy & Low, 2006; Lane, Cravens, & Piercy, 2012). In addition, association between salesforce performance and sales organization effectiveness is essential in attitudinal research and has been confirmed in a huge variety of settings (Cravens, Woodruff & Stamper, 1972; Beswick & Cravens, 1977; Ryans & Weinberg, 1979; Ryans & Weinberg, 1987; LaForge & Cravens, 1985) Moreover, the finding is consistent with the agency theory that states that how sales manager (principal) can measure, monitor, and evaluate the sales person's (the agent's) routines to ensure that organizational goals are fulfilled.

Furthermore, the current study's result is consistent with previous studies, a study conducted by Barker (2001) revealed that sales organization effectiveness is often measured by looking at profitablity and sales volume. The findings were in the expected direction, whereby the salesforce performance affected the result. Salespeople in Indonesia life insurance greatly affect the company's performance due to the emotional attachment between the salesperson and the company wh re they work. Moreover, High motivation causes the salesperson to do his job with a very mininum superivision and this is very profitable for company.

Meanwhile, the more favorable salesforce technical knowledge is, the more likely the salesforce will make contribution of sales organization. In other words, salesforce who display high technical knowledge are more likely to give a positive influence to the company performance. This result of this study is similar to other studies that confirming technical knowledge influence on sales organization effectiveness (Cravens et al., 1993; Grants & Cravens, 1999; Baldauf et al., 2001; Katsikan &

Skarmeas, 2003). Nonetheless, this finding is consistent with Piercy et al., (1997); Ahearne and Schillewaert (2000); and Barker (1999) who established that high technical skills levels possessed by salespersons.

However, the results of this study was not supported from studied by Ahmad, Sah and Kitchent (2010) which conducted a study in Malaysia that examine relationship between sales skills and salesperson performance in Malaysia telecommunication company. The results of study indicate there were no relation between technical knowledge and sales organization effectiveness.

In the meantime, this study is in line with what is happening in life insurance companies in Indonesia where the performance of insurance agents Indonesia is ranked second best in Southeast Asian countries (ASEAN). This is evidenced by the number of top insurance agents and the elite of Indonesia or a member of the Million Dollar Round Table (MDRT) Indonesia up the Asean rankings from previously ranked fourth (AAJI 2015). Therefore, AAJI encourages life insurance companies to pursue the growth of sales force to 500 thousand agents with a 10 percent increase every year. The growth of sales performance will certainly improve the performance of the company.

Currently, life insurance salespeople are expected to provide education to the public about the importance of having life insurance. It is expected that salespeople can not only sell products but become educators to be able to provide the best information to customers. Including providing education in choosing insurance protection, both for

health insurance, pension, and death insurance. Where insurance provides protection so that someone free from feelings of fear and the burden of thought because of cost. Negative perceptions that often arise in society related to insurance also become a challenge for agents. This negative perception is generally due to the misunderstanding of policyholders with the insurance company.

Moreover, salespeople are one of the most important assets for the life insurance industry. Life insurance agents have a very big role in the growth of the insurance industry in the country. As spearheads, life insurance salesforce take on the noble task of educating the public about the importance of life insurance and helping them to have financial planning and prosperity in the future. This will certainly provide a positive performance of the company due to the satisfaction of customers who will certainly provide benefits for the company to serve customers better.

5.2.2 Sales Management Control Strategy Constructs and Sales Organization Effectiveness

The second research question deals with the relationship between sales management control strategy variables and sales organization effectiveness. Accordingly, Hypothesis 2 (H2) states, "There is a relationship between sales management control strategy and sales organization effectiveness".The finding of this variables had a positive and significant relationship with sales organization effectiveness.

This result of this study is similar to other studies that confirming most of sales management control strategy dimensions influence on sales organization

effectiveness. The findings of the present study are consistent with other studies on sales management control strategy as an important factors for company (Mallin, O'Donnell, & Hu, 2010; Piercy, Lane, & Cravens, 2002; Rollins, Rutherford, & Nickell, 2014). Prior empirical studies have studied the influence of sales management control on behavioural performance (Theodosiou & Katsikea 2007), satisfaction with supervisors (Challagalla & Shervani 1996), motivation of salespersons (Miao, Kenneth, & Zou 2007), the role stress (Lusch & Jaworski 1991), ethical standards (Ingram, LaForge, & Schwepker 2007), and salesforce performance (Piercy, Cravens, & Morgan 1999).

Furthermore, the current study's result is consistent with previous studies, a study conducted by Piercy, Cravens and Morgan (1999) revealed that the sales management process have received priority attention. Their study found the vital function of the field sales manager in working salesforce execution and strength. This present study adds to a significant new research stream from prior research, analyzing how sales management control impacts on design, public presentation and strength.

Furthermore, the preceding findings show consistency with previous studied by Lane, Cravens and Piercy (2012) that revealed investigate the type of management exercised by means of sales leaders (e.g., behaviour against outcome based) and the higher level of control. Primary, this exploration introduces the actual construct connected with sales broker control skills and exams not simply what amount of control supervisors exercise, nevertheless how very well they use control.

Along the same line of argument, Baldauf, Cravens and Grant (2002) discovered the effects of behaviour-based sales management control on sales organization effectiveness with data collected from field sales managers in Austria and Australia. The study provide robust support for positive relationships between sales mangement control strategy and sales organization effectiveness.

Therefore this present study sales management concern to show that there is first direct relationship between sales management control strategy to sales organization effectiveness. The findings showed the existance of sales organization effectiveness is significantly related to sales management control strategy.

The obligation of a sales manager is to to maximize sales performance levels. This infers the requirement for progressing observing of the execution markers and contrasting them and what ought to be. Checking the execution of the sales division is to survey the substance of conduct. Conduct execution is the assessment of the exercises and procedures of offers staff in word related obligations and duties. In surveying the conduct of salesforce, the emphasis is on the practices of the sales department.

From the result, Indonesiea life insurance organizations must provide service to the inquiries and issues that individuals experience and attempt to determine them after some time. This will at last increment the quality and execution of the organization to increase sales. The company's selling strategy must be predictable and in ideal

congruity with sales strategy. Through vital coordination between the two, sales performance can be expanded.

Furhtermore, it is recommended that sales organizations focus on the accompanying issues in their promoting procedures: deciding the degree for every product or market, subjective and quantitative targets for product or market, proficient assignment of assets between showcasing exercises, recognizing the wellsprings of upper hand and making collaboration. Sales manager consistently watch and track the request, rivalry and innovative improvements. This will yield enhanced sales to be constantly one stage in front of their sales strategy. The trust of the general population in the sales technique is the most imperative component of a culture of trust and correspondence bolster and if not, no organization can have the coveted outcome.

Finally, recognizing client needs and market openings do powerful showcasing research in front of their rivals. Recognizing the components influencing the inward condition of the organization's capacity to build productivity. The organization's endeavors to build piece of the pie, since it is the main source of gainfulness. Sales manager must set the fitting target market and tailor sales exercises to suit the necessities of every customer. They ought to utilize expert salesforce for each of the focused on customers.

5.2.3 Salesforce Characteristics Constructs and Sales Organization Effectiveness

The third research question deals with the relationship between salesforce characteristics variables and sales organization effectiveness. Accordingly,

Hypothesis 3 (H3) states, "There is a relationship between salesforce performance and sales organization effectiveness (e.g. profitability and sales volume)". The finding of this variables had a positive and significant relationship with sales organization effectiveness. The more favorable a salesforce characteristics in sales organization is, the more likely the salesforce characteristics will make contribution to sales organization. Success characteristics are salespeople's attitudes and behaviour that are expected to have a favorable impact on performance. These include capabilities, motivation, and attitudes. Behaviour control is expected to have a favorable impact on these characteristics (Cravens et al., 2006). In other words, salesforce who display high performane are more likely to contribute company sales performance.

This result of this study is similar to other studies that confirming salesforce characteristics influence on sales organization effectiveness (Entwisle, 1987; Flynn, 1998; Barker, 2001; Baldauf, Cravens & Piercy, 2001; Chowdhury, 2007; Danish & Usman, 2010). Therefore, the result supports the hypothesis (H1). Moreover, the finding is consistent with the agency theory that states that how sales manager (principal) can measure, monitor, and evaluate the sales person's (the agent's) routines to ensure that organizational goals are fulfilled.

Furthermore, the current study's result is consistent with previous studies, a study conducted by Jaramillo, Mulki, and Locander (2006) provided evidence that the important role of perceptions of time wasted on sales person's job attitude and behavioural intentions on sales organization perforamance.

The findings were in the expected direction, whereby the salesforce characterisitics affected the result. Salespeople in Indonesia life insurance greatly affect the company's performance due to the emotional attachment between the salesperson and the company where they work. Moreover, prize, recognition and motivation causes the salesperson to do his job with a very mininum superivision and this is very profitable for company.

Salespeople are those who are directly and indirectly involved in the activities of the company from top managers to the lowest level even though the lowest level even though has a comprehensive level of ability to perform their respective duties in providing services to customers at the time of the transaction as well After the transaction is expected to provide satisfaction and a sense of pleasure to visitors.

As for the comprehensive means include the ability to control services, environmental maintenance and promote the company as part of service improvement, packed into the personality of sellers who are always developed in order to prioritize customer needs and satisfaction. Salesforce who can provide satisfaction to customers will support the survival of a company. This is caused by a satisfied customer then they will become a loyal customer will even be a media campaign of company without spend a little bit on money.

Furthermore, professional abilities in a particular field can be possessed through education, training and experience. The development of the seller's personality is constantly being developed at all times including doing or doing simple little things

that may not even be included in detailed job descriptions while providing help for customers looking for products that suit their needs.

Moreover, a good salesperson character is an asset for the salesperson itself and for the company. In the life insurance business, a good character is the main thing because in the life insurance business, trust is the main. The results of this study also shows the characteristics of sales will affect the profitability of the company

5.2.4 The Moderating Role of Salesforce Automation

The fourth research question deals with the influence of salesforce automation as a moderator variable on the relationship between salesforce performance, sales management control strategy, salesforce characteristics and their dimensions as independent variables and sales organization effectiveness as a dependent variable.

In the present study, nine moderating effects were found of salesforce automation on the relationship between salesforce performance and sales organization effectiveness and its dimensions (e.g. profitabilty and sales volume). The following section explains the moderating effect of salesforce automation on the relationship of salesforce performance, sales management control strategy and salesforce characterisitics with sales organization effectiveness

Three general hypotheses were formulated on salesforce automation moderation: (1) H4: Salesforce automation were hypothesized to moderate the relationship between salesforce performance (technical knowledge, sales support, and sales planning) and

sales organization effectivness (profitability and sales volume), (2) H5: Salesforce automation were expected to moderate the relationship between sales management control strategy (monitoring, evaluating, rewarding, diresting and sales result) and sales organization effectiveness (profitability and sales volume) and (3) H6: Salesforce automation were expected to moderate the relationship between salesforce characteristics and sales organization effectiveness (profitability and sales volume). Salesforce automation systems consist of centralized database systems that can be accessed through a modem or internet connection by remote computers or smart phone using special salesforce automation software (which is often company specific) (Mallin & DelVecchio, 2008; Parthasarathy & Sohi, 1997). Therefore, in an salesforce automation system, a salesforce can connection a central database method at any time through their laptop or smartphone to get continuously refreshed facts regarding many facets of the project, e.g. contact information, revenue productivity, revenues process, customer support information, travelling logistics, and in some cases immediate the means to access commission information (Mallin & DelVecchio, 2008). Moreover, salesforce automation can thus be characterized by and defined as, the application of information technology to support sales function (Buttle, Ang, & Iriana, 2006). All of this allowed sales manager or sales management to analyses sales activity and performance.

The results of the hierarchical regression analysis in the previous chapter partially did not supported or rejected the hypothesis that salesforce automation moderate the relationship between salesforce performance and sales organization effectiveness (profitability and sales volume) H4, as well as the hypothesis that salesforce

automation moderate the relationship between salesforce characteristics and sales organization effectiveness (profitability and sales volume) H6. Meanwhile, the hypothesis that salesforce automation moderate the relationship between salesforce management control strategy and sales organization effectiveness (profitability and sales volume) H5 was supported.

Although, intuitively appealing, no study has thus far assessed the possible moderating role of salesforce automation on the relationship between sales management practices and sales organization effectiveness, specifically in life insueance industry in Indonesia. Moreover, studies that examined salesforce automation as a moderator have focused on reduced cost (Donaldson & Wright, 2004); impromenl tracking by management (Moutot & Bascoul, 2008); increased revenue and avaibility of customer information (Reinartz, Krafft & Hoyer, 2004); increased salesforce mobility (Greenberd, 2001); and sales forecasting (Kerin, Hartley & Rudelius, 2009). These studies were similar to one another because the dependent variables were measured at the individual level, but the application fields and issues differ. On the other hand, the present study measured the dependent variable also at the individual level (sales manager), thereby making it different from other studies. Thus, the findings of the present study are preliminary and should be interpreted with some caution.

From the results of research, the use of internet technology has not been fully done by life insurance companies, especially life insurance companies owned by government companies. In this study can be seen from the three hypotheses proposed only one hypothesis supported that is salesforce automation moderate the relationship between

salesforce management control strategy and sales organization effectiveness while the other two hypotheses are rejected. The results of this study do not support the research that has been done by (Speier & Venkatesh, 2002); Engle and Barnes (2000). Thus sales force automation has no effect on the sales effectiveness of the organization and empirically does not reinforce previous research. Moreover, the results of this study not support the research conducted by Dong and Dennis (2004); Ahearne et al., (2004) that there is an effect of salesperson automation on the performance of salespeople.

This study proves that the use of internet technology in the life insurance business has not been fully done. There are several things that cause this to happen, among others, the adoption of technology by salespeople is very low on the other side of society in Indonesia mostly are tech literate. So there is a gap that must be put together if the life insurance business in Indonesia especially owned by the government in order to grow further in the face of competition in Southeast Asian countries.

In the meantime, the technology can provide a different experience in insurance for agents and customers. One life insurance company in Indonesia through technological innovation, the insurance purchasing cycle can be simplified from the beginning there are 16 steps to just 6 steps so that from the time side of processing can be faster. The use of technology close to the younger generation also increasingly opens opportunities to capture the prospective customers from an early age so that the benefits can be more pronounced. Supported by technological developments, technology-based insurance services can be one way to penetrate a net-savvy market segment.

5.3 Contributions of the Research

This study has mainly contributed to the body of knowledge of the sales management and marketing. The finding of this study has a significant contribution to the theory which comprises the field of the study, i.e. the sales management, sales organization, and using technology in sales field; methodological contribution also has been discussed and finally, the practical contribution which included the managerial implication.

This study might be useful to many parties, due to its significance to the Indonesia life insurance local companies that is extremely suffering from low market share, provitability and sales volume (Neraca, 2012; Tempo, 2014). Thus, the findings provide several contributions that are clarified in the following sections.

5.3.1 Theoretical Contribution

Studies concerning salesforce performance, sales mangement control strategy, sales chracteristics and sales organization effectiveness have not been extensively carried out in the context of life insurance industry in Indonesia especially state-owned insurance companies and from persfective of sales manager prior to this study and this may be considered as a significant contribution of knowledge.

Moreover, the research framework (e.g. salesforce automation) that is derived from the Technology Acceptance Model emphasizes the importance of the two dimensions of the theory which are perceived usefulness and perceived ease of use in predicting the salesforce behaviour. The results proved the association of perceived usefulness

and perceived ease of use as moderating variables and their positive influence on relation between independent variables and sales organization effectiveness in life insurance business. Initially, this study has a major contribution to understand the salesforce behavioural toward technology to achieve sales organization effectiveness in Indonesia life insurance companies.

In this context, the contribution regarding the theoretical framework is adding the salesforce automation as a moderator variable which has not been studied before with this collection of variables. Thus, salesforce automation factor has a significant influence on the relationship between the only one variable of IVs in the theoretical framework and influence of independent variable on sales organization effectiveness. In addition, the expected findings regarding salesforce automation adoptation have provided insights that enhance the life insurance management understanding of this variable on salesforce activity.

In this regard, the moderating influence of salesforce automation on the relationship between salesforce perforamce, sales management control strategy, salesforce characteristics and salesforce automation. Relationship between salesforce performance, sales characterisitics on sales organization effectiveness shows there is no significant impact toward using salesforce automation and only sales management control strategy has significant relationship toward using salesforce automation.

This result showed a serious and critical point in the Indonesia life insurance system, and it could be one of the main obstacles of salesforce to use technology in their daily

activeity. Therefore, a lot of efforts should be done from many parties to clarify to the salesforce the benefits and usefulness of using salesforce automation. Moreover, this result may encourage monetary authorities to start an internal campaign to try and change salespeople's cultural beliefs in a positive way and educate them about the benefits of technology.

Furthermore, the contingency theory states that for an organization there are various or multiple strategic choices that can be pursued. Contingency theory is an approach to the study of organizational behaviour in which explanations are given as to how contingent factors such as technology, culture, and the external environment influence the design and function of organizations. One of the strategic is how sales organization using their technology adoption to increase their sales organization effectiveness.

5.3.2 Managerial Contribution

The overall findings of the examination and the investigation of the arrangements of factors in the exploration system and understanding the extent of the impact of these factors have on sales managers perception on their salesforce as subordinate, give significant truths to life insurance business and experts for the acknowledgment of sales representatives in insurance business. In addition, the review may recognize certain valuable managerial factors that can enable life insurance business to organization, strategy creators and research foundations to comprehend the effect of innovation and technology on the sales organization effectiveness. Thus, they can address the issues and needs of the life insurance salesforce and investigate the advantages of utilizing innovation and technology to expand their performance and

spread the adoptation of innovation and technology among salesforce in life insurance companies in Indonesia. Moreover, the study provided essential information to monetary authorities (OJK) in Indonesia regarding salesforce behaviour and their attitude towards technology. This information will be useful for monetary authorities in designing sustainable programs and encouraging companies to maximize technology and direct salespeople to use their daily work activities using technology.

Finally, this is the first empirical investigation of sales organization effectiveness in Indonesia life insurance business. Sales organization effectiveness have been widely studied in developed countries but there has not been enough research conducted in developing countries such as Indonesia and life insurance business in particular. This study adds to the community of knowledge on sales organization effectiveness in Indonesia especially in life insurance.

5.4 Research Implications

The findings obtained from this study are of considerable use to improve our understanding of the variables that decrease or increase salesforce performance and management on sales organization effectiveness. This study explained framework which explained a set of variables that sales manager and top management should pay attention to because they have been proven empirically to affect and contribute to the enhancement of salesforce toward using salesorce automation system in Indonesia. Salesforce automation represent important factors on which top management and sales manager should concentrate their attention and efforts on sales technology. In addition, agency theory which clarified addresses the issue of how the sales manager

(the principal) can gauge, screen, and assess the salesman's (the agent's) schedules to guarantee that hierarchical objectives are satisfied. The principle start here is that both have dissimilar objectives and oftentimes don't have a similar data and realities..

The study contributes to the sales management studies in the Indonesia life insurance context. The research demonstrated that agency theoy and contingency theory are effectivess theory that can be used in sales management, particularly in examining salesforce performance in a similar context.

The researcher found that some results agreed with a group of other studies, and contrasted with others. These disagreements and agreements were based on whether these studies were applicable or not in their environment. The use of the theory of agency theory was a unique contribution to the sales management. Furthermore, because of the key importance of the life insurance sector in developing the countries' economies, it becomes essential to understand the salesforce performance from perspective of sales manager and needs in this sector. The sales manager (principal) may want the salesperson (agent) to invest more energy sorting out for sales calls, while the sales representative may wish to invest that additional time searching for new market. Thusly, the sales manager is confronted with an uncertain circumstance in the matter of how the sales person will without a doubt contribute that additional time.

The present review gave a few discoveries connected to critical elements that powerfully affect salesforce management toward sales organization effectiveness.

Consequently, the discoveries of this study have numerous critical ramifications for life insurance business and other financial institutions in the Indonesia setting and comparative creating nations particularly in south east asia region.

According to the findings of this study, sales management within the life insurance company envisages the role of salesforce activity toward using technology in Indonesia life insurance company implying the salesforce' willingness to use the technology. From the findings, the life insurance company and top management must encourage salesforce to use technology for their sales activity through training and supporting of the benefits of using salesforce automation, and set values by providing high quality of services to their customers.

5.5 Limitation of the Study

There are some limitations that appeared in the current study owing to the result of the relationship between salesforce perforamce, sales management control strategy, salesforce automation and sales organization effectiveness and salesforce automation as moderating. There is a huge number of life insurance companies in Indonesia, from more than 50 companies only three are used for this study because of time limitation and financial matter.

The second limitation of this study is the approach to collect data, where the researcher intended to use stratified sampling to choose respondents according to the registered sales manager list in the sales office. In spite of the limitations, the result of the research provides a platform for future assessment and diagnosis to improve the

current awareness about salesforce behaviour using salesforce automation to boost sales organization effectiveness.

The third limitation, related to the sample, the sample ideally there should be at least 840 respondents (84 items x 10) needed for the number of items questioned. This number of respondents can be reached if the data is built through time and do intercept study to other life insurance companies.

The fourth limitation of the study is that it is only investigate government owned life insurance companies. Maybe next research will be studied on national insurance private owned, insurance owned foreign company and mixed-owned insurance and it can make the result to be different and covering all life insurance companies in Indonesia.

5.6 Future Study

The researcher recommends the following investigation of some important areas for future research:

Firstly, this study was carried out to exemine sales organization effectiveness in Indonesia life insurance companies. Future research may be conducted in other regions or countries and in other sectors.

Secondly, based on the researcher's observations, this study is considered the first study to exemine the relationship between salesforce performance, sales management control strategy, salesforce characteristics and sales organization effecticveness with

salesforce automation as moderating variable. It has anumber of inherent limitation and data collection was done cross-sectional. Therefore, future study may look into a longitudinal study in order to expand the findings that are pre-change and post-change.

Thirdly, this study uses certain concepts and measurement of salesforce performance and sales organization effectiveness. Future studies might use others. Thirdly, this study used Cravens et al. (1993) and Babakus et al (1996) dimensions to measure sales organization effectiveness, Berhman and Perreault (1982), Cravens et al. (1993), Spiro and Weitz (1990), John and Weitz (1989), Babakus, Craqvens, Grant, Ingram and LaForge (1996) to measure salesforce performance, Cravens et al (1993) to measure sales management control strategy, Oliver and Anderson (1987), Cravens et al (1993) to measure salesforce characteristics, Venkatesh and Davis (2000), Moore and Benbasat (1991) to measure salesforce automation.

Fourthly, the researcher are used single instrument for data collection method in the form of a questionnaire survey. In depth qualitative studies, using interview method are needed to measure the sales organization effectiveness among life insurance companies. This may achieve better results as it build relations, particularly when telling from top management.

Lastly, the analysis of data gathered was conducted by SPSS (Statistical Package for Social Science). For next studies, tools of analysis, such as SEM (Structured Equation Model) and PLS (Partial Least Squares) may be used to analyze data for accurate results and to determine indirect path of sales organization effectiveness.

5.7 Conclusion

The study investigated the variables that could influence the behavioural intention to use banking services. The results are consistent with the findings of the Agency Theory, which says that salesforce performance, sales management control strategy, salesforce characterisitics are important variables in predicting sales organization effectiveness. The study results showed the significant influence of salesforce performance, sales management control strategy and salesforce characteristics on sales organization effectiveness in Indonesia life insurance company. However, there were several hypothesis not supported or rejected on relation between independent variables and dependent variable.

First of all, it was reported that estimates internet users in Indonesia as much as 93.4 million people in 2015 and 100.28 million in 2016. Furthermore, life insurance companies do not pay attention to the power of technology. In this regard, the researcher suggests that life insurance companies should prioritize the power of technology and start internal campaigns. The presence of digital technology makes it easy for business actors and consumers, including the ease in choosing insurance products. All the need to take care of insurance can be done through the internet, either with computers or smart phones. Digital technology that became one of the strategies in order to expand the utility of insurance products are still low.

The rapid growth of technology in today's digital age brings about the change of society's behaviour from conventional ways to more modern, practical and efficient. It can be seen, the booming e-commerce market in Indonesia brings a big change to

the behaviour of Indonesian people, especially young people who are more fond of online services. In addition to easy and fast, Internet-based digital services are usually profitable from the financial side because it is more efficient for many parties.

Moving the way the changes in society in the digital era today, spur the business world experienced significant changes, including the insurance industry. Both the general insurance industry and the life insurance industry, are required to innovate to follow the times by using information technology in running its business. The development of digitalization has been growing and developing. In fact, the development of digitalization is able to provide a positive stimulus to reduce costs so that efficiency can occur. Therefore, the insurance industry must be able to answer the needs of the market by presenting digital-based services.

The study revealed the life insurance companies in Indonesia are in the initial stage regarding use salesforce automation as a part of business, and many of salesforces are lacking for using salesforce automation and owing to low frequency of usage of technological tools in serving its customers; for example, check for due date payment and birthday of customers. Meanwhile, with a population totaling around 238 million individuals in 2010 (BPS, 2010), Indonesia is the fourth largest country with regard to population size. From this population there are around 88 million holders of life insurance policy in the country in the end 2013 (AAJI, 2013). It is expected that life insurance growth in the future will continue to be positive in Indonesia.

Therefore, the study suggests that for the life insurance company to obtain a good strategic position in the marketplace, they need to adopt technology both quality and innovation strategies and could broaden their services and produce new products and services to reach as much as customers as possible throughout the country by manage their salesforce to achieve better performance.

These kinds of strategies will benefit life insurance company to keep their competitive advantage by being customer oriented and to increase their abilities of effectively coping with major challenges, to upgrade their salesforce skills and particularly raising customers' satisfaction. In line with this, life insurance have to be creative in introducing new services and products and capable to prevent complaints from their customers through their adoption of high quality standards for all their salesforce activities.

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Appendix A

Questionnaire

Questionnaire

Letter of Instructions to Respondents

A Survey of Sales Organization Effectiveness In Indonesia Life Insurance Industry: The Moderating Role of Salesforce Automation

My name is Syahputra and I am Doctor of Philosophy (PhD) candidate at the Universiti Utara Malaysia (UUM), Sintok, Kedah, Malaysia. I am actually conducting a research on the topic mentioned above. The objective of this research is to examine the determinant factors of salesforce automations and sales organization effectiveness on Indonesia Life Insurance Companies.

I hope this questionnaire will not take long for you to complete (10-15 minutes). The information gathered will be treated strictly confidential. The result of this survey is for research purposes only and there is connection between your personal information and the result that will be reported in this research. All data obtained during this survey will only be used for academic purpose once this research is completed.

Thank you very much for your kind help.

Kindest regards,

Syahputra (student id: 94962)

Hp: +62-8122342210

E-mail: syahputra79@gmail.com

Questionnaire

Section A: Personal Information about Yourself

The following section list some questions about yourself and your achievement at work

Please tick (/) the appropriate answers or fill-in the blank where required

1. Gender i. Male ☐ ii. Female ☐
2. Age:_____(Please write down your age to the nearest year)
3. Job status: i. Full-time ☐ ii. Part-time ☐
4. Academic qualification:

SMA/High School	
Diploma	
S1 / Undergraduate	
S2 / Master	
S3 / Doctoral	
Lain-lain/Others	

5. Are you a member of Million Dollar Round Table Club? Yes ☐ No ☐
6. How long have you worked with the present company?

   _____ (Please state to the nearest year)

7. How long have you worked with the insurance company?

   _____ (Please state to the nearest year)

Section B: Sales Organizational Effectiveness:

The following are some statements measuring the level of sales organizational effectiveness. Please indicate the extent to which you agree or disagree with each of the following statements by circling the number that best describes your opinion against each statement using the scale given. Please circle/cross the appropriate answers.

1. Strongly Disagree	2. Disagree	3. Neither Agree nor Disagree	4. Agree	5. Strongly Agree

As a sales manager, I think….:

1. My company's sales volume is higher than major competitor	1	2	3	4	5
2. My company's sales volume is higher than company sales objectives	1	2	3	4	5
3. My company's market share is higher than major competitor	1	2	3	4	5
4. My company's market share is higher than company sales company objectives	1	2	3	4	5
5. My company's profitability is higher than major competitor	1	2	3	4	5
6. My company's profitability higher is than company sales objectives	1	2	3	4	5
7. My company's customer satisfaction is higher than major competitor	1	2	3	4	5
8. My company's customer satisfaction is higher than company sales objectives	1	2	3	4	5

Section C: Salesforce Performance:

The following are some statements measuring the level of salesforce performance. Please indicate the extent to which you agree or disagree with each of the following statements by circling the number that best describes your opinion against each statement using the scale given. Please circle/cross the appropriate answers.

1. Strongly Disagree /	2. Disagree /	3. Neither Agree nor Disagree	4. Agree /	5. Strongly Agree /

As a sales manager, I can see that my salespeople…:

Technical Knowledge					
1. Know the design and specifications of company services.	1	2	3	4	5
2. Know the applications and functions of company services	1	2	3	4	5
3. Keep abreast of your company's service and technological developments	1	2	3	4	5
Adaptive Selling					
4. Experiment with different sales approaches	1	2	3	4	5
5. Being flexible in the selling approaches used	1	2	3	4	5
6. Adapt selling approaches from one customer to another	1	2	3	4	5
7. Vary sales style from situation to situation	1	2	3	4	5
Teamwork					
8. Generate considerable sales volume from team sales (sales made jointly by two or more salespeople)	1	2	3	4	5
9. Build strong working relationships with other people in our company	1	2	3	4	5
10. Work very closely with non-sales employees to close sales	1	2	3	4	5
11. Coordinate very closely with other company employees to handle post-sales problems and service	1	2	3	4	5
12. Discuss selling strategies with people from various departments	1	2	3	4	5
Sales Presentation					
13. Listen attentively to identify and understand the real concerns of customers	1	2	3	4	5
14. Convinced customers that they understand their unique problems and concerns	1	2	3	4	5
15. Use established contacts to develop new customers	1	2	3	4	5
16. Communicate their sales presentation clearly and concisely	1	2	3	4	5
17. Work out solutions to a customer's questions and objections	1	2	3	4	5
Sales Planning					
18. Plan each sales call	1	2	3	4	5
19. Plan sales strategies for each customer	1	2	3	4	5
20. Plan coverage of assigned territory/customer responsibility	1	2	3	4	5

21. Plan daily activities	1	2	3	4	5
Sales Support					
22. Provide after the sales service	1	2	3	4	5
23. Check on product delivery	1	2	3	4	5
24. Hand customer complaints	1	2	3	4	5
25. Follow up on product use	1	2	3	4	5
26. Troubleshoot application problems	1	2	3	4	5
27. Analyze product use experience to identify new product/service ideas	1	2	3	4	5

Section D: Sales Management Control Strategy

The following are some statements measuring the level of sales management control strategy. Please indicate the extent to which you agree or disagree with each of the following statements by circling the number that best describes your opinion against each statement using the scale given. Please circle/cross the appropriate answers.

1. Strongly Disagree	2. Disagree	3. Neither Agree nor Disagree	4. Agree	5. Strongly Agree

As a sales manager, I….:

Monitoring					
1. Spend time with salespeople in the field	1	2	3	4	5
2. Make joint calls with salespeople	1	2	3	4	5
3. Regularly review call reports from salespeople	1	2	3	4	5
4. Monitor the day-to-day activities of salespeople	1	2	3	4	5
5. Observe the performance of salespeople in the field	1	2	3	4	5
6. Pay attention to the extent to which salespeople travel	1	2	3	4	5
7. Closely watch salespeople's expense accounts	1	2	3	4	5
8. Pay attention to the credit terms that salespeople quote customer	1	2	3	4	5
Directing					
9. Encourage salespeople to increase their sales results by rewarding them for their achievements	1	2	3	4	5
10. Actively participate in training salespeople on the job	1	2	3	4	5
11. Regularly spend time coaching salespeople	1	2	3	4	5
12. Discuss performance evaluations with salespeople	1	2	3	4	5

13. Help salespeople develop their potential	1	2	3	4	5
Evaluating					
14. Evaluate the number of sales calls made by salespeople	1	2	3	4	5
15. Evaluate the profit contribution achieved by each salesperson	1	2	3	4	5
16. Evaluate the sales results of each salesperson	1	2	3	4	5
17. Evaluate the quality of sales presentations made by salespeople	1	2	3	4	5
18. Evaluate the professional development of salespeople	1	2	3	4	5
Rewarding					
19. Provide performance feedback to salespeople on a regular basis	1	2	3	4	5
20. Compensate salespeople based on the quality of their sales activities	1	2	3	4	5
21. Use incentive compensation as the major means for motivating salespeople	1	2	3	4	5
22. Make incentive compensation judgments based on the sales results achieved by salespeople	1	2	3	4	5
23. Reward salespeople based on their sales results	1	2	3	4	5
24. Use non-financial incentives to reward salespeople for their achievements	1	2	3	4	5
25. Compensate salespeople based on the quantity of their sales activities	1	2	3	4	5

Section E: Salesforce Characteristics

The following are some statements measuring the level of salesforce characteristics. Please indicate the extent to which you agree or disagree with each of the following statements by circling the number that best describes your opinion against each statement using the scale given. Please circle/cross the appropriate answers.

1. Strongly Disagree	2. Disagree	3. Neither Agree nor Disagree	4. Agree	5. Strongly Agree

As a sales manager, I can see that my salespeople…:

Affects/Attitudes					
1. Are willing to accept direction from their field sales manager	1	2	3	4	5
2. Cooperate as part of a sales team	1	2	3	4	5

3. Accept the authority of sales manager	1	2	3	4	5
Cognitions/Capabilities					
4. Possess expert selling skills	1	2	3	4	5
5. Possess detailed product/service knowledge	1	2	3	4	5
Intrinsic motivation					
6. Obtain a sense of accomplishment from their work	1	2	3	4	5
7. Feel a sense of personal growth and development in their work	1	2	3	4	5
8. Get a feeling of stimulation and sense of challenging involvement in their work	1	2	3	4	5
Recognition Motivation					
9. Have high respect from supervisors	1	2	3	4	5
10. Have high respect from fellow workers	1	2	3	4	5
Behavioral Strategy					
11. Perform non selling activities effectively	1	2	3	4	5
12. Perform sales support activities	1	2	3	4	5
13. Focus on satisfying customer needs	1	2	3	4	5
14. Customize customer selling approaches	1	2	3	4	5

Section F: Salesforce Automation

The following are some statements measuring the level of salesforce Automation. Please indicate the extent to which you agree or disagree with each of the following statements by circling the number that best describes your opinion against each statement using the scale given. Please circle/cross the appropriate answers.

1. Strongly Disagree	2. Disagree	3. Neither Agree nor Disagree	4. Agree	5. Strongly Agree

As a sales manager, I think that my salespeople ....

Perceived of Usefulness					
1. Use the SFA system might improve the efficiency of time and cost of daily operations	1	2	3	4	5
2. Use the SFA system might leave the culture of the working paperless because all changes to be an automate system	1	2	3	4	5
3. Use the SFA system can save time	1	2	3	4	5

4. Use the SFA system can improve the effectiveness of performance	1	2	3	4	5
5. Use the SFA system can simplify work, can be done anytime and anywhere, as long as getting an internet connection	1	2	3	4	5
6. Use the SFA system can improve productivity performance	1	2	3	4	5
7. Use the SFA system can improve services to customers because all the information provided in real-time	1	2	3	4	5
Perceived Ease of Use					
8. Interact with the SFA system is clear and understandable	1	2	3	4	5
9. Easy to use SFA system	1	2	3	4	5
10. Easy to get the SFA system and do what they want to do	1	2	3	4	5

Kuesioner

Instruksi Untuk Responden

Survei Efektivitas Organisasi Penjualan di Perusahaan Asuransi Jiwa di Indonesia: Peran Sistem Otomasi Penjualan sebagai Moderator

Nama saya Syahputra dan saya kandidat Doctor of Philosophy (PhD) di Universiti Utara Malaysia (UUM), Sintok, Kedah, Malaysia. Saya sedang melakukan penelitian sesuai topik yang disebutkan di atas. Tujuan dari penelitian ini adalah untuk menguji efektivitas organisasi penjualan di perusahaan asuransi jiwa di Indonesia dan peran sistem otomasi penjualan sebagai moderator.

Pengisian kuesioner ini dapat Bapak/Ibu selesaikan antara 10-15 menit. Informasi yang didapat akan diperlakukan dengan sangat rahasia. Hasil survei ini digunakan hanya untuk tujuan penelitian saja. Semua data yang diperoleh selama survei ini hanya akan dipergunakan untuk tujuan akademis.

Terima kasih banyak atas partisipasi Bapak dan Ibu.

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Kuesioner

Bagian A: Informasi Pribadi

Daftar bagian berikut beberapa pertanyaan tentang diri dan prestasi Anda di tempat kerja. Silahkan centang (√) jawaban yang sesuai atau mengisi kolom yang kosong.

1. Jenis Kelamin i. Pria ☐ ii. Wanita ☐
2. Usia:_____
3. Status Pekerjaan: i. Full-time ☐ ii. Part-time ☐
4. Kualifikasi Pendidikan:

SMA	
Diploma	
S1	
S2	
S3	
Lain-lain	

5. Apakah anda anggota Million Dollar Round Table Club? Ya ☐ Tidak ☐
6. Berapa lama anda bekerja di perusahaan yang sekarang?

   _____ (Sebutkan tahun terdekat)
7. Berapa lama anda bekerja di bidang asuransi jiwa?

   _____ (Sebutkan tahun terdekat)

Bagian B: Efektivitas Organisasi Penjualan:

Berikut ini adalah beberapa pernyataan untuk mengukur tingkat Efektifitas Organisasi Penjualan. Mohon diisi sejauh mana Anda setuju atau tidak setuju dengan masing-masing pernyataan berikut dengan melingkari nomor yang paling menggambarkan pendapat Anda terhadap setiap pernyataan menggunakan skala yang diberikan. Silahkan lingkari atau silang jawaban yang sesuai.

1. Sangat Tidak Setuju	2. Tidak Setuju	3. Setuju atau Tidak Setuju	4. Setuju	5. Sangat Setuju

Sebagai seorang manajer penjualan, saya pikir...:

1. Perusahaan ditempat saya bekerja, volume penjualan lebih tinggi dari pesaing utama/kompetitor	1	2	3	4	5
2. Perusahaan ditempat saya bekerja, volume penjualan lebih tinggi dari sasaran perusahaan	1	2	3	4	5
3. Perusahaan ditempat saya bekerja, pangsa pasar lebih besar dari pesaing utama/competitor	1	2	3	4	5
4. Perusahaan ditempat saya bekerja, pangsa pasar lebih besar dari sasaran perusahaan	1	2	3	4	5
5. Perusahaan ditempat saya bekerja, profitabilitas lebih tinggi dari pesaing utama/kompetitor	1	2	3	4	5
6. Perusahaan ditempat saya bekerja, profitabilitas lebih tinggi dari sasaran perusahaan	1	2	3	4	5
7. Perusahaan ditempat saya bekerja, kepuasan pelanggan lebih baik dari pesaing utama/kompetitor	1	2	3	4	5
8. Perusahaan ditempat saya bekerja, kepuasan pelanggan lebih baik dari sasaran perusahaan	1	2	3	4	5

Bagian C: Kinerja Tenaga Penjual:

Berikut ini adalah beberapa pernyataan untuk mengukur tingkat Kinerja Tenaga Penjual. Mohon diisi sejauh mana Anda setuju atau tidak setuju dengan masing-masing pernyataan berikut dengan melingkari nomor yang paling menggambarkan pendapat Anda terhadap setiap pernyataan menggunakan skala yang diberikan. Silahkan lingkari atau silang jawaban yang sesuai.

1. Sangat Tidak Setuju	2. Tidak Setuju	3. / Setuju atau Tidak Setuju	4. Setuju	5. Sangat Setuju

Sebagai seorang manajer penjualan, saya dapat melihat tenaga penjual...:

Technical Knowledge (Pengetahuan Teknikal)					
1. Mengetahui desain dan spesifikasi dari layanan perusahaan	1	2	3	4	5
2. Mengetahui aplikasi dan fungsi pelayanan perusahaan	1	2	3	4	5
3. Mengikuti perkembangan layanan dan perkembangan teknologi di perusahaan	1	2	3	4	5

Adaptive Selling (Adaptasi Penjualan)					
4. Bereksperimen dengan teknik penjualan yang berbeda	1	2	3	4	5
5. Fleksibel dalam teknik penjualan digunakan	1	2	3	4	5
6. Adaptasi menjual dari satu pelanggan ke yang lain	1	2	3	4	5
7. Variasi gaya penjualan berbeda dari situasi ke situasi	1	2	3	4	5
Teamwork (Kerjasama)					
8. Menghasilkan volume penjualan yang cukup besar dari penjualan tim (penjualan yang dilakukan bersama oleh dua atau lebih tenaga penjual/agen)	1	2	3	4	5
9. Membangun hubungan kerja yang kuat dengan karyawan beda departemen di dalam perusahaan	1	2	3	4	5
10. Bekerja sangat erat dengan karyawan non-penjualan untuk menutup penjualan	1	2	3	4	5
11. Berkoordinasi sangat erat dengan karyawan perusahaan lain untuk menangani masalah pasca-penjualan dan pelayanan (Contoh: karyawan rumah sakit)	1	2	3	4	5
12. Membahas strategi penjualan dengan karyawan-karyawan dari setiap departemen	1	2	3	4	5
Sales Presentation (Presentasi Penjualan)					
13. Mendengarkan dengan penuh perhatian untuk mengetahui dan memahami kekhawatiran utama pelanggan	1	2	3	4	5
14. Meyakinkan pelanggan bahwa tenaga penjual/agen memahami masalah dan kekhawatiran mereka yang unik.	1	2	3	4	5
15. Menggunakan data pelanggan yang lama untuk mengembangkan pelanggan baru	1	2	3	4	5
16. Tenaga penjual/agen mengkomunikasikan presentasi penjualan mereka secara jelas dan ringkas	1	2	3	4	5
17. Memberikan solusi terbaik untuk pertanyaan dan keberatan pelanggan	1	2	3	4	5
Sales Planning (Rencana Penjualan)					
18. Merencanakan setiap penjualan melalui panggilan telepon (sales calls)	1	2	3	4	5
19. Merencanakan strategi penjualan untuk setiap pelanggan	1	2	3	4	5
20. Merencanakan wilayah penjualan / pelanggan yang dituju	1	2	3	4	5
21. Merencanakan aktifitas harian	1	2	3	4	5
Sales Support (Pendukung Penjualan)					

22. Menyediakan layanan purna jual	1	2	3	4	5
23. Memeriksa pengiriman produk (polis)	1	2	3	4	5
24. Menangani keluhan pelanggan / pemegang polis	1	2	3	4	5
25. Menindaklanjuti bagaimana isi dari polis (contoh: klaim, provider rumah sakit dan lain-lain)	1	2	3	4	5
26. Memecahkan masalah penerapan	1	2	3	4	5
27. Menganalisa pengalaman pelanggan untuk mengenali ide-ide jasa baru	1	2	3	4	5

Bagian D: Strategi Mengontrol Manajemen Penjualan

Berikut ini adalah beberapa pernyataan untuk mengukur tingkat Strategi Mengontrol Manajemen Penjualan. Mohon diisi sejauh mana Anda setuju atau tidak setuju dengan masing-masing pernyataan berikut dengan melingkari nomor yang paling menggambarkan pendapat Anda terhadap setiap pernyataan menggunakan skala yang diberikan. Silahkan lingkari atau silang jawaban yang sesuai.

1. Sangat Tidak Setuju	2. Tidak Setuju	3. Setuju atau Tidak Setuju	4. Setuju	5. Sangat Setuju

Sebagai seorang manajer penjualan, saya...:

Monitoring (Memonitor)					
1. Meluangkan waktu dengan tenaga penjual/agen di lapangan	1	2	3	4	5
2. Melakukan panggilan bersama (tendem) dengan tenaga penjual/agen	1	2	3	4	5
3. Secara regular melakukan pemeriksaan terhadap laporan panggilan(sales call) dari tenaga penjual/agen	1	2	3	4	5
4. Melakukan pemantauan setiap hari terhadap tenaga penjual/agen	1	2	3	4	5
5. Melakukan pengamatan terhadap hasil penjualan tenaga penjual/agen di lapangan	1	2	3	4	5
6. Memberi perhatian kemana saja tenaga penjual/agen bepergian	1	2	3	4	5
7. Memperhatikan secara detail pengeluaran uang tenaga penjual/agen (dalam rangka kerja)	1	2	3	4	5
8. Menjelaskan kontrak polis kepada pelanggan	1	2	3	4	5
Directing (Mengarahkan)					

9. Mendorong tenaga penjual/agen untuk meningkatkan hasil penjualan mereka dengan memberikan penghargaan atas prestasi mereka	1	2	3	4	5
10. Berpartisipasi aktif dalam pelatihan tenaga penjual/agen	1	2	3	4	5
11. Secara regular mencurahkan waktu untuk membina tenaga penjualan/agen	1	2	3	4	5
12. Mendiskusikan evaluasi kerja dengan tenaga penjual/agen	1	2	3	4	5
13. Menolong tenaga penjual/agen untuk mengembangkan potensi yang mereka miliki	1	2	3	4	5
Evaluating (Mengevaluasi)					
14. Mengevaluasi panggilan (sales calls) penjualan yang dilakukan oleh tenaga penjual/agen	1	2	3	4	5
15. Mengevaluasi kontribusi keuntungan oleh setiap tenaga penjual/agen	1	2	3	4	5
16. Mengevaluasi hasil penjualan yang dilakukan oleh setiap tenaga penjual/agen	1	2	3	4	5
17. Mengevaluasi kualitas presentasi yang dilakukan oleh tenaga penjual/agen	1	2	3	4	5
18. Mengevaluasi pengembangan profesionalitas tenaga penjual	1	2	3	4	5
Rewarding (Penghargaan)					
19. Memberikan umpan balik terhadap kinerja tenaga penjual/agen secara regular	1	2	3	4	5
20. Memberikan kompensasi kepada tenaga penjua/agen berdasarkan kualitas aktifitas penjualan	1	2	3	4	5
21. Menggunakan insentif sebagai sarana utama untuk memotivasi tenaga penjual/agen	1	2	3	4	5
22. Memberikan insentif berdasarkan hasil yang di capai oleh tenaga penjual/agen	1	2	3	4	5
23. Memberikan Reward kepada tenaga penjual/agen berdasarkan pencapaian penjualan	1	2	3	4	5
24. Menggunakan reward non-financial untuk hasil pencapaian tenaga penjual/agen	1	2	3	4	5
25. Memberikan imbalan berdasarkan kuantitas penjualan/closing mereka	1	2	3	4	5

Bagian E: Karakteristik Tenaga Penjual

Berikut ini adalah beberapa pernyataan untuk mengukur tingkat Karakteristik Tenaga Penjual. Mohon diisi sejauh mana Anda setuju atau tidak setuju dengan masing-masing pernyataan berikut dengan melingkari nomor yang paling menggambarkan pendapat Anda terhadap setiap pernyataan menggunakan skala yang diberikan. Silahkan lingkari atau silang jawaban yang sesuai.

1. Sangat Tidak Setuju	2. Tidak Setuju	3. Setuju atau Tidak Setuju	4. Setuju	5. Sangat Setuju

Sebagai seorang manajer penjualan, saya dapat melihat tenaga penjual...:

Affects/Attitudes (Pengaruh dan Sikap)					
1. Bersedia menerima arahan dari manajer penjualan	1	2	3	4	5
2. Dapat bekerja sama sebagai bagian dari anggota tim penjualan	1	2	3	4	5
3. Dapat Menerima otoritas manajer penjualan	1	2	3	4	5
Cognitions/Capabilities (Kognisi / Kemampuan)					
4. Memiliki keahlian menjual	1	2	3	4	5
5. Memiliki pengetahuan yang dalam terhadap produk atau jasa	1	2	3	4	5
Intrinsic motivation (Motivasi Intrinsik)					
6. Dapat merasakan prestasi dari pekerjaan mereka	1	2	3	4	5
7. Dapat merasakan pertumbuhan dan perkembangan pribadi dalam pekerjaan mereka	1	2	3	4	5
8. Dapat merasakan stimulasi dan rasa keterlibatan yang menantang dalam pekerjaan mereka	1	2	3	4	5
Recognition Motivation (Pengakuan Motivasi)					
9. Mendapatkan sikap hormat yang tinggi dari manajer	1	2	3	4	5
10. Mendapatkan sikap hormat yang tinggi dari teman sejawat	1	2	3	4	5
Behavioral Strategy (Strategi Perilaku)					
11. Melakukan kegiatan non penjualan secara efektif	1	2	3	4	5
12. Melakukan aktifitas pendukung penjualan	1	2	3	4	5
13. Fokus untuk memuaskan kebutuhan pelanggan	1	2	3	4	5
14. Menyesuaikan teknik penjualan dilapangan (beda pelanggan beda teknik penjualan)	1	2	3	4	5

Bagian F: Otomasi Teuaga Penjual / Salesforce Automation (SFA)

Berikut ini adalah beberapa pernyataan untuk mengukur tingkat Otomasi Tenaga Penjual. Mohon diisi sejauh mana Anda setuju atau tidak setuju dengan masing-masing pernyataan berikut dengan melingkari nomor yang paling menggambarkan pendapat Anda terhadap setiap pernyataan menggunakan skala yang diberikan. Silahkan lingkari atau silang jawaban yang sesuai.

1. Sangat Tidak Setuju	2. Tidak Setuju	3. Setuju atau Tidak Setuju	4. Setuju	5. Sangat Setuju

Sebagai manajer penjualan, saya pikir tenaga penjual...:

Perceived of Usefulness (Kegunaan yang Dirasakan)					
1. Menggunakan sistem SFA dapat meningkatkan efisiensi waktu dan biaya operasional sehari-hari	1	2	3	4	5
2. Menggunakan sistem SFA akan meninggalkan budaya *paperless* karena semua menjadi sistem mengotomatisasi	1	2	3	4	5
3. Menggunakan sistem SFA dapat menghemat waktu	1	2	3	4	5
4. Menggunakan sistem SFA dapat meningkatkan efektifitas kinerja	1	2	3	4	5
5. Menggunakan sistem SFA dapat mempermudah pekerjaan, bisa dilakukan kapan saja dan di mana saja, asalkan ada koneksi internet	1	2	3	4	5
6. Menggunakan sistem SFA dapat meningkatkan produktivitas	1	2	3	4	5
7. Menggunakan sistem SFA dapat meningkatkan layanan kepada pelanggan karena semua informasi yang diberikan adalah *real-time*	1	2	3	4	5
Perceived Ease of Use (Persepsi Kemudahan Penggunaan)					
8. Interaksi dengan sistem SFA jelas dan dimengerti	1	2	3	4	5
9. Sistem SFA mudah untuk digunakan oleh tenaga penjual	1	2	3	4	5
10. Mudah untuk menjalankan sistem SFA untuk melakukan apa yang tenaga penjual ingin lakukan	1	2	3	4	5

Note: SFA adalah sistem informasi tenaga penjual yang digunakan perusahaan

Appendix B

Statistic Results

TEST OF NON-RESPONSE BIAS

Group Statistics

	Group	N	Mean	Std. Deviation	Std. Error Mean
Profitability	Group 1	135	3.0902	.70886	.06101
	Group 2	135	3.2356	.62649	.05392
Sales Volume	Group 1	135	3.3283	.67196	.05783
	Group 2	135	3.3579	.73002	.06283
Sales Organization Effectiveness	Group 1	135	3.2093	.58813	.05062
	Group 2	135	3.2968	.57876	.04981
Salesforce Performance	Group 1	135	3.2496	.84569	.07279
	Group 2	135	3.2196	.67288	.05791
Sales Management Control Strategy	Group 1	135	3.3432	.35489	.03054
	Group 2	135	3.2453	.32081	.02761
Salesforce Characteristics	Group 1	135	3.1715	.82092	.07065
	Group 2	135	3.2349	.65354	.05625
Salesforce Automation	Group 1	135	3.3337	.86765	.07468
	Group 2	135	3.2990	.57522	.04951

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Profitability	Equal variances assumed	.334	.564	-1.786	268	.075	-.14541	.08142	-.30571	.01490
	Equal variances not assumed			-1.786	264.012	.075	-.14541	.08142	-.30573	.01491
Sales Volume	Equal variances assumed	.852	.357	-.347	268	.729	-.02963	.08539	-.19776	.13850
	Equal variances not assumed			-.347	266.181	.729	-.02963	.08539	-.19777	.13851
Sales Organization Effectiveness	Equal variances assumed	.267	.605	-1.232	268	.219	-.08752	.07102	-.22734	.05230
	Equal variances not assumed			-1.232	267.931	.219	-.08752	.07102	-.22734	.05230
Salesforce Performance	Equal variances assumed	10.084	.002	.323	268	.747	.03000	.09301	-.15317	.21317
	Equal variances not assumed			.323	255.121	.747	.03000	.09301	-.15317	.21317
Sales Management Control Strategy	Equal variances assumed	.891	.346	2.378	268	.018	.09793	.04117	.01686	.17899
	Equal variances not assumed			2.378	265.314	.018	.09793	.04117	.01686	.17900
Salesforce Characteristics	Equal variances assumed	4.950	.027	-.702	268	.483	-.06341	.09031	-.24121	.11440
	Equal variances not assumed			-.702	255.176	.483	-.06341	.09031	-.24125	.11444
Salesforce Automation	Equal variances assumed	16.735	.000	.388	268	.699	.03474	.08960	-.14166	.21114
	Equal variances not assumed			.388	232.721	.699	.03474	.08960	-.14176	.21126

FACTOR ANALYSIS RESULTS

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.776
Bartlett's Test of Sphericity	Approx. Chi-Square	686.000
	df	28
	Sig.	.000

Anti-image Matrices

		EO1	EO2	EO3	EO4	EO5	EO6	EO7	EO8
Anti-image Covariance	EO1	.775	-.258	.124	-.060	-.013	.023	-.045	-.033
	EO2	-.258	.549	-.261	.094	-.072	-.021	-.016	-.025
	EO3	.124	-.261	.589	-.018	-.121	.096	-.101	-.021
	EO4	-.060	.094	-.018	.721	-.042	.078	-.160	-.123
	EO5	-.013	-.072	-.121	-.042	.640	-.134	-.060	-.037
	EO6	.023	-.021	.096	.078	-.134	.578	-.191	-.100
	EO7	-.045	-.016	-.101	-.160	-.060	-.191	.391	-.145
	EO8	-.033	-.025	-.021	-.123	-.037	-.100	-.145	.554
Anti-image Correlation	EO1	.660[a]	-.396	.183	-.080	-.019	.034	-.082	-.051
	EO2	-.396	.687[a]	-.459	.149	-.122	-.038	-.034	-.045
	EO3	.183	-.459	.699[a]	-.027	-.197	.164	-.210	-.037
	EO4	-.080	.149	-.027	.766[a]	-.061	.121	-.302	-.195
	EO5	-.019	-.122	-.197	-.061	.692[a]	-.221	-.120	-.062
	EO6	.034	-.038	.164	.121	-.221	.767[a]	-.403	-.178
	EO7	-.082	-.034	-.210	-.302	-.120	-.403	.792[a]	-.312
	EO8	-.051	-.045	-.037	-.195	-.062	-.178	-.312	.871[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
EO1	1.000	.349
EO2	1.000	.799
EO3	1.000	.559
EO4	1.000	.481
EO5	1.000	.507
EO6	1.000	.544
EO7	1.000	.768
EO8	1.000	.645

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.438	42.978	42.978	3.438	42.978	42.978	2.599	32.492	32.492
2	1.214	15.176	58.154	1.214	15.176	58.154	2.053	25.662	58.154
3	.908	11.346	69.500						
4	.803	10.043	79.543						
5	.556	6.956	86.498						
6	.438	5.473	91.971						
7	.359	4.475	96.446						
8	.284	3.554	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component	
	1	2
EO1	.435	.400
EO2	.619	.646
EO3	.612	.430
EO4	.526	-.452
EO5	.710	.049
EO6	.664	-.321
EO7	.842	-.240
EO8	.748	-.291

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Rotated Component Matrix[a]

	Component	
	1	2
EO1	.098	.583
EO2	.092	.889
EO3	.218	.715
EO4	.693	-.034
EO5	.531	.475
EO6	.721	.154
EO7	.812	.328
EO8	.769	.230

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Component Transformation Matrix

Component	1	2
1	.789	.614
2	-.614	.789

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.964
Bartlett's Test of Sphericity	Approx. Chi-Square	8589.387
	df	351
	Sig.	.000

Anti-image Matrices

		KTP1	KTP2	KTP3	KTP4	KTP5	KTP6	KTP7	KTP8	KTP9	KTP10	KTP11	KTP12	KTP13	KTP14	KTP15	KTP16	KTP17	KTP18	KTP19	KTP20	KTP21	KTP22	KTP23	KTP24	KTP25
Anti-image Covariance	KTP1	.318	-.001	-.033	-.021	.018	.015	-.034	.000	.016	.043	.014	-.037	-.044	.012	-.016	.011	-.010	-.024	.005	.026	.042	-.016	-.032	-.013	-.006
	KTP2	-.001	.140	-.051	-.004	.009	.022	-.028	-.008	.011	.016	-.020	-.027	-.015	-.001	-.039	.015	-.006	.010	.014	-.003	-.025	-.010	.011	-.017	.000
	KTP3	-.033	-.051	.217	-.026	-.100	.006	.014	-.015	-.009	-.016	-.021	.035	.003	.021	.007	-.008	-.003	.015	-.040	-.024	.016	-.038	.018	.015	-.008
	KTP4	-.021	-.004	-.026	.119	.027	-.013	-.051	-.002	-.024	-.023	.011	-.023	.015	.003	-.003	.017	.013	.002	.018	-.021	-.003	.012	-.062	-.013	.019
	KTP5	.018	.009	-.100	.027	.169	-.024	-.027	.003	.014	-.028	-.016	-.031	-.005	-.010	.016	-.008	-.026	-.007	.021	.020	-.013	.017	.012	-.017	.015
	KTP6	.015	.022	.006	-.013	-.074	.178	-.068	-.026	-.039	.015	.000	-.030	.001	-.012	-.003	.002	.011	.027	-.016	.018	-.024	-.019	.014	-.018	-.041
	KTP7	-.034	-.026	.014	-.051	-.037	-.068	.177	-.021	.013	-.018	-.025	.025	.019	.033	.003	-.025	-.038	-.031	-.019	.011	.031	.008	.001	.016	.007
	KTP8	.000	-.008	-.015	-.002	.003	-.026	-.021	.175	-.024	-.001	-.015	.008	-.056	-.037	-.003	-.008	.030	.006	.007	-.015	-.022	.036	.006	-.011	.021
	KTP9	.016	.011	-.009	-.024	.014	-.039	.013	-.024	.127	-.018	-.038	-.023	-.044	.005	-.020	.004	-.006	-.001	.001	-.005	.004	.012	.001	-.012	.023
	KTP10	.013	.016	-.016	-.023	-.028	.018	-.018	-.001	-.018	.261	-.001	-.008	-.015	.000	-.042	.021	-.031	.015	.020	-.030	.022	-.047	-.020	.019	-.031
	KTP11	.014	-.020	-.071	.014	-.016	.000	-.026	-.015	-.038	-.001	.168	-.013	.022	-.043	-.012	.024	-.018	-.027	.016	.020	.010	-.006	-.036	.017	.004
	KTP12	-.037	-.027	.035	-.023	-.031	-.030	.025	.008	-.023	-.008	-.013	.132	-.004	.004	-.010	-.031	-.040	.014	-.027	-.012	-.013	.000	.007	.016	-.014
	KTP13	-.044	-.015	.003	.015	-.005	.004	.019	-.058	-.041	-.015	.022	-.001	.254	-.013	-.032	-.040	-.011	-.040	.025	.018	.019	-.015	.003	.017	-.024
	KTP14	.012	-.001	.021	.003	-.010	-.018	.009	-.037	.005	.009	-.013	.001	-.013	.168	-.049	-.031	-.026	.005	-.030	-.025	.040	-.007	-.001	-.012	-.010
	KTP15	-.016	-.039	.007	-.003	.016	-.003	.003	-.003	-.020	-.042	-.012	-.010	-.032	-.049	.191	-.030	-.015	.007	-.021	.002	-.029	.041	.013	.011	.010
	KTP16	.011	.015	-.008	.017	-.008	.002	-.026	-.008	.001	.021	.024	-.031	-.040	-.031	-.030	.184	-.003	-.004	.062	-.001	-.014	.008	-.058	-.018	-.036
	KTP17	-.010	-.006	-.003	.013	-.026	.011	-.038	.030	-.006	-.031	-.018	-.040	-.011	-.026	-.015	-.003	.189	.022	-.021	.002	-.006	.001	.006	-.021	-.001
	KTP18	-.024	.010	.015	.002	.007	.027	-.031	.005	-.001	.015	-.022	.014	-.040	.001	.007	-.004	.022	.142	-.018	-.075	-.074	-.001	.018	-.013	-.012
	KTP19	.003	.014	-.042	.018	.027	-.016	-.019	.007	.001	.026	.018	-.027	.022	-.030	-.024	.062	-.021	-.018	.163	-.028	-.017	.012	-.046	-.011	-.021
	KTP20	.026	-.003	-.024	-.021	.020	.018	.011	-.015	-.005	-.030	.020	-.012	.018	-.025	.002	-.001	.002	-.015	-.028	.156	-.008	-.006	.016	.030	-.013
	KTP21	.042	-.025	.016	-.003	-.013	-.024	.034	-.022	.004	.022	.010	-.013	.019	.040	-.029	-.014	.000	-.074	-.017	-.008	.273	-.051	-.038	.014	.001
	KTP22	-.016	-.010	-.038	.012	.017	-.019	.008	.036	.012	-.047	-.006	.008	-.015	-.007	.044	.008	.001	-.001	.012	-.006	-.057	.238	-.058	-.016	.013
	KTP23	-.032	.011	.018	-.062	.012	.014	.004	.006	.001	-.020	-.036	.001	.007	-.001	.013	-.058	.006	.019	-.018	.016	-.039	-.058	.220	.013	-.029
	KTP24	-.013	-.027	.035	-.003	-.013	-.028	.036	-.004	-.012	.009	.012	.026	.007	-.062	.008	-.006	-.027	-.013	-.011	.030	.011	-.069	.013	.278	-.038
	KTP25	-.006	.000	-.008	.019	.015	-.011	.002	.021	.022	-.034	.004	-.014	-.024	-.010	.040	-.006	-.001	-.012	-.021	-.013	.001	.013	-.029	-.039	.283
	KTP26	-.008	.011	-.002	-.022	-.006	.018	-.015	-.014	.006	-.019	.001	-.006	-.003	.019	-.015	-.003	.004	.011	-.023	-.016	.001	-.031	-.008	-.017	-.007
	KTP27	.008	-.031	.035	.012	-.014	.001	-.003	-.025	-.023	.043	-.012	.006	.013	.017	.008	-.019	.010	.001	-.065	-.019	.015	-.049	[illegible]	-.014	-.090
Anti-image Correlation	KTP1	.801a	-.002	-.281	-.019	.013	.059	-.138	.005	.061	.138	.058	-.165	-.142	.048	-.060	.042	-.041	-.104	.012	.101	.142	-.153	-.118	-.018	-.016
	KTP2	-.002	.887a	-.151	-.014	.032	.077	-.097	-.026	.038	.045	-.010	-.108	-.044	-.002	-.129	.061	-.021	.040	.051	-.010	-.075	-.030	.063	-.014	-.001
	KTP3	-.281	-.151	.846a	-.131	-.523	.001	.071	-.073	-.047	-.066	-.109	.208	.015	.108	.035	-.042	-.016	.083	-.223	-.125	.070	-.168	.084	.118	-.036
	KTP4	-.019	-.014	-.131	.861a	.159	-.013	-.284	-.010	-.136	-.105	.060	-.149	.010	.015	-.015	.096	.074	.010	.107	-.139	-.014	.069	-.336	-.313	.084
	KTP5	.073	.032	-.523	.156	.854a	-.141	-.157	.018	.063	-.133	-.097	-.205	-.072	-.059	.087	-.045	-.157	-.012	.163	.121	-.218	.063	.062	-.045	.071
	KTP6	.069	.077	.031	-.073	-.141	.903a	-.377	-.151	-.224	.073	.175	-.200	.020	-.105	-.015	.013	.065	.171	-.097	.105	-.120	-.092	.071	-.100	-.105
	KTP7	-.130	-.097	.071	-.284	-.157	-.377	.855a	-.121	.072	-.065	-.142	.166	.091	.193	.019	-.141	-.217	-.106	-.114	.063	.107	.007	.018	.150	.006
	KTP8	.001	-.026	-.077	-.010	.018	-.151	-.121	.872a	-.137	-.006	-.260	.053	-.264	-.213	-.015	-.045	.176	.037	.042	-.080	-.109	.178	.021	-.045	.094
	KTP9	.061	.038	-.047	-.136	.063	-.224	.072	-.137	.879a	-.064	-.222	-.151	-.212	.029	-.109	.021	-.304	-.006	.001	-.028	.022	.067	.035	-.018	.104
	KTP10	.138	.046	-.066	-.105	-.133	.013	-.065	-.006	-.084	.917a	-.028	-.041	-.059	-.002	-.187	.096	-.148	.079	.091	-.151	.000	-.128	-.065	.018	-.121
	KTP11	.058	-.070	-.109	.080	-.097	.115	-.142	-.260	-.222	-.020	.966a	-.089	.105	-.256	-.061	.138	-.104	-.111	.109	.120	.049	-.026	-.194	.003	.018
	KTP12	-.165	-.108	.208	-.148	-.205	-.200	.166	.063	-.151	-.041	-.089	.969a	-.004	.025	-.065	-.199	-.265	.103	-.184	-.081	-.073	.001	.047	.147	-.075
	KTP13	-.142	-.041	.015	.070	-.022	.020	.061	-.264	-.212	-.069	.105	-.004	.972a	-.062	-.114	-.184	-.053	-.210	.139	.075	.080	-.061	.029	.018	-.090
	KTP14	.048	-.087	.108	.015	-.058	-.165	.193	-.213	.029	-.092	-.256	.025	-.062	.961a	-.273	-.177	-.161	.005	-.179	-.149	.203	.036	.004	-.019	-.048
	KTP15	-.160	-.129	.035	-.015	.087	-.015	.019	-.015	-.109	-.187	-.087	-.065	-.114	-.273	.923a	-.159	-.084	.045	-.137	.018	-.139	.206	.063	.012	.113
	KTP16	.042	.051	-.042	.096	-.045	.013	-.311	-.045	.021	.096	.138	-.199	-.184	-.177	-.159	.891a	-.019	-.023	.356	-.006	-.066	.044	-.291	-.111	-.159
	KTP17	-.011	-.021	-.016	.074	-.157	.065	-.217	.176	-.031	-.148	-.101	-.288	-.053	-.161	-.084	-.019	.906a	.142	-.127	.011	-.032	.002	.031	-.115	-.003
	KTP18	-.104	.040	.080	.010	-.012	.171	-.136	.037	-.008	.079	-.111	.183	-.210	.005	.045	-.323	.142	.938a	-.315	-.481	-.402	-.005	.085	-.078	-.001
	KTP19	.012	.051	-.223	.187	.163	-.097	-.314	.042	.002	.261	.122	-.184	.139	-.179	-.137	.356	-.127	-.315	.951a	-.178	-.098	.063	-.216	-.058	-.099
	KTP20	.104	-.210	-.125	-.129	.121	.185	.053	-.080	-.028	-.157	.120	-.081	.075	-.149	.010	-.206	.014	-.447	-.179	.900a	-.011	-.040	.083	.113	-.080
	KTP21	.142	-.015	.070	-.014	-.218	-.120	.107	-.108	.022	.259	.049	-.073	.088	.203	-.139	-.066	-.032	-.407	-.098	-.011	.952a	-.240	-.171	.001	.005
	KTP22	-.153	-.038	-.192	.059	.080	-.092	.037	.116	.057	-.138	-.026	.001	-.061	-.036	.206	.044	.002	-.005	.063	-.040	-.240	.952a	-.259	-.214	.052
	KTP23	-.110	.033	.084	-.325	.062	.071	.018	.024	.006	-.096	-.191	.012	.029	-.005	.063	-.291	.031	.107	-.210	.053	-.171	-.258	.900a	.112	-.116
	KTP24	-.046	-.031	.158	-.313	-.085	-.130	.178	-.006	-.052	.058	.083	.117	.029	-.009	.002	-.187	-.125	-.070	-.056	.103	.061	-.204	.102	.901a	-.117
	KTP25	-.018	-.001	-.036	.064	.071	-.385	.000	.094	.101	-.121	.018	-.075	-.090	-.018	.173	-.159	-.003	-.051	-.099	-.060	.006	.052	-.116	-.111	.923a
	KTP26	-.025	.031	-.009	-.103	-.011	.089	-.072	-.087	.041	-.075	.022	-.036	-.011	.091	-.087	-.109	.019	.057	-.117	-.072	.101	-.120	-.033	-.214	-.009
	KTP27	.022	-.082	.101	.053	-.061	.006	-.011	-.108	-.101	.173	-.186	.042	.045	.076	.039	-.082	.014	.007	-.023	-.086	.057	-.173	.000	-.012	-.310

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
KTP1	1.000	.591
KTP2	1.000	.518
KTP3	1.000	.642
KTP4	1.000	.774
KTP5	1.000	.738
KTP6	1.000	.766
KTP7	1.000	.751
KTP8	1.000	.808
KTP9	1.000	.824
KTP10	1.000	.700
KTP11	1.000	.806
KTP12	1.000	.841
KTP13	1.000	.712
KTP14	1.000	.819
KTP15	1.000	.826
KTP16	1.000	.769
KTP17	1.000	.803
KTP18	1.000	.900
KTP19	1.000	.838
KTP20	1.000	.869
KTP21	1.000	.777
KTP22	1.000	.804
KTP23	1.000	.738
KTP24	1.000	.778
KTP25	1.000	.703
KTP26	1.000	.777
KTP27	1.000	.663

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18.240	67.555	67.555	18.240	67.555	67.555	9.072	33.601	33.601
2	1.265	4.685	72.240	1.265	4.685	72.240	6.815	25.242	58.843
3	1.030	3.816	76.056	1.030	3.816	76.056	4.647	17.213	76.056
4	.761	2.820	78.875						
5	.543	2.011	80.887						
6	.486	1.802	82.688						
7	.453	1.679	84.367						
8	.429	1.588	85.955						
9	.402	1.488	87.443						
10	.381	1.410	88.852						
11	.366	1.355	90.207						
12	.306	1.135	91.342						
13	.266	.994	92.336						
14	.237	.879	93.216						
15	.219	.810	94.025						
16	.202	.749	94.775						
17	.190	.703	95.478						
18	.183	.678	96.156						
19	.170	.630	96.786						
20	.147	.544	97.330						
21	.133	.492	97.822						
22	.130	.481	98.303						
23	.111	.412	98.714						
24	.103	.382	99.096						
25	.095	.352	99.448						
26	.080	.296	99.744						
27	.069	.256	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component		
	1	2	3
KTP1	.727	-.100	.226
KTP2	.711	-.113	-.003
KTP3	.801	-.001	.008
KTP4	.862	.096	.146
KTP5	.841	-.169	.055
KTP6	.858	-.122	.122
KTP7	.862	-.059	.067
KTP8	.853	-.251	-.129
KTP9	.875	-.235	-.050
KTP10	.825	-.138	.031
KTP11	.865	-.215	-.112
KTP12	.908	-.128	-.004
KTP13	.804	-.251	-.037
KTP14	.850	-.257	-.172
KTP15	.833	-.317	-.178
KTP16	.851	-.121	.175
KTP17	.874	-.197	.036
KTP18	.781	.347	-.413
KTP19	.820	.262	-.311
KTP20	.802	.292	-.375
KTP21	.767	.301	-.312
KTP22	.773	.384	.245
KTP23	.830	.201	.091
KTP24	.793	.164	.348
KTP25	.792	.245	.123
KTP26	.827	.151	.264
KTP27	.772	.200	.168

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Rotated Component Matrix[a]

	Component		
	1	2	3
KTP1	.393	.622	.224
KTP2	.564	.360	.263
KTP3	.543	.468	.357
KTP4	.497	.641	.341
KTP5	.686	.452	.251
KTP6	.656	.529	.237
KTP7	.620	.519	.312
KTP8	.776	.296	.342
KTP9	.770	.371	.305
KTP10	.656	.440	.277
KTP11	.756	.331	.355
KTP12	.710	.467	.346
KTP13	.732	.332	.255
KTP14	.784	.262	.368
KTP15	.816	.223	.332
KTP16	.644	.562	.197
KTP17	.731	.446	.264
KTP18	.328	.310	.835
KTP19	.404	.368	.734
KTP20	.378	.326	.788
KTP21	.340	.354	.732
KTP22	.216	.780	.386
KTP23	.406	.628	.422
KTP24	.377	.771	.204
KTP25	.345	.647	.406
KTP26	.419	.726	.271
KTP27	.358	.647	.341

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Component Transformation Matrix

Component	1	2	3
1	.678	.578	.454
2	-.725	.424	.543
3	-.121	.698	-.706

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.789
Bartlett's Test of Sphericity	Approx. Chi-Square	1961.482
	df	300
	Sig.	.000

Communalities

	Initial	Extraction
SM1	1.000	.717
SM2	1.000	.651
SM3	1.000	.654
SM4	1.000	.568
SM5	1.000	.331
SM6	1.000	.609
SM7	1.000	.305
SM8	1.000	.670
SM9	1.000	.444
SM10	1.000	.526
SM11	1.000	.286
SM12	1.000	.386
SM13	1.000	.579
SM14	1.000	.566
SM15	1.000	.541
SM16	1.000	.465
SM17	1.000	.590
SM18	1.000	.288
SM19	1.000	.727
SM20	1.000	.635
SM21	1.000	.634
SM22	1.000	.382
SM23	1.000	.489
SM24	1.000	.458
SM25	1.000	.527

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.423	17.692	17.692	4.423	17.692	17.692	4.349	17.398	17 398
2	3.047	12.187	29.879	3.047	12.187	29.879	2.398	9.591	26 988
3	2.254	9.016	38.895	2.254	9.016	38.895	2.348	9.391	36 379
4	2.080	8 321	47.215	2.080	8.321	47.215	2.142	8.569	44.948
5	1.222	4.888	52.103	1.222	4.888	52.103	1.789	7.155	52 103
6	.992	3.970	56.073						
7	.950	3.802	59.875						
8	.887	3.547	63.421						
9	.879	3.517	66 939						
10	.833	3.330	70.269						
11	766	3.064	73.333						
12	.734	2.937	76 269						
13	702	2.808	79.077						
14	630	2.518	81.596						
15	.607	2.429	84.025						
16	.546	2.185	86.210						
17	521	2 085	88.294						
18	.505	2.020	90 314						
19	.437	1.746	92.060						
20	423	1 693	93.754						
21	.376	1.506	95.260						
22	.358	1.432	96.691						
23	.316	1.263	97 954						
24	265	1.061	99.015						
25	.246	.985	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component				
	1	2	3	4	5
SM1	.799	-.206	.070	-.016	-.176
SM2	.793	-.125	.061	.030	-.038
SM3	.796	-.055	.046	.051	.111
SM4	.746	-.025	.094	-.046	.004
SM5	.532	-.160	.007	-.147	.020
SM6	.743	-.014	.067	-.001	.226
SM7	.519	-.172	-.018	.061	-.038
SM8	.797	-.142	.097	-.052	-.054
SM9	-.001	-.190	-.179	.611	-.054
SM10	-.080	-.097	-.102	.706	-.038
SM11	.089	-.134	-.026	.506	-.061
SM12	.053	-.245	-.236	.417	.305
SM13	-.004	-.233	-.154	.705	-.054
SM14	-.003	.387	.571	.268	.139
SM15	.027	.364	.610	.167	.090
SM16	-.028	.388	.504	.118	-.214
SM17	.018	.346	.625	.171	-.225
SM18	.001	.226	.420	.239	.057
SM19	.242	.570	-.407	.034	-.421
SM20	.189	.599	-.385	.049	-.301
SM21	.186	.678	-.278	.023	-.249
SM22	.169	.475	-.308	.181	-.003
SM23	.064	.485	-.180	.064	.470
SM24	.174	.461	-.227	.059	.399
SM25	.120	.560	-.126	-.056	.424

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
SM1	.824	-.019	.076	.026	-.176
SM2	.803	.014	.056	.054	-.017
SM3	.792	.029	.029	.062	.146
SM4	.744	.061	.072	-.049	.050
SM5	.556	-.107	-.035	-.097	-.017
SM6	.738	.040	-.032	-.002	.247
SM7	.535	-.067	.013	.108	-.051
SM8	.816	.013	.034	-.027	-.052
SM9	-.007	-.052	.026	.661	-.057
SM10	-.096	.082	.039	.713	-.017
SM11	.090	.072	.010	.518	-.067
SM12	.062	-.209	-.192	.505	.215
SM13	-.002	-.023	-.006	.756	-.078
SM14	-.024	.722	-.054	.046	.198
SM15	.017	.718	-.061	-.052	.134
SM16	-.054	.649	.161	-.085	-.089
SM17	.009	.747	.098	-.049	-.138
SM18	-.006	.521	-.050	.087	.082
SM19	.083	-.037	.845	-.020	.066
SM20	.029	-.010	.778	-.017	.168
SM21	.024	.103	.752	-.082	.225
SM22	.039	.014	.499	.124	.340
SM23	-.041	.071	.145	-.017	.679
SM24	.064	.009	.218	-.002	.637
SM25	.008	.102	.207	-.156	.670

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Component Transformation Matrix

Component	1	2	3	4	5
1	.977	.010	.183	.011	.113
2	-.185	.455	.667	-.238	.507
3	.102	.836	-.442	-.205	-.228
4	-.035	.295	.074	.949	.070
5	.012	-.075	-.566	.007	.821

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.949
Bartlett's Test of Sphericity	Approx. Chi-Square	3287.726
	df	91
	Sig.	.000

Anti-image Matrices

		KAR1	KAR2	KAR3	KAR4	KAR5	KAR6	KAR7	KAR8	KAR9	KAR10	KAR11	KAR12	KAR13	KAR14
Anti-image Covariance	KAR1	.440	-.032	-.012	.007	-.027	-.076	-.033	.006	-.099	-.014	-.051	.052	-.006	.056
	KAR2	-.032	.314	-.054	-.041	-.041	.021	.004	-.052	.042	.054	-.064	-.046	-.035	-.021
	KAR3	-.012	-.054	.270	-.038	-.032	-.078	-.049	-.009	-.003	-.042	.026	-.023	-.010	.029
	KAR4	.007	-.041	-.038	.227	-.057	-.045	.009	-.007	-.048	-.047	-.059	-.024	.041	-.032
	KAR5	-.027	-.041	-.032	-.057	.233	-.027	.000	-.017	-.018	-.040	.005	.005	.015	-.018
	KAR6	-.076	.021	-.078	-.045	-.027	.219	-.030	.005	-4.5E-005	.076	-.010	-.024	-.042	-.028
	KAR7	-.033	.004	-.049	.009	.000	-.030	.197	-.052	.017	-.048	-.020	-.043	.016	-.005
	KAR8	.006	-.052	-.009	-.007	-.017	.005	-.052	.196	-.004	.020	-.035	-.035	.003	.049
	KAR9	-.099	.042	-.003	-.048	-.018	-4.5E-005	.017	-.004	.308	.003	.005	-.077	-.004	-.102
	KAR10	-.014	.054	-.042	-.047	-.040	.076	-.048	.020	-.003	.499	-.102	-.012	-.121	-.025
	KAR11	-.051	-.064	.026	-.059	.005	-.010	-.020	-.035	.005	-.102	.326	-.031	-.068	-.045
	KAR12	.052	-.046	-.023	-.024	.005	-.024	-.043	-.035	-.077	-.012	-.031	.340	.012	.032
	KAR13	-.006	-.035	-.010	.041	.015	-.042	.016	.003	-.004	-.121	-.068	.012	.529	-.077
	KAR14	.056	-.021	.029	-.032	-.018	-.028	-.005	.049	-.102	-.025	-.045	.032	-.077	.433
Anti-image Correlation	KAR1	.951[a]	-.067	-.034	.022	-.074	-.245	-.111	.019	-.187	-.030	-.138	.134	-.012	.134
	KAR2	-.067	.957[a]	-.186	-.152	-.134	.079	.014	-.218	.135	.135	-.159	-.140	-.066	-.068
	KAR3	-.034	-.186	.963[a]	-.037	-.115	-.289	-.212	-.037	-.011	-.116	.086	-.078	-.027	.113
	KAR4	.022	-.152	-.037	.969[a]	-.260	-.208	.040	.035	-.160	-.140	-.164	-.085	.119	-.102
	KAR5	-.074	-.134	-.115	-.260	.973[a]	-.109	.001	-.072	-.127	-.104	.029	.017	.048	-.051
	KAR6	-.245	.079	-.289	-.208	-.109	.937[a]	-.144	.030	.000	.229	-.035	-.085	-.129	-.347
	KAR7	-.111	.014	-.212	.040	.001	-.144	.943[a]	-.470	.068	.152	-.040	-.166	.051	-.028
	KAR8	.019	-.218	-.037	.035	-.072	.030	-.470	.935[a]	-.201	.064	-.137	-.134	.008	.167
	KAR9	-.187	.135	-.011	-.160	-.127	.000	.068	-.201	.923[a]	-.009	.204	-.239	-.134	-.280
	KAR10	-.030	.135	-.116	-.140	-.104	.229	.152	.064	-.009	.926[a]	-.255	-.029	-.236	-.055
	KAR11	-.138	-.159	.086	-.164	.029	-.035	-.040	-.137	.204	-.255	.944[a]	-.004	-.213	-.123
	KAR12	.134	-.140	-.078	-.085	.017	-.085	-.166	-.134	-.239	-.029	-.004	.968[a]	.029	.064
	KAR13	-.012	-.066	-.027	.119	.048	-.129	.051	.008	-.134	-.236	-.213	.029	.946[a]	-.162
	KAR14	.134	-.068	.113	-.102	-.051	-.347	-.028	.167	-.280	-.055	-.123	.064	-.162	.929[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
KAR1	1.000	.567
KAR2	1.000	.681
KAR3	1.000	.728
KAR4	1.000	.782
KAR5	1.000	.725
KAR6	1.000	.760
KAR7	1.000	.771
KAR8	1.000	.754
KAR9	1.000	.657
KAR10	1.000	.441
KAR11	1.000	.644
KAR12	1.000	.649
KAR13	1.000	.429
KAR14	1.000	.478

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.067	64.763	64.763	9.067	64.763	64.763
2	.893	6.381	71.144			
3	.702	5.011	76.155			
4	.527	3.761	79.916			
5	.476	3.401	83.317			
6	.454	3.245	86.561			
7	.348	2.483	89.044			
8	.336	2.398	91.442			
9	.268	1.913	93.355			
10	.258	1.845	95.200			
11	.215	1.537	96.737			
12	.184	1.317	98.054			
13	.149	1.063	99.117			
14	.124	.883	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
KAR1	.753
KAR2	.825
KAR3	.853
KAR4	.884
KAR5	.852
KAR6	.872
KAR7	.878
KAR8	.869
KAR9	.811
KAR10	.664
KAR11	.802
KAR12	.806
KAR13	.655
KAR14	.691

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Rotated Component Matrix[a]

a. Only one component was extracted. The solution cannot be rotated.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.949
Bartlett's Test of Sphericity	Approx. Chi-Square	1987.966
	df	45
	Sig.	.000

Anti-image Matrices

		SFA1	SFA2	SFA3	SFA4	SFA5	SFA6	SFA7	SFA8	SFA9	SFA10
Anti-image Covariance	SFA1	.493	-.049	-.046	-.015	-.036	-.074	.079	-.020	-.063	-.060
	SFA2	-.049	.231	-.094	-.018	-.034	-.041	-.022	-.025	-.021	-.053
	SFA3	-.046	-.094	.239	-.012	-.024	-.017	-.061	-.049	-.049	.036
	SFA4	-.015	-.018	-.012	.451	-.130	.022	-.046	-.018	-.031	.007
	SFA5	-.036	-.034	-.024	-.130	.269	-.044	-.035	-.008	-.047	-.061
	SFA6	-.074	-.041	-.017	.022	-.044	.334	-.061	-.038	-.037	-.017
	SFA7	.079	-.022	-.061	-.046	-.035	-.061	.300	-.094	.007	-.047
	SFA8	-.020	-.025	-.049	-.018	-.008	-.038	-.094	.443	.020	-.013
	SFA9	-.063	-.021	-.049	-.031	-.047	-.037	.007	.020	.545	-.055
	SFA10	-.060	-.053	.036	.007	-.061	-.017	-.047	-.013	-.055	.590
Anti-image Correlation	SFA1	.950[a]	-.147	-.133	-.032	-.098	-.182	.181	-.042	-.122	-.111
	SFA2	-.147	.942[a]	-.399	-.056	-.137	-.148	-.084	-.053	-.058	-.145
	SFA3	-.133	-.399	.934[a]	-.037	-.095	-.060	-.226	-.151	-.136	.097
	SFA4	-.032	-.056	-.037	.946[a]	-.355	.056	-.122	-.039	-.061	.013
	SFA5	-.098	-.137	-.095	-.355	.943[a]	-.147	-.122	-.024	-.121	-.154
	SFA6	-.182	-.148	-.060	.056	-.147	.957[a]	-.255	-.100	-.087	-.039
	SFA7	.181	-.084	-.226	-.122	-.122	-.255	.934[a]	-.259	.018	-.110
	SFA8	-.042	-.083	-.151	-.039	-.024	-.100	-.259	.965[a]	.040	-.025
	SFA9	-.122	-.058	-.136	-.061	-.121	-.087	.018	.040	.973[a]	-.096
	SFA10	-.111	-.145	.097	.013	-.154	-.039	-.110	-.025	-.096	.963[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
SFA1	1.000	.543
SFA2	1.000	.804
SFA3	1.000	.784
SFA4	1.000	.567
SFA5	1.000	.775
SFA6	1.000	.719
SFA7	1.000	.716
SFA8	1.000	.599
SFA9	1.000	.519
SFA10	1.000	.467

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.492	64.918	64.918	6.492	64.918	64.918
2	.658	6.585	71.502			
3	.569	5.687	77.189			
4	.541	5.409	82.598			
5	.469	4.688	87.286			
6	.357	3.570	90.856			
7	.298	2.978	93.834			
8	.233	2.332	96.166			
9	.220	2.198	98.364			
10	.164	1.636	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
SFA1	.737
SFA2	.897
SFA3	.885
SFA4	.753
SFA5	.880
SFA6	.848
SFA7	.846
SFA8	.774
SFA9	.720
SFA10	.683

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Appendix: Reliability Result

Reliability (SOE factor 1)

Reliability Statistics

Cronbach's Alpha	N of Items
.800	5

Item Statistics

	Mean	Std. Deviation	N
EO4	3.2074	.72754	270
EO5	3.4593	.76409	270
EO6	3.1556	.69375	270
EO7	3.3630	.77226	270
EO8	3.0741	.74304	270

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EO4	13.0519	5.581	.437	.804
EO5	12.8000	5.224	.517	.782
EO6	13.1037	5.305	.571	.765
EO7	12.8963	4.539	.753	.703
EO8	13.1852	4.932	.645	.741

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.2593	7.613	2.75914	5

Reliability (SEO factor 2)

Reliability Statistics

Cronbach's Alpha	N of Items
.642	3

Item Statistics

	Mean	Std. Deviation	N
EO1	2.8593	.73836	270
EO2	3.1185	.95280	270
EO3	3.4815	.70423	270

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EO1	6.6000	2.137	.337	.686
EO2	6.3407	1.177	.640	.231
EO3	5.9778	2.044	.432	.578

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
9.4593	3.409	1.84638	3

Reliability (SFP factor 1)

Reliability Statistics

Cronbach's Alpha	N of Items
.974	15

Item Statistics

	Mean	Std. Deviation	N
KTP2	3.3519	.63823	270
KTP3	3.3889	.75704	270
KTP5	3.4704	.83880	270
KTP6	3.5778	.92037	270
KTP7	3.5333	.74972	270
KTP8	3.3704	.90221	270
KTP9	3.5185	.96289	270
KTP10	3.4963	.77961	270
KTP11	3.4481	.80143	270
KTP12	3.5481	.87695	270
KTP13	3.2037	.91212	270
KTP14	3.3889	.84959	270
KTP15	3.4704	.88200	270
KTP16	2.9444	1.14094	270
KTP17	3.4889	.82585	270

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KTP2	47.8481	112.791	.689	.974
KTP3	47.8111	109.827	.765	.973
KTP5	47.7296	107.165	.845	.972
KTP6	47.6222	105.686	.846	.972
KTP7	47.6667	108.870	.838	.972
KTP8	47.8296	105.681	.865	.971
KTP9	47.6815	104.225	.884	.971
KTP10	47.7037	108.722	.813	.972
KTP11	47.7519	107.429	.871	.971
KTP12	47.6519	105.521	.902	.971
KTP13	47.9963	106.442	.811	.972
KTP14	47.8111	106.682	.862	.971
KTP15	47.7296	106.228	.854	.972
KTP16	48.2556	102.057	.832	.973
KTP17	47.7111	106.860	.878	.971

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
51.2000	122.540	11.06977	15

Reliability (SFP factor 2)

Reliability Statistics

Cronbach's Alpha	N of Items
.939	8

Item Statistics

	Mean	Std. Deviation	N
KTP1	3.7111	.80765	270
KTP4	3.6481	.73057	270
KTP22	2.6815	.74327	270
KTP23	2.7407	.79928	270
KTP24	3.5037	1.14310	270
KTP25	3.5074	1.04807	270
KTP26	3.3370	1.07061	270
KTP27	3.4704	1.08601	270

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KTP1	22.8869	32.828	.693	.937
KTP4	22.9519	32.440	.631	.930
KTP22	23.9185	32.425	.817	.931
KTP23	23.8593	31.950	.808	.930
KTP24	23.0963	28.504	.826	.929
KTP25	23.0926	29.772	.789	.931
KTP26	23.2630	29.012	.844	.927
KTP27	23.1296	29.526	.778	.932

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.6000	39.891	6.31597	8

Reliability (SFP factor 3)

Reliability Statistics

Cronbach's Alpha	N of Items
.931	4

Item Statistics

	Mean	Std. Deviation	N
KTP18	3.0222	.97146	270
KTP19	3.2815	.96521	270
KTP20	3.1148	1.01557	270
KTP21	3.0963	.60817	270

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KTP18	9.4926	5.723	.904	.889
KTP19	9.2333	5.919	.855	.906
KTP20	9.4000	5.601	.881	.899
KTP21	9.4185	7.768	.805	.939

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
12.5148	10.868	3.29664	4

Reliability (SMCS factor 1)

Reliability Statistics

Cronbach's Alpha	N of Items
.873	8

Item Statistics

	Mean	Std. Deviation	N
SM1	3.5111	1.06563	270
SM2	3.3815	1.13036	270
SM3	3.4593	1.12929	270
SM4	3.5630	1.06382	270
SM5	3.5333	1.12953	270
SM6	3.5593	1.13175	270
SM7	3.4481	1.08859	270
SM8	3.7259	1.05907	270

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SM1	24.6704	31.166	.732	.847
SM2	24.8000	30.800	.712	.848
SM3	24.7222	30.878	.706	.849
SM4	24.6185	32.056	.649	.855
SM5	24.6481	33.813	.451	.877
SM6	24.6222	31.515	.647	.856
SM7	24.7333	34.293	.434	.878
SM8	24.4556	31.230	.732	.847

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
28.1815	41.012	6.40403	8

Reliability (SMCS factor 2)

Reliability Statistics

Cronbach's Alpha	N of Items
.629	5

Item Statistics

	Mean	Std. Deviation	N
SM9	3.6556	.92259	270
SM10	3.6407	.90466	270
SM11	3.6889	.99041	270
SM12	3.5370	1.04744	270
SM13	3.7519	.87164	270

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SM9	14.6185	6.378	.397	.569
SM10	14.6333	6.211	.454	.541
SM11	14.5852	6.586	.297	.619
SM12	14.7370	6.425	.293	.626
SM13	14.5222	6.139	.504	.519

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.2741	9.077	3.01281	5

Reliability (SMCS factor 3)

Reliability Statistics

Cronbach's Alpha	N of Items
.709	5

Item Statistics

	Mean	Std. Deviation	N
SM14	3.6556	1.07518	270
SM15	3.7407	1.05930	270
SM16	3.5444	1.12585	270
SM17	3.6667	1.03830	270
SM18	3.8556	.98193	270

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SM14	14.8074	8.461	.528	.635
SM15	14.7222	8.633	.508	.644
SM16	14.9185	8.737	.438	.674
SM17	14.7963	8.587	.535	.633
SM18	14.6074	9.927	.328	.712

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.4630	12.919	3.59426	5

Reliability (SMCS factor 4)

Reliability Statistics

Cronbach's Alpha	N of Items
.760	4

Item Statistics

	Mean	Std. Deviation	N
SM19	3.7852	.95540	270
SM20	3.6519	1.07225	270
SM21	3.6519	1.07225	270
SM22	3.8444	.83034	270

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SM19	11.1481	5.301	.652	.654
SM20	11.2815	4.999	.612	.674
SM21	11.2815	5.043	.600	.681
SM22	11.0889	6.721	.388	.783

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.9333	9.081	3.01348	4

Reliability (SMCS factor 5)

Reliability Statistics

Cronbach's Alpha	N of Items
.575	3

Item Statistics

	Mean	Std. Deviation	N
SM23	3.9259	.82372	270
SM24	3.9296	.87438	270
SM25	3.9037	.86977	270

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SM23	7.8333	1.998	.382	.478
SM24	7.8296	1.911	.368	.498
SM25	7.8556	1.856	.402	.445

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.7593	3.566	1.88848	3

Reliability (SFC)

Reliability Statistics

Cronbach's Alpha	N of Items
.956	14

Item Statistics

	Mean	Std. Deviation	N
KAR1	3.5111	1.00827	270
KAR2	3.6074	1.01730	270
KAR3	3.5741	1.04191	270
KAR4	3.6926	.98970	270
KAR5	3.7259	.94794	270
KAR6	3.6111	.94881	270
KAR7	3.5000	.98596	270
KAR8	3.5222	1.00439	270
KAR9	3.7407	.90404	270
KAR10	3.9370	.79946	270
KAR11	3.6963	1.05798	270
KAR12	3.9111	.57799	270
KAR13	3.8333	.93566	270
KAR14	3.8741	.86596	270

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KAR1	48.2259	95.789	.714	.954
KAR2	48.1296	94.240	.791	.952
KAR3	48.1630	93.312	.820	.952
KAR4	48.0444	93.507	.858	.951
KAR5	48.0111	94.851	.821	.952
KAR6	48.1259	94.408	.846	.951
KAR7	48.2370	93.728	.849	.951
KAR8	48.2148	93.641	.836	.951
KAR9	47.9963	96.375	.772	.953
KAR10	47.8000	100.265	.624	.956
KAR11	48.0407	93.957	.772	.953
KAR12	47.8259	101.624	.767	.954
KAR13	47.9037	98.593	.615	.956
KAR14	47.8630	98.951	.650	.955

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
51.7370	110.901	10.53095	14

Reliability (SFA)

Reliability Statistics

Cronbach's Alpha	N of Items
.938	10

Item Statistics

	Mean	Std. Deviation	N
SFA1	3.6556	1.05070	270
SFA2	3.5556	1.03591	270
SFA3	3.4963	1.04098	270
SFA4	3.5259	1.01534	270
SFA5	3.6704	.98627	270
SFA6	3.6037	.98426	270
SFA7	3.6148	1.01282	270
SFA8	3.4815	1.01916	270
SFA9	3.4296	1.02417	270
SFA10	3.5667	1.04952	270

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SFA1	31.9444	55.458	.677	.935
SFA2	32.0444	53.084	.862	.926
SFA3	32.1037	53.231	.846	.927
SFA4	32.0741	55.645	.692	.935
SFA5	31.9296	53.969	.843	.927
SFA6	31.9963	54.539	.802	.929
SFA7	31.9852	54.238	.798	.930
SFA8	32.1185	55.294	.714	.934
SFA9	32.1704	56.001	.660	.936
SFA10	32.0333	56.293	.620	.938

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
35.6000	67.163	8.19529	10

REGRESSION ANALYSIS RESULTS

Regression (Sales Organization Effectiveness)

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy	.	Enter

a. All requested variables entered.

b. Dependent Variable: Sales Organization Effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780[a]	608	.604	.36774

a. Predictors: (Constant), Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.781	3	18.594	137.492	.000[a]
	Residual	35.972	266	.135		
	Total	91.753	269			

a. Predictors: (Constant), Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy

b. Dependent Variable: Sales Organization Effectiveness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.582	.220		-2.645	.009
	Salesforce Performance	.288	.035	.374	8.239	.000
	Sales Management Control Strategy	.597	.082	.349	7.304	.000
	Salesforce Characteristics	.294	.033	.373	9.025	.000

a. Dependent Variable: Sales Organization Effectiveness

Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Salesforce Automation, Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Sales Organization Effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786[a]	.618	.612	.36367

a. Predictors: (Constant), Salesforce Automation, Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.704	4	14.176	107.184	.000[a]
	Residual	35.049	265	.132		
	Total	91.753	269			

a. Predictors: (Constant), Salesforce Automation, Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy

b. Dependent Variable: Sales Organization Effectiveness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.676	.220		-3.067	.002
	Salesforce Performance	.288	.034	.377	8.396	.000
	Sales Management Control Strategy	.537	.084	.314	6.399	.000
	Salesforce Characteristics	.296	.032	.376	9.178	.000
	Salesforce Automation	.084	.032	.106	2.643	.009

a. Dependent Variable: Sales Organization Effectiveness

Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Characteristik* Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance* Automation, Control Strategy* Automation	.	Enter

a. All requested variables entered.

b. Dependent Variable: Sales Organization Effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792[a]	.627	.617	.36162

a. Predictors: (Constant), Characteristik*Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance*Automation, Control Strategy*Automation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.492	7	8.213	62.807	.000[a]
	Residual	34.261	262	.131		
	Total	91.753	269			

a. Predictors: (Constant), Characteristik*Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance*Automation, Control Strategy*Automation

b. Dependent Variable: Sales Organization Effectiveness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.448	.854		.525	.600
	Salesforce Performance	.571	.154	.746	3.698	.000
	Sales Management Control Strategy	-.275	.358	-.161	-.769	.442
	Salesforce Characteristics	.509	.154	.646	3.299	.001
	Salesforce Automation	-.236	.248	-.297	-.952	.342
	Performance*Automation	-.083	.045	-.531	-1.841	.067
	Control Strategy*Automation	.234	.100	1.215	2.339	.020
	Characteristik*Automation	-.063	.046	-.370	-1.356	.176

a. Dependent Variable: Sales Organization Effectiveness

Regression (Profitability)

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy	.	Enter

a. All requested variables entered.

b. Dependent Variable: Profitability

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683[a]	.467	.461	.49305

a. Predictors: (Constant), Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.690	3	18.897	77.733	.000[b]
	Residual	64.664	266	.243		
	Total	121.354	269			

a. Predictors: (Constant), Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy

b. Dependent Variable: Profitability

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.777	.295		-2.635	.009
	Salesforce Performance	.278	.047	.315	5.965	.000
	Sales Management Control Strategy	.658	.110	.334	6.004	.000
	Salesforce Characteristics	.273	.044	.301	6.243	.000

a. Dependent Variable: Profitability

Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Salesforce Automation, Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Profitability

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694[a]	.481	.473	.48740

a. Predictors: (Constant), Salesforce Automation, Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.401	4	14.600	61.460	.000[a]
	Residual	62.953	265	.238		
	Total	121.354	269			

a. Predictors: (Constant), Salesforce Automation, Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy

b. Dependent Variable: Profitability

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig
1	(Constant)	- 905	295		-3 064	.002
	Salesforce Performance	.281	046	319	6 100	000
	Sales Management Control Strategy	.577	.113	.293	5 124	.000
	Salesforce Characteristics	.275	.043	.304	6.369	.000
	Salesforce Automation	.114	.043	.125	2.684	.008

a. Dependent Variable: Profitability

Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Characteristik*Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance*Automation, Control Strategy*Automation[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Profitability

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699[a]	.488	.475	.48884

a. Predictors: (Constant), Characteristik*Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance*Automation, Control Strategy*Automation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.256	7	8.465	35.716	.000[a]
	Residual	62.098	262	.237		
	Total	121.354	269			

a. Predictors: (Constant), Characteristik*Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance*Automation, Control Strategy*Automation

b. Dependent Variable: Profitability

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.401	1.149		-1.219	.224
	Salesforce Performance	.582	.208	.662	2.801	.005
	Sales Management Control Strategy	.178	.481	.091	.372	.710
	Salesforce Characteristics	.552	.208	.609	2.655	.008
	Salesforce Automation	.281	.334	.308	.843	.400
	Performance*Automation	-.090	.061	-.502	-1.487	.138
	Control Strategy*Automation	.115	.135	.520	.855	.393
	Characteristik*Automation	-.065	.062	-.435	-1.364	.174

a. Dependent Variable: Profitability

Regression (Sales Volume)

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Sales Volume

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646[a]	.417	.411	.53768

a. Predictors: (Constant), Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.076	3	18.359	63.502	.000[a]
	Residual	76.901	266	.289		
	Total	131.977	269			

a. Predictors: (Constant), Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy

b. Dependent Variable: Sales Volume

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.366	.322		-1.202	.230
	Salesforce Performance	.294	.051	.321	5.801	.000
	Sales Management Control Strategy	.536	.120	.261	4.486	.000
	Salesforce Characteristics	.316	.048	.334	6.620	.000

a. Dependent Variable: Sales Volume

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Salesforce Automation, Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy		Enter

a. All requested variables entered.

b. Dependent Variable: Sales Volume

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648[a]	.420	.411	.53737

a. Predictors: (Constant), Salesforce Automation, Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.453	4	13.863	48.008	.000[a]
	Residual	76.524	265	.289		
	Total	131.977	269			

a. Predictors: (Constant), Salesforce Automation, Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy

b. Dependent Variable: Sales Volume

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.447	.326		-1.371	.171
	Salesforce Performance	.296	.051	.322	5.831	.000
	Sales Management Control Strategy	.498	.124	.243	4.014	.000
	Salesforce Characteristics	.317	.048	.335	6.645	.000
	Salesforce Automation	.054	.047	.056	1.143	.254

a. Dependent Variable: Sales Volume

Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Characteristik*Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance*Automation, Control Strategy*Automation		Enter

a. All requested variables entered.

b. Dependent Variable: Sales Volume

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659[a]	.434	.419	.53400

a. Predictors: (Constant), Characteristik*Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance*Automation, Control Strategy*Automation

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.265	7	8.181	28.688	.000[a]
	Residual	74.712	262	.285		
	Total	131.977	269			

a. Predictors: (Constant), Characteristik*Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance*Automation, Control Strategy*Automation

b. Dependent Variable: Sales Volume

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.298	1.261		1.823	.070
	Salesforce Performance	.560	.228	.610	2.455	.015
	Sales Management Control Strategy	-.729	.528	-.355	-1.381	.169
	Salesforce Characteristics	.497	.228	.494	2.048	.042
	Salesforce Automation	-.753	.368	-.790	-2.058	.041
	Performance*Automation	-.076	.066	-.404	-1.137	.256
	Control Strategy*Automation	.353	.148	1.527	2.389	.018
	Characteristik*Automation	-.040	.068	-.199	-.593	.553

a. Dependent Variable: Sales Volume

Regression (SOE)

Model Summary[b]

Model	Durbin-Watson
1	1.708

b. Dependent Variable: Sales Organization Effectiveness

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Salesforce Performance	.716	1.396
	Sales Management Control Strategy	.599	1.669
	Salesforce Characteristics	.860	1.162
	Salesforce Automation	.903	1.108

a. Dependent Variable: Sales Organization Effectiveness

NPar Tests

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		270
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.36095989
Most Extreme Differences	Absolute	.060
	Positive	.028
	Negative	-.060
Kolmogorov-Smirnov Z		.989
Asymp. Sig. (2-tailed)		.282

a. Test distribution is Normal.

b. Calculated from data.

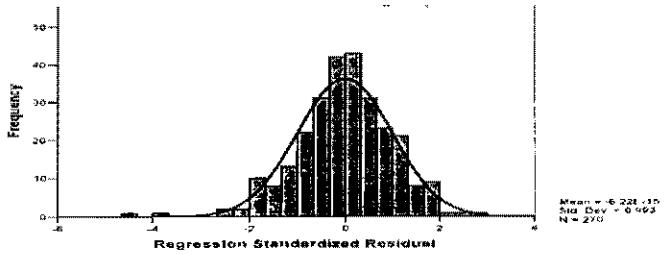
Nonparametric Correlations

Correlations

			Unstandardized Residual
Spearman's rho	Salesforce Performance	Correlation Coefficient	-.067
		Sig. (2-tailed)	.272
		N	270
	Sales Management Control Strategy	Correlation Coefficient	-.005
		Sig. (2-tailed)	.934
		N	270
	Salesforce Characteristics	Correlation Coefficient	.015
		Sig. (2-tailed)	.805
		N	270
	Salesforce Automation	Correlation Coefficient	-.008
		Sig. (2-tailed)	.895
		N	270

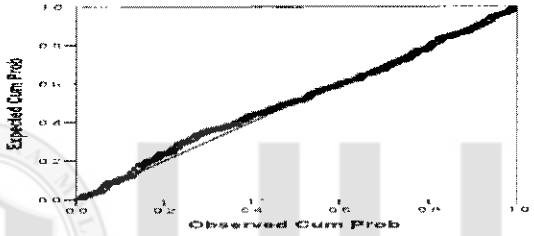
Histogram

Dependent Variable: Sales Organization Effectiveness



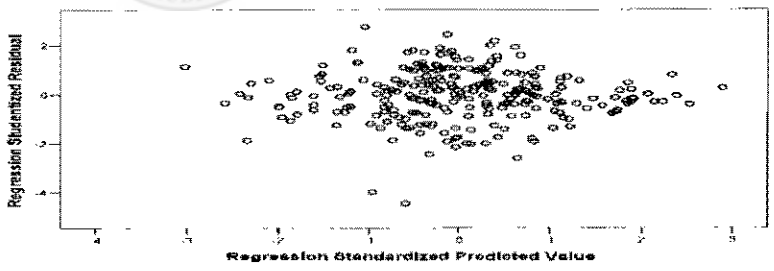
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Sales Organization Effectiveness



Scatterplot

Dependent Variable: Sales Organization Effectiveness



Descriptives

Descriptive Statistics

	N	Mean		Std.	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
Sales Organization Effectiveness	270	3.2530	.03554	.58403	-.412	.148	.001	.295
Salesforce Performance	270	3.2346	.04643	.76292	.049	.148	.299	.295
Sales Management Control Strategy	270	3.2943	.02076	.34120	.449	.148	1.076	.295
Salesforce Characteristics	270	3.2032	.04511	.74127	-.063	.148	.352	.295
Salesforce Automation	270	3.3163	.04473	.73494	-.316	.148	.560	.295
Valid N (listwise)	270							

Regression (Terhadap Y1)

Model Summary[b]

Model	Durbin-Watson
1	1.709

b. Dependent Variable: Profitabiity

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Salesforce Performance	.716	1.396
	Sales Management Control Strategy	.599	1.669
	Salesforce Characteristics	.860	1.162
	Salesforce Automation	.903	1.108

a. Dependent Variable: Profitabiity

NPar Tests

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		270
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.48376191
Most Extreme Differences	Absolute	.040
	Positive	.040
	Negative	-.037
Kolmogorov-Smirnov Z		.663
Asymp. Sig. (2-tailed)		.772

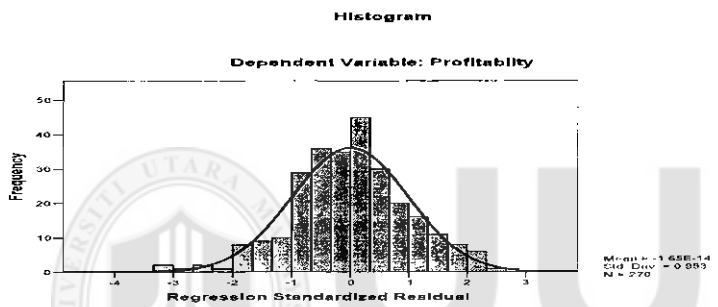
a. Test distribution is Normal.

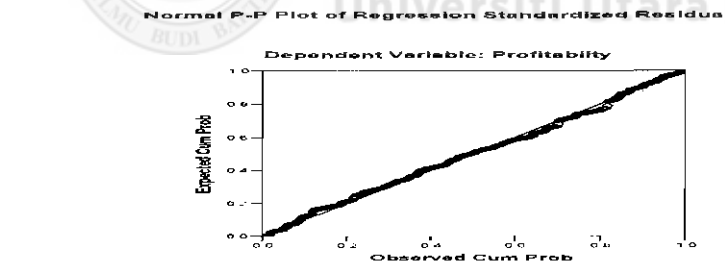
b. Calculated from data.

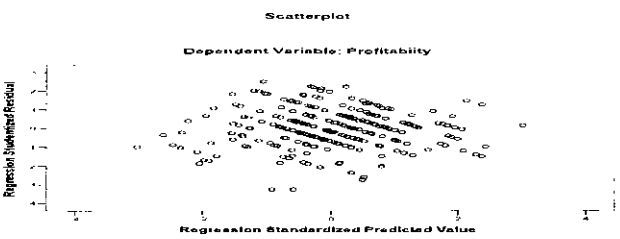
Nonparametric Correlations

Correlations

			Unstandardized Residual
Spearman's rho	Salesforce Performance	Correlation Coefficient	-.046
		Sig. (2-tailed)	.449
		N	270
	Sales Management Control Strategy	Correlation Coefficient	.014
		Sig. (2-tailed)	.813
		N	270
	Salesforce Characteristics	Correlation Coefficient	.024
		Sig. (2-tailed)	.697
		N	270
	Salesforce Automation	Correlation Coefficient	-.017
		Sig. (2-tailed)	.778
		N	270







Regression (Profitability)

Model Summary[b]

Model	Durbin-Watson
1	1.842

b. Dependent Variable: Sales Volume

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Salesforce Performance	.716	1.396
	Sales Management Control Strategy	.599	1.669
	Salesforce Characteristics	.860	1.162
	Salesforce Automation	.903	1.108

a. Dependent Variable: Sales Volume

NPar Tests

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		270
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.53336300
Most Extreme Differences	Absolute	.024
	Positive	.019
	Negative	-.024
Kolmogorov-Smirnov Z		.397
Asymp. Sig. (2-tailed)		.997

a. Test distribution is Normal.

b. Calculated from data.

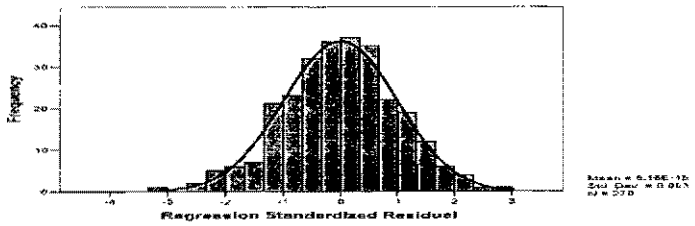
Nonparametric Correlations

Correlations

			Unstandardized Residual
Spearman's rho	Salesforce Performance	Correlation Coefficient	-.012
		Sig. (2-tailed)	.840
		N	270
	Sales Management Control Strategy	Correlation Coefficient	-.008
		Sig. (2-tailed)	.892
		N	270
	Salesforce Characteristics	Correlation Coefficient	.060
		Sig. (2-tailed)	.330
		N	270
	Salesforce Automation	Correlation Coefficient	-.029
		Sig. (2-tailed)	.634
		N	270

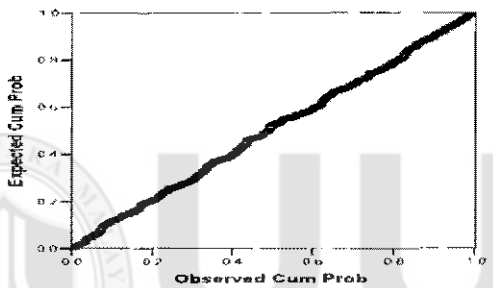
Histogram

Dependent Variable: Sales Volume



Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Sales Volume



Scatterplot

Dependent Variable: Sales Volume