

THE ROLE OF COURTEOUS SALES PRESENTATIONS IN INCREASING SALESFORCE PERFORMANCE

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Abstract

The purpose of the study to verify the research model, Adding to the variable the ability to make courteous sales presentations so that the results of this study can solve the research gap. This research unit is the Rural Bank, and the respondents are the sales force of the Rural Bank (BPR) in Semarang City with 72 people. This research used a purposive sampling technique. Data processing using SmartPls version 2.0. This study succeeded in proving the role of courteous sales presentations in improving the performance of salesforce. Practical implications - This study provides input on the importance of courteous sales presentation.

Article Info

- **Received** : October 22, 2020
- **Revised** : February 04, 2021
- **Published** : February 28, 2021
- **No. Pages** : 25 - 36
- **DOI** : 10.33019/ijbe.v4i3.329
- **JEL** : H25, L25
- **Keywords** : Extraversion, Contentiousness, Courteous Sales Presentations



1. Introduction

Salespeople play an essential role in bridging the relationship between banks and customers because salespeople are the parties who interact directly with community members. Salesperson's business influences customers / prospective customers in deciding to use the Bank's products/services. Customers / prospective customers will always remember and remember the Bank because of a good relationship with salespeople. (Skinner, 2000) Various facts show that a successful salesperson's performance will have a direct impact on organizational performance (Cravens, et. Al., 1993; Baldauf, et. Al., 2001).

Meanwhile, Pelham (2002) explains that companies with superior performance and are customer-oriented will have better performance. Employee performance depends on many factors. One of the most critical factors that have recently come to the fore is personality, an essential and valid predictor of job performance. The extent to which these values and attitudes influence workplace performance is an interesting question to research. The results of the study by Ahmadi et al., (2012), Suliman et al. (2010), Echchakoui (2013) explain that extraversion personality has a significant positive effect on performance. Still, other studies state no considerable effect between extraversion personality and performance (Mashuri, 2014). Extraversion, concerning the extent to which the individual is outgoing, firm, and interacts positively with others. The study of Hogan (1996), found that extraversion and Conscientiousness predict very high performance.

Nikolaou and Robertson's (2001) study examined the relationship between five personality traits and supervisor ratings of overall performance. The study found that none of the five traits were valid predictors of overall job performance, particularly in small and medium-sized firms. However, this study found a significant correlation between openness to experience and friendliness on the one hand and job performance, on the other hand, for jobs involving interpersonal interactions (e.g., sales). Conscientiousness and extraversion were significantly positively related to performance and predictive validity for the two. These personality traits are greater for managers in highly autonomous jobs than for jobs with low autonomy.

Barrick and Mount (1998) Conscientiousness, positively related to performance in jobs that involve interpersonal interactions, is more strongly associated with an account in jobs that involve teamwork (i.e., where employees interact with coworkers) than with employees who interact directly with customers and clients. Van der Walt et al. (2002) investigated the impact of five personality dimensions on job performance with education level as a moderating factor. They found Conscientiousness, extraversion, and emotional stability were valid predictors of performance. They found that educational level was a moderator: all five personality constructs yielded better predictions with higher education levels (higher than Grade 12). Finally, Mueller and Plug (2004) explore gender as a moderating factor in the relationship between the five personality constructs and work-related. Conscientiousness is a valid predictor of all performance.



Extraversion is a useful predictor of jobs involving social interactions: managers and sales (across types of criteria). Conscientiousness is a fundamental personality trait that influences performance, correlated with performance, including sales work. Second, extraversion is a significant predictor of performance in jobs that involve social interaction (sales).

A study conducted by Suliman et al. (2010) states that there are no significant five dimensions that affect performance, but conscientiousness personality has a significant effect if moderated by gender. Suliman said that Conscientiousness is personality careless, regular, efficient, and practical. Conscientiousness refers to the degree to which individuals are dynamic, organized, efficient, and reliable.

According to Costa and McCrae (Klang, 2012), personality Conscientiousness refers to individuals who show self-control characteristics by planning, organizing, and leading to strategic goals and carrying out tasks. Conscientiousness is also a trait associated with persistence, self-discipline, punctuality, and general competence. These traits characterize achievement-oriented people. It is consistent with Echchakoui (2013) research proving that personality conscientiousness has a significant positive effect on performance. Shoemaker and Johlke (2002) describe a resilient salesperson as an individual committed to meeting customer needs. Besides, measuring the company's success can be seen from the quality of the relationship built between salespeople and customers as a team. This study uses the Service-Dominant Logic theory proposed by Lusch and Vargo. Both of them emphasized the importance of operant resources as resources capable of creating value to meet consumer demands more than other companies do.

This research is related to the sales force of the Rural Bank in Semarang City. Because salespeople are parties, who interact directly with customers, The purpose of this research is to test the role of courteous sales presentations, to resolve existing research gap

2. Literature Review

Basir et al. (2010) show that interpersonal skills influence sales force performance. Conversely, salesmanships, technical, and marketing abilities do not affect sales force performance. Furthermore, the study of John et al. (2013) concluded that monetary-based compensation incentives and non-monetary incentives do not necessarily affect sales force performance. However, monetary-based compensation incentives directly influence sales force turnover, while non-monetary incentives do not always affect sales force turnover. On the other hand, intrinsic motivation, extrinsic motivation, organizational commitment, and compensation have a significant relationship with sales staff performance; meanwhile, job satisfaction does not significantly impact sales staff performance (Talukder & Jan, 2017).



Extraversion has a positive relationship with salesforce performance. Barrick et al., 2001; Furnham & Fudge, 2008; Suliman et al., 2010; Echchakoui, 2013); this opinion is in line with McCrae et al. (2005) that extraversion is a personality that has talkative, assertive, and emotional characteristics. Expressive. The study of Ahmadi et al. (2012) concluded that there was a significant influence between personality extraversion and organizational commitment to performance. Still, there was an insignificant influence between personality extraversion on performance. According to McCrae et al., 1987, 2005), personality conscientiousness is high tends to pay attention to work details, and carrying out activities will be very organized. Conscientiousness is a crucial element that is effective in determining most job performance (Behling, 1998). Meanwhile, Barrick et al. (2001), Conscientiousness can be a valid determinant of job performance regardless of the industry's specifics in which it is involved. Thoresen et al. (2004) described Conscientiousness as conscientious employees who are highly reliable, highly reliable, and oriented towards the overall achievement while employees with unconscious personalities are directly opposite; they tend to be careless, always half-hearted, and above all, not.

Thoresen et al.'s opinion support Roberts, et al. (2005), which states that the nature of conscientiousness "... inherently" is conscientious, conscientious, neat, orderly, able to withstand impulses, dedicated to their goals, persistent, reliable, reliable, diligent, and hard-fought. Meanwhile, the Echchakoui study (2013) states that personality Conscientiousness has a significant positive effect on performance.

Johlke research (2006), showing that sales presentation skills affect salesperson performance. Wardoyo's research results (2015) show courteous sales presentations have influence salesperson performance. Thus, the results of these two studies have in common. Furthermore, according to Abdolvans & Farzaneh (2012), sales presentation skills are formed by the dimensions of active selling skills, adaptive selling skills, handling objections, closing skills, negotiating skills, and prospecting skills had influence sales force performance.

The Influence of Extraversion on Courteous Sales Presentations

Extraversion tends to maintain interpersonal relationships (Ma et al., 2013). According to Barrik and Mount (1991), extraverts' traits are cheerful, energetic, and optimistic about their actions. Extravert people are active, talkative, passionate, and comfortable (Herzberg, 2003; Sung & Choi, 2009). Herzberg (2003) adds that individuals. This personality trait is also related to readiness to start conversations, communicate with customers, enthusiasm, and dare to act (Barrick & Mount, 1991). In line with what Abdolvans & Farzaneh (2012) stated that in making sales presentations, salespeople need to have the ability to negotiate and handle problems. Therefore, the first hypothesis in this study reads as follows:

H1. The higher the degree of salesperson extraversion, the higher the ability to do courteous sales presentations.



The Influence of Conscientiousness on a Courteous Sales Presentation

Individuals with work are usually more persistent, competent, and always try to complete work on time (Baker, Jensen, & Murphy, 1988). Conscientiousness is a personality characteristic that has relevance to job performance (Johnson & McGeoch, 1997). Sung and Choi (2009) stated that conscientiousness personality traits are based on organized, efficient, careful, and conscientious. One of the salesperson's roles when making a sales presentation is the ability to negotiate and resolve problems raised by handling customer complaints (Abdolvans & Farzaneh, 2012). Justified that in making a sales presentation, a salesperson needs to have a caring attitude, work efficiently & be responsive to customer complaints. Hence, the next hypothesis reads as follows:

H2. The higher the degree of salesperson conscientiousness, the higher the ability to do courteous sales presentations.

The Effect of Extraversion on Salesforce Performance

Extraversion describes personality trait with a lot of talks, assertiveness, and high emotional expressiveness. Extraversion identifies as one of the prominent personality traits expected to show a high correlation with sales performance (Furnham & Fudge, 2008). Barrick et al. (2001) predict that extraversion would record a significant positive relationship with salesforce performance. Therefore, the justification that the salesperson must be firm and control their emotions when dealing with customers. The next hypothesis reads as follows:

H3. The higher the degree of salesperson extraversion, the higher the salesperson's performance.

The Effect of Conscientiousness on Salesforce Performance

An individual has attributes such as being neat, punctual, careful, disciplined, and reliable. Individuals with Conscientiousness tend to be achievement-oriented, self-motivated, and task-oriented (Barrick & Mount, 1993). They also tend to be more committed to completing tasks (Ones & Visweswaran, 1997); trusted by others in the organization (Caliguiri, 2000). They tend to comprehensively take the initiative in solving work problems (Witt et al., 2002). People who have a high level of Conscientiousness will usually perform better at work (Barrick & Mount, 1991). Widmier (2002) believes that Conscientiousness has a positive effect on sales performance (salesforce performance). The next hypothesis reads as follows:

H4 The higher the degree of salesperson conscientiousness, the higher the salesforce performance.

The Influence of Courteous Sales Presentation on Salesforce Performance

According to Abdolvans & Farzaneh (2012), the ability to make sales presentations formed by the dimensions of active selling skills, adaptive selling skills, handling objections, closing skills, negotiating skills, and prospecting skills. According to Johlke (2006), the experience of salespeople and low sales training will underlie sales presentation skills. A skilled salesperson who uses adaptive sales techniques and can close transactions will improve his sales performance. Wardoyo's study (2015) shows that courteous sales presentations influence empathy, training variations, and salespeople's work experience. Furthermore, the



study indicates that the courteous sales presentations also affect salesperson performance. It is in line with the results of research by Johlke (2006). The justification is that the salesperson must have a polite attitude, build trust, act carefully, listen to what customers say, and explain to customers. Salespeople who make sales presentations effectively and persuasively will be more successful (Jaramillo and Marshal, 2003; Zairis, 2011; Olariu, 2016). Therefore, the next hypothesis reads as follows:

H5. The higher the degree of the courteous sales presentation, the higher the degree of salesforce performance.

3. Research Methods

The population in this study were from conventional people's credit bank headquartered in the city of Semarang. The sampling method is purposive sampling with the criteria, a minimum of salespeople who have worked for one year because they already have customers who need a frequency of return visits. According to Ferdinand (2014), Structural Equation Model (SEM) analysis requires a sample of at least 5-10 times the numbers indicators. The number of samples is determined by 6 x the number of indicators (4 x 3 indicators = 12 indicators x 6), 72. The indicators of salesforce performance are increasing: sales growth and many customers and controlling NPL. The courteous sales presentation variable has: behave politely, build trust, and not interrupt when having a conversation. The indicators of the extraversion variable are active, talkative, and enthusiastic behavior. The hands of the conscientiousness variable are working efficiently, working carefully, and thoroughly. The method's research method is to determine the independent variable's effect, namely personality extraversion, conscientiousness personality, and intervening variables, namely courteous sales presentation on salesforce performance. Data collecting using open and closed water questionnaires, distributing water questionnaires using google form. Seventy units of questionnaires returned, which met the requirements to be processed as many as 65 units. The analysis technique uses Structural Equation Modeling; the solution is using software SmartPls version 2.0

4. Results

Structural Model

Based on the data collected and after being processed with the help of SmartPLS version 2.0 software, the indicator: Cons 01 has a loading factor of 0.306 or less than 0.6. Furthermore, the model is re-estimated on the model concerned; the results are as follows.



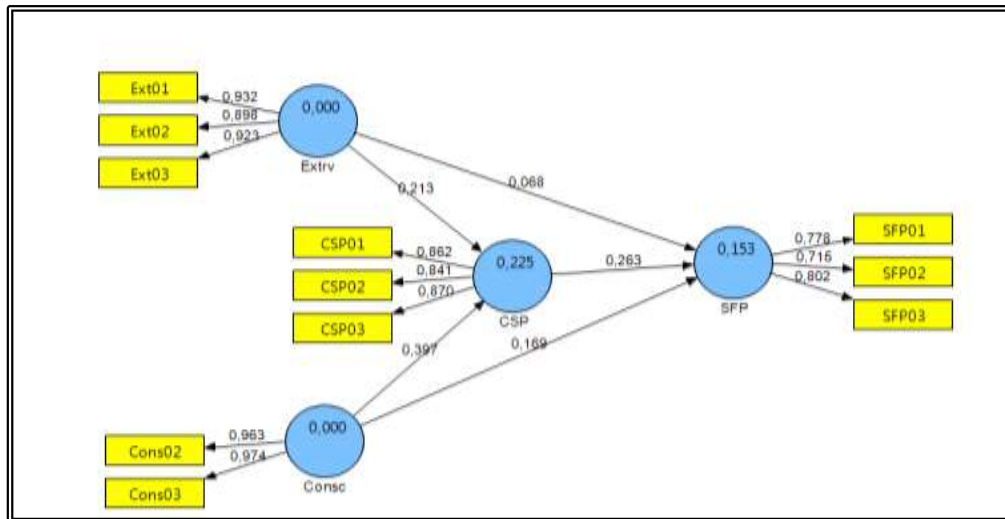


Figure 1. Structure Model after Respecification

Note:

Extrav = Extraversion

Consc = Conscientiousness

CSP = Courteous Sales Presentation

SFP = Salesforce Performance

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

Validity, Reliability, and Structural Testing

Evaluation of the construct reliability value is measured using the values Cronbach's Alpha and Composite Reliability. The Cronbach's Alpha value must be greater than > 0.7, while the AVE value > 0.5 and the value composite reliability > 0.7. Also, structural testing by looking at the magnitude of R Square. The full validity and reliability test presented in the table below.

Table 1. AVE, Composite Reliability, R-Square & Cronbach Alpha

	AVE	R Square	Composite Reliability	Cronbachs Alpha
CSP	0,73598	0,225079	0,893176	0,821707
Consc	0,93794		0,967977	0,934353
Extrv	0,84254		0,941342	0,909809
SFP	0,58628	0,153214	0,80922	0,648442
Total	3,10274	0,378293		
Average	0,775685	0,189147		

Source: Primary data processed



The table above shows that the calculation results have met the criteria for validity, reliability, and structural testing; thus, the model is feasible. Furthermore, the value of Q2 can calculate as follows:

$$\begin{aligned} Q^2 &= 1 - (1 - 0.225079) (1 - 0.153214) \\ &\quad 1 - (0.656192) \\ &= 0.348077 \end{aligned}$$

The results of the calculation of Q² show that the model has a predictive value that is quite relevant to the Courteous Sales Sales Presentation and Salesforce Presentation variables. Based on the average value of R² and AVE, the calculation of Goodness of Fit (GoF) as follows:

$$\begin{aligned} \text{GoF} &= \sqrt{\text{AVE} \times R^2} = \sqrt{0.77568 \times 0.18914} \\ &= \sqrt{0.1467} = 0.38302 \end{aligned}$$

This value shows that the research model provides a model that is being virtues based on testing the Inner Model in the form of the results of the R², Q², and GoF. As a whole, meet the criteria for assessing the feasibility of the research model.

Hypothesis Testing

The t-test derived from the results of the bootstrapping, the details are shown in the following table:

Table 2. Path Coefficient Model

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
CSP -> SFP	0,263473	0,266223	0,122782	0,122782	2,145852
Consc -> CSP	0,396616	0,402127	0,079573	0,079573	4,98432
Consc -> SFP	0,169482	0,18672	0,117897	0,117897	1,437539
Extrv -> CSP	0,213417	0,22211	0,10325	0,10325	2,067005
Extrv -> SFP	0,067952	0,073832	0,129514	0,129514	0,524669

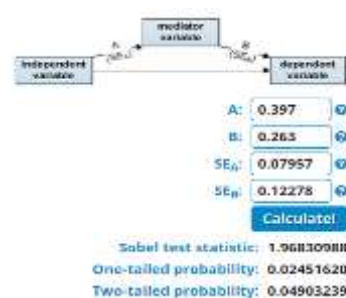
The results of data processing using Smart PLS version 2.0 do not include p-value. We used a significance of 0,05 or cut off t-statistic 1,96. Based on the table above, it appears that:

- Extraversion influences Courteous Sales Presentation
- Concensiousness affects Courteous Sales Presentation
- Extraversion does not affect Salesforce Performance
- Courteous Sales Presentation affects Salesforce Performance
- Concensiousness does not affect Salesforce Performance

Mediation Test

This study uses Sobel Calculator to examine the role of intervening variables. The calculation result is 1.9683 > 1.96 using a significant level of 5%, it proves that the courteous sales presentation variable is able to mediate the relationship between Concensiousness and Salesforce performance





Discussion

Effects of Extraversion on Courteous Sales Presentation

Extravert people are active, talkative, passionate, and comfortable (Herzberg, 2003; Sung & Choi, 2009). Therefore, this extraversion variable has three indicators: dynamic behavior, lots of talks, and enthusiasm. While Courteous Sales Sales Presentation is a skill to build relationships, where this variable has three indicators (a) being polite, (b) building trust, (c) not interrupting in conversation. The test results empirically prove that personality extraversion affects the Courteous Sales Sales Presentation. Account officers with extra-vet personalities will be increasingly skilled at building work relationships. These skills play an important role as they also include communication skills, speaking skills, actual words, or language. The results of this study are consistent with the study of Park & Holloway (2003); Franke & Park (2006), Ramendra Singh and Das (2013); Kara et al. (2013).

The Effect of Conscientiousness on Courteous Sales Presentation

Conscientiousness is the ability to control impulses or impulses. Everyone is born with a tendency to have high or low Conscientiousness. Someone who has high Conscientiousness considers all things necessary to him because it is closely related to work to act carefully, efficiently, and thoroughly. In general, people with this personality are hard workers, prioritizing job demands rather than satisfaction and thinking for the long term. Conversely, an unconscientious person, is more spontaneous and thinks in a short time. (Pine, 2010). The results of this study have relevance to what was conveyed by Abdolvans & Farzaneh (2012); Sung and Choi (2009), and Johnson & McGeoch (1997); Jaramillo and Marshal, (2003); Zairis (2011); Olariu (2016).

The Effect of Extraversion on Salesforce Performance

The results of this study indicate that extraversion personality does not affect salesforce performance. The character of Extraversion personality by good communication, friendly, optimistic, energetic, and cheerful. However, extraversion personality also has weaknesses, namely the tendency to be outgoing (Ahmad, Allen, Andersen, and Anglin, 2001). The tendency to be outgoing in business talks or negotiations, of course, will make the other party less interested in continuing the conversation or negotiating. It is in line with the research results by Warr (2002), which states that high levels of extraversion can hinder performance. The impact will be detrimental to the salesforce concerned. The



results of this study differ from studies conducted by Miller (2015); Ma et al. (2013), Herzberg (2003); Sung & Choi (2009).

The effect of Conscientiousness on Salesforce Performance

The results of this study did not succeed in proving the effect of Conscientiousness on salesforce performance. Conscientiousness is a personality characterized by being conscientious, cautious, efficient, and emotionally stable in various situations. Such an attitude plays a role in the salesforce in carrying out their duties to achieve sales targets. However, on the other hand, if the salesperson is unable to control emotional attitudes, is too careful, and does not dare to take action decisions, this will actually be detrimental to him and ultimately fail in achieving sales targets. The results of this study differ from the effects of studies conducted by Johnson & McGeoch (1997), Widmier (2002), Sung and Choi (2009).

Effect of Courteous Sales Presentation on Salesforce Performance

This research empirically proves that courteous sales presentations affect salesforce performance. Three indicators formed the courteous sales presentation variable: behaving politely, building trust, and not interrupting when talking. The Sobel test proves that the courteous sales presentation variable can mediate the effect of conscientiousness on salesforce performance. The results of this study are in line with research conducted by Johlke (2006), Abdolvans & Farzaneh (2012), and Wardoyo (2015). Referring to Wardoyo's study (2015) shows that variables are courteous, sales presentation sales strongly influenced by the work experience of the force, empathy, and varied sales training.

5. Conclusion and Suggestion

This study proves the role of the courteous sales presentation variable, which can mediate extraversion and conscientiousness on salesforce performance. Managerial implication: in making sales presentations, salespeople are always behaving politely, effectively, and persuasively. Future research should be carried out by expanding the research area and sample size

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