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Evaluating Effect of Value Based Networking Capability and Salespersons Performance

Ida Bagus Nyoman Udayana¹, Nuryakin², Heru Kurnianto Tjahjono³, Ambar Lukitaningsih⁴, Putri Dwi Cahyani⁵

Abstract

This study extends the previous literature in the field of network marketing. The purpose of this study is to analysis new concept namely value based networking capability to support successful salesperson performance. Data were collected as many as 350 Salesperson from small and medium enterprises. This study used non-probability sampling techniques with purposive sampling techniques. The data analysis method uses Covarian Based-Structural Modeling (CB-SEM) with programming tools that support primary data analysis in Amos_v. 24. The results of the study indicate that the value based networking capability as a bridge connecting adaptive selling capability and salesperson performance. Furthermore, learning orientation and customers orientation have significant and also positive impacts toward salesperson performance through value based networking capability. Limitations and future research directions are also discussed in this study.

Keywords: *Value based networking capability; adaptive selling capability; customer orientation; learning orientation salesperson performance.*

JEL Classifications: *D4, K2, M31*

Анотація: Це дослідження розширює попередню літературу в галузі мережевого маркетингу. Метою цього дослідження є аналіз нової концепції, а саме можливостей мережі на основі вартості для підтримки успішної роботи продавця. Було зібрано дані про 350 продавців з малих і середніх підприємств. У цьому дослідженні використовувалися методи неімовірнісної вибірки з методами цілеспрямованої вибірки. Метод аналізу даних використовує коваріанське структурне моделювання (CB-SEM) із засобами програмування, які підтримують первинний аналіз даних у Amos_v. 24.

Результати дослідження показують, що мережеві можливості, засновані на цінності, є мостом, що з'єднує здатність адаптивних продажів і продуктивність продавця. Крім того,

¹ Doctor of marketing science, Lecturer, Management Studies, Faculty of Economics, Tamansiswa Sarjanawiyata University, Jl Kusumanegara 157, Yogyakarta, 55152, Indonesia, (Corresponding Author) Email: ibn.udayana@yahoo.co.id, Orcid Id: <https://orcid.org/0000-0002-9819-1970>

² Doctor of marketing science, Lecturer in the Faculty of Economics, Muhammadiyah University of Yogyakarta Jl. Brawijaya, Tamantirto, Kec. Kasihan, Kabupaten Bantul, Daerah Istimewa Yogyakarta, 55764, Indonesia. Email: norsben@yahoo.com, Orcid Id: <https://orcid.org/0000-0002-4998-9601>

³ Senior professor of human resource management science in the Faculty of Economics, Muhammadiyah University of Yogyakarta, Jl. Brawijaya, Tamantirto, Kec. Kasihan, Kabupaten Bantul, Daerah Istimewa Yogyakarta, 55764, Indonesia, Email: herukurnianto@umy.ac.id, Orcid Id: <https://orcid.org/0000-0002-2200-0402>

⁴ Doctor of marketing science, Lecturer, Master of Management Studies, Faculty of Economics, Tamansiswa sarjanawiyata University, Jalan Kusumanegara 157, Yogyakarta, 55764, Indonesia, Email: ambaryudono@gmail.com, Orcid Id: <https://orcid.org/0009-0001-8986-3042>

⁵ Master of marketing science, Lecturer, Management Studies, Faculty of Economics, Tamansiswa Sarjanawiyata University, Jl Kusumanegara 157, Yogyakarta, 55152, Indonesia, Email: putri.dece@gmail.com, Orcid Id: <https://orcid.org/0000-0003-0955-4256>

орієнтація на навчання та орієнтацію на клієнтів мають значний і також позитивний вплив на ефективність роботи продавця через мережеву спроможність на основі цінностей. У цьому дослідженні також обговорюються обмеження та напрямки майбутніх досліджень.

Ключові слова: мережеві можливості на основі вартості; можливість адаптивного продажу; клієнтоорієнтованість; орієнтація на навчання продуктивність продавця.

Класифікація JEL: D4, K2, M31

Подяка та фінансування: цю роботу підтримало Міністерство досліджень і технологій Індонезії за надання можливостей і надання цього дослідницького проекту в 2023 році з номером контракту: 002/PPL.PDUPT.DIKTI/UST/LP2M/K/IV/2023

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DOI: <https://orcid.org/0000-0002-9819-1970>

1. Introduction

The role of salesperson to enhance his performance is an important in a business industries (Bartkus et al. , 1989; Basir et al. , 2010; Keillor and Parker, 2000; Pettijohn. et al. , 2014; Syam et al. , 2016). Dynamic business environment requires an organization to pay attention to its salesperson, and it can be realized in trainings program. Almost every company has sales staffs that are reliable and periodically improve their skills through training eg. selling skills, product knowledge, the mastery of technology sales (Ahearne and Jones, 2008). The organization also should get the attention to their internal factors eg. welfare level salesperson (Basir. and Ahmad, 2010).

It is a must as salesperson to be able to interact and adapt with costumers related to their performance of the sales force (Maroofi et al. , 2011; Spiro and Weits, 1990). Given that the character of customers differs from one another, the accuracy in providing services to them is a key factor in the success of a salesperson (Singh and Das, 2013b). The accuracy in providing services to customers is determined by considering the ability of the salesperson. They have to able to see the needs and desires of customers. This becomes an important step that should be performed by salesperson due to its direct impact toward sales force (Singh and Koshy, 2011).

The performance of the salespersons is one of the important factors and determines the performance of the company (Pettijohn. et al. , 2014). In reality, there are many factors that contribute to the performance of the salesperson. Although it is known that the role of the sales force in establishing networks or relations is a key to determine the salesperson performance, the sales skills also play an important role contributing in the determination of the salesperson. Research conducted by Hughes et al. (2013) adds that the business environment requires the sales department to give their attention and support the skill improvement of the sales staffs to increase the selling point which leads to successful selling. On the other hand, the role of brand advertisement highly motivates salesperson to work harder to improved its sales force performance.

There are inconsistencies relationship between adaptive selling capability research and salesperson performance. There is a contradiction between the results of the study researchers.

Some researchers claim that the adaptive selling affects the performance of the sales force (Chirani and Matak, 2012; Kidwell et al. , 2007; Singh and Das, 2013a). On the contrary, there are several researchers' results showing that adaptive sale actually have no any significant impacts on the salesperson performance (Abed and Haghghi, 2009; Markose, 2011; Udayana et al. , 2021). Thus, this research is conducted to solve the inconsistent analysis results between the adaptive selling capability and the performance of the salesperson. In this research, the researchers also suggest to overcome the gap with a new variable. It is value based networking capability, and needed as an intervening variable.

2. Brief Literature Review

Skilled is one of determinant aspects of the salesperson performance. Research findings conducted by Basir et al. (2010) suggest that in addition to attitudes, personality, perception, motivation and organizational factors, sales skills also take an important role on sales performance. There are some research findings that groups sales skills into three dimensions: personal skills, sales skills and technical skills (Jiang and Li 2008; Markose, 2011; Thach, 2008). These three dimensions are used as a strategy to predict the performance of the sales force which furthermore, introducing marketing skills as a factor for predicting the salesperson performance.

In correlation, although skills has long been introduced to predict sales performance, there is not enough research in skills at the individual level that contribute to the performance and relational competence (Nuryakin et al. , 2018). Furthermore, previous studies Singh and Das (2013b) examined the effect of job satisfaction and adaptive customer-oriented selling which can improve sales force performance.

Belief or trust is a very important part in running the sales task and determines the performance of the sales force. This argument is strengthened with the research conducted by Paolo Guenzi (2010) concerning interpersonal trust in business relationships. The findings in this study indicate that the customer and expertise oriented salesperson can boost customers' confidence in the sales force. Favorite salesperson ability does not affect the customer's trust. Customer's trust has positive and significant impact on consumer intentions to rebuy and recommend the product to others, and it can reduce the customer's intention to switch to others competing brand.

In line with the research conducted by Vilela et al. (2007) about impression management tactics and the influence on the performance of the salesperson. The data were as many as 122 sales managers from thirty-five companies and from nine different industries. The findings of the research showed that the impression of management supervisor has positive and significant effect on the performance of salesperson. Physical attractiveness of salesperson showed significant and positive impacts on the performance of the salesperson. Physical attraction of a salesperson positively affects the interpersonal skills and that the interpersonal skills possessed has positive and significant impact on the performance of the salesperson.

Central Bureau of Statistics data depicts that the performance of the salespersons for the soft drinks company tends to be experiencing a decline every year, except from 2007 to 2008. In 2009 until 2011, it also continued to have significant decline. This can be identified that there is a problem in terms of the performance of the sales force (Central Bureau of Statistics appears logical, 2011). To fill the research gap, the researchers try to add the new variable, it is value base networking capabilities.

By filling these gaps, the researchers aim to increase the performance of the salesperson. Using literature as a basis for emerging of a model, we widen our comprehension of the value based networking capability to develop and test a model (figure 1). We assessed the value based networking capability which acts as the intervening variable that may help to describe how the adaptive selling capability may affect the performance of salesperson. In the last step, we examined the effect of learning orientation and customer orientation of the salesperson performance.

3. Hypotheses Development

The Relationship Between Adaptive Selling Capability on Value Based Networking Capability

The salesperson's ability to provide various items of products for customers becomes important factor and determine the success in developing networks of customers (Atuahene-Gima and Micheal, 1998; Milovanovic et al. , 2016). Many variations of products that are available tend to help customers in making the purchase decisions appropriately. The accuracy of the purchases is made when supported by sufficient product information. Diversity of information about the product items available for the customer may demonstrate the ability of the sales force professionals to create quality services (Broderick, 1999; Gillis et al. , 1998). Comfortable atmosphere of the room and complete product specifications can enhance customer satisfaction (Cheng and Rashid, 2013; Shao-Chang Li, 2013). Customer satisfaction is an advantage for companies which can enhance the customer's network.

The appearance of the product is an important factor determining the success of the salesperson and to expand customer network (Arokiasamy and Abdullah, 2013; Cheng and Rashid, 2013). Creating products that have the attributes that can appeal to customers is a task light (Huang et al. , 2014; Pepur et al. , 2013). The appeal of the product can be seen from the practicality and usefulness of the product. Practical and beneficial products can increase customer satisfaction and expand its customer network (Hongwei and Yan, 2011; Jasmand et al. , 2012).

Flexibility in terms of prices in anticipation of competitors is an important factor that must be understood by a salesperson (Sanzo et al. , 2003). Customers typically choose a product which sets a higher price between two similar products because it is considered more qualified (Nwamaka and Brian, 2012). Thus, even though the assumption is not always true, but in reality is often like that. Psychological factors customers should also be considered by the salesperson. The lower price than competitors for similar products may have the impression of lower quality (Udayana et al. , 2019).

Flexible services to the customers demand to be met by the salesperson (Cheng and Rashid, 2013; Eng and Sorooshian, 2013; Mcfaddan et al. , 2014). The salesperson should be able to provide high quality service to customers both during the transaction takes place and times after that. The charming and friendly service is a necessity for a salesperson (He and Li, 2011; Salam et al. , 2013) in the form of professional-like services such as product knowledge mastery, superior products from competitors, and the usefulness of the products being sold. Also, the salesperson must be able to explain the benefits of the products that the customer purchased.

The ability of salesperson to adapt when they are approaching and interacting the clients, tends to increase network business (Luo et al. , 2008; Shoaib et al. , 2022; Van and Anria, 2009).

Research conducted by Gathungu et al. (2014) showed that the role of business networks is crucial in relation to the improvement of business performance. Besides, environmental factors also determine outcomes on the company, given the complexity of the business network relationship (Phillips et al. , 2010). Thus, it is expected that there is an effect between adaptive selling capability to the value based networking capability. Therefore, hypothesis can be proposed as follows:

H1: *adaptive selling capability has positive effect on value based networking capability*

The Relationship Between Adaptive Selling Capability on Salesperson Performance

The salesperson's ability to always look good in front of customers is crucial to success in relation to improving company performance (Abed and Haghghi, 2009; Jiang and Li 2008). Moreover, salesperson who are always friendly and capable of being a good listener to a complaint customers will greatly assist the success of salesperson. Research conducted by Abed and Haghghi (2009) found that adaptive sales strategy, relationship-based sales strategy, sales strategy and customer-oriented strategy based on seller sincerity can improve sales force performance (Hu and Chuang, 2021; Nuryakin and Sugiyarti, 2018).

Numerous aspects can determine the fruitfulness the performance of the salesperson. Salesperson performance can be improved by considering: the needs, considering customers desires, paying attention to customer satisfaction by providing the best products, helping to achieve the desired objectives of customers (O'Sullivan and Abela, 2007; Woehler and Ernst, 2023). Trying to give the several choices to the customers and discussing the needs of customers with interest; this way the customer gets the most attention that he or she needs which significantly affect positively on the salesperson performance (Knight et al. , 2007). The findings of research conducted by Abed and Haghghi (2009) found that sincerity and obligations to help customers has significant and positive impacts on the performance of a sales force.

Paying attention to the customer and always updating knowledge for a salesperson are things that should be performed by a salesperson. Updating knowledge for salesperson is very useful for reaching success and can improve sales force performance (Artur and Cravens, 2002; Paparoidamis, 2005; Pelham, 2006). This research and result is also strengthen by Singh and Das (2013b) Job satisfaction, adaptive selling, and customer orientation show significant and positive relation with the performance of the sales force. Having the experience in selling can really help the success of the performance of the salesperson. Therefore, the second hypothesis can be proposed as follows :

H2: *adaptive selling capability has positive effect on salesperson performance.*

The Relationship Between Learning Orientation on Value Based Networking Capabilities

Dynamic business environment requires organizations to constantly adapt to the environment. Therefore, learning is one strategy which can be considered as an alternative to improve the network and also the performance (Jiang and Li 2008; Karima, 2021). Another research conducted by Dahou et al. (2012) also revealed that organizational success is influenced by the ability of salesperson to learn, to master information and communication technologies which greatly impact on the extent of the customer's network.

Willingness to self develop and always be ready to accept the changes of a dynamic environment is a matter of substance for long-term survival of an organization (Garrett et al. ,

2008). To support it, the involvement of the sales force, which is one important element in an organization, is very necessary. The engagement can be in the form of giving creative ideas that are useful in improving the condition of the sales force. Increasing the cooperation on all aspects and enhancing cooperation with external parties, increase the sense of trust with the customer so that the network can be expanded.

Wide network may facilitate the salesperson to reach customers immediately. The vast network will highly profit the customers. With the broad network, customers can obtain clear information about the product bought ((Bohmova and Pavlicek, 2015; Miranda et al. , 2014). Contact with the customer can be done via telephone, e-mail, phone and email, face-to-face. Both existing networks and new networks get the same attention from salesperson (Kim et al. , 2015; Klerk, 2014). The vast network can multiply the number of customers that can be reached by salesperson. The salesperson ability to keep improve themselves through learning has the potential to improve the customer network. Therefore, the hypothesis is as follows:

H3: *learning orientation has positive effect on value based networking capabilities.*

The Relationship Between Customer Orientation and Value Based Networking Capabilities

The precise respond to customer needs is very important for a salesperson (Woo et al. , 2011). If this can be done well, then the customer complaint can be minimized. With the fulfillment of customer needs, customers will take the decision to buy a product quickly. Knowing the type and volume of products that customers need is very helpful for salesperson to perform services quickly and efficiently (Gibson et al. , 2014). Customers will be satisfied because salespeople can meet their wants and needs. Thus the cooperative relationship between the salesperson and the customer can be established well if the salesperson is able to build and maintain the network which increase the customer network (Gibson et al. , 2014; Knight et al. , 2007; Mago and Trivedi, 2014).

Customer network serves as the main support in fostering long-term relationships. Through its network of customers salespeople, they can manage customers with high effectiveness. Therefore, social networks play an important role in establishing a good relationship with customers and directly impact the bottom layer (Gathungu et al. , 2014; Johnson, 2011; Keh and Teo, 2001). Through customer network, the cost to build customers can be spent more efficiently ((Phillips et al. , 2010).

Building and maintaining customer network is a necessity for a business. Through a vast network, salespeople are able to make contact and build relationships with customers. Research conducted by Curran and Lennon (2011) suggested that through customer networks, it can increase the sales productivity, develop and improve relations with customers, and build long-term relationships that are sustainable. Through customer network, business relationships can be maintained. Customer network can be used as a mean by salespeople exploring various opportunities that are beneficial (Klerk, 2014; Qin et al. , 2012; Xiabing et al. , 2015). Therefore, hypothesis 4 can be proposed as follows:

H4: *Customer orientation has positive effect on value based networking capabilities*

The Relationship Between Learning Orientation on Salesperson Performance

Companies should always observe the salesperson in order to have a strong commitment to learn, open themselves to accept the changes and understand the company's vision (Choi and

Jacobs, 2011; Eris and Ozmen, 2012; Hassan et al. , 2013). In addition, there are some things that need attention of salesperson (Saskia and Melville, 2012): the ability to absorb and use the latest knowledge and have the technical competence to absorb new knowledge (Mavondo et al. , 2005; Swift et al. , 2010; Zaniboni et al. , 2011). Furthermore, (Cheung et al. , 2015; Lee et al. , 2011) suggested that the latest knowledge excavations carried out by a special division in the organization has a significant positive effect on company performance. New knowledge acts as an investment, not a cost, and is able to develop more companies.

Creative thinking and constantly improve the performance of the team is one of many ways that can be used by salespeople to improve the performance of the sales force (Eris and Ozmen, 2012; Halliday and Cawley, 2000; Lee and Tsai, 2005; Martinette and Obenchain-Leeson, 2009). Furthermore, researchers suggest that creativity may enhance the capabilities of sales force of its own and also increase the quality of the team. The previous studies conducted by (Hassan et al. , 2013) also have the similar results that sales skill is one of the fundamental keys in achieving successful performance of the sales force. Furthermore, researchers stated that through the improved selling skills, the ability of salespeople can be improved and have an impact in the long term.

The clear vision of the company is very helpful for salespeople to implement it in the form of sales activity (Choi and Jacobs, 2011; Eris and Ozmen, 2012; Mavondo et al. , 2005). Company visions can be easily understood by the salespeople when they are put in strategic places both inside and outside the company which is the home of the salespeople. Thus, the vision of the company would be more quickly absorbed by the hearts of salespeople. If the salespeople understand the company's vision well, they tend to totally commit to achieve corporate goals (Chughtai and Buckley, 2011; Gutierrez et al. , 2012). The direction of the company is also critical to the success and survival of the company. The clearer directions and objectives of the company are, the easier for salespeople to implement them in their sales activities to improve salesperson performance. Therefore, the fifth hypothesis can be proposed:

H5: *learning orientation has positive effect on salesperson performance*

The Relationship Between Value Based Networking Capabilities on the Salesperson Performance

Salesperson who are able to place their self as customer oriented and able to realize customer trust and are supported by an extensive network tend to lifting and raising the performance of the sales force (Luo et al. , 2008; Van and Anria, 2009). Further research suggests that the vast network with suppliers and network with government can improve sales force performance. In line with research conducted by (Gonzalez et al. , 2014; Milovanovic et al. , 2016) suggested that a network of formal and non-formal networks can improve sales force performance. Besides, the network of social organizations, friendly groups and networks also can improve sales force performance.

Extensive networks can provide several advantages both for business owners and salespeople. The advantages include the cost of the promotion can be more efficient, more acceptable by customers due to the emotional bond, quickly understand customer needs, more practical communication that can help in making purchasing decisions faster (Wang et al. , 2013). Through extensive networks, knowledge sharing can occur more effectively with customers and may reduce transaction costs which at the end is able to improve the performance of the sales force. Furthermore, the customer feedback can be dealt effectively and efficiently.

The success of the network can be determined by many factors such as the commitment of the salesperson, trust between the salesperson with the customer, the quality of communication and the ability to cooperate which is mutually beneficial (Klerk, 2014; Milovanovic et al. , 2016; Saskia and Melville, 2012). A salesperson who can carry out the commitment well will increase the sales network intensively. Moreover, the quality of the cooperation should be enhanced through developing partnerships with large companies and also cooperate with local industry associations. The purpose of establishing the partnership with government agencies is to obtain the information needed (Kim et al. , 2015). Through this partnerships, more extensive network of sales personnel can be established. The vast network also improves the performance of asalesperson. Thus the sixth hypothesis can be proposed as follows:

H6: *Salesperson's ability in developing value based networking capabilities has positive effect on salesperson performance.*

The Relationship Between Customer Orientation on Salesperson Performance

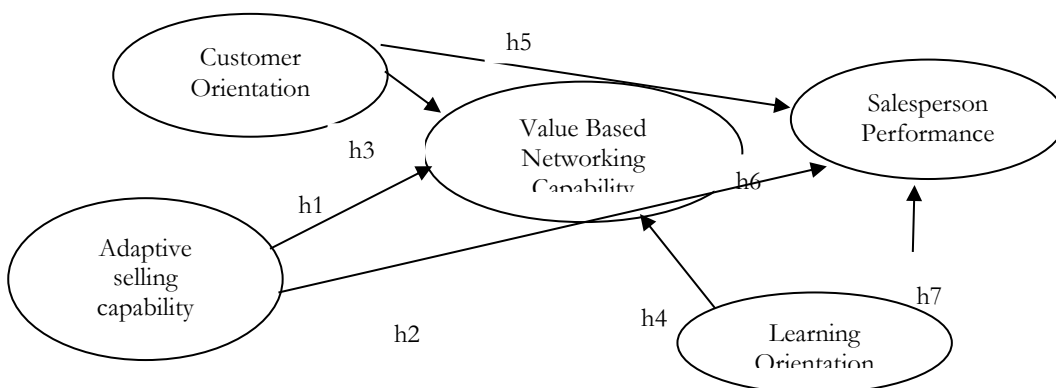
Being a good listener is one of the important factors that should be done by the sales force to increase sales performance (Nwamaka and Brian, 2012; Pousa and Mathieu, 2014; Ramendra, 2012). Other important factors that can be done is to give satisfaction to customers through the best provision of goods or services, help the customers to solve problems, help to achieve customer's objectives, and assume consumers are important people who deserve attention. Paschal and Eid (2011) suggest that the creation and update of values that are beneficial for the customer and that systematically evaluate the quality of the products or services provided to customers positively and significantly influence the salesperson of the performance.

Knowledge about the company's products is substantial for consumers before they make the decision to buy which brings impact on the performance of the sales force (Hakala and Kohtamaki, 2010; Homburg et al. , 2011; Pettijohn et al. , 2010; Ramendra, 2012). Furthermore, researchers stated that the salesperson must be able to assure the clients to buy a specific product, and they believe that is the best decision to do. Moreover, salesperson's willingness to take the time to discuss with customers on the problems facing by them is such a long-term investment. Research conducted by Poujol and Tanner (2010) found that customer orientation depicts the positive and also significant parts toward the salesperson performance.

Establishing a long term business relationship with the customer is an investment for a long period (Pettijohn et al. , 2010; Singh and Koshy, 2011). Salesperson voluntarily spend a lot of time to serve customers. Good relationships with customers can run continuously, if there are some benefits between them and the salesperson (Guenzi et al. , 2011; Nwamaka and Brian, 2012). Therefore, the salesperson must provide products that provide long-term benefits for customers. Besides, in order to run the proper and sustainable business relation, it has to be kept well. Maintaining business relationships with customers can be done by always providing quality of the products and excellence service (Karima, 2021; Pettijohn et al. , 2010). As a conclusion, the seventh hypothesis is depicted bellow:

H7: *The ability of the salesperson to know the needs and desires of customers has positive effect on salesperson performance.*

Based on the hypotheses formulated in the previous section, the model developed in this study can be presented in Figure 1



Source: Authors’ Own Research.

4. Research Method

Sampling Technique and the Data Collection

Researchers obtained the data from salesperson on small and medium enterprises (SMEs) with various types of businesses located in the area of Yogyakarta. Of the 400 salesperson who were given a questionnaire to fill out, 350 of them were given back and filled completely or 88% complete. Researchers maintained the confidentiality of the data obtained from the respondents and would be used solely for scientific purposes. The researchers also tested non-response bias. Testing non-response bias was conducted to find whether or not the attributes of the people who responded the questionnaire early, in time, and late response are different (Hair Jr et al. , 2010). Non-response bias test used independent sample t-test with an average view of respondents in two different groups:in time and out time interms of filling the answers. After being tested, there was no significant difference (at the 0.05).

The final sample derived from a variety of salesperson of 8 industries (see table 1) and from 5 districts of the city in the area of Yogyarata. Basedd on the data collected, the sample was 62% male, 38% female sales force, respondents age range between 19 to 45 years, experience in terms of selling is between 5 to 20 years.Table -1 The following is a table of food and drink small and medium enterprise sampled.

Table 1:Industry Analysis.

Industry	number of samples	Percent
Leather goods	28	8
Cullinary	42	12
Accessories	53	15
Apparel	53	15
City transport services	35	10
Hotels and homestays	53	15
Cadger	54	15
Softdrink	35	10
	350	100

Source: Authors’ Own Research.

Scale and Measure

All scale had been developed previously by other researchers, however, there were questionnaires used directly and modified before using to better suit the object of research. The measurement of all the variables were 10-point Likert where 1 = strongly disagree, 10 = strongly agree. Sales adaptive capability were assessed by Chena and Jaramillo (2014) with 5 the questions, the value based networking capabilities are rated with 5 the questions adopted from Paolo Guenzi (2010). Salesperson performance were rated 5 of the questions adopted from Singh and Koshy (2011). Learning orientation were assessed by Dulger et al. (2016) with 4 the questions, customer orientation were assessed by Goad and Jaramillo (2014) with the 3 questions. At the beginning of the study, tests were also conducted on the age, gender and experience as the place where her duties today. Since researchers did not find any significant effect on some variables and the relation in its model, so it was not considered in further analysis.

Structural Model Estimation

Structural models can be estimated when the model of measurement is valid (Ferdinand, 2014). We used structural equation modeling (SEM), for the reason that it allowed testers to do the test once simultaneously and consider the effect of measurement error (Hair et al. , 2010). We used amos-base program covariance (AMOS 21). Model direct influence was conducted to assess the relationship in figure 2. It examined the link among the adaptive selling capability and value based networking capability (H1) and salesperson performance (H2). This model also tested the relations between learning orientation and value based networking capability (H3) and salesperson performance H5). This model also examined the relationship between value based networking capability and salesperson performance (H6). In addition, this model examined the relationship between customer orientation with value based networking capability (H4) and salesperson performance (H7).

5. Results

Construct Validity and Confirmatory Factor Analysis

Researchers have done a confirmatory factor analysis to get and gain an accurate measurement before doing the estimation of the structural model (Hair et al. , 2010). Indicators which is the loading factor below 0.50 are dropped. Statistical models are stated fit and can be accepted with the value of ($\chi^2 = 129.309$, $df = 125$, $p < .378$; $RMSEA = 0.014$; $CFI = 0.999$; $AGFI = 0,900$; $GFI = 0.927$). The overall χ^2 is significant, the χ^2 / df ratio (1.034). Furthermore, researchers doing the next step by assessing the convergent and discriminant validity. Konvergen and internal validity measured constructs that theoretically is supposed to be measured. This was gained through reliability analysis, each construct shows a Cronbach alpha above 0.75 (Ferdinand, 2014; Hair et al. , 2010). The all construct and the loading factor, coefisien alpha, and avarage variance extracted (AVE) are showed Table 2.

Table 2:Scale Items with Factor Loading and Reliability.

	Coefficient alpha	Standardized loading
Adaptive selling capability(Chena and Jaramillo, 2014; Maroofi et al. , 2011) AVE = 0.515	.93	
When I believe my approach does not seem to work, then I am able to change the method easily		.83
I decide to take different approaches for various customers.		.81
I manage to solve customer problems easily.		.81
It is always easy to adapt to some customers.		.74
I can always know the behavior of the customers.		.76
Value based networking capability (Hangjung Zo et al. , 2013; Nevo and Wade, 2010) AVE = 0.50	.92	
I always develop a network of customers that can be mutually beneficial.		.95
In developing the network, I feel the familial bond is closer and more convincing.		.94
I always develop good relations with customers		.92
I always develop a continuous relationship with the customer		.94
I always try to expand the network by asking recommendations from friends		.96
Salesperson Performance (Locandera et al. , 2020; Shoaib et al. , 2022) AVE = 0.51	0.92	
I always set higher levels of sales compared to my colleagues		.96
I have always achieved the targets and exceed from the targets set by the company.		.95
I can increase the company's market coverage.		.93
I can increase the customer growth		.92
I am always able to raise the company profit		.93
Customer orientation (Udayana et al. , 2021; Woehler and Ernst, 2023) AVE=0,50	.93	
I emphasize the significance for the satisfaction of customers		.73
I emphasize the significance of the needs of clients		.72
I measure customer satisfaction on a regular basis		.78
Learning Orientation (Dulger et al. , 2016; Savukoski et al. , 2022) AVE=0,62	.91	
Learning is considered as the essential ways to achieve competitive advantage		.96
It's needed for me to work with an open mind, and always believe in developing alternative solutions.		.92
I have my full commitment in achieve the goals of company		.94
I love sharing knowledge with colleagues		.96

Source: Authors`Own Research.

Structural Models and Hypothesis Testing

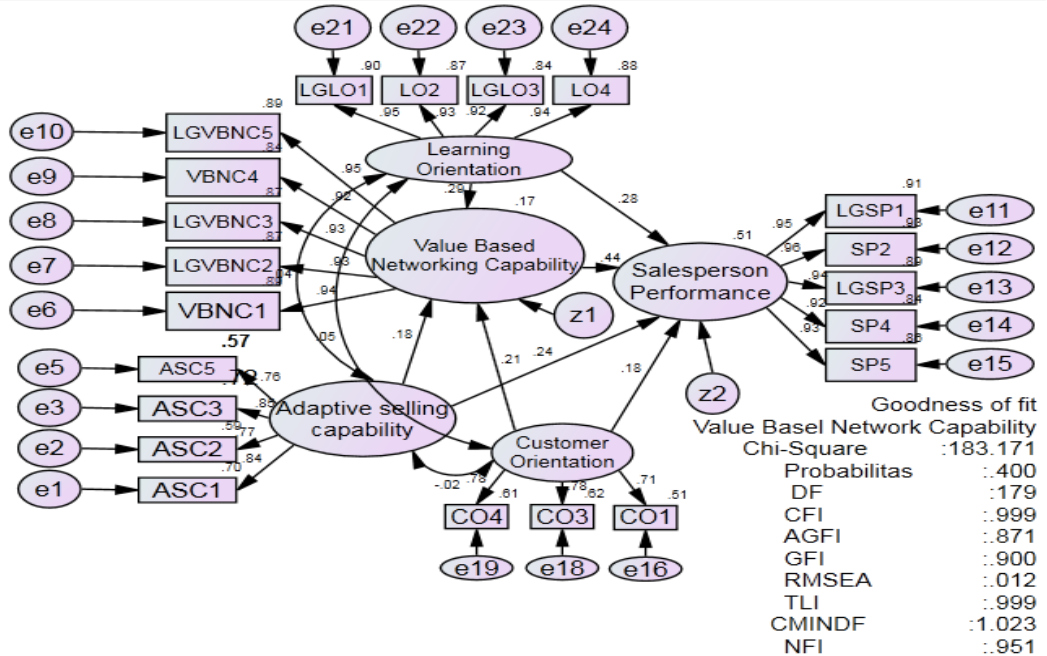


Figure 1: Full Model of the Relationship Between Adaptive Selling Capability, Value Based Networking Capability, Learning Orientation, and Customer Orientation on Salesperson Performance.

Source: Authors' Own Research.

Further analysis was made after the structural equation modeling confirmatory factor analysis and confirmatory models were valid and reliable for each construct. Full model analysis conducted on the research model. If the data presented in Figure 2.

The result of Figure 2 full model can be explained that adaptive selling capability and customer orientation has significant positive effect on value based networking capability. learning orientation, value based networking capability and customer orientation positively influence the salesperson performance.

The proper model test used the goodness of fit index. Based on test results presented in Figure 2, the model is acceptable, because it qualifies: ($\chi^2 = 183.171$ df = 179, $p < .40$, RMSEA = .012; CFI = .999) and all hypothesis are accepted. Hypothesis-1 significant relationship between adaptive selling capability and value based networking capability (H1: $\beta = .18$, $p < .04$), a significant affect among the adaptive selling capability and the salesperson performance (H2: $\beta = .24$, $p < .001$). Significant positive impact between learning orientation with value based networking capability (H3: $\beta = .29$, $p < .001$), a significant positive affect with a significant customer orientation and value based networking capability (H4: $\beta = .21$, $p = < .01$) and a significant positive affect learning orientation and salesperson performance (H5: $\beta = .28$, $p = < .001$). Significant positive affect between value based networking capability with salesperson performance (H6: $\beta = .44$, $p = < .001$) and a significant positive relationship between customer orientation with a salesperson performance (H7: $\beta = .27$, $p = < .03$).

Value based networking capability has the specific and also important role as the intervening to improve salesperson performance. The salesperson cannot only rely on adaptive selling

capability without being accompanied by value based networking capability which affects the performance of the salesperson can improve. Specifically, researchers found to expand the network of customers, learning orientation gives greater contributions compare to other variable which is customer orientation and adaptive selling capability. The findings of further research that is of seven hypothesis, all hypothesis is accepted. Efforts are being made to improve salesperson performance, among others, learning orientation, value based networking capability and customer orientation. In table 3 are presented throughout the standardized beta coefficients.

Table 3: Results of Hypothesis Testing.

		Relationships	Estimate
H1	Adaptive selling capability	→ Value base networking capability	.18*
H2	Adaptive selling capability	→ Salesperson performance	.24***
H3	Learning orientation	→ Value based networking capability	.29***
H4	Customer orientation	→ Value based networking capability	.21**
H5	Learning orientation	→ Salesperson performance	.28***
H6	Value based networking capability	→ Salesperson performance	.44***
H7	Customer orientation	→ Salesperson performance	.18*

Source: Authors' Own Research.

N = 248; *p < .05, ** p < .01, p < .001.

6. Discussion.

Learning orientation, adaptive selling capability and customer orientation has significant positive effect on value based networking capability and salesperson performance, both directly and indirectly. Value based networking capability functions becomes the intervening variable amid adaptive selling capability and the salesperson performance. Expansion of the value based networking capability considered as novel strategy which can be a tool for salesperson in carrying out sales activities. If this can be done well, then the salesperson performance increase.

Developing a value based networking capability is an essential aspect in sales but not fully get the attention of scientists marketing, especially among salesperson (Kumar et al. , 2014; Mullins et al. , 2014). Should salesperson optimize value based networking capabilities in order to improve salesperson performance. through its vast network has the potential to help the sales force in carrying out its duties (Gablera et al. , 2014; Korschun et al. , 2014). Network customers will bloom when the salesperson always cultivate mutual trust between the salesperson and the customer, ready to accept changes and open mind. Based on our findings, we provide practical advice to salesperson.

There are no scientists who study the effect of value based networking capability connection with the performance of the salesperson yet. That is why we were interested in doing research on the sales force. Understanding the customer's network for the salesperson is essential. Broad value based networking capability serves as a potential aspect which can be a tool in improving performance of the salesperson (Mullins et al. , 2014). Our findings depict that adaptive selling capability, learning orientation and customer orientation shows significant and positive impact on value based networking capability. The better understanding of the salesperson to the customer who has the value based networking capability, the more sales performance can be increased.

The role of the value based networking capability is as one of the strategies which can become the alternative in improving the salesperson performance more decisive. The similar result comes from the study conducted by Milovanovic et al. (2016), he found out that companies which are able to develop networking customers professionally, automatically increase the broad of network, furthermore a wide network is also improving salesperson performance. In addition, the findings of the research done by B. Kim et al. (2015) show that in the vast network of customers, salespeople can do many things such as: easily identify and meet the needs and desires of customers, able to immediately resolve conflicts faced by customers.

However, a previous study conducted by H. Huang and Rice (2012) showed that to achieve a vast network, the company issued a number of costs to maintain it which leads to the waste of money. This can happen though, due to the lack of skill of salespeople in sorting and selecting quality customer network. Supposedly the selected network is a network that can be mutually beneficial between companies which in this case is the salesperson and customer. In other words, the point of high quality of customer networks is to serve all the customers well and give the company profit, so that such networks can run for a long time.

Besides, cultural factors, ethics and the ability to communicate with customers, determine the achievement of the salesperson in expanding the customer network (Agnihotria and Krushb, 2015). A salesperson is required to master the ability in understanding the different culture, different ethics and communication skills. Each region has a procedure for the association, customs and ethics that must be known by a salesperson. The success to expand the value based networking capability largely determined by the success in the culture and local customs.

7. Conclusion

The salesperson performance is an important indicator and determine the company's success. This research focuses on adaptive selling capability, learning orientation and customer orientation of the salesperson performance through value based networking capability which acts as the intervening variable. The research shows the results demonstrate that adaptive selling capability plays significant and positive impact on value based networking capability and salesperson performance. Besides, learning orientation and customer orientation either directly or indirectly have significant positive effect on value based salesperson performance and networking capability. Lastly is the value based networking capability depict significant positive result toward the performance of salesperson.

Implications

For salesperson, the managers' especially sales managers, and also the stakeholders of companies, researchers gave several managerial implications which can be embodied as an alternative policy by the company for getting more benefit. The results of this research indicate that the value based networking capability in the act of the intervening variable is able to complete the gap between adaptive selling capability and salesperson performance. The indicator of synergic customer networks in this study are: to develop a network of mutual benefit, develop the increasingly close family ties, develop the continuous cooperation with customers, share experiences with customers which are take important role in improving the performance of salespersons.

The sales manager and the staffs should cooperate in implementing the policy, the staffs in this case are the salespersons. In this case, the salesperson are those who know a lot about what

really happen in the field. This is conducted to achieve the level of effectiveness and high efficiency and save the cost spent by the company. The company is supposed give special treatment to salesperson who are able to broaden the new customer networks. The attention can be in the form of attractive incentives, foreign holidays. Extensive customer network and good quality of communication can improve the performance of the salesperson.

Limitation and Future Research

This study has several limitations that are potential for future research. The first result of this study can not be generalized, because the sample used is limited salesperson from some small and medium enterprises industry. Supposedly, salesperson from several industries, service industry and manufacturing products are included. Besides, professional sales force needs specific skills related to the type of product and the complexities offered. Special skills might in the form of be physical attraction, an engaging personality, level of education, knowledge and function of the product. Both researchers admit that might be there are variables which can increase the performance of the salesperson such as value based networking capability, quality of communication, customer retention, quality of customer bookings such as smart work, hard work, the use of technology in sales and others.

In this case, a dynamic interaction did not happen between researchers and respondents due to the design of this study which is cross-sectional. To build a dynamic interaction, longitudinal research data that can add deeper insights about sales is needed. Measuring performance requires indicators such as market share growth, sales growth, exceed the target set by the company, the growth of new customers but it still needs other indicators, such as the direct involvement of the sales manager. The accuracy of the empirical model in this study as a whole can not be said as very good fit/model but adequate fit models.

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DOI: <https://orcid.org/0000-0002-9819-1970>

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