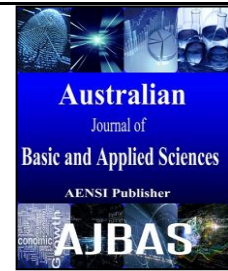




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Determinant of Salesperson's Factor Impact on Salesforce Performance Improvement on Network Marketing: Synthesis Research.

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ABSTRACT

Background: The objective of this research was to synthesize research findings of salesperson's factor impact on salesforce on network marketing. The research design was qualitative synthesis by using content analysis to apply on a multi-case study and also documentary literature review. The sample was selected from 12 researches of salesforce performance during 2010-2014. The research instrument was a set of record form. **Results:** The results showed two determinants salesperson's behavior and salesperson training impact on salesforce performance and salesforce effectiveness which directly affected organizational performance. An exploration overview performance theory to confirm determinants impact of salesforce performance (SFP) using 6 factors: 1. Personal details, 2. Skills, 3. Aptitude, 4. Motivation, 5. Roles, and 6. Organizational and Environmental factors. All of these factors were measured by SFP. **Conclusion:** This study finds important factors that could improve SFP, organizational performance and the opportunities for implementation and further research. Thus, this paper can be used as a basis for future empirical studies.

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INTRODUCTION

Direct selling is a very important tool to expand the channel of distribution to deliver products and services to customers in the market. There are more than 96.2 million direct salespersons in over 59 countries in 2013. The key element to success in the direct sales industry is network marketing which has proven over many years to be a successful and effective method of compensating direct sellers. World Federation of Direct Selling Associations (2013). Some salespersons are unsuccessful in sales because of a lack of efficiency in the operation with regards to personal behavior on selling, community and customers or other factors. Another factor is sales training which can improve performance. These elements are key to success and the increase in performance in salesforce and organization. So this research suggests a factor about salespersons that is effective on salesforce performance and organization. This study used Constructivism Theory which is basic philosophy. The learning and focus on creating new knowledge based on actual experiences (Duffy and Cunningham, 1996 cited Geraldine Lefoe 1998, Mills 2006, HAMAT 2010), which is the best way to use qualitative research. The strategies of qualitative research, using Multi-Case Study, is a

strategy that works on researching new knowledge. The context of fact occurred in 12 cases using data collection of document review which aimed to synthesize research on optimizing the salesforce performance which developed a conceptual framework for future research. The population in this study was a research report related to the salesforce performance. The sample by purposive sampling was selected using the following criteria: 1. The research findings were related to the performance of the salesforce and salesperson; 2. The research was conducted during 2010-2014; and 3. The research showed important information. The researcher found the source of data at the Library Research Group and Academic Services Section at Sripatum University (www.spu.ac.th/kibrary), which consists of the databases EBSCO, Emerald, ProQuest, ThaiLis and Google Scholar. The databases were searched using the words or phrases "salesforce performance", "salesperson" and "sales". The research instrument was a set of record form which contained: 1. Detail of basic research, 2. Factors affect on salesforce performance and measurement. 3. Suggestion of the research.

Literature Review:

Promotion is a marketing tool that can enhance

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performance. It comprises of advertising, personal selling, sales promotion, public relations and direct marketing Kotler (2003). Currently all organizations have individual salespersons and salesforces serving to conduct the sale activity which depends on the size and purpose of the organization based on the concept of Kotler (2012). Walker *et al* (1977), each salesperson classifies the principles of a salesforce. The few theoretical and empirical knowledge descriptions of salesforce is very important to the success of many organizations' sales management. The three basic factors regarding salesperson's performance are 1. The level of motivation of salespeople in each activity or task related to their work; 2. Sales or ability aptitude of individuals with limited ability to perform tasks and salesperson's understanding the role and motivation to perform; and 3. The role perception consists of role accuracy, role ambiguity and role conflict. The study determinants of motivation and performance in industry selling can explain the conceptual framework set of individual, interpersonal, organizational and environment variables which can affect a salesman's motivation and job satisfaction.

In 1985 Churchill *et al* meta-analyzed the evidence about the factors that affect on a salesperson's performance. A search of 116 articles and 1653 reports showed the results that illustrated the determinants of performance rank as follows: 1. Personal factors, 2. selling skills 3. role variable, 4. aptitude, 5. motivation and 6. organizational and environmental factors. All of these factors were affected by the type of products that the salespeople were selling. The salesforce must develop their team to always outperform its competitors. But if the salespersons do not increase their performance, the salesforce will be affected as well. Sales is one of the most challenging tasks of salesforce, Brent M. Wren *et al* (2013). Carsten Baumgarth (2011) did various research studies on determinants of direct sales success and the obvious increase in performance. We searched about 80 researches about determinant effect of salesforce performance and found many researches following variables of Walker *et al* (1977) and Churchill *et al* (1985) to measurement of performance but had different independent variables which is illustrated on Table 1.

Table 1: Independent variable effect on salesforce performance.

Researcher/year	SFP	Behavior	Training	Ethic	Customer-Orientation	Organizational performance
Ramendra Singh, Abraham (2010)	✓	✓				✓
Asiegbu <i>et al.</i> (2011)	✓					✓
Peder Henrik Seglund (2012)	✓	✓				✓
Sergio Roman <i>et al</i> (2012)	✓		✓		✓	
Ines Kuster and Pedro Canales (2011)	✓	✓				✓
Aaron D. Arndt, Kiran Karande (2012)	✓		✓			
Charles E. Pettijohn (2010)	✓		✓			✓
Ramendra, Rakesh (2012)	✓	✓		✓		✓
Christian Homburg <i>et al</i> (2011)	✓	✓			✓	
Schwepker Jr <i>et al</i> (2013)	✓			✓		✓
Rasheed Kola Ojikutu <i>et al.</i> (2013)	✓			✓		✓
Paolo Guenzi (2010)	✓	✓				✓

Of the four factors of behavior, training, ethic and customer orientation, we chose the most interesting two factors for this research. However, salespeople today are expected not only to meet sales targets but also to build long-term, profitable business relationships which in turn are based on

positive emotions such as customer satisfaction. Salesperson performance is an evaluation and contribution to achieving the organization's objectives, Churchill (1985). Several researches represent variables of salesforce performance by the theory in performance, Churchill (1985).

Table 2: Measurement of salesforce performance.

Researchers	Characteristic	Skill	Role	Aptitude	Motivation	Organizational
Ramendra, Abraham (2010)		✓	✓		✓	
Carsten Baumgarth (2011)	✓					
Ramendra Singh (2011)	✓					
Aaron D., Kiran (2012)			✓			
Wendy Ritz (2013)			✓		✓	✓
Pankaj M. Madhani (2010)					✓	
Paolo Guenzi (2010)	✓			✓		
Charles E. Pettijohn (2010)		✓				
AHMAD S.Z.a <i>et al</i> (2010)		✓				
Thomas G. Brashear (1997)	✓	✓	✓		✓	
Richard E. Plank (1996)	✓	✓		✓		
Nikolaos ,Sergios (2009)			✓			
G. Alexander <i>et al</i> (2011)			✓			
Tanya, Lucette B (2013)		✓				

Ine s Ku`ster ,Pedro (2011)					✓	✓
Fernando <i>et al</i> (2012)						✓
Brent M (2014)	✓				✓	
Muhammad (2013)	✓		✓			

Research Finding:

Qualitative Research analysis via synthesized 12 case studies as follows:

1. Ahmad S. Za*, Basir M. Sahb and KITCHEN P. J. c (2010), "The Relationship between Sales Skills and Salesperson Performance, and the Impact of Organizational Commitment". The objective is about the impact of sales skills, interpersonal skills, salesmanship, technical and marketing skills on salesperson performance, and to investigate the effect of organizational commitment. The sample size was collected from 114 salesperson's supervisors. The result showed that interpersonal skills had a positive impact on salesperson performance. This is an important factor that contributes to salesperson performance such as selling skills and sales effectiveness.

2. Brent M. Wren and David Berkowitz et E. Stephen Grant (2014) "Attitudinal, Personal, and Job-Related Predictors of Salesperson Turnover." The purpose of this study to determine the ability of managers to predict a high level of propensity to leave. The data was collected from salesforces of ten firms of consumer and industry products, a sample of 604 salespersons by mailing and analyze via multiple discriminant analysis. The result discriminant set of attitudinal variables, personal characteristics and job can identify and discriminate salesperson propensity to leave. PL study is about job satisfaction, organizational commitment, job involvement, role stress and personal characteristic measurement (sex, age, education, income, etc.).

3. Asiegbu, Ikechukwu Francis *et al* (2011), "Salesforce Competence Development and Marketing Performance of Industrial and Domestic Products Firms in Nigeria". Data was collected from 4 employees from each of 36 firms chosen randomly from 40 firms totaling 144 questionnaires from among senior sales managers, marketing managers and marketing executives. The data was analyzed using descriptive tables, SPSS Multiple Regression Analysis and Pearson Correlation Coefficient, the interaction between salesforce competence development variables and marketing performance. The result showed that salesforce competence had a direct impact on organizational performance (sales growth, sales volume and profitability).

4. Ashraf M. Attia *et al* (2014), "Sales Training: Comparing Multinational and Domestic Companies". The research paper purpose was to check similarities and differences of status for start sales training of domestic and multinational companies. The data was collected using a judgment sample selected from 87 multinational corporations and from 56 domestic firms of sales managers, marketing managers and sales supervisors. The data was analyzed using

MANOVA and F-test. The result showed that multinational corporations were different from domestic firms as follows: sales training: need determination, objective setting, methods, content and evaluation training. The result insisted domestic firms in Egypt are still far from having standard sales training. Sales training is very important and is able to improve and change domestic performance into a global business.

5. Iné s Ku`ster and Pedro Canales (2011), "Compensation and control Sales Policies, and Sales Performance: the Field Sales Manager's Points of View". This research paper analyzed the relationship about the compensation system of salary and commission effect on salesperson performance and salesforce effectiveness using the ANOVA Analyze Compensation System. The sample size was 108 sales managers. The result showed that the compensation system had an impact on both salesperson and salesforce. Companies that paid fix salaries by behavior control, improved salesperson performance more than commission. This research insisted salesperson behavior effect on performance and compensation motivated salesperson to concentrate their desire in a new direction. This research used salesforce variables of compensation, team size and sales figures variation.

6. Ramendra Singh et Gopal Das (2013). "The impact of job satisfaction, adaptive selling behaviors and customer orientation on salesperson's performance: exploring the moderating role of selling experience." The purpose was to investigate that selling experience had a moderating effect between job satisfaction and sales performance, and adaptive selling behavior had an impact on salesperson performance and customer orientation. Data was collected from a sample of 380 business-to-business insurance salespersons in India and was tested the hypotheses of structural equation modeling (SEM). The result showed that customer oriented selling improved the experience of salespersons. Job satisfaction is weaker for more experienced salespersons. Salespersons' performance description job satisfaction and customer oriented selling than adaptive selling behaviors.

7. C. David Shepherd (2011), "Sales manager training practices in small and large firms". The purpose of this research paper was the examination between large and small organizations related to training sales managers. Data was collected from a sample of sales managers and trainers employed by firms across the USA and analyzed by small and large organizational salesforce size. The research pretested among 40 members of professional selling advisors and surveyed by e-mail a further 3,000 sales managers with a total response of 265 respondents.

The results of the sales managers showed that many were similar of both small and large organizations but there were some significant differences of teaching approaches, types of instructors, training locations, method, and the content utilized. The point of this research was the sales training effect on sales performance and organization performance.

8. Charles E. Pettijohn *et al* (2010), "The relationship between emotional intelligence and customer orientation for pharmaceutical salespeople". This research paper demonstrated the relationship between salesperson intelligence and customer orientation levels in pharmaceutical marketing. Data was collected from 71 pharmaceutical salespeople in the UK. The result demonstrated that salesperson's emotional intelligence levels have a positive relation with their customer-orientation levels. Emotional description for behavior to participation in activity support with appropriate decisions in a work situation. Customer-orientation selling is a critical factor that affects sales role in salesperson performance in their activity. We conclude that emotional demonstrate of salesperson's behavior has an impact on sales role on salesperson customer-orientation levels.

9. Fernando Jaramillo *et al* (2012), "Salesperson resistance to change: an empirical investigation of antecedents and outcomes" The research paper identifies about salesperson's behavioral resistance to change. Data was collect from 233 salespeople. The result showed that salespersons tend to resist change if they believe it will increase their workload. They are unlikely to resist change when they have a higher level of independence in their work and their performance and resistance to change has a negative impact on the salesperson's performance. This research illustrated the changes by management that contributed the resistant behavior of salesperson and the impact on salesforce performance.

10. Guangping Wang *et al.* (2012), "The Interactive Effects Of Salesforce Control On Salespeople Behaviors And Customer Outcomes". This exploratory research showed about the effect of salesperson's behavior control system. Data was collected by mailing 250 suppliers and 250 customers in business-to-business buyers and sellers in China, and tested the hypotheses via SEM. It was found that the selling behavior impact on customer satisfaction and made customer decide to purchase.

11. Ramendra Singh and Rakesh Singh (2012), "Karma orientation in boundary spanning sales employees". The article studied about new constructs of Karma orientation based on individual actions on their team's performance. There were four dimensions of Karma orientation of salespersons. 1. Work as selfless action; 2. work as a duty to others; 3. work related rewards; and 4. composed under environmental influences. Behavior of Karma orientation increased the relationship with customers and selling effectiveness that had an impact on

organizational performance.

12. Joseph M. Ntayi *et al* (2010), "Salesforce behavioral performance of accounts relationship managers (ARMS) in Uganda's commercial banks". The purpose of this article was to investigate salesforce behavioral performance in commercial firms by phenomenological approach. Data was collected from 15 banks with a sample of 75 accounts of managers. The result showed that background factors reinforced behavior while punishment reinforced the social skills that were important for selling of salesperson in service of the bank. This research illustrated that reinforced behavior can improve skills and salesforce performance, and that learning behavior is positively associated with team performance.

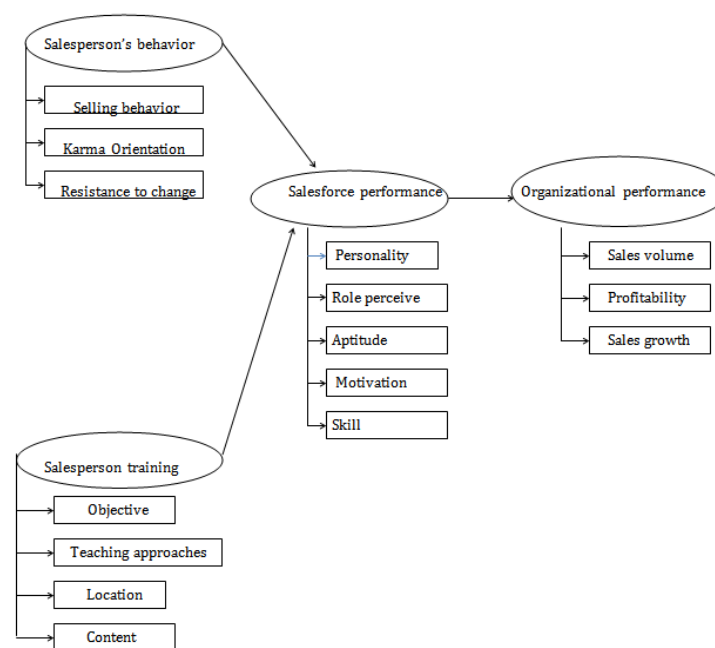
Discussion:

Salesforce performance identified 6 factors to improve performance as follows: 1. Personal factors; 2. selling skills 3. role variables; 4. aptitude; 5. Motivation; and 6. organizational and environmental factors. Churchill (1985) used the factors to measure salespersons performance Ramendra Singh, Abraham (2010), Asiegbu *et al.* (2011), Peder Henrik Seglund(2012), Ramendra Singh(2011), SergioRoman *et al*(2012), SchwepkerJr *et al* (2013), David Lyus(2010), Iné'sKu'ster and Pedro Canales(2011), Wendy Ritz (2013), Carsten Baumgarth(2011), Muhammad Ehsan Malik(2013), CharlesE.Pettijohn(2010), AHMAD S.Z.aet *al* (2010), Tanya, Lucette B. Comer (2013), Fernando Jaramillo *et al* (2012), Christian Homburg *et al* (2011), Rasheed Kola Ojikutu *et al.*(2013). The factors effect on salesforce performance are salesperson's behavior that had an impact on salesforce performance . Ramendra Singh,Abraham(2010), Peder Henrik Seglund (2012), Ramendra Singh (2011), Iné'sKu'sterandPedroCanales(2011), Wendy Ritz (2013), Carsten Baumgarth(2011), Paolo Guenzi (2010) Ramendra ,Rakesh (2012), Tanya, Lucette B. Comer (2013), Fernando Jaramillo *et al* (2012), Christian Homburg *et al*(2011), RasheedKola Ojikutu *et al.*(2013) and sales training had an impact on salesforce performance Sergio Roman *et al* (2012), AaronD. Arndt, Kiran Karande (2012), Charles E. Pettijohn (2010). Salesperson's behavior was compounded about reinforcement behavior Joseph M. Ntayi *et al*(2010), karma orientation(1) work as selfless action 2. work as duty to others (3) work related rewards (4) compose under environmental influences) Ramendra Singh and Rakesh Singh (2012), behavior control system Guangping Wang *et al.*(2012), behavior resistance to change Fernando Jaramillo *et al* (2012). Sales training compounded about objective setting, teaching approaches, methods, locations, types of instructors, content and evaluation training C. David Shepherd (2011), Ashraf M. Attia *et al* (2014).

Salesforce performance had a direct impact on organizational performance (sales growth, sales volume and profitability) Ramendra Singh, Abraham (2010), Asiegbu *et al.* (2011), Peder Henrik Seglund (2012), Schwepker Jr *et al.* (2013), David Lyus (2010), Iné'sKu'sterand Pedro Canales (2011), Aaron D. Arndt, Kiran Karande (2012), Carsten Baumgarth (2011), Muhammad Ehsan Malik (2013), AHMAD S.Z. *et al.* (2010), Ramendra, Rakesh (2012), Rasheed Kola Ojikutu *et al.* (2013)

Conclusion:

The synthesis research on improvement on salesforce performance. The research was conducted with suggested as follows in figure 1 below.



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The component to measure the salesforce performance had 6 elements Churchill (1985), Anderson (1987), and the researcher can apply the content to fit the context of the research. We should study other factors that affect performance apart from behavior and training that increase salesforce performance and organizational performance.

The results of the synthesize research can summarized as a conceptual framework for study and development research in the future as follows.

Figure 2 Conceptual framework of Determinante of Salesperson's Behavior and Salesperson Training of Salesforce Performance Improvement on Network Marketing.

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