

# FAKTOR-FAKTOR YANG MEMPENGARUHI RENDAHNYA KINERJA SALESMAN

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CV. Panca Tirta Pratama sebagai perusahaan yang memproduksi teh dalam kemasan gelas dengan merk ARSY dengan segmen pasar masyarakat menengah ke bawah, beberapa bulan belakangan perusahaan mengeluhkan penurunan penjualan yang terjadi di perusahaan tersebut dikarenakan menurunnya kinerja salesman. Beberapa permasalahan yang dihadapi salesman yang berkaitan dengan peraturan perusahaan diantaranya adalah selling out yang lambat di outlet langganan mereka, sulitnya outlet dalam membayarkan tagihan, target yang melebihi plafon, serta penggantian uang tagihan atas hilangnya outlet langganan yang seluruhnya dibebankan pada salesman. Sedangkan permasalahan lain yang tidak berkaitan dengan peraturan perusahaan adalah kealpaan menagih oleh salesman ke outlet langganan, permasalahan pribadi yang terbawa ke dalam pekerjaan, serta permasalahan salesman dengan rekan kerja dan juga pimpinan perusahaan.

Penelitian ini merupakan penelitian deskriptif kualitatif, yaitu penelitian yang menggunakan teknik analisa dengan cara menggambarkan, memaparkan dan menjelaskan data-data yang diperoleh, serta mengorganisasikan data, memilah-milahnya menjadi satuan yang dapat dikelola, mensintesiskannya, mencari dan menemukan pola, dan juga menemukan apa yang penting dan memutuskan apa yang dapat diceritakan kepada orang lain. Metode pengumpulan data yang digunakan adalah wawancara dengan subyek yang dipilih dalam penelitian ini terdiri dari tiga orang, yang memenuhi kriteria, yaitu para salesman yang mengalami penurunan kinerja pada mereka berdasarkan teori dan informasi yang didapat dari perusahaan. Sedangkan teknik pemeriksaan keabsahan data yang digunakan dalam penelitian ini adalah triangulasi dengan sumber, adapun yang menjadi sumber dalam penelitian ini adalah dua orang dari pihak perusahaan, yaitu wakil direktur dan supervisor salesman.

Hasil penelitian tentang faktor-faktor penyebab rendahnya kinerja salesman di CV. Panca Tirta Pratama adalah kemampuan individual untuk melakukan pekerjaan (meliputi kurang beraninya subjek berbicara secara persuasif, dan masuknya permasalahan pribadi ke pekerjaan), tingkat usaha yang dicurahkan (meliputi kurangnya motivasi untuk bekerja, kehadiran dalam waktu kerja, dan tidak disepakatinya jam kerja oleh pihak perusahaan), serta dukungan organisasi (meliputi kurangnya pengembangan promosi oleh pihak perusahaan, manajemen karyawan tentang penggantian uang tagihan atas outlet yang hilang yang tidak sebanding dengan penghasilan yang didapatkan, dan adanya konflik dengan rekan kerja yang belum terselesaikan).

CV. Panca Tirta Pratama as the company that produced tea in the package of glasses with the ARSY make with the segment of the community's middle market down, several months later the company complained about the decline in the sale that happened in this company was caused by the decline in the performance of the salesman. Several problems that were dealt with by the salesman who was linked with the company's regulation including being selling out that was slow in outlet their customer, the difficulty outlet in paying the bill, the target that exceeded the

ceiling, as well as the replacement of money for the bill on the loss outlet the customer who completely was placed to the salesman. Whereas the other problem that was not linked with the company's regulation was press for payment neglect by the salesman to outlet the customer, the personal problem that was carried in the work, as well as the problem of the salesman with the workmate but also the management of the company.

This research was the descriptive research qualitative, that is the research that used the analysis technique by means of depicting, explaining and explaining the data that was received, as well as organised the data, classified him to the unit that could be carried out, sintesized it, look for and found the pattern, but also found what was important and broke what could be told to the other person. The method of the data collection that was used was the interview with the subject that was chosen in this research consisted of three people, who filled the criterion, that is the salesman who experienced the decline in the achievement to them were based on the theory and information that were received from the company. Whereas the technique of the data that was used in this research of the legality inspection was triangulation with the source, as for that became the source in this research was two people from the company's side, that is the Deputy Director and the salesman's supervisor.

The results of the research about factors which affects the low performance of the salesman in CV. Panca Tirta Pratama were the individual capacity to carry out the work (covered not braver him the subject spoke persuasively, and the entry of the personal problem to the work), the level of efforts that were lavished (covered the shortage of the motivation to work, the presence in work time, and was not agreed to by him the working hours by the company's side), as well as the organisation support (covered the shortage of the development of the promotion by the company's side, the management of the employee about the replacement of money for the upper bill outlet that was lost that was incomparable with the production that was obtained, and the existence of the conflict with the workmate who was not yet resolved).