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

SYAHPUTRA



UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2017**

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

**By
SYAHPUTRA**



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Doctor of Philosophy**



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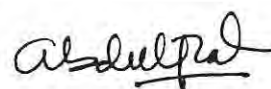
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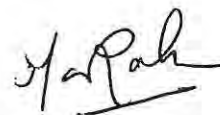
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Abstract

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

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

Abstrak

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

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

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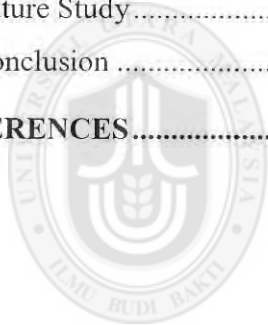
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List of Abbreviations

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



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CHAPTER ONE

INTRODUCTION

1.1 Overview

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

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

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Appendix A

Questionnaire



Questionnaire

Letter of Instructions to Respondents

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

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

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

Thank you very much for your kind help.

Kindest regards,

Syahputra (student id: 94962)

Hp: +62-8122342210

E-mail: syahputra79@gmail.com

Questionnaire

Section A: Personal Information about Yourself

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

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

1. Gender i. Male ii. Female

2. Age: _____ (Please write down your age to the nearest year)

3. Job status: i. Full-time ii. Part-time

4. Academic qualification:

SMA/High School	<input type="checkbox"/>
Diploma	<input type="checkbox"/>
S1 / Undergraduate	<input type="checkbox"/>
S2 / Master	<input type="checkbox"/>
S3 / Doctoral	<input type="checkbox"/>
Lain-lain/Others	<input type="checkbox"/>

5. Are you a member of Million Dollar Round Table Club? Yes No

6. How long have you worked with the present company?

_____ (Please state to the nearest year)

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

_____ (Please state to the nearest year)

Section B: Sales Organizational Effectiveness:

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

1. Strongly Disagree	2. Disagree	3. Neither Agree nor Disagree	4. Agree	5. Strongly Agree
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As a sales manager, I think....:

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

Section C: Salesforce Performance:

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

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

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

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

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

Section D: Sales Management Control Strategy

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

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

As a sales manager, I.....:

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

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

Section E: Salesforce Characteristics

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

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

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

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

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

Section F: Salesforce Automation

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

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

As a sales manager, I think that my salespeople

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

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



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Kuesioner

Instruksi Untuk Responden

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

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

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

Terima kasih banyak atas partisipasi Bapak dan Ibu.

Syahputra (94962)
Hp: + 62-8122342210
E-mail: syahputra79@gmail.com

Kuesioner

Bagian A: Informasi Pribadi

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

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

SMA	<input type="checkbox"/>
Diploma	<input type="checkbox"/>
S1	<input type="checkbox"/>
S2	<input type="checkbox"/>
S3	<input type="checkbox"/>
Lain-lain	<input type="checkbox"/>

5. Apakah anda anggota Million Dollar Round Table Club? Ya Tidak
6. Berapa lama anda bekerja di perusahaan yang sekarang?
_____ (Sebutkan tahun terdekat)
7. Berapa lama anda bekerja di bidang asuransi jiwa?
_____ (Sebutkan tahun terdekat)

Bagian B: Efektivitas Organisasi Penjualan:

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

1. Sangat Tidak Setuju	2. Tidak Setuju	3. Setuju atau Tidak Setuju	4. Setuju	5. Sangat Setuju
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Sebagai seorang manajer penjualan, saya pikir...:

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

Bagian C: Kinerja Tenaga Penjual:

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

1. Sangat Tidak Setuju	2. Tidak Setuju	3. / Setuju atau Tidak Setuju	4. Setuju	5. Sangat Setuju
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Sebagai seorang manajer penjualan, saya dapat melihat tenaga penjual...:

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

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

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

Bagian D: Strategi Mengontrol Manajemen Penjualan

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

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

Sebagai seorang manajer penjualan, saya...:

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

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

Bagian E: Karakteristik Tenaga Penjual

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

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

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

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

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

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

1. Sangat Tidak Setuju	2. Tidak Setuju	3. Setuju atau Tidak Setuju	4. Setuju	5. Sangat Setuju
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Sebagai manajer penjualan, saya pikir tenaga penjual...:

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

Note: SFA adalah sistem informasi tenaga penjual yang digunakan perusahaan

Appendix B

Statistic Results

TEST OF NON-RESPONSE BIAS

Group Statistics

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

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Profitability	Equal variances assumed	.334	.564	-1.786	268	.075	-.14541	.08142	-.30571	.01490
	Equal variances not assumed			-1.786	264.012	.075	-.14541	.08142	-.30573	.01491
Sales Volume	Equal variances assumed	.852	.357	-.347	268	.729	-.02963	.08539	-.18776	.13850
	Equal variances not assumed			-.347	266.181	.729	-.02963	.08539	-.18777	.13851
Sales Organization Effectiveness	Equal variances assumed	.267	.605	-1.232	268	.219	-.08752	.07102	-.22734	.05230
	Equal variances not assumed			-1.232	267.931	.219	-.08752	.07102	-.22734	.05230
Salesforce Performance	Equal variances assumed	10.084	.002	.323	268	.747	.03000	.09301	-.15313	.21313
	Equal variances not assumed			.323	255.121	.747	.03000	.09301	-.15317	.21317
Sales Management Control Strategy	Equal variances assumed	.891	.346	2.378	268	.018	.09793	.04117	.01686	.17909
	Equal variances not assumed			2.378	265.314	.018	.09793	.04117	.01686	.17908
Salesforce Characteristics	Equal variances assumed	4.950	.027	-.702	268	.483	-.06341	.09031	-.24121	.11440
	Equal variances not assumed			-.702	255.176	.483	-.06341	.09031	-.24125	.11444
Salesforce Automation	Equal variances assumed	16.735	.000	.388	268	.699	.03474	.08960	-.14166	.21114
	Equal variances not assumed			.388	232.721	.699	.03474	.08960	-.14176	.21128

FACTOR ANALYSIS RESULTS

KMO and Bartlett's Test

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

Anti-image Matrices

		EO1	EO2	EO3	EO4	EO5	EO6	EO7	EO8
Anti-image Covariance	EO1	.775	-.258	.124	-.060	-.013	.023	-.045	-.033
	EO2	-.258	.549	-.261	.094	-.072	-.021	-.016	-.025
	EO3	.124	-.261	.589	-.018	-.121	.096	-.101	-.021
	EO4	-.060	.094	-.018	.721	-.042	.078	-.160	-.123
	EO5	-.013	-.072	-.121	-.042	.640	-.134	-.060	-.037
	EO6	.023	-.021	.096	.078	-.134	.578	-.191	-.100
	EO7	-.045	-.016	-.101	-.160	-.060	-.191	.391	-.145
	EO8	-.033	-.025	-.021	-.123	-.037	-.100	-.145	.554
Anti-image Correlation	EO1	.660 ^a	-.396	.183	-.080	-.019	.034	-.082	-.051
	EO2	-.396	.667 ^a	-.459	.149	-.122	-.038	-.034	-.045
	EO3	.183	-.459	.699 ^a	-.027	-.197	.164	-.210	-.037
	EO4	-.080	.149	-.027	.766 ^a	-.061	.121	-.302	-.195
	EO5	-.019	-.122	-.197	-.061	.692 ^a	-.221	-.120	-.062
	EO6	.034	-.038	.164	.121	-.221	.767 ^a	-.403	-.178
	EO7	-.082	-.034	-.210	-.302	-.120	-.403	.792 ^a	-.312
	EO8	-.051	-.045	-.037	-.195	-.062	-.178	-.312	.871 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

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

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.438	42.978	42.978	3.438	42.878	42.978	2.589	32.492	32.492
2	1.214	15.176	58.154	1.214	15.176	58.154	2.053	25.662	58.154
3	.906	11.348	69.500						
4	.803	10.043	79.543						
5	.556	6.956	86.498						
6	.438	5.473	91.971						
7	.359	4.475	96.446						
8	.284	3.554	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix

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

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Rotated Component Matrix

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

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Component Transformation Matrix

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

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

KMO and Bartlett's Test

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

Communalities

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

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18.240	67.555	67.555	18.240	67.555	67.555	9.072	33.601	33.601
2	1.265	4.665	72.240	1.265	4.665	72.240	6.815	25.242	58.843
3	1.030	3.816	76.056	1.030	3.816	76.056	4.647	17.213	76.056
4	.761	2.820	78.875						
5	.543	2.011	80.887						
6	.486	1.802	82.688						
7	.453	1.679	84.367						
8	.429	1.566	85.933						
9	.402	1.486	87.443						
10	.381	1.410	88.852						
11	.366	1.355	90.207						
12	.306	1.135	91.342						
13	.286	.994	92.336						
14	.237	.879	93.216						
15	.219	.810	94.025						
16	.202	.749	94.775						
17	.190	.703	95.478						
18	.183	.678	96.156						
19	.170	.630	96.786						
20	.147	.544	97.330						
21	.133	.492	97.822						
22	.130	.481	98.303						
23	.111	.412	98.714						
24	.103	.382	99.096						
25	.096	.352	99.446						
26	.060	.296	99.744						
27	.069	.256	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix

	Component		
	1	2	3
KTP1	.727	-.100	.228
KTP2	.711	-.113	-.003
KTP3	.801	-.001	.008
KTP4	.862	.096	.146
KTP5	.841	-.169	.055
KTP6	.858	-.122	.122
KTP7	.862	-.059	.067
KTP8	.853	-.251	-.129
KTP9	.875	-.235	-.050
KTP10	.825	-.138	.031
KTP11	.865	-.215	-.112
KTP12	.908	-.128	-.004
KTP13	.804	-.251	-.037
KTP14	.850	-.257	-.172
KTP15	.833	-.317	-.178
KTP16	.851	-.121	.175
KTP17	.874	-.197	.036
KTP18	.781	.347	-.413
KTP19	.820	.262	-.311
KTP20	.802	.292	-.375
KTP21	.767	.301	-.312
KTP22	.773	.384	.245
KTP23	.830	.201	.091
KTP24	.793	.164	.348
KTP25	.792	.245	.123
KTP26	.827	.151	.264
KTP27	.772	.200	.168

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Rotated Component Matrix

	Component		
	1	2	3
KTP1	.393	.622	.224
KTP2	.564	.360	.263
KTP3	.543	.468	.357
KTP4	.497	.641	.341
KTP5	.688	.452	.251
KTP6	.656	.529	.237
KTP7	.620	.519	.312
KTP8	.776	.296	.342
KTP9	.770	.371	.305
KTP10	.656	.440	.277
KTP11	.756	.331	.355
KTP12	.710	.467	.346
KTP13	.732	.332	.255
KTP14	.784	.262	.368
KTP15	.816	.223	.332
KTP16	.644	.562	.197
KTP17	.731	.446	.264
KTP18	.328	.310	.835
KTP19	.404	.368	.734
KTP20	.378	.326	.788
KTP21	.340	.354	.732
KTP22	.216	.780	.386
KTP23	.406	.628	.422
KTP24	.377	.771	.204
KTP25	.345	.647	.406
KTP26	.419	.726	.271
KTP27	.358	.647	.341

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Component Transformation Matrix

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

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

KMO and Bartlett's Test

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

Communalities

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

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.423	17.692	17.692	4.423	17.692	17.692	4.349	17.398	17.398
2	3.047	12.187	29.879	3.047	12.187	29.879	2.398	9.591	26.988
3	2.254	9.016	38.895	2.254	9.016	38.895	2.348	9.391	36.379
4	2.080	8.321	47.215	2.080	8.321	47.215	2.142	8.569	44.948
5	1.222	4.888	52.103	1.222	4.888	52.103	1.789	7.155	52.103
6	.992	3.970	56.073						
7	.950	3.802	59.875						
8	.887	3.547	63.421						
9	.879	3.517	66.939						
10	.833	3.330	70.269						
11	.766	3.064	73.333						
12	.734	2.937	76.269						
13	.702	2.808	79.077						
14	.630	2.518	81.596						
15	.607	2.429	84.025						
16	.546	2.185	86.210						
17	.521	2.085	88.294						
18	.505	2.020	90.314						
19	.437	1.746	92.060						
20	.423	1.693	93.754						
21	.376	1.506	95.260						
22	.358	1.432	96.691						
23	.316	1.263	97.954						
24	.265	1.061	99.015						
25	.246	.985	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix

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

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Rotated Component Matrix

	Component				
	1	2	3	4	5
SM1	.824	-.019	.076	.026	-.176
SM2	.803	.014	.058	.054	-.017
SM3	.792	.029	.029	.062	.146
SM4	.744	.061	.072	-.049	.050
SM5	.556	-.107	-.035	-.097	-.017
SM6	.738	.040	-.032	-.002	.247
SM7	.535	-.067	.013	.108	-.051
SM8	.816	.013	.034	-.027	-.052
SM9	-.007	-.052	.026	.661	-.057
SM10	-.096	.082	.039	.713	-.017
SM11	.090	.072	.010	.518	-.067
SM12	.062	-.209	-.192	.505	.215
SM13	-.002	-.023	-.006	.756	-.078
SM14	-.024	.722	-.054	.046	.198
SM15	.017	.718	-.061	-.052	.134
SM16	-.054	.649	.161	-.085	-.089
SM17	.009	.747	.098	-.049	-.138
SM18	-.006	.521	-.050	.087	.082
SM19	.083	-.037	.845	-.020	.066
SM20	.029	-.010	.778	-.017	.168
SM21	.024	.103	.752	-.082	.225
SM22	.039	.014	.499	.124	.340
SM23	-.041	.071	.145	-.017	.679
SM24	.064	.009	.218	-.002	.637
SM25	.008	.102	.207	-.156	.670

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Component Transformation Matrix

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

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

KMO and Bartlett's Test

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

Anti-image Matrices

	KAR1	KAR2	KAR3	KAR4	KAR5	KAR6	KAR7	KAR8	KAR9	KAR10	KAR11	KAR12	KAR13	KAR14
Anti-image Covariance	KAR1 .440	KAR2 -.032	KAR3 -.012	KAR4 .007	KAR5 -.027	KAR6 -.075	KAR7 -.033	KAR8 .006	KAR9 -.059	KAR10 -.034	KAR11 .051	KAR12 .052	KAR13 -.005	KAR14 .058
	KAR2 -.032	.314	KAR3 -.054	KAR4 -.041	KAR5 -.011	KAR6 .001	KAR7 -.004	KAR8 -.052	KAR9 .042	KAR10 .064	KAR11 .064	KAR12 -.046	KAR13 -.035	KAR14 -.021
	KAR3 -.012	-.054	.270	KAR4 -.008	KAR5 -.032	KAR6 -.070	KAR7 -.045	KAR8 -.003	KAR9 -.042	KAR10 .026	KAR11 .026	KAR12 -.023	KAR13 -.010	KAR14 .026
	KAR4 .007	-.041	-.008	.227	KAR5 -.057	KAR6 -.049	KAR7 .006	KAR8 -.007	KAR9 -.042	KAR10 .007	KAR11 .007	KAR12 -.024	KAR13 -.041	KAR14 .022
	KAR5 -.027	-.041	-.032	-.057	.233	KAR6 -.007	KAR7 .000	KAR8 -.017	KAR9 .016	KAR10 .043	KAR11 .005	KAR12 .005	KAR13 .015	KAR14 -.014
	KAR6 -.075	.021	-.070	-.046	-.027	.218	KAR7 -.030	KAR8 .006	KAR9 .050	KAR10 .076	KAR11 .016	KAR12 .024	KAR13 .042	KAR14 .049
	KAR7 -.033	.004	-.049	-.049	.009	-.030	.197	KAR8 .052	KAR9 .017	KAR10 .043	KAR11 .020	KAR12 .043	KAR13 .016	KAR14 .004
	KAR8 .006	-.052	-.069	-.007	-.017	.006	-.052	.196	KAR9 .064	KAR10 .020	KAR11 .045	KAR12 .005	KAR13 .003	KAR14 .049
	KAR9 -.059	.042	-.033	-.049	-.038	-.030	.036	.036	.196	KAR10 .003	KAR11 .005	KAR12 .077	KAR13 .054	KAR14 .102
	KAR10 -.034	.064	.042	-.047	-.040	.075	-.049	.020	.036	.196	KAR11 .003	KAR12 .005	KAR13 .005	KAR14 .045
	KAR11 .051	-.064	.026	.056	.005	-.010	-.020	-.036	.003	.003	.196	KAR12 .001	KAR13 .040	KAR14 .012
	KAR12 .052	-.046	-.023	-.024	.005	-.024	-.043	-.033	-.003	-.003	.003	.196	KAR12 .012	KAR14 .022
	KAR13 -.005	-.035	-.010	.041	.019	-.042	.016	.003	-.004	-.021	-.004	.003	.196	KAR14 .022
	KAR14 .058	-.021	.026	-.032	-.018	-.050	-.008	.048	-.002	-.006	-.040	.032	-.077	.433
Anti-image Correlation	KAR1 .951	KAR2 -.067	KAR3 -.034	KAR4 .022	KAR5 -.074	KAR6 -.246	KAR7 -.111	KAR8 .015	KAR9 -.187	KAR10 -.030	KAR11 .138	KAR12 .138	KAR13 -.005	KAR14 .139
	KAR2 -.067	.857	KAR3 -.166	KAR4 -.152	KAR5 -.134	KAR6 .079	KAR7 .016	KAR8 -.210	KAR9 .135	KAR10 .135	KAR11 .109	KAR12 .140	KAR13 -.065	KAR14 -.068
	KAR3 -.034	-.166	.863	KAR4 -.037	KAR5 -.115	KAR6 -.209	KAR7 .212	KAR8 .017	KAR9 .116	KAR10 .002	KAR11 .078	KAR12 .078	KAR13 -.027	KAR14 .113
	KAR4 .022	-.152	-.037	.860	KAR5 -.260	KAR6 -.206	KAR7 .043	KAR8 .025	KAR9 .160	KAR10 .140	KAR11 .144	KAR12 .145	KAR13 .119	KAR14 .102
	KAR5 -.074	-.134	-.115	-.260	.873	KAR6 .109	KAR7 .001	KAR8 .072	KAR9 .127	KAR10 .104	KAR11 .020	KAR12 .017	KAR13 .048	KAR14 .051
	KAR6 -.246	.078	-.269	-.256	-.103	.837	KAR7 .144	KAR8 .000	KAR9 .000	KAR10 .228	KAR11 .035	KAR12 .005	KAR13 .123	KAR14 .317
	KAR7 -.111	.014	-.212	.043	.001	-.144	.843	KAR8 .470	KAR9 .068	KAR10 .157	KAR11 .040	KAR12 .166	KAR13 .051	KAR14 .025
	KAR8 .015	-.210	-.037	-.035	-.072	.030	.470	.835	KAR9 .101	KAR10 .054	KAR11 .137	KAR12 .134	KAR13 .008	KAR14 .167
	KAR9 -.187	.135	-.011	-.180	-.127	.000	.068	.101	.835	KAR10 .251	KAR11 .005	KAR12 .005	KAR13 .174	KAR14 .280
	KAR10 -.030	.135	.116	-.140	-.104	.236	.157	.064	.251	.835	KAR11 .255	KAR12 .025	KAR13 .235	KAR14 .055
	KAR11 .138	-.109	.065	.184	.029	-.033	.009	.137	.005	.255	.844	KAR12 .004	KAR13 .029	KAR14 .064
	KAR12 .138	.140	-.078	-.035	.017	-.066	.166	.134	.005	.025	.004	.844	KAR12 .029	KAR14 .123
	KAR13 -.005	-.065	-.027	.119	.048	-.123	.051	.009	-.134	.025	-.004	.029	.844	KAR14 .162
	KAR14 .139	-.068	.113	-.102	-.051	-.317	-.028	.067	-.260	-.055	-.123	.064	-.162	.823

• Measures of Sampling Adequacy(MSA)

Communalities

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

Extraction Method: Principal Component Analysis.

Total Variance Explained

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

Extraction Method: Principal Component Analysis.

Component Matrix

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

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Rotated Component Matrix

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

KMO and Bartlett's Test

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

Anti-image Matrices

	SFA1	SFA2	SFA3	SFA4	SFA5	SFA6	SFA7	SFA8	SFA9	SFA10	
Anti-image Covariance	SFA1	.493	-.049	-.046	-.015	-.036	-.074	.070	-.020	-.063	-.080
	SFA2	-.048	.231	-.094	-.016	-.034	-.041	-.022	-.026	-.021	-.053
	SFA3	-.046	-.084	.239	-.012	-.024	-.017	-.061	-.048	-.048	-.036
	SFA4	-.015	-.018	-.012	.431	-.130	.022	-.046	-.018	-.031	.007
	SFA5	-.036	-.034	-.024	-.130	.269	-.044	-.035	-.008	-.047	-.061
	SFA6	-.074	-.041	-.017	.022	-.044	.334	-.081	-.038	-.037	-.017
	SFA7	.070	-.022	-.061	-.046	-.035	-.081	.300	-.094	.067	-.047
	SFA8	-.020	-.026	-.048	-.018	-.008	-.038	-.094	.443	.020	-.013
	SFA9	-.063	-.021	-.040	-.031	-.047	-.037	.007	.020	.545	-.055
	SFA10	-.080	-.053	-.036	.007	-.061	-.017	-.047	-.013	-.055	.580
Anti-image Correlation	SFA1	.959*	-.147	-.133	-.032	-.058	-.182	.181	-.042	-.122	-.111
	SFA2	-.147	.942*	-.399	-.056	-.137	-.084	-.084	-.083	-.056	-.145
	SFA3	-.133	-.399	.934*	-.037	-.085	-.060	-.226	-.151	-.136	-.097
	SFA4	-.032	-.056	-.037	.946*	-.358	.056	-.122	-.030	-.061	-.013
	SFA5	-.058	-.137	-.085	-.358	.943*	-.147	-.122	-.024	-.121	-.154
	SFA6	-.182	-.084	-.060	.056	-.147	.957*	-.255	-.100	-.087	-.039
	SFA7	.181	-.084	-.226	-.122	-.122	-.255	.934*	-.259	.016	-.110
	SFA8	-.042	-.083	-.151	-.039	-.024	-.100	-.259	.965*	.040	-.025
	SFA9	-.122	-.056	-.136	-.061	-.121	-.087	.016	.040	.973*	-.096
	SFA10	-.111	-.145	-.097	.013	-.154	-.039	-.110	-.025	-.096	.963*

* Measures of Sampling Adequacy(MSA)

Communalities

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

Extraction Method: Principal Component Analysis.

Total Variance Explained

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

Extraction Method: Principal Component Analysis

Component Matrix

	Component
	1
SFA1	.737
SFA2	.897
SFA3	.885
SFA4	.753
SFA5	.880
SFA6	.848
SFA7	.946
SFA8	.774
SFA9	.720
SFA10	.683

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Appendix: Reliability Result

Reliability (SOE factor 1)

Reliability Statistics

Cronbach's Alpha	N of Items
.800	5

Item Statistics

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

Item-Total Statistics

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

Scale Statistics

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

Reliability (SEO factor 2)

Reliability Statistics

Cronbach's Alpha	N of Items
.642	3

Item Statistics

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

Item-Total Statistics

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

Scale Statistics

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

Reliability (SFP factor 1)

Reliability Statistics

Cronbach's Alpha	N of Items
.974	15

Item Statistics

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

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KTP2	47.8481	112.791	.689	.974
KTP3	47.8111	109.827	.765	.973
KTP5	47.7296	107.165	.845	.972
KTP6	47.8222	105.686	.846	.972
KTP7	47.6667	108.870	.838	.972
KTP8	47.8296	105.681	.865	.971
KTP9	47.6815	104.225	.884	.971
KTP10	47.7037	108.722	.813	.972
KTP11	47.7519	107.429	.871	.971
KTP12	47.6519	105.521	.902	.971
KTP13	47.9963	106.442	.811	.972
KTP14	47.8111	106.682	.862	.971
KTP15	47.7296	108.228	.854	.972
KTP16	48.2556	102.057	.832	.973
KTP17	47.7111	106.860	.878	.971

Scale Statistics

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

Reliability (SFP factor 2)

Reliability Statistics

Cronbach's Alpha	N of Items
.939	8

Item Statistics

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

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KTP1	22.8889	32.828	.693	.937
KTP4	22.9519	32.440	.831	.930
KTP22	23.9185	32.425	.817	.931
KTP23	23.8593	31.950	.808	.930
KTP24	23.0963	28.504	.826	.929
KTP25	23.0926	29.772	.789	.931
KTP26	23.2630	29.012	.844	.927
KTP27	23.1296	29.526	.778	.932

Scale Statistics

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

Reliability (SFP factor 3)

Reliability Statistics

Cronbach's Alpha	N of Items
.931	4

Item Statistics

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

Item-Total Statistics

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

Scale Statistics

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

Reliability (SMCS factor 1)

Reliability Statistics

Cronbach's Alpha	N of Items
.873	8

Item Statistics

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

Item-Total Statistics

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

Scale Statistics

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

Reliability (SMCS factor 2)

Reliability Statistics

Cronbach's Alpha	N of Items
.629	5

Item Statistics

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

Item-Total Statistics

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

Scale Statistics

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

Reliability (SMCS factor 3)

Reliability Statistics

Cronbach's Alpha	N of Items
.709	5

Item Statistics

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

Item-Total Statistics

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

Scale Statistics

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

Reliability (SMCS factor 4)**Reliability Statistics**

Cronbach's Alpha	N of Items
.760	4

Item Statistics

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

Item-Total Statistics

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

Scale Statistics

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

Reliability (SMCS factor 5)**Reliability Statistics**

Cronbach's Alpha	N of Items
.575	3

Item Statistics

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

Item-Total Statistics

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

Scale Statistics

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

Reliability (SFC)

Reliability Statistics

Cronbach's Alpha	N of Items
.956	14

Item Statistics

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

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KAR1	48.2259	95.789	.714	.954
KAR2	48.1296	94.240	.791	.952
KAR3	48.1630	93.312	.820	.952
KAR4	48.0444	93.507	.858	.951
KAR5	48.0111	94.851	.821	.952
KAR6	48.1259	94.408	.846	.951
KAR7	48.2370	93.728	.849	.951
KAR8	48.2148	93.641	.836	.951
KAR9	47.9963	96.375	.772	.953
KAR10	47.8000	100.265	.524	.956
KAR11	48.0407	93.957	.772	.953
KAR12	47.8259	101.624	.767	.954
KAR13	47.9037	98.593	.615	.956
KAR14	47.8630	98.951	.650	.955

Scale Statistics

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

Reliability (SFA)

Reliability Statistics

Cronbach's Alpha	N of Items
.938	10

Item Statistics

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

Item-Total Statistics

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

Scale Statistics

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

REGRESSION ANALYSIS RESULTS

Regression (Sales Organization Effectiveness)

Variables Entered/Removed^a

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

- a. All requested variables entered.
 b. Dependent Variable: Sales Organization Effectiveness

Model Summary

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

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

ANOVA^a

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

- a. Predictors: (Constant), Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy
 b. Dependent Variable: Sales Organization Effectiveness

Coefficients^a

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

- a. Dependent Variable: Sales Organization Effectiveness

Regression

Variables Entered/Removed^a

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

- a. All requested variables entered.
 b. Dependent Variable: Sales Organization Effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786 ^a	.618	.612	.36367

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

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.704	4	14.176	107.184	.000 ^a
	Residual	35.049	265	.132		
	Total	91.753	269			

- a. Predictors: (Constant), Salesforce Automation, Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy
 b. Dependent Variable: Sales Organization Effectiveness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.676	.220		-3.067	.002
	Salesforce Performance	.288	.034	.377	8.398	.000
	Sales Management Control Strategy	.537	.084	.314	6.399	.000
	Salesforce Characteristics	.296	.032	.376	9.178	.000
	Salesforce Automation	.084	.032	.106	2.643	.009

- a. Dependent Variable: Sales Organization Effectiveness

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Characteristik*Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance*Automation, Control Strategy*Automation		Enter

a. All requested variables entered.

b. Dependent Variable: Sales Organization Effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.627	.617	.36162

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

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.492	7	8.213	62.807	.000 ^a
	Residual	34.261	262	.131		
	Total	91.753	269			

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

b. Dependent Variable: Sales Organization Effectiveness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.448	.854		.525	.600
	Salesforce Performance	.571	.154	.746	3.698	.009
	Sales Management Control Strategy	-.275	.358	-.161	-.769	.442
	Salesforce Characteristics	.509	.154	.646	3.299	.001
	Salesforce Automation	-.236	.248	-.297	-.952	.342
	Performance*Automation	-.083	.045	-.531	-1.641	.067
	Control Strategy*Automation	.234	.100	1.215	2.339	.020
	Characteristic*Automation	-.063	.046	-.370	-1.356	.176

a. Dependent Variable: Sales Organization Effectiveness

Regression (Profitability)

Variables Entered/Removed^b

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

- a. All requested variables entered.
b. Dependent Variable: Profitability

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683 ^a	.467	.461	.49305

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

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.690	3	18.897	77.733	.000 ^b
	Residual	64.664	266	.243		
	Total	121.354	269			

- a. Predictors: (Constant), Salesforce Characteristics, Salesforce Performance, Sales Management Control Strategy
b. Dependent Variable: Profitability

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.777	.295		-2.635	.009
	Salesforce Performance	.278	.047	.315	5.965	.000
	Sales Management Control Strategy	.658	.110	.334	6.004	.000
	Salesforce Characteristics	.273	.044	.301	6.243	.000

a. Dependent Variable: Profitability

Regression

Variables Entered/Removed^a

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

a. All requested variables entered.

b. Dependent Variable: Profitability

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.481	.473	.48740

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

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.401	4	14.600	61.460	.000 ^a
	Residual	62.953	265	.238		
	Total	121.354	269			

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

b. Dependent Variable: Profitability

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.905	.295		-3.064	.002
	Salesforce Performance	.281	.046	.319	6.100	.000
	Sales Management Control Strategy	.577	.113	.293	5.124	.000
	Salesforce Characteristics	.275	.043	.304	6.369	.000
	Salesforce Automation	.114	.043	.125	2.684	.008

a. Dependent Variable: Profitability

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Characteristik*Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance*Automation, Control Strategy*Automation		Enter

a. All requested variables entered.

b. Dependent Variable: Profitability

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699 ^a	.488	.475	.48884

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

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.256	7	8.465	35.716	.000 ^a
	Residual	62.098	262	.237		
	Total	121.354	269			

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

b. Dependent Variable: Profitability

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.401	1.149		-1.219	.224
	Salesforce Performance	.582	.208	.662	2.801	.005
	Sales Management Control Strategy	.179	.461	.091	.372	.710
	Salesforce Characteristics	.552	.208	.609	2.655	.008
	Salesforce Automation	.281	.334	.306	.843	.400
	Performance*Automation	-.090	.061	-.502	-1.487	.138
	Control Strategy*Automation	.115	.135	.520	.655	.393
	Characteristik*Automation	-.065	.062	-.435	-1.364	.174

a. Dependent Variable: Profitability

Regression (Sales Volume)

Variables Entered/Removed^a

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

a. All requested variables entered.

b. Dependent Variable: Sales Volume

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646 ^a	.417	.411	.53768

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

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.076	3	18.359	63.502	.000 ^a
	Residual	76.901	266	.289		
	Total	131.977	269			

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

b. Dependent Variable: Sales Volume

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.386	.322		-1.202	.230
	Salesforce Performance	.294	.051	.321	5.801	.000
	Sales Management Control Strategy	.536	.120	.261	4.486	.000
	Salesforce Characteristics	.316	.048	.334	6.620	.000

a. Dependent Variable: Sales Volume

Regression

Variables Entered/Removed^a

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

a. All requested variables entered.

b. Dependent Variable: Sales Volume

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.420	.411	.53737

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

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.453	4	13.863	48.008	.000 ^a
	Residual	76.524	265	.289		
	Total	131.977	269			

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

b. Dependent Variable: Sales Volume

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.447	.326		-1.371	.171
	Salesforce Performance	.296	.051	.322	5.831	.000
	Sales Management Control Strategy	.498	.124	.243	4.014	.000
	Salesforce Characteristics	.317	.048	.335	6.645	.000
	Salesforce Automation	.054	.047	.056	1.143	.254

a. Dependent Variable: Sales Volume

Regression

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Characteristik*Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance*Automation, Control Strategy*Automation		Enter

- a. All requested variables entered.
 b. Dependent Variable: Sales Volume

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 ^a	.434	.419	.53400

- a. Predictors: (Constant), Karakteristik*Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance*Automation, Control Strategy*Automation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.265	7	8.181	28.688	.000 ^a
	Residual	74.712	282	.285		
	Total	131.977	289			

- a. Predictors: (Constant), Karakteristik*Automation, Salesforce Performance, Sales Management Control Strategy, Salesforce Automation, Salesforce Characteristics, Performance*Automation, Control Strategy*Automation
 b. Dependent Variable: Sales Volume

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.298	1.261		1.823	.070
	Salesforce Performance	.600	.228	.610	2.455	.015
	Sales Management Control Strategy	-.729	.528	-.355	-1.361	.169
	Salesforce Characteristics	.467	.228	.494	2.048	.042
	Salesforce Automation	-.753	.365	-.790	-2.056	.041
	Performance*Automation	-.076	.065	-.464	-1.137	.256
	Control Strategy*Automation	.253	.148	1.527	2.389	.018
	Karakteristik*Automation	-.040	.065	-.198	-.593	.553

- a. Dependent Variable: Sales Volume

Regression (SOE)

Model Summary^b

Model	Durbin-Watson
1	1.708

b. Dependent Variable: Sales Organization Effectiveness

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Salesforce Performance	.716	1.396
	Sales Management	.599	1.669
	Control Strategy		
	Salesforce Characteristics	.860	1.162
	Salesforce Automation	.903	1.108

a. Dependent Variable: Sales Organization Effectiveness

NPar Tests

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		270
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	.36095989
Most Extreme Differences	Absolute	.060
	Positive	.028
	Negative	-.060
Kolmogorov-Smirnov Z		.989
Asymp. Sig. (2-tailed)		.282

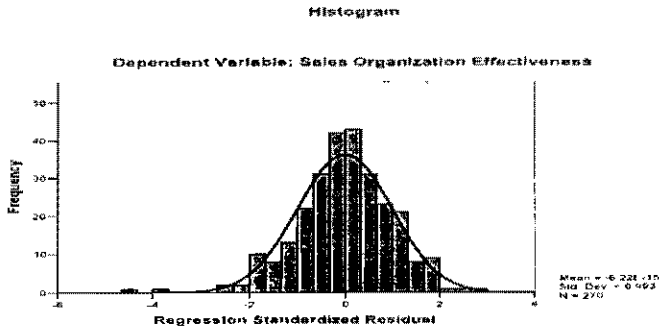
a. Test distribution is Normal.

b. Calculated from data.

Nonparametric Correlations

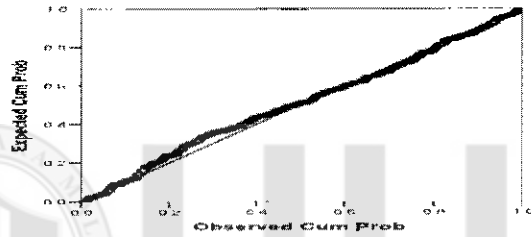
Correlations

			Unstandardized Residual
Spearman's rho	Salesforce Performance	Correlation Coefficient	-.067
		Sig. (2-tailed)	.272
		N	270
	Sales Management	Correlation Coefficient	-.005
		Sig. (2-tailed)	.934
		N	270
	Salesforce Characteristics	Correlation Coefficient	.015
		Sig. (2-tailed)	.805
		N	270
	Salesforce Automation	Correlation Coefficient	-.008
		Sig. (2-tailed)	.895
		N	270



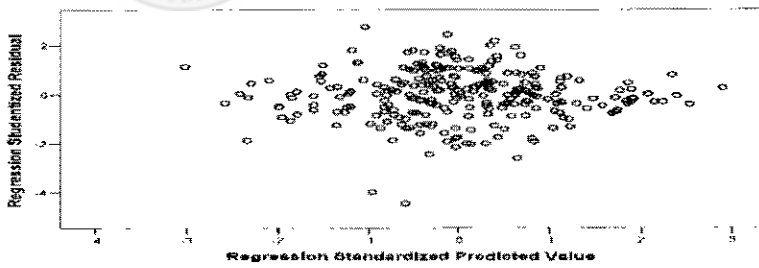
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Sales Organization Effectiveness



Scatterplot

Dependent Variable: Sales Organization Effectiveness



Descriptives

Descriptive Statistics

	N	Mean		Std.	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
Sales Organization Effectiveness	270	3.2530	.03554	.58403	-.412	.148	.001	.295
Salesforce Performance	270	3.2346	.04643	.76292	.049	.148	.299	.295
Sales Management Control Strategy	270	3.2943	.02076	.34120	.449	.148	1.076	.295
Salesforce Characteristics	270	3.2032	.04511	.74127	-.063	.148	.352	.295
Salesforce Automation	270	3.3163	.04473	.73494	-.316	.148	.560	.295
Valid N (listwise)	270							

Regression (Terhadap Y1)

Model Summary^a

Model	Durbin-Watson
1	1.709

b. Dependent Variable: Profitability

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Salesforce Performance	.716	1.396
	Sales Management Control Strategy	.599	1.669
	Salesforce Characteristics	.860	1.162
	Salesforce Automation	.903	1.108

a. Dependent Variable: Profitability

NPar Tests

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		270
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.48376191
Most Extreme Differences	Absolute	.040
	Positive	.040
	Negative	-.037
Kolmogorov-Smirnov Z		.663
Asymp. Sig. (2-tailed)		.772

a. Test distribution is Normal.

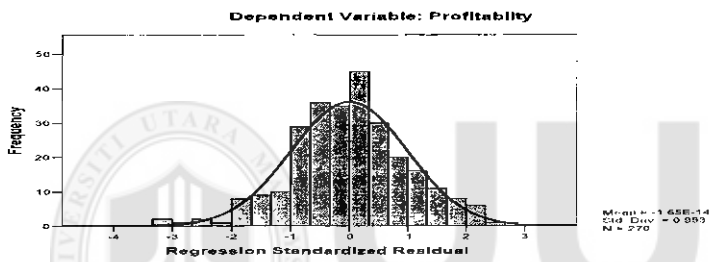
b. Calculated from data.

Nonparametric Correlations

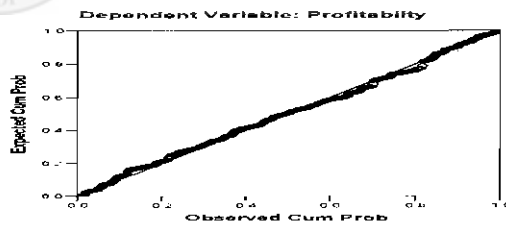
Correlations

			Unstandardized Residual
Spearman's rho	Salesforce Performance	Correlation Coefficient	-.046
		Sig. (2-tailed)	.449
		N	270
Sales Management Control Strategy		Correlation Coefficient	.014
		Sig. (2-tailed)	.613
		N	270
Salesforce Characteristics		Correlation Coefficient	.024
		Sig. (2-tailed)	.697
		N	270
Salesforce Automation		Correlation Coefficient	-.017
		Sig. (2-tailed)	.778
		N	270

Histogram



Normal P-P Plot of Regression Standardized Residual



Scatterplot



Regression (Profitability)

Model Summary^a

Model	Durbin-Watson
1	1,842

b. Dependent Variable: Sales Volume

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Salesforce Performance	.716	1.396
	Sales Management	.599	1.669
	Control Strategy		
	Salesforce Characteristics	.860	1.162
	Salesforce Automation	.903	1.108

a. Dependent Variable: Sales Volume

NPar Tests

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		270
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.53336300
Most Extreme Differences	Absolute	.024
	Positive	.019
	Negative	-.024
Kolmogorov-Smirnov Z		.397
Asymp. Sig. (2-tailed)		.997

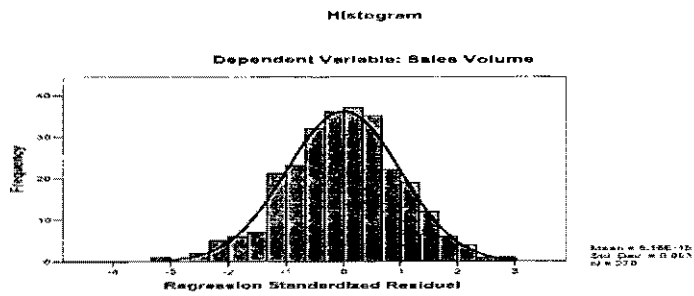
a. Test distribution is Normal.

b. Calculated from data.

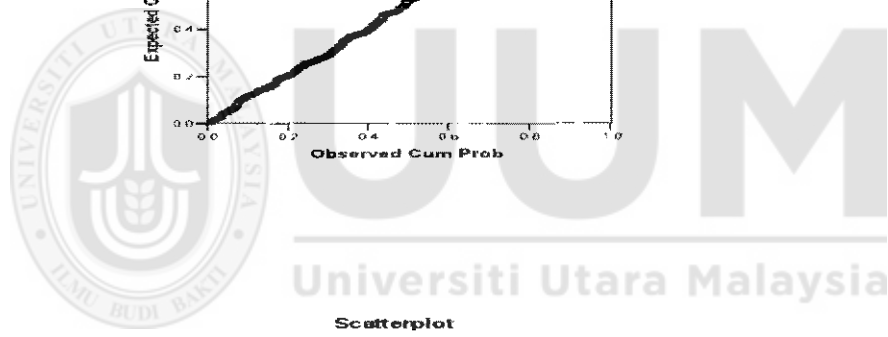
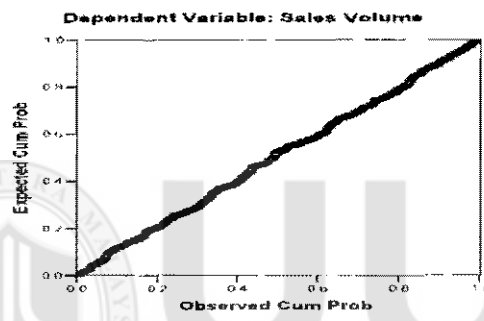
Nonparametric Correlations

Correlations

			Unstandardized Residual
Spearman's rho	Salesforce Performance	Correlation Coefficient	-.012
		Sig. (2-tailed)	.840
		N	270
	Sales Management	Correlation Coefficient	-.008
		Sig. (2-tailed)	.892
		N	270
	Salesforce Characteristics	Correlation Coefficient	.060
		Sig. (2-tailed)	.330
		N	270
	Salesforce Automation	Correlation Coefficient	-.029
		Sig. (2-tailed)	.634
		N	270



Normal P-P Plot of Regression Standardized Residual



Scatterplot

