

TEAM ORIENTED LEADERSHIP: A NEW APPROACH TO MOTIVATE SALESPERSON

Sri Ayuni *)

Diah Ayu Kusumawati *)

Wasitowati *)

Abstract

This study examines how to achieve sales performance through team oriented leadership and team work quality. Teamwork can run smoothly if in organization have a team-oriented leader. The sampling technique used snowball sampling with the selection of respondents using purposive sampling (non probability sampling). This study used a sample of 348 salespeople from the life insurance industry. The data was collected by distributing questionnaires and direct interviews with salespeople. The results showed that team-oriented leadership and teamwork can improve sales performance. Good and strong quality of teamwork can be achieved through team-oriented leadership. So that these two variables can jointly achieve the best performance in sales activities.

Keywords: Team Oriented Leadership, Teamwork Quality, Sales Performance

Introduction

Customers often doubt how reliable salesperson at promoting their products, even though sales organizations have grown rapidly over time. Many people worry that sales staff are encouraging them to buy products without providing accurate or honest information (Aydin & Kaya, 2016). The leadership style of a manager and its influence on salesperson attitudes and behavior has been an important topic for academics and practitioners for a long time. The sales manager plays a fundamental role in influencing the sales force to be

*) *Department of Management, Faculty of Economics, Universitas Islam Sultan Agung, Indonesia*

successful in sales. Therefore, leadership characteristics are becoming increasingly important to determine the quality of salesperson's performance. Authentic leaders, who depend on high moral and ethical standards, respect their employees and value the importance of better welfare and society are urgently needed in sales organizations. This is because the sales supervisor is the person that the sales staff have contact daily. For salesperson who work at company headquarters, their supervisors are the primary contact between them and the company. Thus, leadership style is important considering that a salesperson understands how their performance and behavior is evaluated by the company with the help of reactions and feedback from their supervisors. In other words, if the sales supervisor is also a role model, then the supervisor or leader can also influence the behavior of their staff (Shanahan *et al.*, 2013).

Creating a team to sell a product has become a common marketing strategy (Johnston & Marshall, 2016). Teamwork is commonplace in a variety of organizational tasks such as human resource placement, problem solving, counseling, and customer service. Sales management trends show that companies see a team approach as a way to develop greater strengths and expertise in certain situations that also improve overall performance including sales performance.

However, teams may not function effectively if there are one factor that is not supportive. A group of enterprising people who work towards a common goal, who work well together and enjoy it, and produce high quality results (Aziz *et al.*, 2019). Strong leaders will build strong teams: a group of people who work together in a cooperative, goal-oriented effort. In addition, leaders influence and motivate teams. They achieve results by developing a shared vision and communicating it to the team while influencing with passion. The leader finds challenges, and the team helps solve them. Building teams, managing conflict, leading positive change, empowering and delegating, and solving problems creatively are all concurrent activities essential for effective team dynamics (Chong *et al.*, 2018).

Previous research has found that effective leaders play to the strengths of their team, and neutralize weaknesses, since teamwork requires collaborative problem solving and action-oriented decision making to meet goals. Previous studies have also found that organizational effectiveness is determined by outcome performance and sales team behavioral performance (Marpaung, 2014). Hence, the sales process emphasizes the team coordination to be successful.

However, research by (Mcewan et al., 2017) found a positive relationship between teamwork and self-reported team effectiveness and satisfaction, but there was an insignificant relationship between teamwork and sales revenue. Although some other researchers have explained the role of leadership style in sales performance, in this research, we will explain how team-oriented leadership can improve teamwork quality in organizations, so that the sales performance targeted by the organization can be achieved.

Hypotheses Development

Team-Oriented Leadership and Teamwork Quality

Team-oriented leadership are leaders who are very focused on cultivating pride and loyalty among team members (Mensah & Qi, 2016). Team-oriented leadership is kind of leadership that makes it possible to predict in certain situations whether people tend to define themselves as individuals or as part of a collective membership of certain groups, and tend to be stronger determinants of behavior than others. In addition, team-oriented leadership is an organizational leader who is able to improve organizational performance by representing and fostering a sense of collective identity with the people they lead (Fladerer et al., 2020).

Teamwork is two or more people who come together to achieve a common goal, who are assigned to complete specific tasks and who cooperate with each other (Isik et al., 2015). Teams can be thought of as structures, designed by mutual decision by those who have the specific knowledge or skills to carry out the work at a certain time and where there is too much workload. Teamwork as the act of interdependence of members that transforms inputs into outputs through cognitive, verbal, and behavioral activities that are directed towards organization. work tasks to achieve collective goals. Centrally, the teamwork process involves the interaction of members with other members and their work environment.

Team-oriented leadership has inspiring motivation, which is to foster the desire of team members to work cooperatively to achieve common goals (Wang et al., 2014). Cooperative action can be realized by inviting colleagues to activate their idle capacity. Reminder from the leader that each team member is an important part will increase the salesperson's spirit to respect each other by using good communication. As decision makers, leaders can make various efforts to encourage and facilitate communication and social interaction processes that facilitate interpersonal communication and collective problem solving (Hislop, 2013). (Nelson, Proell, and Randel 2018) also stated that team-oriented leadership emphasizes

common goals. The mutually agreed goals become the strength for each team member to make it happen. This means that if the sales team has set specific performance targets, each team member will devote resources to doing their best. The team values emphasized by the leader will guide every salesman activity. In addition, team-oriented leadership has inspirational motivational behavior that can motivate employees to achieve the best results (Chang, Bai, and Li 2015).

H1 : Team Oriented Leadership has a significant positive effect on teamwork quality

Teamwork quality and Sales Performance

Sales performance as a salesperson's perception of the number of sales achieved, the quality of the customer relationships they maintain and the information they obtain about their organization's products, competition and also customer needs, and the extent to which salespeople apply information and knowledge to construct and propose recommendations that are mutually beneficial to both the selling and the buying firms (Rodriguez & Boyer, 2020). Sales performance is an evaluation of sales activities for a successful salesperson which includes sales, closing sales agreements, cooperating with distributors, serving products, service delivery, travel, communication or information, training and recruitment.

It is now important to investigate the factors that impact teamwork effectiveness on productivity in sales and marketing departments. (Ooko and Odundo 2015) concluded that, in order for an organization to increase its turnaround time and productivity, especially in achieving sales targets, effective teamwork is needed. Employee autonomy and teamwork have a strong influence on sales performance motivation and lead to stronger relationships with the organization (Talukder & Jan, 2017). Individuals in a team with moderate ability differences tend to develop greater intercession and greater performance gains. Managers can find ways to increase institutional perceptions among team members to improve sales performance (Garrett & Gopalakrishna, 2019).

H2 : Teamwork quality has a significant positive effect on Sales Performance

Team-Oriented Leadership and Sales Performance

Various leadership styles are associated with market orientation. Team-oriented leadership as a leadership style is related to customer orientation at the sales force level.

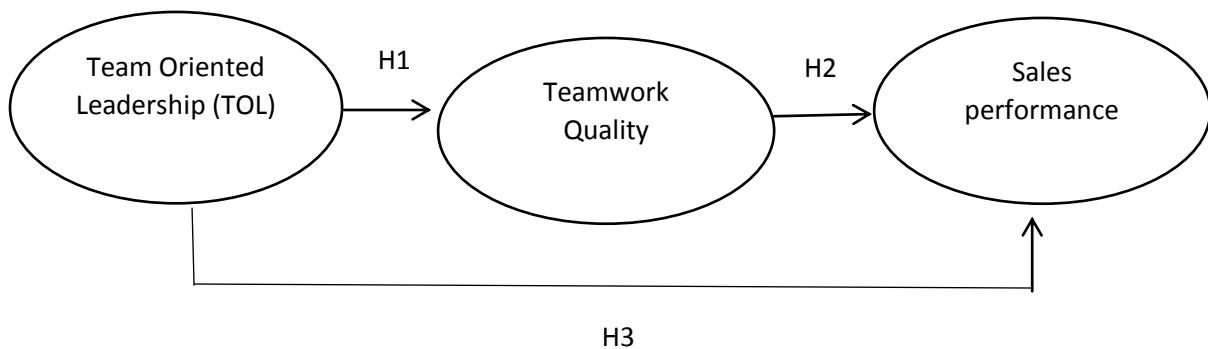
The values of a team-oriented leader can be transferred in a way that positively influences the way salespeople treat their customers, the logical result being higher sales performance. (Shanahan et al. 2013) found that high sales performance can be achieved when the sales force is highly trainable, highly competitive, and under team-oriented leadership. The results also show that salespeople with coaching abilities mediate the relationship between team-oriented leadership on sales performance and partially mediate the relationship between sales force trait competitiveness and sales performance. In this study, performance is measured as profitability, sales growth, market share, and competitive status. They found that team-oriented leaders were directly related to organizational performance, including sales performance.

H3 : Team Oriented Leadership has a significant positive effect on Sales Performance

Empirical Model

Based on a complete and in-depth literature review, an empirical research model can be presented in the Figure 1. Team-oriented leadership will encourage the quality of teamwork so that it can improve sales performance.

Figure 1. Empirical Model



Data

Population, Sample, and Data Collection

The population in this study is salesperson from 63 insurance companies with sharia principles in Indonesia registered at OJK (Financial Services Authority). The salesperson was chosen to be the unit of analysis because most of the studies involving customer orientation

involved sales and service activities (Singh & Venugopal, 2015). Several requirements when using a customer orientation approach, that are: the seller has the expertise to help customers make the right choice, the customer is involved in complex buying, there is a cooperative relationship between the seller and the customer, repurchase intention and referral become an important factor.

The number of samples taken is under the recommendation by (Hair et al., 2012) which is about 5 times the estimated parameters. The number of parameters to be estimated in this study is 68 parameters, so that the minimum number of samples taken is 340 respondents. Respondents were taken from the 10 best Sharia insurance companies in 2018 based on OJK data. The sampling technique used a snowball sampling with the selection of respondents using purposive sampling (non-probability sampling). The characteristics of respondents included in the criteria are: (1) has worked as a salesperson for sharia insurance products for at least 1 year, (2) has been a member of the sales team, (3) has a team leader.

The data collection technique was done by distributing questionnaires and interviewing directly with salesperson. A 380 questionnaires were distributed and 367 returned (96.5%) but only 348 questionnaires were ready to be processed (91.5%), while 19 (5%) questionnaires could not be used because of incomplete data. The total questionnaire processed was from 348 respondents. Question items in the questionnaire distributed to respondents have been through a very strict process. Question items were discussed first with 2 professors and 4 lecturers who were experts in the fields of marketing, HR, strategic management through Focus Group Discussion (FGD). The results obtained through the FGD are then consulted with 3 (three) Sales Manager Areas and 3 sharia insurance agents to ensure that every question item, whether closed or open, can be understood well by the salesman. As a final result, 29 closed statement items and some open questions were validated.

SEM (Structural Equation Modeling) Analysis

This study was analyzed using SEM analysis was performed using AMOS. SEM (Structural Equation Modeling) is based on the evaluation of the interdependence relationship between variables. SEM is a multivariate analysis technique which is a combination of factor analysis and regression analysis (correlation), which aims to examine the relationships between variables in a model, be it between indicators and constructs, or relationships between constructs.

Measurement

Team-oriented leadership is the perception of sales team members that their leaders emphasize collective group identity and team achievements rather than individual achievements and individual identities. This variable is measured using 5 indicators : (1) the leader emphasize respect for achievements, (2) the leader emphasize the values of togetherness, (3) the leader emphasize team goals, (4) the leader emphasize that each team member is an important part, and (5) the leader makes the member feel proud to be part of the team (Nelson et al., 2016).

Teamwork quality is the quality of work collaboration to achieve team goals by set team orientation, learning motivation and the existence of mutual trust between one another. Teamwork is measured using several indicators : (1) team orientation, that consist of doing the best, professional, optimizing, and partnership, (2) long life learning, that consist of continuous improvement, better without eliminating others, lessons learned from self-previous experience, and observational learning, (3) trust, that consist of communication intensity, communicating personality, enthusiastic helping others, initiating helping spontaneously, initiating helping without expecting a retur, initiating helping in extra roles (Olowookere & Adekeye, 2016);(Cardoş & Mone, 2016); (Yu et al., 2013); (Khan, Breitenecker, and Schwarz 2015).

Sales performance is the achievement of salesperson in term of achieving sales targets and retaining existing new customer as well as existing customers. Sales performance is measured by 4 indicators (1) achieving sales targets, (2) increasing the number of new customers, (3) retaining existing customers, and (4) increasing the number of customers (Agnihotri et al. 2016); (Polo Peña, Frías Jamilena, and Rodríguez Molina 2017).

Finding

Description of Respondents

Table 1. Characteristics of Salesperson

No.	Characteristics of Salesperson	Dimension	Total	Percentage
1.	Gender	Female	200	57.5%
		Male	148	42.5%
		Total	348	100
2.	Age	<25 years old	34	9.8
		26-30 years old	39	11.2
		31-35 years old	112	32.2
		36-40 years old	105	30.2
		41-45 years old	17	4.9
		>45 years old	41	11.8

No.	Characteristics of Salesperson	Dimension	Total	Percentage
		Total	348	100
3.	Education Level	Senior High School	16	4.6
		Diploma Degree	17	4.9
		Undergraduate	299	85.9
		Graduate	16	4.6
		Total	348	100
4.	Length of working	1-5 years	252	72.4
		6-10 years	78	22.4
		11-15 years	13	3.7
		>16 years	5	1.4
		Total	348	100
6.	Employee status	Temporary staff	291	83.6
		Permanent staff	57	16.4
		Total	348	100

Based on the result in table 4.1, it shows that the most respondents with gender provisions are female, namely 200 respondent (57.5%) while male respondents are 148 respondent (42.5%). This shows that the sales force of the life insurance industry is more female than male. Based on the provisions of the respondents, the most respondents were aged 31-35 years, namely 112 respondents (32.2%) then 36-40 years old, namely 105 respondents (30.2%) and the minimum age was 41-45 years as many as 17 respondent (4.9%). This is because at the age of 31-35 years, including the productive age to work.

Based on the data, the largest number of respondents with education level, the most are from undergraduate which amounted to 299 respondents (85.9%), then from diploma degree amounted to 17 respondents (4.9%) while from high school and graduates amounted to 16 respondent (4.6%). This states that the final education level of salespeople in the life insurance industry is good, because they have mastered and developed certain skills and are responsible

Based on table, the maximum length of work is 1 to 5 years with a total of 252 respondent (72.4%), then 6 to 10 years is 78 respondent (22.4%), and the least is more than 16 years, namely 5 respondent (1.4%). This is because many individuals have just joined as salespeople. lastly, the most respondents with the provision of employee status were temporary employees, which amounted to 291 respondent (83.6%) and the lowest was permanent employees, amounting to 57 respondent (16.4%). This is because contract employees are more flexible in doing their jobs and while doing their jobs they will do it on time and according to standards.

Descriptive Statistic and Correlation Test

The strength of the correlation relationship is divided into the following categories, 0: No correlation, 0.00 - 0.20: very weak correlation, 0.25 - 0.50: moderate correlation, 0.50 - 0.75: strong correlation, 0.75 - 0.99: very strong correlation, and 1: perfect correlation.

Based on the table, the magnitude of the correlation between team-oriented leadership and teamwork quality is 0.27, which means that it is moderate correlation. The correlation between team-oriented leadership and sales performance is 0.39, which means it is moderate correlation. The correlation between teamwork and sales performance is 0.57 which means strong correlation.

Table 2. Descriptive Statistic and Correlation Test

Variables	X1	Y1	Y2
Team-Oriented Leadership (X1)	1	0.27**	0.39**
Teamwork (Y1)	0.27**	1	0.57**
Sales Performance (Y2)	0.39**	0.57**	1
Mean	15.05	12.09	42.40
SD	3.884	3.244	8.588

** $p < 0.05$

Reliability Test and Variance Extracted (VE)

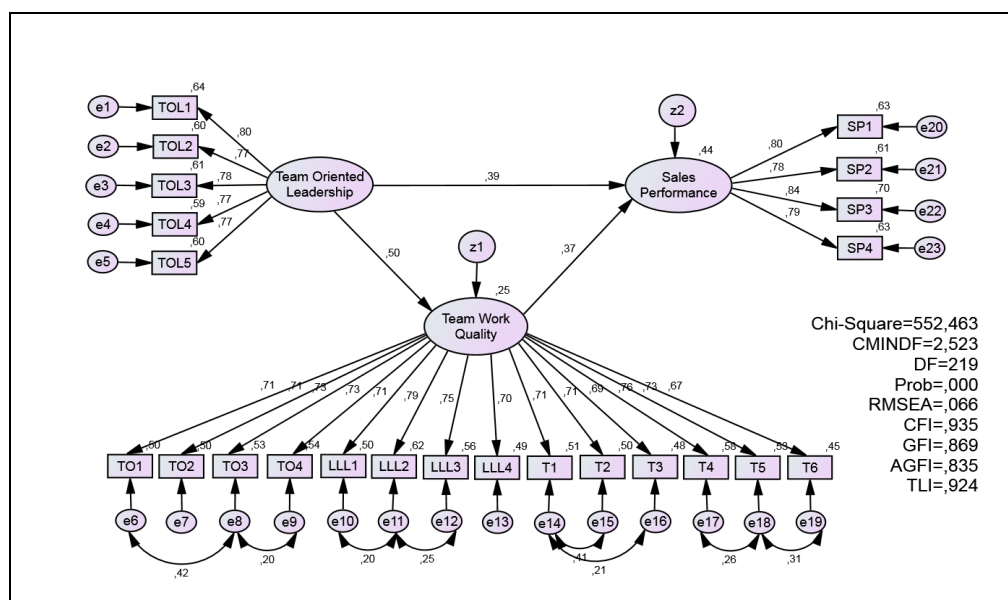
Table 3. Construct Reliability Test and Variance Extracted

No	Variable	Indicator	Std Loading (Loading Factor)	Standar Loading ²	Measurement Error (1-Std Loading ²)	Construct Reliability	Variance Extracted
1	Team Oriented Leadership	TOL1	0,797	0,635	0,365	0,886	0,608
		TOL2	0,772	0,596	0,404		
		TOL3	0,784	0,615	0,385		
		TOL4	0,77	0,593	0,407		
		TOL5	0,775	0,601	0,399		
		Σ	3,898	3,039	1,961		
		Σ^2	15,194				
2	Team Work Quality	TO1	0,707	0,500	0,500	0,938	0,520
		TO2	0,708	0,501	0,499		
		TO3	0,729	0,531	0,469		
		TO4	0,732	0,536	0,464		
		LLL1	0,706	0,498	0,502		
		LLL2	0,789	0,623	0,377		
		LLL3	0,746	0,557	0,443		
		LLL4	0,698	0,487	0,513		
		T1	0,711	0,506	0,494		
		T2	0,708	0,501	0,499		
		T3	0,694	0,482	0,518		

No	Variable	Indicator	Std Loading (Loading Factor)	Standar Loading ²	Measurement Error (1-Std Loading ²)	Construct Reliability	Variance Extracted
		T4	0,762	0,581	0,419		
		T5	0,726	0,527	0,473		
		T6	0,669	0,448	0,552		
		∑	10,085	7,277	6,723		
		∑ ²	101,707				
3	Sales Performance	SP1	0,796	0,634	0,366	0,877	0,642
		SP2	0,78	0,608	0,392		
		SP3	0,835	0,697	0,303		
		SP4	0,792	0,627	0,373		
		∑	3,203	2,567	1,433		
		∑ ²	10,259				

Based on the results of the reliability calculation in Table 3, it shows that the latent variable Team-Oriented Leadership which has 5 measuring indicators obtained construct reliability of 0.886, team work with 14 indicators of construct reliability value of 0.938, and sales performance of construct reliability value of 0.887. The value of the construct reliability of the three latent variables has met the criteria for the cut-off value > 0.70. Likewise, the variance extracted (VE) value for the latent team-oriented leadership variable is 0.608, the team work is 0.520 and the sales performance is 0.642, it has met the cut-off value requirement > 0.50. Hence, it can be concluded that each latent variable meets the reliability criteria.

Figure 2. SEM Analysis Result



Conformity Test and Empirical Model Test

a. Absolute Fit Measures

Absolute fit measures are direct measures used to find out how well the model set in research is able to produce observed data. Based on the results of the fit the model is fit, because it meets the test index based on the required rule of thumb. This means that the model can be empirically tested (there is compatibility with the data) used in this study.

Table 4. Absolute Fit Measures

<i>Goodness of Fit Index</i>	<i>Cut off value</i>	<i>Estimation</i>	<i>Result</i>
<i>Absolute Fit Measures</i>			
χ^2 -Chi-square	254.52	552.463	Not Fit
CMIN/DF	≤ 2.00	2.523	Acceptable Fit
Probabilitas	≥ 0.05	0.000	Not Fit
RMSEA	≤ 0.08	0.066	Fit
GFI	≥ 0.90	0.869	Acceptable Fit

b. Incremental Fit Measures

Incremental fit measures are intended to assess how well the model estimated by the researcher is compared to several alternative models.

Table 5. Incremental Fit Measures

<i>Goodness of Fit</i>	<i>Cut off value</i>	<i>Estimation</i>	<i>Results</i>
<i>Incremental fit Measures</i>			
AGFI	≥ 0.90	0.835	Acceptable Fit
TLI	≥ 0.95	0.924	Acceptable Fit
CFI	≥ 0.95	0.935	Acceptable Fit
NFI	≥ 0.90	0.897	Acceptable Fit

c. Parsimony Fit Index

Parsimonious normal fit index (PNFI) is a modification of NFI. PNFI includes the number of degrees of freedom used to reach the level of fit. Size fit for PNFI is expected to be > 0.50 . The PNFI value generated in the model is 0.776, meaning that the model can be said to be fit or accepted.

Table 6. Parsimony Fit Index

<i>Goodness of Fit</i>	<i>Cut off value</i>	<i>Estimation</i>	<i>Description</i>
<i>Incremental fit Measures</i>			
PNFI	≥ 0.50	0.776	Fit

Causality Test

In order to decide on the hypothesis that has been proposed, it can be seen from the critical ratio (CR) value of the influence coefficient and the significance p-value of the structural model. If obtained p-value significance <0.05 or CR value> 1.96 then reject the null hypothesis (H0) and vice versa. The full output of the Structural Equation Modeling model is presented in the table 7.

Table 7. Hypotheses Test Result

	Estimate	S.E.	C.R.	P	Notes
Team Oriented Leadership → Teamwork	,437	,056	7,881	***	Supported
Teamwork → Sales Performance	,422	,070	5,990	***	Supported
Team Oriented Leadership → Sales Performance	,393	,062	6,322	***	Supported

*** p < 0,01

Based on the results of the analysis that has been carried out using SEM, the following conclusions can be drawn:

1) Hypothesis 1

From the test, the estimated coefficient of the influence of team-oriented leadership on team work is 0.437, the CR value is 7.881 and the p-value is 0.000. Based on these results, it can be concluded that it is proven that team-oriented leadership has a significant positive effect on teamwork quality at the 5% significance level.

2) Hypothesis 2

From the test, the estimated coefficient value of the influence of team work quality on sales performance is 0.422, the CR value is 5.990 and the p-value is 0.000. Based on these results, it can be concluded that it is proven that teamwork quality has a significant positive effect on sales performance at the 5% significance level.

3) Hypothesis 3

From the test, the estimated coefficient value of the team-oriented leadership influence on sales performance is 0.393, the CR value is 6.322 and the p-value is 0.000. Based on these results, it can be concluded that it is proven that team-oriented leadership has a significant positive effect on sales performance at the 5% significance level.

Discussion and Theoretical Contribution

This study makes a very significant contribution to research on personal selling and sales force management. Specifically, this study provides empirical test results for a sales manager or leader that the strength of sales team members to motivate each other to achieve the best performance will result in high sales performance. This research proves that if a leader is team-oriented, it will further strengthen team members to always work together so that sales performance will increase according to the targeted plan.

Team-Oriented Leadership

This study proves that if salespeople are in a team led by a leader who prioritizes team achievement and is always reminded of team achievement, then they will be motivated to support these values by driving themselves to achieve the best standards but still partnering with colleagues in an effort to maximize effort. Efforts to carry out sales assignments to the highest standards are maintained with a spirit of “learning” that never stops (long life learning). The "ask" and "help" activities between team members are conducted with the leader's encouragement to focus on team goals. This is a form of concern for salespeople in enlarging the team and organization.

Therefore, the creation of a close relationship between leaders and employees in the form of teamwork can influence employee behavior and strengthen communication systems. This motivational method can easily stimulate team members to follow leader's instructions for high performance by applying the art of leadership and help achieve team excellence and continuous development by maintaining team strength and solving team problems quickly.

In addition, the team-oriented insurance company sales force leader can improve the sales performance of salespeople, because the sales force has a leader who emphasizes respect for achievement, emphasizes shared values, emphasizes team goals, emphasizes that each team member is an important part, the leader makes members feel proud to be part of the team, so that they are motivated to achieve high sales performance. This supports the research of (Khajeh, 2019) conducting research on the effects of leadership on team performance and sales undertaken. Employees who are less experienced, and often recently recruited, can perform better and display a higher sense of self-efficacy when their leaders display empowering, team-oriented leadership behaviors that increase their sales performance.

Teamwork Quality

This study proves that if the teamwork among salespeople in an insurance company is high, the sales force will be motivated to improve sales performance. Salespeople collaborate with each other in working to achieve team goals by setting team orientation, learning motivation and mutual trust so that they can achieve sales targets, increase the number of new customers, retain old customers, and increase the number of customers. This is in accordance with the research of (Salman, 2015) that teamwork has been identified as a factor affecting team performance, including sales performance. Many other studies have shown that teamwork in terms of team communication, collaboration, and cohesiveness plays an important role in team performance.

Managerial Implication

This study provides several managerial implications related to the research variables observed. First, improving the quality of teamwork for salespeople can be done through team-oriented leadership in the sales team. An organization must have a team-oriented leader. The creation of a close relationship between leaders and employees in the form of teamwork can influence employee behavior and strengthen communication systems. On the one hand, managers can get information about team performance in real time and spot problems in time. On the other hand, team members will receive feedback on how their job is progressing comfortably and be clear about their strengths and weaknesses for further improvement. This motivational method can easily stimulate team members to follow leader's instructions for high performance by applying the art of leadership and help achieve team excellence and continuous development by maintaining team strength and solving team problems quickly.

Increasing sales performance can be made through team-oriented leadership and teamwork. Team-oriented leadership towards the achievement of team performance can be done by implementing policies or career qualification requirements to become a sales team leader. Leaders must organize awareness to team members so that employees will do their work as a team and tasks will be completed in less time which will increase team performance and benefit the organization.

Teamwork on the achievement of team performance can be done with the support of their employees so that employees will be motivated and they will work with interest and will share knowledge and will appear as a team, so that sales performance will be achieved.

Support issued is sufficiently validated by considering knowledge sharing and teamwork and its contribution to improving work roles and employee performance, including sales performance.

Limitations and Future Research

Although this study makes several important contributions, there are several limitations that need attention for future researchers. First, this study only considers 1 exogenous variable, so that further research can consider other variables to improve teamwork and sales performance. Second, self-response bias is most likely to occur in respondents who only take life insurance salespeople, so it is possible to use non-sales respondents.

Therefore, some future research agendas recommend including demographic variables as control variables in testing the effect of teamwork and sales performance, because length of work, employment status, age and gender are estimated to differ in the level of teamwork influence on sales performance. This is supported by the results of research by (Converso et al., 2018) which state that age can affect work motivation and have a negative effect on performance. The younger the employees have the higher technological and energy abilities.

Conclusion

Increasing teamwork among salespeople in insurance companies can be achieved through team-oriented leadership within the company. If salespeople are in a team led by a leader who prioritizes team achievement and is always reminded of the team's achievements, then they will be motivated to support these values by driving themselves to achieve the best standards so that they will work together in a strong team. Improved sales performance in insurance companies can be achieved through strong teamwork and team-oriented leadership within the company. Salespeople collaborate with each other in working to achieve team goals by setting team orientation, learning motivation and mutual trust so that they can achieve sales targets and increase the number of new customers. Salespeople who have a leader who emphasizes respect for achievement, emphasizes shared values, emphasizes team goals, emphasizes that each team member is an important part, the leader makes members feel proud to be part of the team, so that they are motivated to achieve high sales performance.

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