

Research Article

The Influence of Service Quality, Customer Orientation and Communication Skills on Sales Force Performance with Sales Behavior of PT Pimaimas Citra Vaccine Products as an Intervening Variable

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Abstract: The growth of PT Pimaimas Citra's sales performance has slowed down, even in 2023 it has decreased by up to 30.25 percent compared to sales performance in 2022. Departing from these problems, the purpose of the research is to analyze the impact of Service Quality, Customer Orientation, and Communication Ability on Salesperson Performance partially, either directly or through intervening variables of Sales Behavior. The research approach used is quantitative. The research population is 120 sales staff of PT Pimaimas Citra. The sampling method was chosen purposive sampling. The data collection method used is a survey technique with a questionnaire as a research instrument. The analysis method in the study descriptive analysis and inferential analysis using SEM-PLS with the help of the Smart PLS 3.0 application. The results of the study revealed that service quality, customer orientation, and communication skills had a significant impact on the sales behavior of vaccine products and the performance of their sales force. In addition, sales behavior has been proven to be able to mediate some of the effects of service quality, customer orientation, and communication skills on salesperson performance.

Keywords: service quality, customer orientation, communication skills, sales behavior, sales force performance

INTRODUCTION

In today's global economic era, competition in the goods and services industry is fierce, requiring companies to find effective strategies to stay afloat and achieve their goals. One important strategy is to improve the performance of salespeople, which is the spearhead in product marketing. Salespeople's performance is evaluated based on their contribution to organizational goals, with indicators such as sales volume, sales growth, and customer growth. Some of the factors that affect this performance include service quality, customer orientation, communication skills, and sales behavior. Previous research has shown that service quality, customer orientation, and communication skills have a diverse influence on salesforce performance. For example, Mardiyansyah & Rohwiyati (2020) found that service quality had a significant effect, while research by Anggara (2022) found the opposite. Customer orientation also shows contradictory results in various studies, as shown by Suhadji & Widiastuti (2016) and Hidayat & Elly Kusumastuti (2019) who found that customer orientation has no significant effect, while Sari (2014) and Widiyanto (2015) found the opposite. PT Pimaimas Citra experienced fluctuations in sales

performance during the 2020-2023 period, with unstable growth, including a significant decline of 30% in 2023. In addition, other problems such as lack of product innovation, ineffective marketing strategies, and lack of training for salespeople also affect the company's performance. This study aims to examine the influence of service quality, customer orientation, and communication skills on salesperson performance with sales behavior as an intervening variable. This study is expected to address the contradictions that emerged in previous studies as well as provide a new perspective on the factors that influence sales force performance at PT Pimaimas Citra.

LITERATURE REVIEW

Quality of Service

Service quality is a complex concept because of its intangible nature. According to Kotler & Armstrong (2018), quality means "free from deficiency." The American Society for Quality defines quality as follows:

"Quality is a characteristic of a product or service that is able to satisfy customer needs. Service quality is measured based on customer satisfaction levels."

In the fierce competition, both private and government organizations understand the importance of service quality. Kotler & Keller (2016) states that a service is an action or performance that one party offers to another party without creating a sense of ownership. Services are intangible but useful. The consumer has an initial perception of the service he or she will receive, but often the reality does not match expectations thus creating a gap that reduces the success of the service.

Customer Orientation

Poltak, et al. (2021: 133) stated that customers are the drivers of a company's revenue, and without customers, the business cannot be sustainable. Therefore, companies must compete to attract customers through various strategies such as aggressive advertising, price drops, or the development of unique products. Rosmayani (2022: 35) states that customer orientation means putting the customer above all else for the company's long-term profits. This is important for sales performance, profitability, and market share. According to Kotler & Armstrong (2018: 613), customer-oriented marketing requires companies to look at and organize marketing activities from the customer's point of view, with the aim of meeting and satisfying their needs. To implement a customer orientation strategy, Kotler underlines the importance of companies understanding buyer needs, choosing the right group of buyers, determining products and marketing programs, conducting consumer research, and determining and implementing the best strategy (Darmanto & Wardaya, 2016: 43). Overall, customer orientation is a marketing or sales activity that focuses on the customer's point of view in determining and regulating marketing activities, with the aim of meeting customer needs and desires so that customer satisfaction is achieved.

Communication Skills

Communication is a basic human need to interact and is essential in various fields, including business. Poltak, et al. (2021) stated that communication with customers is important for business continuity, allowing for clear coordination, instructions, suggestions, and information exchange so that the company's goals and customer desires can be synergized. According to Naway (2017), communication is the process of giving

signals according to certain rules to establish, maintain, and change systems, allowing the sharing of thoughts, ideas, and feelings. Rules and ways that are generally understood allow for the same meaning. Mulyana (2014) defines communication as the transmission of information, ideas, emotions, skills, and so on using symbols such as words, images, and graphics. This process allows the message to be understood by the recipient. Mulyana also explained that communication is the process of transferring ideas from the source to the recipient with the aim of changing their behavior, an example of one-way communication is public speech. In conclusion, communication is the process of conveying a message from a communicator to a communicator using symbols or symbols to inform or change the attitude, opinion, or behavior of the recipient of the message.

Sales Behavior

Customer-oriented sales behavior involves the ability of salespeople to help customers to increase their satisfaction. Stock and Hoyer (2009) explain that this includes trying to help the customer's goals, discussing their needs, and trying to influence the customer with information, not pressure (Suhaji & Widiastuti, 2016).

According to Brasher et al. in Taufiqi (2016), salesperson behavior includes all activities needed in the sales process and building relationships with customers. These include customer search, information search, sales, and service. This behavior aims to build a good relationship with customers and increase their satisfaction.

Sales Force Performance

Performance refers to work achievements or work results achieved by a person in carrying out their duties according to the responsibilities given. According to Agustini (2019), performance is the result of quality and quantity of work achieved by employees. Performance assessment is an evaluation process that compares the actual results of workforce performance with organizational standards (Widyaningrum & Siswati, 2017). Pettijohn et al. define sales performance as an objective measure of success that includes contribution to market share, profitability, speed of selling new products, meeting targets, and helping supervisors achieve their goals (Maulana & Wijayanto, 2019). In conclusion, employee performance is the process and work results in a certain period compared to standards, targets, or criteria determined in accordance with the company's vision, mission, and strategy.

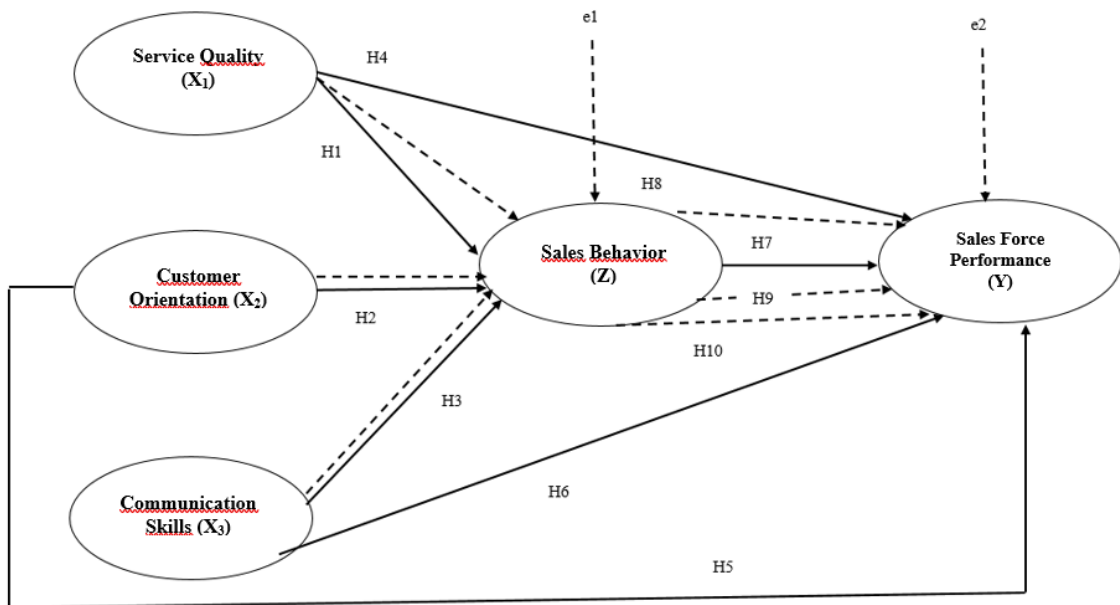
METHOD

Survey is a data collection method used in this study with questionnaires as an instrument. According to Arikunto (2016:135), a questionnaire is a collection of questions that are asked in writing to a person (respondent), and the way to answer them is also done in writing. In this study, the instruments distributed to the research subjects were measured by an ordinal scale, in this case a Likert scale with five alternative answers, namely: always (importance 5); very frequently (importance 4); occasionally (importance 3); rarely (importance 2); and never (importance 1). Before this instrument is used as a data collection tool, a validity test and reliability test are first carried out as an instrument test (Sugiyono, 2019:203). The population of this study is 120 salespeople at PT Pimaimas Citra. Survey research is a type of study that is carried out by taking direct samples and data obtained from the population to test the causality between constructs (Sugiyono, 2008). In determining the number of samples, the author uses the random sampling

method. Employees of PT Pimaimas Citra who have a position as a salesperson are a sample of this research. This study took a total sample of 115 people. The criteria for this study are employees of PT Pimaimas Citra who have a position as a salesperson. This study took a sample of 115 people. The criteria for this study are employees of PT Pimaimas Citra who have a position as a salesperson. The questionnaire distribution process was carried out for 10 days, starting from June 17, 2024 to June 26, 2024. Data analysis includes two types, namely descriptive analysis using SPSS software, and inferential analysis using SEM-PLS. The hypothesis test stage uses inferential statistical analysis. According to Sekaran & Bougie (2016), inferential statistics aim to draw conclusions about population parameters based on sample statistics and analyze the relationship between one variable and another.

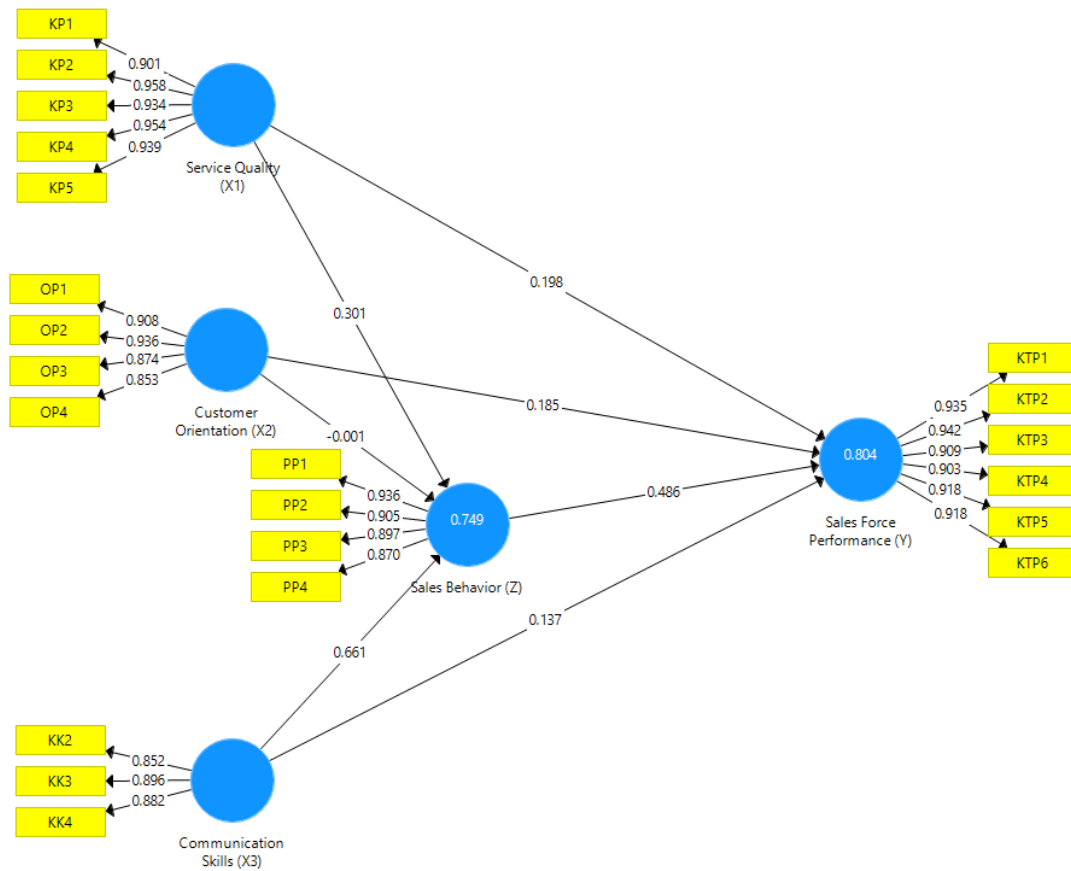
The variable relationships in this study create the following model

Figure 1
Research Model



Below are the results of the second data processing model with modelling software based on our analysis.

Figure 2
Data Processing Results with SmartPLS



RESULTS

An inner model analysis (structural analysis of the model) is carried out to ensure that the structural model built is robust and accurate. The evaluation of the inner model can be seen from several indicators, which in this study used multicollinearity tests, determination coefficient (R²), f² value (effect size), and Predictive Relevance (Q²), as well as path coefficient (Widarjono, 2015; Haryono, 2017).

Table 1
Multicollianarity Test Result

	Communic ation Skills (x3)	Salesforce Performan ce (Y)	Quality of Service (X1)	Customer Orientati on (x2)	Sales Behavior (Z)
Communication Skills (x3)		3,338			1,593
Salesforce Performance (Y)					
Quality of Service (X1)		3,488			3,127
Customer Orientation (x2)		3,346			3,346
Sales Behavior (Z)		3,988			

Table 1 shows that all VIF values in inter-variable relationships are less than the number 10. Therefore, in this study, there is no phenomenon of two or more independent variables or highly correlated exogenous constructs, which means that it is proven that there is no strong intercorrelation between latent variables, so that the predictive ability of the model can be declared to be well qualified.

Seen in the table of relationships between constructs based on R Square values, it can be explained as follows

Table 2*R Square Results*

Variable	R Square	Conclusion
Salesforce Performance (Y)	0,804	The power of the "strong" model
Sales Behavior (Z)	0,749	The power of the "strong" model

The R value of the square of the sales behavior variable (Z) is 0.749. This figure is the contribution of the three independent constructs (X1, X2, and X3) of 74.9%. Independent constructs outside of the three independent variables explain Salesforce's Performance at 25.1%. Then the value of the R square variable of the sales part performance variable (Y) is 0.804. The findings show that the variables of service quality (X1), customer orientation (X2), communication skills (X3), and sales behavior (Z) are simultaneously able to explain 80.4% for Sales Behavior (Z).

Table 3*Q square predictive relevance results*

	SSO	SSE	Q ² (=1-SSE/SSO)
Communication Skills (x3)	351,000	351,000	
Salesforce Performance (Y)	702,000	229,190	0,674
Quality of Service (X1)	585,000	585,000	
Customer Orientation (x2)	468,000	468,000	
Sales Behavior (Z)	468,000	186,384	0,602

Based on the results of the Q square predictive relevance test in table 3, it can be determined that the research model has passed the test because all dependent variables can be predicted by each independent variable with a Q value greater than 0 (zero).

Table 4*F Square Results*

	Salesforce Performance (Y)	Sales Behavior (Z)
Communication Skills (x3)	0,029	1,095
Quality of Service (X1)	0,068	0,160
Customer Orientation (x2)	0,052	0,000
Sales Behavior (Z)	0,302	

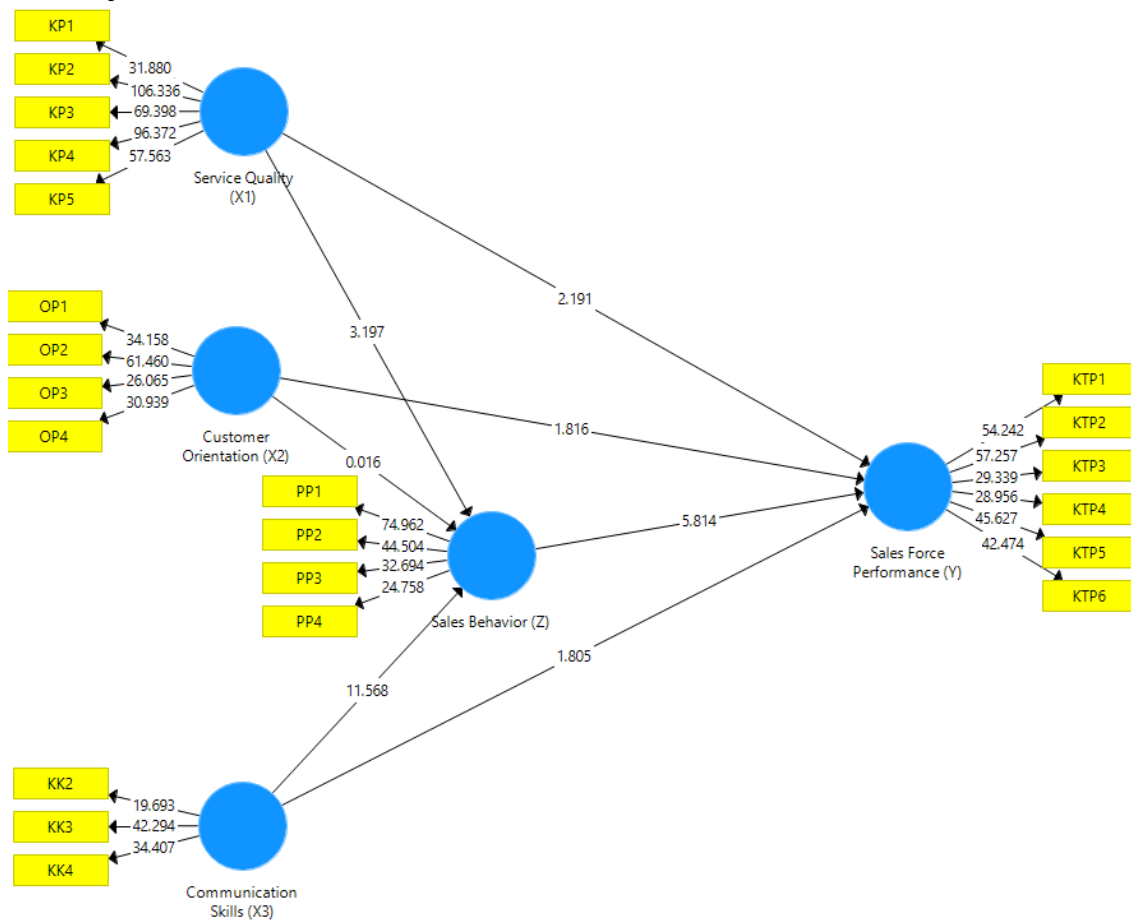
Next is the F square value in table 4. If the path coefficient sees whether there is or is not a significant relationship between variables, then f square assesses the magnitude of the influence between variables (Wong, 2013). Based on Table 4.19, it can be interpreted as follows:

1. The effect of Communication Ability on Salesperson Performance is 0.029 (small influence), on Sales Behavior is 1.095 (large influence).

2. The effect of Service Quality on Sales Force Performance is 0.052 (small influence), on Sales Behavior is 0.160 (moderate effect).
3. The effect of Customer Orientation on Sales Force Performance is 0.029 (small influence), on Sales Behavior is 0.000 (negligible effect).
4. The effect of Customer Orientation on Sales Force Performance is 0.029 (small influence), on Sales Behavior is 0.000 (negligible effect).

Based on the results of data processing, the following is a research bootstrapping model to determine the hypothesis test.

Figure 3
Bootstrap Results



The bootstrap results show the influence of each latent variable. The results are shown in the table as shown in Table 5, namely:

Table 5
Path Coefficient

	Original Sample (O)	=T Statistics (O/STDEVI)	P Values
Communication Skills (X3) → Sales Behavior (Z)	0,661	11,293	0,000
Communication Skills (X3) → Sales Force Performance (Y)	0,197	2,014	0,042
Customer Orientation (X2) → Sales Behavior (Z)	0,337	1,985	0,020

Customer Orientation (X2) → Sales Force Performance (Y)	0,285	2,751	0,000
Sales Behavior (Z) → Sales Force Performance (Y)	0,486	5,911	0,000
Service Quality (X1) → Sales Behavior (Z)	0,301	3,255	0,001
Service Quality (X1) → Sales Force Performance (Y)	0,198	2,056	0,040
Communication Skills (X3) → Sales Behavior (Z) → Sales Force Performance (Y)	0,321	5,354	0,000
Customer Orientation (X2) → Sales Behavior (Z) → Sales Force Performance (Y)	0,156	2,015	0,007
Service Quality (X1) → Sales Behavior (Z) → Sales Force Performance (Y)	0,146	2,626	0,009

Based on the results of data processing on the path coefficient, the hypothesis proof is summarized in table 6 as follows

Table 6
Hypothesis Test

Research Hypothesis	Coefficient Value Line	Significance		Hypothesis Test Result	Conclusion
		T statistics	P values		
H1: Service quality has a positive and significant effect on the sales behavior of vaccine products.	0,301	T count/t statistics (3,225) > critical t/t Tables (1.96)	P-value (0.001) < alpha value (0,05)	Hypothesis 1 accepted	Positive and significant influence. H1 proven
H2: Customer orientation has a positive and significant effect on the sales behavior of vaccine products	0,337	T count/t statistics (1,985) > critical t/t Tables (1.96)	P-value (0.001) < alpha value (0,05)	Hypothesis 2 accepted	Positive and significant influence H2 proven
H3: Communication skills has a positive and significant effect on the sales behavior of vaccine products	0,661	T count/t statistics (11,293) > critical t/t Tables (1.96)	P-value (0.001) < alpha value (0,05)	Hypothesis 3 accepted	Positive and significant influence H3 proven
H4: Service quality has a positive and significant effect on the performance of vaccine products salespeople	0,198	T count/t statistics (2,056) > critical t/t Tables (1.96)	P-value (0.001) < alpha value (0,05)	Hypothesis 4 accepted	Positive and significant influence H4 proven
H5: Customer orientation has a positive and significant effect on the performance of	0,285	T count/t statistics (2,751) > critical t/t	P-value (0.001) < alpha value (0,05)	Hypothesis 5 accepted	Positive and significant influence H5 proven

vaccine products salespeople		Tables (1.96)			
H6: Communication skills has a positive and significant effect on the performance of vaccine products salespeople	0,197	T count/t statistics (2,014) > t critical/t Tables (1.96)	P-value (0.001) < alpha value (0,05)	Hypothesis 6 accepted	Positive and significant influence H6 proven
H7: Vaccine product sales behavior has a positive and significant effect on the performance of salespeople	0,486	T count/t statistics (5,911) > critical t/t Tables (1.96)	P-value (0.001) < alpha value (0,05)	Hypothesis 7 accepted	Positive and significant influence H7 proven
H8: Service quality has a positive and significant effect on the performance of sales personel with the sales behavior of vaccine products as an intervening variable	0,146	T count/t statistics (2,626) > t critical/t Tables (1.96)	P-value (0.001) < alpha value (0,05)	Hypothesis 8 accepted	Positive and significant influence H8 proven
H9: Customer orientation has a positive and significant effect on the performance of sales personel with the sales behavior of vaccine products as an intervening variable	0,156	T count/t statistics (2,015) > critical t/ t Tables (1.96)	P-value (0.001) < alpha value (0,05)	Hypothesis 9 accepted	Positive and significant influence H9 proven
H10: Communication skills has a positive and significant effect on the performance of sales personel with the sales behavior of vaccine products as an intervening variable	0,321	T count/t statistics (5,387) > critical t/t Tables (1.96)	P-value (0.001) < alpha value (0,05)	Hypothesis 10 accepted	Positive and significant influence H10 proven

The study findings are the path coefficient on the implications of Service Quality on Vaccine Product Sales Behavior is 0.301 or 30.1%. This figure assumes that increasing or rising Service Quality will have implications for Vaccine Product Sales Behavior will be stronger. The significance test regarding the impact of Service Quality on Vaccine Product Sales Behavior with a t-value of 3.255 (> 1.96) and 0.001 (<alpha 0.05) for the

p-value, indicates that Service Quality has a positive and significant impact on Vaccine Product Sales Behavior. Given that the influence is significant, it means that hypothesis 1 is proven.

Customer orientation has a direct positive and significant impact on vaccine product sales behavior. The study finds that are the customer orientation has a path coefficient of 0.337 or 33.7% on vaccine product sales behavior, which means that the stronger the customer orientation, the more vaccine product sales behavior will increase. The significance test of the impact of customer orientation on the sales behavior of vaccine products with a t-value of 1.985 (> 1.96) and 0.020 ($< \alpha 0.05$) for the p value, means that customer orientation has a positive and significant impact on the sales behavior of vaccine products. Given that the impact is significant, it means that hypothesis 2 is proven.

The results of this study are the coefficient of communication skills on vaccine product sales behavior of 0.661 or 66.1%, which means that the stronger the communication skills, the higher the vaccine product sales behavior. The significance test of the influence of communication skills on vaccine product sales behavior with a t-value of 11.293 (> 1.96) of 0.000 ($< \alpha 0.05$) for p-value, showed that communication skills had a real impact with a positive direction on vaccine product sales behavior. Given that the influence is significant, it means that hypothesis 3 is proven.

The findings of the study are the path coefficient of the impact of service quality on the performance of vaccine product salespeople of 0.198 or 19.8%, which means that the higher the quality of service, the performance of vaccine product salespeople will increase. The significance test of the impact of Service Quality on the Performance of Vaccine Product Salespeople is 2.056 (> 1.96) for the t value and 0.040 ($< \alpha 0.05$) for the p value; This shows that Service Quality has a positive and significant effect on the Performance of Vaccine Product Salespeople. Given that the impact is significant, it means that hypothesis 4 is proven.

The results of the study showed that the path coefficient of the impact of Customer Orientation on the Performance of Vaccine Product Salespeople was 0.285 or 28.5%, which means that the stronger the Customer Orientation, the Performance of Vaccine Product Salespeople will increase. The significance test of the impact of Customer Orientation on the Performance of Vaccine Product Salespeople with 2.751 (> 1.96) as the t value and 0.000 ($< \alpha 0.05$) as the p value, which means that Customer Orientation has a positive and significant impact on the Performance of Vaccine Product Salespeople. Given that the influence is significant, it means that hypothesis 5 is proven.

The results showed that the path coefficient of the influence of Communication Ability on the Performance of Vaccine Product Salespeople was 0.197 or 19.7%, which means that the more Communication Ability increases, the more the Performance of Vaccine Product Salespeople will increase. The significance test of the influence of Communication Ability on the Performance of Vaccine Product Salespeople with a value of $t = 2.014$ (> 1.96) and a p-value of 0.042 ($< \alpha 0.05$), which means that Communication Ability has a positive and significant effect on the Performance of Vaccine Product Salespeople. Given that the influence is significant, it means that hypothesis 6 is proven.

The study findings are the path coefficient of the impact of Communication Ability on the Performance of Vaccine Product Salespeople of 0.197 or 19.7%, which means that the greater the Communication Ability, the greater the Performance of Vaccine Product Salespeople. The significance test of the impact of Communication

Ability on the Performance of Vaccine Product Salespeople with 2.014 (> 1.96) as the t value and 0.042 ($< \alpha 0.05$) as the p value; which means that Communication Ability has a positive and significant impact on the Performance of Vaccine Product Salespeople. Given that the impact is significant, it means that hypothesis 6 is proven. Vaccine product sales behavior has a direct positive and significant impact on salesperson performance. The study findings are the path coefficient of the impact of vaccine product sales behavior on the performance of vaccine product salespeople of 0.486 or 48.6%, which means that the stronger the vaccine product sales behavior, the more the salesperson performance will increase. Significance test of the impact of vaccine product sales behavior on the Performance of Vaccine Product Sales Force with a value of 5.911 (> 1.96) as the calculated t value and 0.000 ($< \alpha 0.05$) which means that vaccine product sales behavior has a positive and significant impact on Sales Force Performance. Given that the impact is significant, it means that hypothesis 7 is proven.

The study findings are the path coefficient of the impact of Service Quality on the Performance of Vaccine Product Salespeople with Vaccine Product Sales Behavior as an intervening variable of 0.146 or 14.6%, which means that the better the quality of service, the performance of salespeople through vaccine product sales behavior will also increase. The significance test of the impact has a figure of 2.626 (> 1.96) as the t-value and 0.009 ($< \alpha 0.05$) as the p-value, which means that service quality has a positive and significant impact on salesperson performance with vaccine product sales behavior as an intervening variable. Given that the influence is significant, it means that hypothesis 8 is proven.

The study findings show that the path coefficient of the impact of Customer Orientation on the Performance of Vaccine Product Salespeople with Vaccine Product Sales Behavior as an intervening variable is 0.156 or 15.6%, which means that the stronger the customer orientation, the performance of the sales force through vaccine product sales behavior will also increase. The significance test of the impact has 2.015 (> 1.96) as the t-value and 0.007 ($< \alpha 0.05$) as the p-value, which means that Customer Orientation has a positive and significant impact on the performance of the sales force with vaccine product sales behavior as an intervening variable. Given that the impact is significant, it means that hypothesis 9 is proven.

This study concludes the impact of Communication Ability on the Performance of Vaccine Product Salespeople mediated by Vaccine Product Sales Behavior, by 0.321 or 32.1%. The meaning of this finding is that improved communication skills will also improve the performance of salespeople mediated by the behavior of selling vaccine products. The impact significance test has 2.015 (> 1.96) as t calculation and 0.007 ($< \alpha 0.05$) as the p value; means that Communication Ability has a significant impact in a positive direction on the performance of salespeople mediated by the behavior of selling vaccine products. With the demimkian hypothesis 10 proven.

DISCUSSION

This study analyzes the impact of service quality, customer orientation, and communication skills on vaccine product sales behavior and salesperson performance. The research findings are that service quality has a real effect with a positive direction on the sales behavior of vaccine products with an influence coefficient of 0.301. The critical t-value (1.96) is smaller than the calculated t-value (3.225); and the alpha value is greater than 5 percent of the p value (0.001); Thus both strengthen hypothesis 1. This is supported by the research of Mardiyansyah & Rohwiyati (2020), Purwantini et al (2020), and Maulana & Wijayanto (2019). The indicator with the highest cross loading is KP4 (0.656) which shows that seller empathy towards customers improves sales behavior.

Customer orientation also had a real effect on the positive direction of vaccine product sales behavior with an influence of 0.337. The critical t-value (1.96) is smaller than the calculated t-value (1.985); and the alpha value is greater than 5 percent of the p value (0.020); so that the H2 hypothesis is supported by research data. This research is supported by Hidayat & Kusmastuti (2019) and Purwantini et al (2020). The indicator with the highest cross loading is OP4 (0.686), i.e. special attention according to customer needs can improve sales behavior. Communication skills had a real effect on the positive direction of vaccine product sales behavior with an influence of 0.661. The critical t-value (1.96) is smaller than the calculated t-value (11.293); and the alpha value is greater than 5 percent of the p value (0.050); So hypothesis 3 is supported by research data. This research is supported by Mandansari et al (2022) and Kharisma & Widiyanto (2015). The indicator with the highest cross loading is KK3 (0.797) which indicates effective communication with customers can improve sales behavior. The service qualities had a real effect on the performance of vaccine product salespeople with an impact of 0.198. The critical t-value (1.96) is smaller than the calculated t-value (2.056); and an alpha value of 5 percent greater than the p value (0.000); So hypothesis 4 is supported by empirical data. The results of this study are supported by the research of Mardiyansyah & Rohwiyati (2020) and Larantukan (2022). The indicator with the highest cross loading is KP2 (0.958) which shows that the speed of service can improve the performance of salespeople.

Customer orientation has a real effect with a positive direction on the performance of vaccine product salespeople with an impact of 0.285. The critical t-value (1.96) is smaller than the calculated t-value (2.751); and alpha value greater than 5 percent of p value (0.000); So hypothesis 5 is supported by empirical data. This research is supported by Dewi Komala Sari (2014), Naum, I Dwi Yanuar & Harti Harti (2020), and Annuar Hayatun Nufuz & Magdalena Augutine Graciafernandy (2024). The indicator with the highest cross loading is OP4 (0.733) which indicates that special attention to customers can improve the performance of salespeople. Communication skills have a significant positive effect on the performance of vaccine product salespeople with an impact of 0.197. The critical t-value (1.96) is smaller than the calculated t-value (2.014); and an alpha value of 5 percent greater than the p value (0.042); So hypothesis 6 is supported by empirical data. This research is supported by B. Mega Kharisma & Ibnu Widiyanto (2015) and is opposite to Lustono & Hasnaeni (2019). The indicator with the highest cross loading is KK3 (0.697) which shows that effective communication can improve the performance of salespeople.

The behavior of selling vaccine products had a real effect on the performance of salespeople with an impact value of 0.486. The critical t-value (1.96) is smaller than the

calculated t-value (5.911); and the alpha value is greater than 5 percent of the p value (0.0000); So hypothesis 7 is supported by empirical data. This research is supported by Fitri Maulana & Andi Wijayanto (2019), and Annuar Hayatun Nufuz & Magdalena Augutine Graciafernandy (2024). The indicator with the highest cross loading is PP2 (0.797) which shows that salespeople who listen to customer complaints can improve salespeople's performance.

Service quality had a real effect on the performance of salespeople with the behavior of selling vaccine products as an intervening variable with an influence of 0.146. The critical t-value (1.96) is smaller than the calculated t-value (2.626); and alpha value 5 percent greater than p value (0.009); So hypothesis 8 is supported by empirical data. This research is supported by Mardiyansyah & Rohwiyati (2020) which shows that good service quality will increase customer satisfaction and sales behavior which in turn will improve salesperson performance. Customer orientation has a real and positive effect on the performance of salespeople with the behavior of selling vaccine products.

CONCLUSION

This study shows that all hypotheses are proven significant. Service quality has a positive effect on the sales behavior of vaccine products, increasing sales through empathy for customers. Customer orientation has a positive effect on sales behavior with special attention to customer needs that increase sales. Communication skills also have a positive effect on sales behavior, where careful communication increases sales. In addition, the quality of service has a positive effect on the performance of sales personnel with fast and responsive service. Customer orientation improves salesforce performance with special attention to customers, while communication skills improve salesforce performance through effective communication. Sales behavior has a positive effect on salespeople's performance by listening to good prospect complaints. Service quality, customer orientation, and communication skills also improve salesforce performance through sales behavior as intervening variables. Overall, service quality, customer orientation, and communication skills significantly affect the sales behavior and performance of vaccine product salespeople. The implementation of a strategy that focuses on improving service quality, customer orientation, and communication skills is essential to improve the performance of vaccine product salespeople.

Implication

Companies should invest more in the training and development of sales force, especially in improving service quality, communication skills, and customer orientation. A comprehensive training program can improve these skills and salespeople's performance. In addition, companies must continue to improve the quality of service by ensuring empathy and quick response to customer needs, as this has a significant impact on sales behavior and performance. Particular attention to customer needs should also be a priority in sales strategy, with salespeople trained to understand each customer's unique needs and provide customized solutions. Effective communication skills should be a key focus in salesforce development, with workshops or specialized training on how to design messages and communicate effectively with customers. Companies must also implement a comprehensive performance measurement and evaluation system to monitor service quality, customer orientation, and sales force communication capabilities, and use feedback for continuous improvement. Finally, utilizing technology such as CRM

(Customer Relationship Management) can help salespeople manage interactions with customers, provide faster responses, and provide more personalized service, thereby increasing efficiency and effectiveness in sales. Companies should invest more in the training and development of sales force, especially in improving service quality, communication skills, and customer orientation. A comprehensive training program can improve these skills and salespeople's performance. In addition, companies must continue to improve the quality of service by ensuring empathy and quick response to customer needs, as this has a significant impact on sales behavior and performance. Particular attention to customer needs should also be a priority in sales strategy, with salespeople trained to understand each customer's unique needs and provide customized solutions. Effective communication skills should be a key focus in salesforce development, with workshops or specialized training on how to design messages and communicate effectively with customers. Companies must also implement a comprehensive performance measurement and evaluation system to monitor service quality, customer orientation, and sales force communication capabilities, and use feedback for continuous improvement. Finally, utilizing technology such as CRM (Customer Relationship Management) can help salespeople manage interactions with customers, provide faster responses, and provide more personalized service, thereby increasing efficiency and effectiveness in sales.

Limitation and Future Direction

Researchers are further advised to examine specific elements of service quality such as service speed, information accuracy, and staff friendliness that have the most influence on sales behavior and salesperson performance. In addition, research in various industry sectors other than vaccines is needed to test the consistency of results, which will reinforce the generalization of findings. The use of qualitative methods such as in-depth interviews or focus group discussions is also recommended to understand customer perceptions of service quality and its impact on purchase decisions. Further research may also investigate the factors that support customer orientation in salespeople, such as training and incentives, as well as the long-term influence of customer orientation on customer loyalty and repeat sales. A qualitative approach can provide a more comprehensive picture of how customer orientation affects sales behavior and salesforce performance. In addition, subsequent research may examine the specific communication techniques that are most effective in improving sales behavior and salesforce performance, as well as the influence of non-verbal communication on sales effectiveness. This study can also complement previous results by analyzing the impact of communication training on salesperson performance in the long term. For the variables of vaccine product sales behavior, the next research can analyze the determinants of good sales behavior, such as sales ethics, product knowledge, and interpersonal skills. Case studies are also needed to identify best practices in vaccine product sales behavior and how good sales behavior affects customer loyalty and repeat purchases. Finally, regarding the variables of salesforce performance, it is recommended to use objective measures such as the number of units sold, the nominal amount of money earned, or the number of visits and presentations to prospects and customers. This is because performance measurement based on the subjective perception of employees is often criticized. Measuring performance with objective measures will provide more relevant and accurate results.

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