The Effect of Salespeople Competence and Control System to the Performance of Salespeople at Bri Bank in Semarang City

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Abstract

This study aimed to explained the effect of salespeople competence and control system to the performance of salespeople at BRI bank in Semarang city. The population in this study was all of salespeople who sold internet banking product to the customers at BRI bank in Semarang city with a number of sample were 50 respondents using purposive sampling technique. The result showed that significance value of simultaneous hypotesis test < 0.05, so $H_0$ is rejected. It means that salespeople competence and control system significantly effect to the performance of salespeople at BRI bank in Semarang city accepted. While the partial hypotesis t test for salespeople competence variable was 5.949 with significant value < 0.05, so $H_0$ is rejected. The t test result for system control variable was 3.925 with the significant value < 0.05, so $H_0$ rejected. It means the working hypotesis ($H_1$) stated both salespeople competence and control system variable significantly influence to the performance of salespeople at BRI bank in Semarang city. The conclusion of this study was the higher quality of salespeople competence and control system positively would enhance the performance of salespeople, and the suggestion for future research is to add an orientation variable such as smart working and the quality of sales training.

Key Words: Salespeople Competence, Control System, Salespeople Performance.
1. Introduction

Globalization as a phenomenon characterized by an increasing of information and communication technology have led to the environmental turbulence with a lot of implications of various activities in an organization, both business and the public organization. Hammer and Champy (2004: 92) stated that business globalization occurred had an impact on three things namely customer, competition, and change. First, the customer holds greater power than the manufacturer, so it changed the philosophy of mass production into mass customization. Second, the competition intensities increased. Third, the change significantly affected to all business aspects and occurred continuously so it became a sure thing. Each company must implement sales standard competency and appropriate control system in order to achieve a good performance. Bank Rakyat Indonesia company (well known as BRI Bank) is one of the banks in Indonesia was established on December 16, 1895 had set standard of marketing competence, where its standard is used to direct and monitor their employees especially account officer as salespeople, so that each accounts officer at BRI bank capable for doing his job, and it expected can guarantee the targets can be achieved. Support from salespeople becomes very important, considering the they were the key of company to maximize its profits and sales, so the company would give sales targets to their salespeople. It expected salespeople had many competences to make their targets achieved easily.

Salespeople must have competence in marketing skill so it can improve their sales performance. Competence orientation is a business of sales manager to develop the competence of their salespeople and to develop the quality of their behavior, such as the sales presentation (Spiro and Weitz, 1990). Improving salespeople competence were expected to improve sales performance. According to Baldauf et al, (2001) salespeople competency is a necessary skill for conducting sales presentations. He also explained that the competence of salesperson is influenced by the salespeople behavior. Moreover, salesperson competence in their performance was also influenced by a motivation created by themselves. Research conducted by Kohli et al, 1998, stated that sales activity would be more effective if it done by salespeople who had the competence and experience.

The control system was carried out by BRI Bank had significance for the attainment of corporate goals. controls can be described in three types. First, control for the results. Secondly, control for some activities. Third, control for the ability of salespeople. The good quality of control system to salespeople's performance should be able to enhance the competency of the salesperson in a company. Challagala and Shervani (1996) suggested that there was a close relationship between a manager controls, leaders, and satisfaction on the salespeople performance. Anderson and Oliver (1997) identified the sales control system as a set range of behavior orientation (behavior based) and results orientation (outcome based). From these
statements it can be concluded that manager control is one of the determinants aspect that guarantee the success of a company. The main purpose of this control system was to achieve the company's goal, therefore control system is the core function of each company (Challagalla and Shervani, 1996).

Salespeople's performance in carrying out some activities for understanding and knowing something influenced by the characteristics of each salespeople individual. Salespeople involvement for getting an interaction and communication skills will have an impact on the salespeople performance. Sales activity of a company basically had a life cycle where in that time it will decline due to a marketing strategy that irrelevant to market condition. One part of the marketing management is often seen as part of a fairly important in supporting the company's success is sales management. Salesperson Performance gives a big contribution to a company, revenue growth from products sales and services is dependent on the ability to Attract new customers, keep existing customers, and transform the existence of potential customers into real customers. Until now, there is no special division that deal specifically one certain product, so that all salespeople should be able to master all of products. In order to achieve the targets from 2014 to 2015 in Semarang office, most of target had not reached of 100% yet. The concept of competence applied by BRI bank cannot be realized by consumer banking products of BRI bank in Semarang office. It was characterized by lack of knowledge about consumer banking products and its features. In case of low of sales competence to consumer banking at BRI bank in Semarang office it also can decrease the performance of salespeople ar BRI bank in Semarang city.

2. Study Literature

2.1 Salespeople Performance

Performance is an outcome achieved by workers for doing his job according to certain criteria to apply a particular job. Generally, a good marketing performance can be expressed in three major magnitude, ie sales value, sales growth, and market share, which ultimately led to the company's profits. The sales value showed how many rupiah collected or product units sold, while the sales growth showed how many product sales growth compared to the same unit of time as well as market share shows how much a contribution of products dominate to the market of similar products than some competitors (Ferdinand, 2000). The marketing performance of salespeople were evaluated using some factors controlled by the salespeople itself namely based on salespeople behavior and the results of marketing personnel obtained. According to Badaulif et al (1997), a high performance of sales personnel affected by attitudes and other characteristics of salespeople. Sellers skills are indispensable in order to carry out their duties effectively. Furthermore, Salesperson knowledge about the product with a variety of quality and product facilities is also required factors.
2.2 Salespeople Competence

Salespeople competence is the ability or salesperson skill in the market or present their products to the consumers so it creates sales transaction. The orientation competence is a business sales manager to develop salespeople competence and to develop the quality of their behavior, such as the sales presentation (Spiro and Weitz, 1990). The ability to sell is classified into twoa category, namely micro ability and macro capability. The micro ability tend to an individual skills of salesperson, such as the ability to listen and adaptability. While the macro capability more focus on identifying knowledge. The ability of micro and macro capabilities were able to provide some benefits to increase capacity of overall sales, which is intended to enhance the salespeople performance and the ability for selling product have an influence on salespeople performance (Rentz, 2002).

H1: The better competency of salespeople effect to higher quality their performance.

2.3 Control System

Salespeople control system is a set of tools to achieve goals by monitoring, evaluating progress, and provide feedback in order to strengthen the salespeople as the basis salesperson performance (Challagala and Shervani, 1996). The control system of salespeople is a procedure or method used by companies for monitoring, directing, assessing, evaluating, and compensating of each of its employees (Anderson and Oliver, 1987). The purpose of sales control is to maximize the possibility that the sales organization can achieve its objectives, both long-term and short-term goals. This system also allows salespeople to learn better ways for implementing sales assignment and encourage behaviors that are expected to improve salespeople performance (Challagala and Shervani, 1996). The dimensions used in Baldauf et al. (2001) are to monitor the salespeople performance in the field, guiding salespeople to accomplis their job, evaluating the presentation quality of salesperson, and give some rewards to their performance. The positive influence of control system based on behavior for the behavior performance was also obtained in a study conducted by Babakus (1996) in Baldauf et al. (2001).

H2: The better quality of control system effect to the higher quality of salespeople performance.

3. Research Method

3.1 Population and Sample

The population in this study was salespeople at BRI bank in Semarang office. The population in this study had unlimited characteristic which is the number and characteristics of respondents were not known for certain. The Respondents in this study were all salespeople consumer banking products at BRI Bank in semarang city. This study used a non probability sampling technique, with purposive sampling method which means sample technique with a
certain consideration. The criteria used in selecting sample namely: 1) Respondents were salespeople consumer banking products in Bank BRI, 2) Respondents had become salespeople consumer banking products BRI at least three years. Ferdinand (2013) stated that in multivariate study determined the sample size 25 times of independent variable, and in this study had two independent variables thus require adequate sample of 50 respondents sample.

3.2 Data Collection Procedure

Data gathering was conducted using questionnaire which being distributed directly to respondent to be answer themselves. The questionnaire was the technique of data collecting on carry out by providing a set of questions or statement to respondent. All variables in this study was latent or construct variables. it was the variable that could not be measured directly (unobserved). Therefore, the existence of these latent variables measured by indicators or manifest variables namely the Likert scale questions (Ghozali, 2011). Five-level Likert scale is the scale of agreement level on the questions that to be indicators of scale range namely: 1) Strongly Disagree, 2) Disagree, 3) Neutral, 4) Agree, and 5) Strongly Agree.

3.3 Data Analysis Technique

This study used a single dependent variable and two independent variables namely the dependent variables of this research is salespeople performance (Y) and the independent variable are competency of salespeople (X1), and control system (X2). Such relationships can be formulated in the form of the regression equation as follows:

\[ Y = \alpha + \beta_1X_1 + \beta_2X_2 + \varepsilon \]

Information:

\( Y = \) Salespeople Performance  
\( X_1 = \) Salespeople competence  
\( X_2 = \) Control System  
\( \alpha = \) constant  
\( \varepsilon = \) standard error / standard error  
\( \beta_1,2 = \) regression coefficient
3.4 Research Model

4. Results and Discussion

4.1 Overview of Respondents

The Respondents in this study were determined in accordance with sample calculation on the research method amount to 50 people. Practically, the data were collected by distributing a questionnaire of more than 50 pieces. It is based on the fact that there are a lot of questionnaires that have incomplete response. The samples were carried out by first ensuring that the respondents are salespeople consumer banking products at BRI bank in Semarang Regional Office. The display data about respondents identity have a function, namely to provide an overview about respondent condition. As for the display for respondents sample in this study were classified by gender, age, education, work experience. The following will be discussed on each condition of respondent demographic classifications.

4.1.1 Respondents by Age

Based on the data that has been captured, it can be explained that salespeople consumer banking products at BRI bank who became a respondent is a variative. In this case for classifying that the salespeople also varied, it will allows respondents also varies by age. For the bank employees age often determine the salesperson's performance. Tabulation of the respondent's age can be seen as follows.
Table 1: Respondents by Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Number of Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 20 years</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>20 – 35 years</td>
<td>27</td>
<td>54%</td>
</tr>
<tr>
<td>36 – 50 years</td>
<td>17</td>
<td>34%</td>
</tr>
<tr>
<td>&gt; 50 years</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Based on Table 1 above, it can be seen that the most age respondents are aged between 20-35 years as many as 27 people or 27%, followed by respondents aged 36-50 years as many as 17 people or 34%. It is because of on that age a person is experiencing a productive phase.

4.1.2 Respondents by Gender

The Performance is the measurement of all the successful work achieved by an employee, so it makes possible that salespeople of consumer banking products vary in gender. The composition of respondents by age are presented in Table 2 below.

Table 2: Respondent by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number of Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>20</td>
<td>40%</td>
</tr>
<tr>
<td>Female</td>
<td>30</td>
<td>60%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Based on Table 2 above, it can be seen that most respondents were female as many as 30 people or 60%, while male respondents as many as 20 people or 48%.

4.1.3 Respondents by Education Level

Education Level often affects on a person's behavior to achieve succe that has been done by each employee. Generally, besides the educational background also reflects an intellectual competence, expertise or skills possessed by employees namely salespeople of consumer banking products. The respondents tabulation related to education level is presented below

Table 3: Respondent by Education Level

<table>
<thead>
<tr>
<th>Education</th>
<th>Number of Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Junior High School</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Senior High School</td>
<td>8</td>
<td>16%</td>
</tr>
<tr>
<td>Diploma</td>
<td>20</td>
<td>28%</td>
</tr>
<tr>
<td>Bachelor</td>
<td>18</td>
<td>36%</td>
</tr>
<tr>
<td>Master</td>
<td>2</td>
<td>16%</td>
</tr>
<tr>
<td>Doctor</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>
Table 3 shows that the majority of respondents by education level is bachelor degree as many as 18 people or 36%. The education level of a person can influence the decision in choosing a trusted of internet banking.

4.1.4 Respondents by Work Experience

The length of time worked often affect the performance of employees in their daily life. Besides the length of work in general, it also reflects a form of work behavior of each employee. The Tabulation of respondents regarding the work experience presented in the following table.

Table 4: Respondent by Work Experience

<table>
<thead>
<tr>
<th>Work Experience</th>
<th>Numbers of Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 5 years</td>
<td>28</td>
<td>56%</td>
</tr>
<tr>
<td>6 – 10 years</td>
<td>18</td>
<td>36%</td>
</tr>
<tr>
<td>– 15 years</td>
<td>11</td>
<td>22%</td>
</tr>
<tr>
<td>– 20 years</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>&gt;20 years</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4 shows that the most respondents by work experience are worker < 5 years by 28 people or 56%, followed by 6-10 years as many as 18 people or 36%, and 11-15 years as many as 11 people or about 22%. It provides an explanation that salespeople of consumer banking products who worked < 5 years to 15 years are the potential employees in improving salespeople performance at BRI bank.

4.2 Time and Location Research

This research was conducted at the BRI bank in Semarang city. There were four branches in the semarang city, namely BRI branch at Ahmad Yani street, BRI branch at Pandanaran street, BRI Branch at Pattimura street, and BRI Branch at Sudiarto street. Which is each branch office oversees the Branch Office, Unit, Treasury office, and terraces that spread in Semarang city. This study started from May 2016 to August 2016.

4.3 Research Result

4.3.1 Percentage Description

This descriptive analysis described how behavior pattern or the phenomenon of each variables shown in the statistics deskriptive percentage. Each variable in this analysis serves to help interpret the results of hypothesis testing research that had been tested. The results of description percentage analysis are following.

4.3.2 Description of Salepeople Competency Variable

Based on the research results to a variable percentage description of competency variable, it obtained a percentage of 66.13%. Percentage of 66.13% based on the percentage of descriptive analysis, salespeople competency variables included in the enough category.
Judging from the distribution of respondents' answers on competency variable, it obtained the results as presented in Table 5 below.

Table 5: The Description of Salespeople Competency Variable

<table>
<thead>
<tr>
<th>Interval</th>
<th>Criteria</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>42 &lt; Scor ≤ 50</td>
<td>Very good</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>34 &lt; Scor ≤ 41</td>
<td>Good</td>
<td>12</td>
<td>24%</td>
</tr>
<tr>
<td>26 &lt; Scor ≤ 33</td>
<td>Pretty good</td>
<td>25</td>
<td>50%</td>
</tr>
<tr>
<td>18 &lt; Scor ≤ 25</td>
<td>Not good</td>
<td>8</td>
<td>16%</td>
</tr>
<tr>
<td>10 &lt; Scor ≤ 17</td>
<td>Bad</td>
<td>1</td>
<td>2%</td>
</tr>
</tbody>
</table>

As for the distribution of responses in the form of a picture chart diagram as follows:

Figure 1: Distribution of Respondents Answers on Salespeople Competency Variable

Source: Research data are processed, 2016

According to the table 5 and figure 1, it looks that as much as 8% or four respondents stated that the salespeople competency of BRI bank in Semarang categorised excellent, 24% or as much as 12 respondents stated that the salespeople competency BRI bank in Semarang categorised well, 50% or as much as 25 respondents state that salespeople competency of BRI bank in Semarang categorised poorly and 16.00% or as much as 8 respondents said salespeople competency at BRI bank in Semarang not good, and 2% or as one respondent stated that the salespeople competence of BRI bank in Semarang is not good.

4.3.3 The Description of Control System Variable

Based on the results study of descriptions percentage for variable control system acquired a percentage of 67.07%. The percentage of 67.07% based on the percentage of descriptive analysis, Control System variables included in the good category. Judging from the distribution of respondents answer of Control Systems variable, it obtained the results as presented in table 6 below:
Table 6: The Description of Control System Variable

<table>
<thead>
<tr>
<th>Interval</th>
<th>Criteria</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>12,6 &lt; Skor ≤ 15</td>
<td>Very good</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>10,2 &lt; Skor ≤ 12,5</td>
<td>Good</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>7,8 &lt; Skor ≤ 10,1</td>
<td>Pretty good</td>
<td>29</td>
<td>58%</td>
</tr>
<tr>
<td>5,4 &lt; Skor ≤ 7,7</td>
<td>Not good</td>
<td>6</td>
<td>12%</td>
</tr>
<tr>
<td>3 &lt; Skor ≤ 5,3</td>
<td>Bad</td>
<td>3</td>
<td>6%</td>
</tr>
</tbody>
</table>

As for the distribution of responses in the form of a picture chart diagram as follows

Figure 2: The Distribution of Respondents Answers on Control System Variable

Source: Research data are processed, 2016

Based on Table 6 and Figure 2 shows that as much as 4% or 2 respondents stated that the control system of BRI bank in Semarang city categorised excellent, 20% or 10 respondents stated that the control system of BRI bank in Semarang city categorised good, while 29% or 58 respondents said their control system enough, 12% or six respondents stated that the control system Semarang city categorised favorable and 6% or three respondents said control system at BRI bank in Semarang is not good.

4.3.4 The Description of Salespeople Performance Variable

Based on the results study of descriptions percentage for the salespeople performance variable, it obtained a percentage of 62.43%. Percentage of 62.43% based on descriptive analysis, salespeople performance variables included in the good category. Judging from the distribution of respondents answer of salespeople performance variables obtained results are presented in Table below:

Table 7: The Description of Salespeople Performance Variable

<table>
<thead>
<tr>
<th>Interval</th>
<th>Criteria</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>25,2 &lt; scor ≤ 30</td>
<td>Very good</td>
<td>6</td>
<td>12%</td>
</tr>
<tr>
<td>20,4 &lt; scor ≤ 25,1</td>
<td>Good</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>15,6 &lt; scor ≤ 20,3</td>
<td>Pretty good</td>
<td>26</td>
<td>52%</td>
</tr>
<tr>
<td>10,8 &lt; scor ≤ 15,5</td>
<td>Not good</td>
<td>10</td>
<td>20%</td>
</tr>
</tbody>
</table>
As for the distribution of responses in the form of a chart picture diagram as follows

**Figure 3: Distribution of Respondents Answers on Salespeople Performance Variable**

![Salespeople Performance Chart]

According to the table 7 and figure 3 looks that as much as 12% or six respondents stated that the salespeople performance of BRI bank in Semarang categorised very good, 10% or 5 respondents stated that the performance of salespeople at BRI bank in Semarang categorised good, while 52% or 26 respondents said their salespeople performance is good enough, 20% or 10 respondents stated that the performance of salespeople at BRI bank in Semarang categorised unfavorable and 6% or 3 respondents said the performance of the salespeople at BRI bank in Semarang is not very good.

4.4. Regression Analysis and Hypotheses Testing

4.4.1. Classic Assumption Test

4.4.1.1 Test Multicolinearity

Multicolinearity test used to determine if there is a perfect relationship between free variable. Multiple regression is not effective used if an independent variable containing Multicolinearity. Multicolinearity testing can be seen from the VIF coefficient. There is Multicolinearity between the independent variables if tolerance > 0.1 and VIF < Multicolinearity 10. The test results can be seen in Table 8 below:
From table 8 above, it can be seen the tolerance value of each level value > 0.1 and VIF < 10, so it can be inferred that the regression model does not contain Multicolinearity.

**4.4.1.2 Heterocedasticity Test**

The regression model beside to have normal distribution and does not contain multicolinearity, it also need to qualify the absence of heterocedasticity. Heterocedasticity Testing can be seen from the scatter plot, when the points is formed a specific pattern that regularly means contain heterocedasticity, otherwise if the dots are uncoordinated and are above or below the number one on the vertical axis, it can be concluded that the regression model does not contain heterocedasticity.

**Figure 4: Scatterplot Graph Model Regression Testing Heterocedasticity**

Source: Research data are processed, 2016

From the graph above, it shawh that is not scattered irregularly and has no regular pattern form, as well as being above or below thee zero vertical axis, which means it does not contain heterocedasticity on regression model.
4.4.1.3 Normality Test Data

One of the requirements that must be comply in regression analysis namely data and regression model are normal distributed. To see whether the data were normally distributed or not, for more details can be seen from following table:

<table>
<thead>
<tr>
<th>Table 9: Normality Test Data</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>Normal Parametersa Mean</td>
</tr>
<tr>
<td>Std. Deviation</td>
</tr>
<tr>
<td>Most Extreme Differences</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Kolmogorov-Smirnov Z</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
</tr>
</tbody>
</table>

a. distribution test is Normal.

Source: Research data are processed, 2016

From the table above it can be seen from Kolmogorov-Smirnov normality test of each variable. Data were analyzed with SPSS for windows release 21.0. Basic decisions based on probability. If the probability > 0.05 then the data study were normally distributed. From table 9 on the line Asymp.Sig (2-tailed) obtained significance value of 0.131, 0.103, and 0.271. The significance of each variable > 0.05, it means that Ho received, which means that the residuals data were normally distributed.

4.4.2 Regression Analysis

This method is used to determine the effect of the regression equation Salespeople competency (X1) and control system (X2) on salespeople performance of BRI bank in Semarang (Y). Based on the research results of multiple regression analysis calculation as summarized in the following table:
Based on the table above, it was obtained multiple regression equation as follows: 
Y = 0.490X1 + 0.256X2 + E. The coefficient of this regression equation is positive. It has meaning when there is an increase of salespeople competence, it also will affect to the increase of salespeople performance, and if there is an increase of control system, it also will increase to the salespeople performance of BRI bank in Semarang.

4.4.3 Hypothesis Testing

The results of simultaneous test using SPSS for windows release 21.0 can be seen in the following table:

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Regression</td>
<td>171.627</td>
<td>2</td>
<td>90.798</td>
<td>61.081</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>60.173</td>
<td>48</td>
<td>1.702</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>213.900</td>
<td>50</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), control system, salespeople Competency
b. Dependent Variable: Salespeople Performance

From the test results of regression coefficients jointly demonstrate that the significant value is 0.000. The significance value less than 0.05 so H0 is rejected. This means that the working hypothesis (Hi) state that salespeople competence variable and control systems variable significantly affect to the performance of salespeople of Internet banking at BRI bank Semarang accepted. Hypothesis testing is partially visible from the t test. If the p values obtained < 0.05 then H0 is rejected, which means there is a significant influence. The result of Partial test using SPSS for windows release 21.0 can be seen in the table below.
Table 12: The Result of Partial Test

<table>
<thead>
<tr>
<th>Model</th>
<th>t</th>
<th>Sig.</th>
<th>Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Zero-order</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Partial</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Part</td>
</tr>
<tr>
<td>(Constant)</td>
<td>.910</td>
<td>.328</td>
<td></td>
</tr>
<tr>
<td>Salespeople competency</td>
<td>5.447</td>
<td>.000</td>
<td>.714</td>
</tr>
<tr>
<td>Control system</td>
<td>2.412</td>
<td>.000</td>
<td>.786</td>
</tr>
</tbody>
</table>

Source: Research data are processed, 2016

From the table above, it can be seen that t for salespeople competency variables of 5.949 with a significance value of 0.000. The significance value less than 0.05 so H0 is rejected. It means that the working hypothesis (H1) which states salespeople competency variables significantly influence to the participation of BRI bank in Semarang accepted. The test results for control system variables obtained t calculate equal to 3.925 with significance value of 0.016. The significance value less than 0.05 so H0 is rejected. It means that the working hypothesis (H1) stating control system variables significantly influence to the success of BRI bank in Semarang accepted.

4.4.4 Test The Coefficient Of Determination (R2)

The amount influence of salespeople competence and control systems significantly affect to the performance of salespeople of Internet banking products BRI bank in Semarang city can be seen from the coefficient of determination (R2). More details can be seen in the following table:

Table 13: The Result of Determination Coeffciient

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.821</td>
<td>.717</td>
<td>.690</td>
<td>1.444</td>
<td>1.773</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), control system, Salespeople Competency

b. Dependent Variable: Salespeople Performance

Source: Research data are processed, 2016

Based on the table above, it obtained the value of R2 is 0.566. Thereby indicating that the regression model of salespeople competence and control systems jointly influence on the performance of salespeople of Internet banking BRI bank in Semarang has been matched with the field data or goodness of fit criteria that appointed in R square value of more than 0.5 or 50%. Therefore, in this study the model was able to explain that the Salespeople competency and risks to the performance of the salespeople by 69.0%, while 31.0% is influenced by others factors that are unknown in this study.

4.5 Discussion

4.5.1 The Effect of Salespeople Competence on Salespeople Performance
The results showed that the salespeople competence have positive effect and significant on the performance of salespeople to customers of BRI bank in Semarang. This means that the greater increase of salespeople competence will also improve the salespeople performance to getting bigger. It supports (Spiro and Weitz, 1990) which states the orientation of competence is a business of sales manager to develop their competency and to instill the quality of their behavior, such as the sales presentation that will convince consumers of their good quality product in order to make the sale transaction and to accelerate the fulfillment of a sales target which is an indicator of salespeople performance.

Sales competency owned by salespeople have enough ability in listening skills, and adaptability. Then the competencies also increase to provide benefits to overall sales capacity, which is intended to enhance the salespeople performance, where the ability to sell have an influence on salespeople performance, such findings can be described from the description of percentage variable indicates that the competency of sales amounted to 66.13% means that the competence of salespeople to customers of internet banking at BRI bank in Semarang capable enough. The description of that phenomenon are as follows:

a) salespeople have enough competency to sell different kinds of products internet banking in BRI bank, especially in Semarang due to it has a reason, in this case some of sellers are not all reliable in selling various types of products internet banking that also influence of salespeople performance.

b) salespeople have enough competency to hire new customers in order to achieve sales targets of internet banking products in BRI bank in Semarang. It means that the capabilities of salespeople needs to be increased on their competence in adding new customers in order to achieve sales targets of internet banking products.

c) Salespeople have enough competency to sell new products to consumers products of internet banking at BRI bank semarang city so that it could be some of salesperson does not have a standardized ability to sell products to new consumers of internet banking.

d) salespeople have enough competency to seek a relationships for increasing sales and be able to negotiate well to customers of BRI bank in Semarang. It indicates that in proces of getting relationships for improving sales is not all salespeople have competence for a good negotiating that can affect the salespeople performance.

e) salespeople have enough competency in determining the right strategy in selling to consumers. It certainly has full indication that the salespeople of Internet banking at BRI bank, especially in Semarang city need to implement and improve strategies for increasing sales of new products.

f) Salespeople have enough competency to well perform at the time of presentation by offering products for sale. It certainly has a full indication that by presenting it better when
offering product of internet banking to customers of BRI bank, especially in the Semarang city and in order to improve salespeople performance.

g) Salespeople have enough competency to master the product knowledge of BRI bank in Semarang so it can make better convince of customers to buy products of internet banking offered at BRI bank in Semarang.

h) Salespeople of BRI bank in Semarang have enough skill for describing the sales strategy of internet banking product so that it is capable enough to support the performance of each salesperson.

i) Salespeople of BRI bank in Semarang has enough competency to adapt or adjust to every different situation. It makes them able to deal with some challenges that can improve the performance of individual employees.

4.5.2 The Effect of Control System to Salespeople Performance

The research described in the previous paragraphs show that the control system has a positive and significant effect to the salespeople performance of Internet banking products at BRI bank in Semarang. It implies that the higher influence of internet banking control system, it will improve the salespeople performance, otherwise if the lower influence control system, it will decrease the performance of salespeople. This finding is consistent with the purpose of sales control namely to maximizes the possibility that the sales organization can achieve its objectives, both long-term and short-term goals. This system also allows salespeople to learn better the ways for implementing the sales assignment and encourage behaviors that are expected to improve the ability of salespeople.

The results also support previous research namely the research conducted by Babakus (1996) in Baldauf et al. (2001) used in Baldauf et al. (2001) which stated there was positive effect of the control system based on behavior of performance. The control system monitors the performance of salespeople in the field, guiding salespeople to do their work, evaluating the quality of salespeople presentation, and giving rewards to salespeople performance. While the description of control system variables owned by BRI bank in Semarang is sufficient, the BRI bank Semarang has a pretty good system in controlling the performance of their salespeople. it can be seen from:

1. The marketing manager was good enough in controlling the activities conducted by the seller. It would be able to take control of each salesperson performance. The Salespeople who are not in accordance with the eligibility, they will get warning, so the performance of each salesperson can run optimally.

2. The marketing manager was good enough for managing the sales performance in order to carry out their jobs better. It means the marketing manager had arrange the activities that will conducted by salespeople in order to maintain the work quality of each salesperson.
3. The marketing managers was good enough to evaluate salespeople of internet banking product at BRI bank in Semarang. all of sales activities conducted by the salespeople, it will be important to maintain the performance of each salespeople.

5. Conclusions and Recommendations

5.1 Conclusion

The respondents of this study were 50 people which respondents who were not included to supervisor or unit leader. The technique sampling used was survey method. The process of analysis data used in this study using SPSS. The analysis showed that the salespeople competence and control system had a significant and positive effect to the performance of salespeople. It means that salespeople competence and control system positively affects to the performance of salespeople on consumer banking at BRI bank in Semarang city. The determination value of coefficient $R^2$ on both salespeople performance variables is equal with 0.690. It shows that 69% of salespeople performance variation can be explained by two independent variables namely salespeople competence and control systems. While as many as 31% is explained by other variable out of model in this study.

5.2 Suggestion

This study analyzed the effect of salespeople competence and control system to the salespeople performance at BRI bank in Semarang city. Based on the limitations of this study showed the analysis in this study was not perfect, where the ability of all independent variables to explain the variation of dependent variable was only about 69%. It means there was a possibility of other variables that were not included in this study might affected to salespeople performance at BRI bank in Semarang city. The suggested variables for future research is to add an orientation variable of smaart working and the quality of sales training.

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