THE INFLUENCES OF SALES TRAINING AND PERSONAL SELLING ON SALES FORCE PERFORMANCE, EVIDENCE OF INDONESIA

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Abstract
This research is to investigated the influence of sales training and personal selling either partially or simultaneously to sales force performance in a company that marketing pharmaceutical products, vitamins, vaccines and poultry equipments in Indonesia. Surveys were conducted to collect data from 170 salespeople working in the company. Analysis of data using multiple linear regression with SPSS 20 software. The results showed that sales training and personal selling partially and simultaneously have a significant influence on sales force performance. Finally, the implications, limitations and recommendations for further research are discussed.

Keywords: sales training, personal selling, sales force performance

Introduction

In today's era of globalization and digital science, technology and information are growing and changing very rapidly affecting all areas such as politics, economics, social, culture and so on. Similarly in the animal drug industry especially poultry, the development of science, technology and information can have an impact for the company. These developments and changes can create opportunities for companies to produce goods faster, cheaper and better quality, and can innovate to create new products or brands. In addition, government policy by making it easy for multi-national companies to invest in Indonesia, makes more and more companies entering the market of veterinary drugs either by producing or marketing medicinal products, vaccines and animal vitamins in Indonesia, resulting in an increasingly tough competition.

In the National Seminar on Livestock Business Seminar held on November 22, 2017, the Secretary General of the Association of Indonesian Veterinary Medicine (ASOHI) said that there are dynamics of the livestock sector affecting the market of veterinary drugs, among others, the government allows the import of meat from abroad, the price of relatively high maize , the emergence of new players (manufacturers) both PMA and PMDN, the dispute Brazil vs Indonesia in the WTO, cutting old day chicken (DOC), circulation of non-registered animal drugs are still rife, and the price of live bird broiler and eggs fluctuate low. Animal growth projection in 2018 is estimated at only 7-10%.

From the above exposure, companies that market animal products must create the right strategy to survive and compete. No exception with PT. XYZ, to further optimize the marketing strategy and to win the competition, the company must innovate and create competitive advantage especially in the field of marketing, among others by increasing sales force performance.

Sales force performance is important in order to achieve the goal and run the marketing strategy in PT. XYZ in the veterinary business market. The assessment of sales force performance is done periodically with two parameters, namely the quantitative (results based) parameter in the form of

achievement of key performance indicator (KPI), and the qualitative (behavior-based) parameter to measure the skills both hardskill and softskill.

In addition, the market entered by PT. XYZ in marketing veterinary products, vitamins, vaccines and poultry equipment is a business market, so marketing is categorized as business marketing. Customers consist of distributors (poultry shop) and livestock business (farm) both in the form of business entities and individuals. According to Hutt and Speh (2010: 429), personal selling is dominant in the business market, because when compared to the consumer market, the number of potential customers is relatively small and the nominal purchase is very large. Personal selling is the power to stimulate significant demand in the business market.

According to Kotler (2016: 597), the stages of personal selling prospecting and qualifying, preapproach, presentation and demonstration, objection handling, closing, and follow up and maintenance. Personal selling is the spearhead for companies in facing the world of competition in the market of veterinary medicine. While the purpose of the end of the selling personnel in PT. XYZ is to increase sales turnover, maintain and or increase market share of the company and build relationships and satisfy customers.

From the latest performance appraisal data, ± 20% of sales force needs to be improved its performance in order to exceed the target set by the company. Efforts are made to increase sales force performance, among others through sales training (sales training) and rotate the work area. Rotation is done so that the characteristics of the sales force in accordance with customer characteristics and the level of competition so it is expected to increase the sales force performance.

According to Hutt and Speh (2010: 421), to prepare new salespeople adequately, training programs should be carefully designed. Periodic training is needed to sharpen the skills of experienced salespeople, especially when the corporate environment changes rapidly. Salespeople need a lot of knowledge about the company, product line, customer segment, competition, organizational buying behavior, and effective communication skills.

To that end, the company provides sales training to sales force (Technical Sales Representative (TSR) and Sales Representative (SR)) newly recruited (trainee) as stock before being assigned to the marketing area. Sales training materials provided to trainees include hard skills about farming, soft skills (salesmanship, goal setting and time management), and sales administration procedures. The company also provides sales training to improve the skills of experienced salespeople or to support the achievement of company targets. Sales training materials are determined in accordance with the needs of the company or from the sales force need analysis training.

Research on sales training, personal selling and sales force performance that has been published, among others by Roman, Ruis and Munuera (2001), Johlke (2001), Abdolvand and Farzaneh (2012), Nebo and Chinwuba (2016), Murithi (2015) Afande and Maina (2015), and Adesoga (2016) have been researching the financial industry and banking, and consumer goods. Researchers have not found any published research that developed a research model by linking sales training, personal selling, and sales force performance in the industry or marketing of veterinary drugs, especially in Indonesia

The performance of sales force (sales force performance) is important in order to achieve the goal and run the marketing strategy of PT. XYZ in the veterinary business market. In addition, in business marketing activities, personal selling is an important and dominant thing to increase sales and build relationships with customers. To increase sales force performance, as well as improve the effectiveness and skills of personal selling, the company routinely provide sales training to salespeople both trainees and experienced. Not yet known how much the assessment of sales training, personal selling in marketing activities at PT. XYZ.

Sales force (sales force) consisting of Technical Sales Representative and Sales Representative is the spearhead of PT. XYZ in marketing veterinary products in the business market. From sales force performance conducted on a regular basis, there are still ± 20% sales force that needs to be improved its performance in order to exceed the target set by the company. Therefore it is necessary to examine how much influence sales training and personal selling to sales force performance at PT. XYZ. From the literature study, no published articles have been published on the impact of sales training and personal selling on sales force performance in companies that market animal products, vaccines and livestock equipment on a national scale in Indonesia.

From the above explanation, this study aims to answer the research questions as follows:
RQ.1 How does sales training in PT. XYZ?
RQ2. How personal selling at PT. XYZ?
RQ3. How sales force performance in PT. XYZ?
RQ4. How much influence sales training to sales force performance in PT. XYZ?
RQ5. How much influence of personal selling to sales force performance in PT. XYZ?
RQ6. How much influence sales training and personal selling to sales force performance in PT. XYZ?

This research is important for several reasons. First, to provide further evidence of the impact of sales training and personal selling on sales force performance on companies that raise veterinary medicine, vaccines and livestock equipment in Indonesia. Second, previous research was conducted on the financial and banking sectors.

2. Literature Review

According to Kottler (2016: 211), the business market consists of all organizations that acquire goods and services used in the production of other products or services sold, leased or supplied to others. While Dwyer (2009: 6) defines business marketing (business marketing) is to market products or services to other companies, government agencies, institutions (such as hospitals), and other organizations.

2.1 Sales Force Performance

Effective sales management of the sales force of the business market is critical to the company's success. Sales management refers to planning, organizing, directing, and controlling personal selling efforts. Decision makers are influenced by overall marketing goals and should be integrated with other elements of the marketing mix (Hutt and Speh, 2010: 413). According to

Dwyer (2009: 418), sales performance is measured in two ways. Measurement results record performance on important results such as sales volume, total revenue, total profit contribution, number of new customers, and sales increase from old customers. These numbers can be compared to performance quotas or results to determine whether goals are achieved.

Ingram (2006: 275), divides the sales force performance into 2: Result-based perspectives, focusing on the objective measure of outcomes with little monitoring or directing sales behavior by a sales manager. A behavior-based perspective, incorporating a complex and often subjective subjective assessment of the characteristics and behavior of sellers on seller's characteristics and behavior that adequately monitors and directs the salesperson's behavior by the sales manager.

2.2 Sales Training

According to Hutt and Speh (2010: 421), to prepare new salespeople adequately, training programs should be carefully designed. Periodic training is needed to sharpen the skills of experienced salespeople, especially when the corporate environment changes rapidly. Changes in business marketing strategies (eg, new products, new market segments) require appropriate personal selling style changes. Salespeople need a lot of knowledge about the company, product line, customer segment, competition, organizational buying behavior, and effective communication skills.

Spiro (2008: 206), suggests that sales training is an important factor that contributes to a successful sales force. A good program begins by setting the program objectives and then determining who should be trained. Companies must identify individual training needs. This is the key to how much training is needed.

A widely adopted framework for evaluating the effectiveness of sales training is a four-stage training model proposed by Kirkpatrick (Jobber, 2009: 426). Training evaluations are grouped into four categories: Participant's reaction to the training course. Acquisition and retention of knowledge and attitude changes. Changes in work behavior. Results for the organization (increase sales volume, improve customer relationships, increase salesperson commitment leading to lower staff turnover rate, decreased sales cost, increased control over sales force, better time management).

2.3 Personal Selling

Meanwhile, according to Kotler (2012: 462), personal selling is the interpersonal arm of marketing communications, in which the sales force interacts with customers and prospects to build relationships and make sales.. Direct marketing consists of direct contact with carefully targeted consumers in order to get an immediate response and grow sustainable customer relationships.

Dwyer (2009: 317), defines personal selling as interpersonal communication in which a person seeks to obtain purchases from others. The advantage of personal selling is that communication can be tailored to the needs and personality of the buyer, the offer can be changed to fit the

buyer's requirements, and the sale can be completed. Deficiencies revolve around personal selling costs; the cost of keeping the sales force expensive, requiring investment in management structures, training, and other items.

According to Kotler (2016: 597), personal selling has three important qualities: Customized: Messages can be designed to attract someone. Relationship oriented (Relationship-oriented): Personal selling relationships can range from the relationship of selling facts to deep personal friendships. Responsive-oriented (Response-oriented: Buyers are often given personal choice and are encouraged to respond immediately.

Personal selling steps according to Kotler (2016: 597) are as follows: Looking for prospective customers (prospecting) and qualify (Prospecting and Qualifying). Pre approach (Preapproach). Presentation and Demonstration (Presentation and Demonstration). Overcoming Objects (Overcoming Objections). Closing. Follow-up and Maintenance.

Personal selling is dominant in the business market because, compared to the consumer market, the number of potential customers is relatively small and the number of purchases is huge. The importance of personal selling in the marketing mix depends on factors such as the nature and composition of the market, the product line, and the goals and financial capabilities of the firm. Business marketers have many potential relationships to the market. Some rely on representatives of manufacturers and distributors; others rely exclusively on direct salespeople. Each company must determine the relative importance of the promotional mixture component - advertising versus sales promotion versus personal selling (Hutt and Speh, 2010: 408).

2.4 Research Framework
Rationale underlying this research is to know influence of sales training and personal selling to sales force performance at PT. XYZ. The basic assumption is that sales training and personal selling have a significant influence on sales force performance, either partially or simultaneously. Researchers have not found a literature study that specifically examines the influences of sales training on personal selling, and the influence of sales training and personal selling on sales force performance (quantitative and qualitative).

In a previous study, Roman, Ruis and Munuera (2001) conducted a study to examine the impact of sales training on sales force performance and customer orientation in the context of small and medium enterprises (SMEs). The results provide empirical evidence of the importance of selling sales training as a tool to improve sales performance.

Abdolvand and Farzaneh (2012), conducted a study to examine the relationship between important sales presentation skills and salesperson performance. The results show that one of the characteristics of salespeople, sales experience, underpinning all sales presentation skills and others, sales training, is associated with all sales presentation skills except active listening skills. Sales presentation is one of the stages performed on personal selling.

While Johlke (2006), suspect there is a relationship between sales presentation skills and job sales performance. The study found that salesperson experience, and for lower levels of training, underpins sales presentation skills. The skills of salespeople in using adaptive sales and closing

techniques are associated with improved performance. The research findings highlight the importance of sales and sales training experience in developing skills that contribute to sales performance.

Nebo and Chinwuba (2016) suspect that personal selling, advertising and sales promotions affect sales force performance. The results of this study found that the efforts or skills of personal selling has a significant influence on sales force performance. Murithi (2015), conducted a study to test the effects of personal selling on the sale of agricultural products produced by women's groups, the results of which found that personal selling has an influence on the sale of agricultural products produced by women's groups.

Then Afande and Maina (2015), from the research that has been done shows that the promotion of sales is the element of the highest ranking promotion mix associated with the effect on sales volume, personal selling ranked second, the ad ranked third, public relations ranked fourth, while direct marketing is the most recent ranking.

From the results of research conducted by Adesoga (2016), conducted to examine the relevance of personal selling in marketing practices. The results show that personal selling is emphasized to build relationships, help the development of sales creativity, and show the company's image to customers. The study concludes that personal selling is still relevant and an important success factor in current marketing activities despite emerging digital marketing.

Spiro (2008: 206), argued that training is an important factor contributing to successful salespeople. A good program begins by setting the program objectives and then determining who should be trained. Companies must identify individual training needs. This is the key to how much training is needed.

Compared to previous research by Roman, Ruis and Munuera (2001), Abdolvand and Farzaneh (2012), and Nebo and Chinwuba (2016), this research developed a research model by linking sales training with personal selling, sales training with sales force performance, and personal selling with sales force performance. Sales force performance is developed in accordance with Kerin theory (2009), into 2 parts that is qualitative and quantitative.

Based on some of the above, this research will examine the influence of sales training and personal selling to sales force performance either partially or simultaneously. The framework of research thinking applied to this research is described in the conceptual research model as follows:
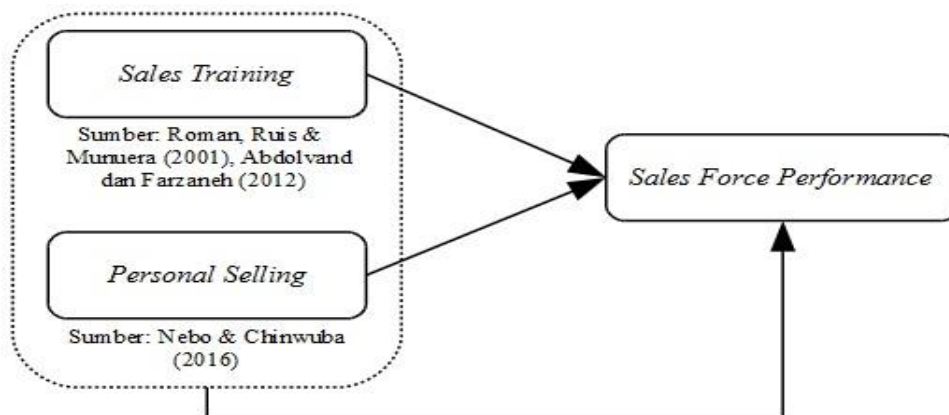
Picture 1. Conceptual Model (adaptation of the conceptual model Roman, Ruis and Munuera (2001), Abdolvand and Farzaneh (2012), Nebo and Chinwuba (2016).

3. Method

This research uses quantitative research methods and associative research formulation. According to Creswell (2014: 12), quantitative research is an approach to test objective theory by testing the relationship between variables. This variable, in turn, can be measured, usually on the instrument, so data numbers can be analyzed using statistical procedures. The formulation of associative research is a formulation of research problem that is asking the relationship between two variables or more (Sugiyono, 2017: 37).

The data used in this study comes from the questionnaire. In order for the questionnaire to be used can be an appropriate measuring tool, then the measuring tool must be well planned. Variables are anything that has a value and and that value may change. The value of an object in different time can be different, and different objects in the same time can have different values (Sekaran and Bougie, 2013: 68). The independent variable is the variable that influences the dependent variable either positively or negatively. That is, when the independent variable exists, the dependent variable also exists, and with each unit of increase in the independent variable, there is also an increase or decrease in the dependent variable as well (Sekaran and Bougie, 2013: 70). The dependent variable is a variable that depends on the independent variable, they are the result or result of the influence of independent variables. Another name for the dependent variable is the criterion variable, the outcome, the effect, and the response (Creswell (2014: 84) .The aim of the researcher is to understand and describe the dependent variable, or to explain its variability, or predict.The variable in this study consists of 2 independent variables namely sales training and personal selling, and 1 dependent variable that is sales force performance.

3.1 Sampling

Population in this research is sales force in PT. XYZ is Technical Sales Representative (TSR), Sales Representative (SR), and District Assistant Manager (DAM) with a working period of more than 6 months of 172 people (data per January 2018) serving throughout Indonesia. The basis for determining the sales force as the research population is because in the evaluation of sales training in PT. XYZ, the sales force is required to provide feedback sales training which has been followed, among others, to the benefits of training results both on attitude and behavior change and achievement of the sales target. In addition, DAM has a duty to provide an assessment of the attitudes and behavior of salespeople (TSR & SR) and determine the chosen co-workers to provide attitude and behavioral assessments. Data collection using census technique or saturated sampling. All members of the population were sampled in the study.

3.2 Data collection

Primary data in this study was obtained directly from the respondents by using questionnaires and data from Division Personnel Development and Administration PT. XYZ. Secondary data

were obtained from literature studies, published research literature studies, interviews with PT. XYZ Director, Personnel Development & Administration PT. XYZ, and from the Indonesian Animal Drugs Association (ASOHI).

In accordance with the purpose of research, the data used in this study comes from the questionnaire. Nominal scale is the scale used to clarify an object or event into a particular group so that can be observed similarities or differences over certain characteristics (Indrawati, 2015: 129). In this study the nominal scale is used to identify the profile of respondents. The interval scale serves as a symbol to distinguish a state from other circumstances, to sequence (rank) characteristic qualities, and to show distance / interval (Indrawati, 2015: 131). In this study the interval scale is used to measure the responses of respondents. Against the questionnaire items of the research variable indicator, the interval scale used is Likert scale with 4 choices in order of: (1) strongly disagree, (2) disagree, (3) agree, and (4) strongly agree. Ordinal scale serves to distinguish a situation with other circumstances and rank (rank) quality characteristics (Indrawati, 2015: 130). Ordinal scale in this study is used in order to rank (rank) performance appraisal results.

3.3 Measurement

This study uses quantitative research methods and associative research formulation in accordance with the objectives that have been. According to Creswell (2014: 12), quantitative research is an approach to test objective theory by testing the relationship between variables. Variables that will be studied in this research is sales training and personal selling as independent variable (variable that influence), and sales force performance as dependent variable (variable that influenced). This study aims to test the hypothesis that has been formulated and used to answer research questions

Data analysis using multiple linear regression. According to Malhotra (2010: 577), multiple regression is a statistical technique that simultaneously develops mathematical relationships between two or more independent variables and interval scale dependent variables. Multiple regression involves one dependent variable and two or more independent variables. Questions posed in the context of bivariate regression can also be answered through multiple regression taking into account additional independent variables. The measurement model is used for validity and reliability test, while structural model is used for causality test (hypothesis testing with prediction model).

The general form of multiple regression model is as follows (Malhotra, 2010: 578):

$$Y = \beta\sigma + \beta 1 X1 + \beta 2 X2 + \beta 3 X3 + \cdots + \beta k Xk + e$$

According to Tabachnick (1996) in Ghozali (2016: 93), the result of regression analysis is a coefficient for each independent variable. This coefficient is obtained by predicting the value of dependent variebel with an equation. The regression coefficient is calculated by two objectives at

once: first, minimizing the deviation between the actual value and the estimated value of the dependent variable based on the available data..

1) Test the significance of individual parameters (statistical test t).
The statistical test t basically indicates how far the influence of an individual explanatory / independent variable in explaining the variation of the independent variable. The null hypothesis (Ho) to be tested is whether a parameter (bi) is equal to zero or Ho: bi = 0. This means whether an independent variable is not a significant explanation of the dependent variable. Alternative hypphis (H1) parameter of a variable is not equal to zero, or H1: b1 ≠ 0. That is, the variable is a significant explanation of the dependent variable.

2) Test the overall significance of the sample regression (F statistical test).
Unlike t tests that test the significance of partial regression coefficients individually with separate hiipotesis tests that each regression coefficient equals zero. Test F tests the joint hypothesis that b1, b2 and b3 are simultaneously equal to zero. Hypothesis testing like this is called the overall significance test of the observed regression line and the estimation, whether Y is linearly correlated with X1 and X2.

Hypothesis 1
H0   :   *Sales training has no significant influence on sales force performance.*
H1   :   *Sales training has a significant influence on sales force performance.*

Hypothesis 2
H0   :   *Personal selling has no significant influence on sales force performance.*
H1   :   *Personal selling has a significant influence on sales force performance.*

Hypothesis 3
H0   :   *Sales training and personal selling have no significant influence on sales force performance.*
H1   :   *Sales training and personal selling have a significant influence on sales force performance.*

4. Results
The survey results show that all indicators of sales training variables are in high category with an average value of 79.04%. The highest score for the sales training variable is the ST1 indicator 86.76% where the respondents stated that the sales training is able to increase the knowledge of the sales force, while the lowest score is the ST14 indicator that is 72.06% where the respondents stated that after following the sales training, cost of sales (more optimal). The level of respondent perceptions of sales training variables tend to be in the high category. This shows that respondents argue that in the evaluation of sales training with Kirkpatrick category 3 and 4 frameworks, sales training is considered to be a high benefit in changing the attitude / behavior of salespeople to be better and effective on the output for companies such as increasing sales

volume, customers, increasing sales force commitments leading to lower staff turnover rates, reduced sales costs, increased control of sales forces, and better time management.

Shows that all indicators of personal selling variables are in high category with an average value of 80.67%. The highest score for personal selling variables is the PS14 indicator of 87.06%, where the sales force always makes an effort to satisfy the customer, while the lowest score is the PS11 indicator that is 65.74%, with the indicator of the sales force always offering special incentives / discounts to the customer and prospective customers. shows that the level of respondent perception of personal selling variables are in the high category. This indicates that the respondent has conducted activities in personal selling such as prospecting and qualifying, pre-approaching, presenting and demonstration, overcoming objections submitted by customers and prospective customers, conducting sales/closing transactions, and acting go ahead and maintain customer relationships.

Research data indicate that the indicator of sales force performance variable is in very high category with an average value of 91.26% which indicates that the achievement index in sales force performance variables tend to be in very high category.

To know the influence of independent variable (sales training and personal selling) to dependent variable done by doing t test. The influence of each variable can be done by comparing the Sig value, if the value of Sig.nya <0.05 then it can be concluded that the independent variable significantly influence the dependent variable and vice versa. In addition, it can be done by comparing between t arithmetic with t table. If t arithmetic <t table then it can be concluded that the independent variable has no significant influence on the dependent variable. The result of t test is done by multiple linear regression using SPSS 20 can be seen in following table.

Table 1. Output t test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,717	,139		19,543	,000
	Sales Training	,009	,003	,276	3,209	,002
	Personal Selling	,009	,003	,242	2,814	,005

a. Dependent Variable: Sales Force Performance

From the data in the table, the value of t arithmetic is 3.209, while the value of t table is equal to 1.974. Value t arithmetic of 3.209> t table of 1.974, then H1 accepted. So it can be concluded that partially or individually, sales training have a significant influence on sales force

performance.Selain using comparison t count and t table, to know the significance can be done by comparison of Sig value. For sales training Sig value. is equal to 0.002 (<0.05), then H1 is accepted, meaning partially or individually, sales training variables have a significant influence on sales force performance.

From the data in the table above, the value of t arithmetic is equal to 2.814, while the value of t table is equal to 1.974. Value t arithmetic (2.814)> t table (1.974), then H1 accepted. So it can be concluded that personal selling significant influence on sales force performance. In addition to using the comparison t arithmetic and t table, can be done comparison Sig value. For personal selling Sig value. is equal to 0.005 (<0.05), then H1 is accepted, meaning partially or individually, personal selling variable has significant influence on sales force performance.

The ANOVA table shows information about whether or not independent variables affect dependent variables simultaneously or together. In the following table ANOVA is to test the significance of the influence of sales training variables and personal selling simultaneously to sales force performance. The test used a 0.05 significance level.

Table 2. Output F Test
ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,599	2	,299	23,038	,000ᵇ
	Residual	2,170	167	,013		
	Total	2,769	169			

a. Dependent Variable: Sales Force Performance
b. Predictors: (Constant), Personal Selling, Sales Training

To test the significance using two ways. The first is to look at the Sig value. (Significance). In the table ANOVA Sig listed. at 0.000 (<0.05), then H1 is accepted. So it can be concluded that the variables of sales training and personal selling simultaneously or together have a significant influence on sales force performance. The second way is to compare the value of F arithmetic and F table. F arithmetic is the value of F which is generated in ANOVA table that is equal to 23,038 while F table is 3,049. The value of F arithmetic> from F table, then H1 is accepted. So the conclusion is that the variables of sales training and personal selling simultaneously or together have a significant influence on sales force performance.

5. Discussion

Spiro (2008: 206), suggests that sales training is an important factor that contributes to a successful sales force. From the results of the survey that has been done in this study, shows that all indicators of sales training variables have an average value of 79.04%, the linear continuum line is in the high category. The highest score for the sales training variable is the ST1 indicator 86.76% where the respondents stated that the sales training is able to increase the knowledge of

the sales force, while the lowest score is the ST14 indicator that is 72.06% where the respondent stated that after following the sales training, sales costs. This indicates that respondents argue that in the evaluation of sales training with the Kirkpatrick framework of categories 3 and 4, sales training is considered a high benefit in changing the attitude / behavior of salespeople to be better and more effective on the achievement of results (output) for companies such as increasing sales volume , improve customer relationships, increase sales force commitment, lower sales force, lower sales costs, increase control over sales force, and better time management.

According to Kotler (2012: 462), personal selling is the interpersonal arm of marketing communications, in which the sales force interacts with customers and prospects to build relationships and make sales. The results of the survey in this study indicate that all indicators of personal selling variables have an average value of 80.67%. On the linear continuum line, the average value of 80.67% is in the high category. The highest value for personal selling variables is the PS14 indicator that the sales force always make an effort to satisfy the customer with the value of 87.06%, while the lowest score is the PS11 indicator that is 65.74%, ie the sales force always offer special incentives / discounts to the customer and candidate customer. The above data indicates that the respondent has performed the stages of activities in personal selling such as prospecting and qualifying, pre-approaching, presenting and demonstrating, overcoming objections submitted by customers and prospective customers, conducting sales / closing transactions, and follow up and maintain customer relationships. With the above average value, personal selling in PT. XYZ is high in sales activities and building relationships with customers.

According to Dwyer (2009: 418), sales performance is measured in two ways. Measurement results record performance on important results such as sales volume, total revenue, total profit contribution, number of new customers, and sales increase from old customers. These numbers can be compared to performance quotas or results to determine whether goals are achieved. From the research data show on sales force performance variable, the highest value is 3,950, while the lowest value is 2,130, with average 3,650. The grouping of sales force performance assessment result is <3.53% standard, standard is 16.47%, > standard is 61.18% and best performance is 18.82%. the results of the assessment of sales force performance has an average value of 3.65 or 91.26% and is in very high category on the linear continuum line. This means that on average, the results of the assessment of sales force performance in PT. XYZ at the study period was above the company standard. The average result of the performance force sales assessment in the study period was 3.650 higher than the previous rating period of 3.613.

Based on the results of data processing research on the influence of sales training variables on sales force performance variables using multiple linear regression with SPSS 20 software, on t test obtained t value count is 3.209, while the value of t table is equal to 1.974. Value t arithmetic of 3.209> t table of 1.974, then H1 accepted. So it can be concluded that partially or individually, sales training have a significant influence on sales force performance. Another way is by comparison of t arithmetic and t table, where to know the significance can be done by comparison of Sig value. For sales training Sig value. is equal to 0.002 (<0.05), then H1 accepted, meaning partially or individually, sales training variables significantly influence sales

force performance. From the above data, on the object of research on companies that market animal products, sales training influential significant to sales force performance variable. The results of this study are in line with research conducted by Roman, Ruis and Munuera (2001), which provides empirical evidence of the importance of sales training investment as a tool to improve sales performance in the context of small and medium-sized businesses. In addition Spiro (2008: 206), suggests that sales training is an important factor that contributes to a successful sales force.

The result of significance test by using multiple linear regression using SPSS 20 software, on t test obtained t value count is 2,814, while t table value is equal to 1,974. Value t arithmetic 2.814> t table of 1.974 then H1 accepted. So it can be concluded that personal selling significant influence on sales force performance. Besides using comparison of t arithmetic and t table, significance test is done by comparison of Sig value. For personal selling Sig value. obtained value of 0.005 (<0.05), then H1 accepted, meaning that partially or individually, personal selling variables have a significant influence on sales force performance. The significance of this research is in line with previous research conducted by Nebo and Chinwuba (2016), where the effort or personal selling skills have a significant influence on sales force performance. The importance of personal selling in the marketing mix depends on factors such as the nature and composition of the market, the product line, as well as the goals and financial capabilities of the firm. Business marketers have many potential relationships to the market. Some rely on manufacturers and distributors' representatives, others rely exclusively on direct salespeople (Hutt and Speh, 2010: 408).

From multiple linear regression output with SPSS 20, data were obtained to perform simultaneous significance test. Test of significance simultaneously or together, can be done by using two ways that is by comparing the value of Sig. (Significance) and through the F test. In the ANOVA table is shown Sig value. at 0.000 (<0.05), then H1 is accepted. So it can be concluded that the variables of sales training and personal selling simultaneously or together have a significant influence on sales force performance. The second way is to compare the value of F arithmetic and F table. F arithmetic is the value of F which is generated in ANOVA table that is equal to 23,038 while F table is 3,049, it means value of F arithmetic> from F table, then H1 accepted. So it can be concluded that the variables of sales training and personal selling simultaneously or together have a significant influence on sales force performance. The results of this study are similar to those of previous studies, such as Roman, Ruis and Munuera (2001), where sales-oriented salespeople and sales training positively influence sales force performance and sales training seems to moderate the relationship between performance and sales force effectiveness (sales force effectiveness). While Nebo and Chinwuba (2016), found evidence that personal selling efforts or skills have a significant influence on sales force performance, as well as advertising activity and sales promotion have a significant influence on personal selling effort on sales force performance.

6. Conclusion

This study aims to find out sales training, personal selling and sales force performance, and to determine the influence of sales training and personal selling partially and simultaneously to sales force performance. Based on the responses of respondents to the revelation of the questionnaire about sales training that has been followed, that all indicators of sales training variables have an average value of 79.04% (high category), the responses of respondents to the questionnaire statement about personal selling activity has an average value of 80.67% (high category) and the result data on sales force performance during the study period had an average of 3,650 (very high category).

The result of data analysis shows that sales training have significant influence to sales force performance which is proved by Sig value. 0,002 (<0,05), and from t test t value is equal to 3,209 while t table is 1,974, so t count> t table. While personal selling significant influence on sales force performance, based on data analysis obtained obtained Sig value. 0,005 (<0,05), and from t test obtained t value equal to 2,814 while t table is 1,974, so t count> t table. Simultaneously or together, sales training and personal selling significant influence on sales force performance, it is proved by the results of research, obtained the value of Sig. (Significance) of 0.000 (<0,05), whereas from F test obtained F value counted 23,038 and F table equal to 3,049, so F count> f table.

This study has limitations due to the assessment of sales training with the widely adopted Kirkpatrick framework to evaluate the effectiveness of sales training using only the 3rd and 4th stages, while stage 1 is the participants' reaction to the training course, and the 2nd stage, the acquisition and retention of knowledge, no assessment was done in this study. Therefore, for future research can use the complete Kirkpatrik framework and carried out in different industries.

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