

**THE EFFECT OF SALESPERSON TECHNICAL KNOWLEDGE
AND ADAPTIVE SALES BEHAVIOR ON
CUSTOMER ATTITUDES**

(Case Study: The Automotive Brand at Cikarang and Bekasi Area)



THESIS

By:

Sultan Arrafi Nuryan Quevara

21111021

Thesis Supervisor:

Dr. Liza Nelloh SE, MM, CDM.

BACHELOR OF BUSINESS ADMINISTRATION PROGRAM

INSTITUTE IPMI

JAKARTA

2026

**THE EFFECT OF SALESPERSON TECHNICAL
KNOWLEDGE AND ADAPTIVE SALES BEHAVIOR ON
CUSTOMER ATTITUDES
(Case Study: The Automotive Brand at Cikarang and Bekasi
Area)**

**Prepared by
Sultan Arrafi Nuryan Quevara
21111021**

**A THESIS
Submitted in a partial fulfillment of the requirements for the degree of
Bachelor of Business Administration**

CERTIFICATE OF APPROVAL

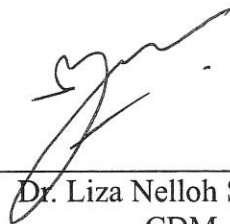
Name & Student Id : Sultan Arrafi Nuryan Quevara (21111021)

Topic : The Effect Of Salesperson Technical Knowledge And Adaptive Sales Behavior On Customer Attitudes
(Case Study: The Automotive Brand at Cikarang and Bekasi Area)

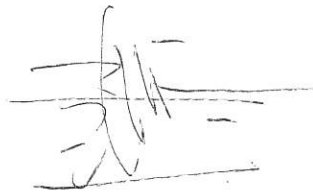
We hereby declare that this thesis is from student's own work, has been read and presented to institut ipmi board of examiners, and has been accepted as part of the requirements needed to obtain a master of business administration degree and has been found to be satisfactory.

Jakarta, 10 August 2026

Examined by



Dr. Liza Nelloh SE, MM,
CDM
Advisor



Ir. Sasotya Pratama,
M.T.I
Chair Examiner



Dr. Amelia Naim
Indrajaya. ST, MBA
Examiner

Acknowledged By,



Prof. Dr. Ch. Whidya Utami, MM., CLC., CPM (A)

Vice Rector Of Academic & Student Affairs

NON-PLAGIARISM DECLARATION FORM

This thesis is a presentation of our original research work. Wherever contribution of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions.

Also, this work is being submitted in partial fulfillment of the requirements for the master of business administration degree and has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Jakarta, 23 July .2026.



Sultan Arrafi Nuryan Quevara

Abstract

This study aims to analyze the effect of Salesperson Technical Knowledge (STK) and Adaptive Selling Behavior (ASB) on Customer Attitudes Towards Salespersons (CAS) at the automotive brand at Cikarang and Bekasi area. Amid fierce competition within the automotive industry and evolving vehicle technologies (such as eVs, hybrids, and EVs), sales representatives serve a vital role as brand consultants during the customer purchasing process. This research adopts an explanatory quantitative approach using a case study survey design. Data was collected through non-probability sampling, yielding a valid sample of 102 customer respondents. Data analysis was conducted using Structural Equation Modeling – Partial Least Squares (SEM-PLS) via SmartPLS 4.1 software. The empirical findings indicate that Salesperson Technical Knowledge has a statistically significant positive effect on customer attitudes. Likewise, Adaptive Selling Behavior demonstrates a significant positive influence on customer attitudes. The structural model achieved a coefficient of determination indicating that 49.6% of the variance in customer attitudes is directly explained by both variables, with moderate effect sizes. Furthermore, Importance-Performance Map Analysis (IPMA) revealed that Adaptive Selling Behavior holds higher structural importance, whereas Salesperson Technical Knowledge exhibits strong existing performance. In conclusion, deep technical competence and flexible communication adaptability represent essential pillars in driving positive customer perceptions. Showroom management is advised to prioritize adaptive selling workshops alongside continuous technical product updates.

Keywords: adaptive selling behavior, automotive industry, customer attitude toward salesperson, salesperson technical knowledge

Table Of Content

CERTIFICATE OF APPROVAL	ii
NON-PLAGIARISM DECLARATION FORM	iii
Abstract	iv
Table Of Content	v
List Of Tables	vii
List Of Figures	viii
List Of Appendixes	ix
Chapter 1 Introduction	1
1.1. Background	1
1.2. Research Problem and Research Gap	5
1.3. Research Questions	6
1.4. Research Objective	7
1.5. Significant Research	7
1.5.1. Practitioner's Benefit	7
1.5.2. Theoretical Benefit	8
Chapter 2 Literature Review and Theoretical Framework	9
2.1. Literature Review	9
2.2. Salesperson's Technical Knowledge	9
2.2.1. Adaptive Selling Behavior	10
2.2.2. Costumer's Attitude Towards Salesperson	11
2.3. List of Previous Studies	11
2.4. Hypothesis Development	14
2.5. Theoretical Framework	15
Chapter 3 Research Method	16
3.1. Research Design	16
3.2. Operational Definitions	16
3.3. Population and Sampling	18
3.4. Data Collection Methods	19
3.5. Technique of Data Analysis (Structural Equation Model - Partial Least Square)	19

3.5.1. Descriptive Analysis	20
3.5.2. Evaluation Model (Outer Model)	20
3.5.3. Structural Model (Inner Model)	22
Chapter 4 Results and Discussion	24
4.1. Overview	24
4.2. Respondents' Profile	27
4.3. Descriptive Studies	29
4.4. PLS-SEM Results	33
4.4.1. Outer Model	33
4.4.2. Inner Model	36
4.5. Analysis and Discussion	41
4.5.1. Salesperson's Technical Knowledge Affects Customer's Attitude Towards Salesperson at The Automotive Brand Showroom at Cikarang and Bekasi area	41
4.5.2. Adaptive Selling Behavior Affects Customer's Attitude Towards Salesperson at The Automotive Brand Showroom at Cikarang and Bekasi area	42
Chapter 5 Conclusion and Recommendation	45
5.1. Conclusion	45
5.2. Recommendation	45
5.2.1. Theoretical Implication	46
5.2.2. Managerial Implication	48
5.2.3. Limitation and Further Research	48
References and Bibliography	50
APPENDIXES	53

List Of Tables

Table 1.1 Target and Actual Sales Figures at Toyota's Showrooms in the Bekasi and Cikarang Areas	5
Table 3.1 Operational Definition	17
Table 3.2 Rule of Thumb Summary for Convergent & Discriminant Validity Test	21
Table 3.3 Rule of Thumbs Reliability of a Construct Test	21
Table 4.1 Number of Data Samples	27
Table 4.2 Profile Of Respondents (n = 102)	27
Table 4.3 Results of the Descriptive Analysis of Salesperson Technical Knowledge	29
Table 4.4 Results of the Descriptive Analysis of Adaptive Selling Behaviour	31
Table 4.5 Results of the Descriptive Analysis of Costumer's Attitude Toward Salesperson	32
Table 4.6 Outer Loading Value	34
Table 4.7 Construct Reliability and Validity	35
Table 4.8 Discriminant Validity	36
Table 4.9 R-squared Value	37
Table 4.10 VIF Collinerity	37
Table 4.11 Hypothesis Test Results	38
Table 4.12 F-Square Value	39

List Of Figures

Fig. 1.1 Indonesia's Automotive Sales Volume In 2021 to 2023	1
Fig. 2.1 Research Model	15
Fig. 4.1 Research Model after PLS Algorithm Calculation	33
Fig. 4.2 Research Model after Bootstrapping	36
Fig. 4.3 Importance Performance Map Analysis	40

List Of Appendixes

Appendix A Questionnaire Model	53
Appendix B Data Research	56
Appendix C Respondent's Profile	60
Appendix D PLS Results	62
Appendix E Author's Biography	65

Chapter 1

INTRODUCTION

1.1. Background

The automotive industry is one of the strategic manufacturing and retail sectors for the Indonesian economy because it contributes significantly to industrial added value, employment, and revenue for distribution networks and after-sales services. The new car market has shown strong dynamics in recent years: after contracting during the pandemic, the market has recovered, and consumer preferences have shifted, including increased interest in new technology vehicles (eV/hybrid/EV) and increasingly fierce competition between brands. Brand sales data shows that Toyota continues to hold the largest market share in Indonesia; in 2023, Toyota sold around 336,777 units or approximately 33% market share—a figure that confirms Toyota's position as market leader and indicates high showroom activity and sales force serving a broad consumer segment (MarkLines. Indonesia, 2024).

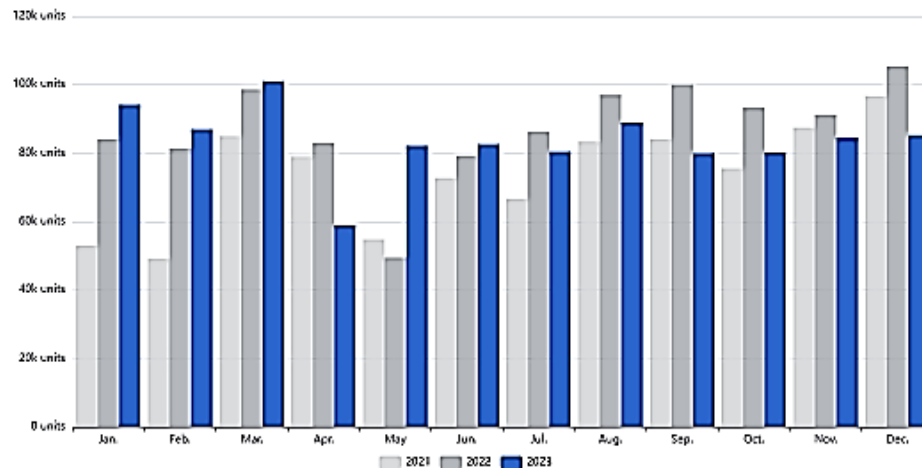


Fig. 1.1 Indonesia's Automotive Sales Volume from 2021 to 2023
Source: MarkLines. Indonesia (2024)

The Indonesia Automobile Indonesia Manufacturers Association (GAIKINDO) reported that Indonesian vehicle sales in December 2023 were 85,284, down 19.1% from the same month in 2022. Total sales in 2023 totaled 1,005,802 units, a 4.0% decrease from that in 2022. In 2023, Toyota sales increased 1.6% to 336,777 units (33.5% market share). Daihatsu sales

decreased 7.2% to 188.000 units (18.7% market share); otherwise, Honda increased 5.9% to 138.967 units (13.8% market share). This decline indicates a slowdown in Indonesia's automotive industry, which could be caused by macroeconomic factors, changes in consumer preferences, or supply and distribution challenges. Toyota maintains its dominant position with a one-third market share of total sales, demonstrating its strong position in the vehicle segment in Indonesia. The Association (GAIKINDO) reported that Indonesian vehicle sales in December 2023 were 85.284, down 19.1% over the same month in 2022. Total sales in 2023 totaled 1.005.802 units, a 4.0% decrease from that in 2022. In 2023, Toyota sales increased 1.6% to 336.777 units (33.5% market share). Daihatsu sales decrease 7.2% to 188.000 units (18.7% market share) otherwise Honda increased 5.9% to 138.967 units (13.8% market share). This decline indicates a slowdown in Indonesia's automotive industry, which could be caused by macroeconomic factors, changes in consumer preferences, or supply and distribution challenges. Toyota maintains its dominant position with a one-third market share of total sales, demonstrating its strong position in the vehicle segment in Indonesia.

Salespeople are no longer just “brochure carriers” but act as consultants, sources of technical information, and representatives of brand experience. In the context of technically complex products such as motor vehicles, which involve engines, active/passive safety features and, infotainment technology, and electrification options, consumers often rely on salespeople's explanations to understand the benefits, cost of ownership, and technical implications before making a purchase decision. Salespeople's technical/product knowledge enables them to convey accurate information, clarify doubts, and provide recommendations tailored to consumer needs. Research on salesperson knowledge and technology reveals mixed effects on performance and customer relationships. Service research shows a positive relationship between the level of sales staff knowledge and perceptions of competence, which in turn influence consumer attitudes and purchase intentions (Bonney et al., 2022). Richard et al., (2024) conclude

that salespeople who demonstrate strong technical knowledge were perceived as more competent and trustworthy. This competence improves the customer's attitude toward the salesperson, because customers view technically knowledgeable salespeople as reliable advisors rather than just sellers.

However, possessing deep technical expertise is only one side of the coin; the ability to effectively translate and deliver that knowledge through personalized interaction is equally vital. In addition to technical knowledge, adaptive selling behavior is a key attribute that influences the effectiveness of sales interactions. Adaptive selling refers to the salesperson's ability to adjust their communication style, sales arguments, and persuasion tactics according to the characteristics, preferences, and signals of customers during interactions (e.g., more rational vs. emotional, feature-oriented vs. after-sales service). Modern marketing literature places adaptive selling as an important predictor of customer satisfaction, consumer learning during interactions, and purchase intent, with fairly consistent positive effects on consumer behavior outcomes. (Bonney et al., 2022). A study by Zhou & Charoensukmongkol, (2022) found a strong positive association between adaptive selling behavior (ASB) and sales-related outcomes, including how customers perceive salespeople.

The growing adoption of hybrid and electric vehicles (EVs), alongside more advanced safety and infotainment features, has reshaped consumer expectations. At the same time, competition has intensified with the entrance of new global and Chinese brands offering competitive pricing and innovative features. These dynamics place pressure on established brands such as Toyota to strengthen their value proposition not only through products but also through customer-facing services. In this context, the salesperson serves as the frontline actor who directly influences customers' perceptions, decision-making, and attitudes toward the brand.

The growth of new products (including variants that incorporate safety features, fuel efficiency, and electrification) is also driving changes in consumer information needs. On the supply side, the presence of new

brands, including Chinese brands offering EVs and advanced features, is intensifying competition, requiring manufacturers and dealers to strengthen their value propositions through sales facilities, after-sales services, and sales force competencies. These changes make salespeople the spearhead of interaction between brands and consumers, especially in densely populated, upper-middle-class urban markets such as Bekasi and Cikarang (Reuters, 2025).

The development of vehicle models, particularly the emergence of hybrid and electric variants and advanced safety features, has increased the complexity of information that salespeople must master. Consumers faced with a choice of technical features and electrification options need detailed explanations of the long-term benefits (e.g., fuel efficiency, maintenance costs, charging infrastructure, and incentive policies). In this context, salespeople with adequate technical knowledge have the potential to accelerate the consumer decision-making process and build a positive attitude towards the brand/showroom. In the Indonesian market, where trust in local dealers and resale value are important factors, the technical competence of salespeople is one of the sources of competitive advantage for dealers (Vinoi et al., 2025).

Customer attitude toward salespeople/showrooms is seen as an early determinant in the consumer decision chain; attitude influences purchase intent, word-of-mouth recommendations, and long-term loyalty. A positive attitude toward salespeople not only encourages immediate purchasing decisions but also increases the likelihood that consumers will return for service, upgrades, or refer the showroom to their social networks. Therefore, understanding the determinants of attitude (e.g., technical knowledge and adaptive selling) is important for both marketing theory and dealer management practices (Bonney et al., 2022).

East Bekasi and Cikarang are areas with high economic activity, with a diverse consumer base ranging from factory workers and professionals to middle-class families. The presence of factories, industrial parks, and new residential areas makes this region an important market. With Toyota

maintaining a market share of over 30% nationally (MarkLines. Indonesia, 2024). Showrooms in this area face local challenges such as increasingly demanding customer preferences for comprehensive technical information, feature comparisons between brands, and price and promotional competition from new players. These conditions make it a relevant arena for assessing the role of salespeople, particularly how technical knowledge and behavioral adaptation influence the attitudes of heterogeneous customers.

Table 1.1 Target and Actual Sales Figures at Toyota's Showrooms in the Bekasi and Cikarang Areas

Area Bekasi & Timur & Cikarang - DKI 2				SPK				DO				Potensi	
BRANCH		Target DO	Target SPK	Target 20	Actual	%	Hari ini	Target 20	Actual	%	Hari ini	DO + Match	% vs Tgt FM
1	Kalimalang	73	84	57	52	91%	5	37	19	51%	3	40	55%
2	Jatiasih	55	63	43	34	79%	1	28	13	46%	0	15	27%
3	Kramat Jati	57	66	45	29	64%	1	29	16	55%	3	27	47%
4	Bekasi Barat	98	113	77	47	61%	2	49	21	43%	3	25	26%
5	Pramuka	81	93	63	32	51%	1	41	11	27%	2	22	27%
6	Cikarang Utara	43	49	33	15	45%	1	22	8	36%	0	10	23%
7	Bekasi	146	168	114	49	43%	4	73	24	33%	1	31	21%
8	Cikarang	90	104	71	28	39%	5	45	11	24%	1	17	19%
Total		643	740	503	286	57%	20	324	123	38%	13	187	29%

Theoretically, this study contributes to the enrichment of salesforce studies by examining the combination of technical knowledge and adaptive selling as determinants of customer attitudes. In practical terms, the results of this study are expected to provide input for automotive brand dealer/showroom management to: (1) design technical training programs oriented towards local consumer needs; (2) develop adaptive selling guidelines tailored to specific segments; and (3) improve sales communication strategies in order to enhance customer attitudes, sales conversions, and after-sales loyalty. Support for this practice is also relevant given competitive pressures, including the entry of new eV brands, which require dealers to maintain their edge through sales force quality.

1.2. Research Problem and Research Gap

The rapid development of Indonesia's automotive industry has intensified competition among brands and dealerships, pushing salespersons to play a critical role in shaping customer perceptions and influencing purchasing decisions. Despite the importance of salespersons in automotive transactions, previous studies on consumer behavior in this sector have predominantly focused on product quality, price competitiveness, and brand

image, while giving relatively less attention to the competence and adaptability of salespersons. This condition creates several research problems that require further examination.

First, while salesperson technical knowledge is considered crucial in building customer trust and reducing uncertainty in high-involvement products such as cars, empirical studies investigating its direct impact on customer attitudes remain limited in the Indonesian automotive context. Second, adaptive selling behavior, defined as the salesperson's ability to modify sales strategies and communication styles according to customer characteristics, has been widely discussed in marketing theory but underexplored in emerging markets like Indonesia, where cultural, economic, and demographic diversity strongly influence consumer behavior.

Based on the literature review and market conditions above, there are several clear research gaps. Limitations of studies focusing on salespeople, many automotive studies emphasize product factors, brand image, or price, while empirical studies examining the role of salespeople (particularly technical knowledge) in the Indonesian automotive context are still limited (Bonney et al., 2022). The synergy between technical knowledge and adaptive selling has not been extensively tested together, some studies examine one variable, but the combination of both as predictors of customer attitudes in the automotive context has not been widely studied (Vinoi et al., 2025). The local context of the Automotive Brand showroom at Cikarang and Bekasi area has not been the focus of many empirical studies, so there is a need for case studies that combine technical and behavioral (pressroom.toyota.astra.co.id, 2023).

1.3. Research Questions

The primary focus of this research is to investigate how salesperson attributes, specifically technical knowledge and adaptive selling behavior, affect customer attitudes in the Indonesian automotive industry. By examining these relationships in the context of the Automotive Brand showroom at Cikarang and Bekasi area, this research aims to provide a deeper understanding of how sales strategies can be tailored to diverse consumer

segments, thus contributing both to marketing theory and practical sales management.

To address the above focus, this study is guided by the following research questions:

1. How does salespersons technical knowledge influence customer attitudes towards salesperson in the automotive industry?
2. How does adaptive selling behavior influence customer attitudes towards salespersons in the automotive industry?

1.4. Research Objective

This research primarily aims to examine how salesperson attributes shape customer attitudes in the Indonesian automotive industry, with a specific focus on the Automotive Brand showroom at Cikarang and Bekasi area. The study emphasizes two key salesperson characteristics: technical knowledge and adaptive selling behavior. To achieve these objectives, the study also addresses specific objectives:

1. To examine the influence of salespersons technical knowledge on customer attitudes towards salesperson in the automotive industry within the Automotive Brand at Cikarang and Bekasi area.
2. To examine the influence of adaptive selling behavior on customer attitudes towards salespersons in the automotive industry within the Automotive Brand at Cikarang and Bekasi area.

1.5. Significant Research

This study carries significance for both practitioners in the automotive industry and the academic community.

1.5.1. Practitioner's Benefit

The findings are expected to provide meaningful insights for automotive dealerships, particularly at the Automotive Brand showroom at Cikarang and Bekasi area, in understanding how salesperson attributes shape customer attitudes. This research will help sales management teams design more effective training programs and develop strategies that enhance the credibility and adaptability of their

sales force. The study offers practical guidance on how male and female customers may respond differently to sales approaches, thereby enabling dealerships to segment customers more effectively and personalize their engagement strategies.

1.5.2. Theoretical Benefit

This research contributes to the growing body of literature in marketing communication, sales management, and consumer behavior. Prior studies in the automotive sector have often emphasized product quality, price, and brand equity, while giving limited attention to the role of salesperson competence and behavior. This study deepens the understanding of how salesperson attributes influence customer attitudes in high-involvement product markets such as automobiles. Thus, the study is expected to serve as a foundation for future research exploring the intersection between salesperson attributes, customer demographics, and consumer attitudes in both developed and developing market contexts.

Chapter 2

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1. Literature Review

2.2. Salesperson's Technical Knowledge

Technical Competence of Salespeople According to Baldauf & Cravens (2002), technical competence refers to the behavior of salespeople in providing information about product features and specifications as well as the use and function of products and services. Meanwhile, Rentz et al., (2002) define technical selling skills as the knowledge possessed by salespeople in order to support their sales, such as knowledge about product design and features (mastering product knowledge), knowledge about product use and function, knowledge about engineering skills, and procedures enforced by company policy. The aspect of sales personnel expertise in sales activities is an attribute of sales personnel. This means that the performance of a salesperson depends on their ability to carry out their duties.

Sujan, et al., in Hidayati et al. (2017) stated that the orientation towards the expertise of salespeople in sales activities will cause the performance of salespeople to develop rapidly, in line with the expectations to be achieved. Sales expertise is often demonstrated by the salesperson's ability to provide solutions needed by customers so that customers feel they have gained added value. The salesperson's sales skills will continue to improve as they learn from the conditions they encounter in carrying out their sales tasks. Sales expertise is also described as a person's orientation to strive to improve and enhance their abilities and mastery of the work for which they are responsible.

According to Homburg et al. (2008), the study defines and operationalizes salesperson technical knowledge (product knowledge) with several dimensions and indicators. First are product and knowledge-based characteristics: understanding product features, specifications, and performance; ability to explain differences among product models; and awareness of product strengths and weaknesses compared to competitors. Then application knowledge is the ability to explain how the product can be

applied in different usage contexts, demonstrating product suitability for various customer needs and offering solutions based on technical product functions. Market and competitive knowledge are awareness of competitor products and technical differences, knowledge of market trends and customer requirements, and ability to compare technical advantages/disadvantages across brands.

2.2.1. Adaptive Selling Behavior

Adaptive selling behaviors have been defined as “the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation” (Weitz et al., 1986). Salesperson adaptive selling behavior describes the degree to which salespeople modify sales behaviors in client interaction to suit the perceived customer’s needs. This definition emphasizes the importance of customization and flexibility in sales interactions, suggesting that it involves altering one’s approach to meet the specific requirements of each customer. Similarly, Franke & Park (2006) define salesperson adaptive selling behavior as the degree to which salespeople possess the knowledge and skills essential to adjusting their sales behaviors to the exceptional characteristics of each customer. This definition highlights the significance of a salesperson’s ability to understand and interpret buyer cues, enabling them to effectively tailor their selling strategies.

According to Weitz et al. in Zhou & Charoensukmongkol, the adaptive selling framework and, the capabilities of a salesperson, which consist of abilities and skills, are key contingent factors deciding the motivation and practice of adaptive selling. The abilities dimension includes salespeople’s knowledge about customers, products, sales environments, sales encounters, sales behaviors, etc., while the skills dimension includes information acquisition skills, such as accumulating information about sales encounters, asking questions about customers’ preferences, listening, etc (Autry et al., 2013).

2.2.2. Costumer's Attitude Towards Salesperson

Attitude is evaluative statements, both desirable and undesirable, regarding objects, people, or events (Robbins & Judge, 2021). Attitude is an evaluation, feeling, and tendency of someone who is relatively consistent with an object or idea; in other words, attitude is a feeling that arises in a person towards an object, both before and after people see, feel, and enjoy the object. Attitude as a tendency based on what is obtained from consistent learning outcomes, which shows the likes or dislikes of an object (Schiffman & Kanuk, 2020). Attitude is a way of placing or carrying oneself, or a way of feeling, way of thinking, and behavior (Mahfud, 2019).

Based on some of the definitions above, it can be concluded that attitude is a complex mental condition that involves beliefs and feelings, and a disposition to act in a certain way. Attitudes reflect how someone does something how they, carry themselves, or how they feel about someone. The attitude is the mental condition of a person that is gained from experience, which directs and dynamically influences individual responses to all objects and related situations (Siagian et al., 2020). The attitude indicators are flexible and free-thinking in thinking, freedom of expression, interest in creative activities, belief in one's ideas, and involvement in tasks (Homburg et al., 2011).

2.3. List of Previous Studies

A previous study was used as a basis for understanding developments relevant to the topic of this study. By reviewing previous research, researchers can identify the concepts, variables, and methods that have been used, while also discovering differences in results and existing limitations. Thus, the previous study plays an important role in strengthening the theoretical basis, clarifying the position of the research being conducted, and pointing out gaps in research that need to be further explored.

Table 2.1 List of Previous Studies

No	Author	Research Title	Variable	Research Method	Result
1	Mwesige Richard, Bonuke Ronald, Situma Claire, and Kabasing uzi Brenda (2024)	Insurance company's salespersons' lead qualification skills and salespersons' performance: moderated-mediation model of salespersons' adaptive selling behavior and salespersons' gender	Independent Variable: Salesperson Lead Qualification Skills, Mediating Variable: Salesperson Adaptive Selling Behavior Moderate Variable: Salesperson Gender Dependent Variable: Salesperson Performance	Quantitatif Method This study employed Hayes (2018) PROCESS macro v4.0 (Model 15) to analyze the moderated mediation model	The results showed that SPLQS and SP are partially mediated by SPASB. The mediating influence is contingent on the level of SPG, with a stronger mediation effect observed at higher levels of gender equality
2	Leslier Valenzuela-Fernandez dan Francisco Villegas Pinuer (2025)	Are Sales Successful Due to Salespeople Expertise and Adaptability ? Gender and Age Dynamics in Investment Banking	Independent Variables: Technical Knowledge, Adaptive Sales Behavior Dependent Variable: Customer Attitude toward Salespeople	Quantitatif Method Covariance-based structural equation modeling (CB-SEM) using AMOS 26.	The empirical analysis shows that a salesperson's TK and ASB contribute significantly and positively to AS. Furthermore, there's a synergistic effect between these two independent factors, indicating a reinforcement effect. The effect of TK on AS is significant for both males and females.

					moderating effects of gender in the relationship between ASB and AS, where it is only significant in female customers
3	Jihong Zhou, Peerayuth Charoen sukmongkol (2022)	Cultural intelligence and adaptive selling behaviors in cross-cultural selling: The cognitive resource theory and social role theory perspective	Independent Variable: Cultural Intelligence Mediating Variable: Customer Qualification Skills Moderating Variable: Gender Dependent Variable: Adaptive Selling Behaviors	Quantitatif Method Partial Least Squares Structural Equation Modeling (PLS-SEM).	There is a positive relationship between cultural intelligence (CQ) and adaptive sales behavior. Customer qualification skills have a partial mediating effect on the positive relationship between CQ and adaptive sales behavior. The positive relationship between Cultural Intelligence and customer qualification skills is found to be stronger among female salespeople than their male counterparts.
4	Shu-Mei Tseng, Chau-Wei Liang, Hsien-Lei ng Tsai	A Study on the Relationship s Among Personality Traits,	Independent Variable: Personality Traits	Quantitatif Method Partial Least Squares (PLS) with Smart PLS.	Results indicate that three of the five personality traits, as measured by the Big-5 factors of

	(2022)	Gender and Customer Knowledge Preferences	Moderating Variable: Gender Dependent Variable: Customer Knowledge Preferences		personality, contribute to explaining customer knowledge preferences. Gender has a moderating effect on the traits of emotional stability and customer knowledge preferences. Keywords:
--	--------	---	--	--	---

2.4. Hypothesis Development

H1 Salesperson's Technical Knowledge Variable

Research on salesperson knowledge and technology reveals mixed effects on performance and customer relationships. Siagian et al. (2020) found that product knowledge directly influences salesperson performance. Richard et al. (2024) conclude that salespeople who demonstrate strong technical knowledge, such as the ability to classify customers accurately, understand client needs, and provide product-based solutions, were perceived as more competent and trustworthy. This competence improves the customer's attitude toward the salesperson, because customers view technically knowledgeable salespeople as reliable advisors rather than just sellers. Technology usage can enhance sales performance through improved customer service and adaptability, as demonstrated by Ahearne et al., (2008) in their study of pharmaceutical sales representatives using information technology. This study formulates hypotheses to examine the impact of laissez-faire leadership on employee performance.

Hypothesis 1: Salesperson's technical knowledge effects Customer's attitude towards Salesperson at the automotive brand at Cikarang and Bekasi area.

H2 Adaptive Selling Behavior Variable

Research demonstrates that adaptive selling behavior significantly influences customer attitudes and outcomes across various industries. A study by Zhou & Charoensukmongkol (2022) found a strong positive association between adaptive selling behavior (ASB) and sales-related outcomes, including how customers perceive salespeople. Salespeople who adapt their presentations and selling approaches to fit different customer needs are evaluated more positively, which enhances customer attitudes toward them. In the automotive sector, adaptive selling behavior strongly affects behavioral performance, customer satisfaction, and perceived service quality, with intrinsic motivation and customer qualification skills serving as key antecedents (Ma et al., 2014). Similarly, in the Korean cosmetics industry, adaptive selling behavior positively impacts customer satisfaction, customer loyalty, and relationship quality (Amenuvor et al., 2021). These findings consistently show that adaptive selling behavior enhances customer attitudes and salesperson effectiveness across different selling contexts.

Hypothesis 2: Adaptive selling behavior affects the customer's attitude towards the salesperson at the automotive brand at Cikarang and Bekasi area

2.5. Theoretical Framework

The primary focus of this research is to investigate how salesperson attributes—specifically technical knowledge and adaptive selling behavior—affect customer attitudes in the Indonesian automotive industry. This study further emphasizes the role of gender as a moderating factor, recognizing that male and female customers may evaluate salesperson attributes differently. The research model is shown in Figure 2.1.

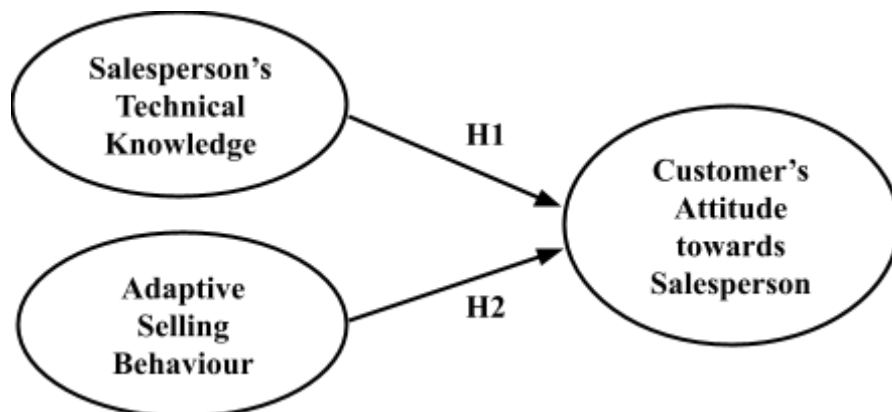


Fig. 2.1 Research Model

Chapter 3

RESEARCH METHOD

3.1. Research Design

This study adopts a quantitative research design using a survey-based approach. The primary reason for selecting this method is that the research seeks to test hypothesized causal relationships between salesperson technical knowledge, adaptive selling behavior, and customer attitudes. Quantitative methods are particularly well-suited to studies that involve measuring perceptions, testing hypotheses, and generalizing findings across a population (Creswell & Creswell, 2018). The design is also explanatory in nature, as it aims to explain the extent to which salesperson attributes influence customer attitudes in the automotive industry.

The focus of this research is on evaluating the influence of two salesperson-related variables, technical knowledge and adaptive selling behavior, on customer attitudes toward salespersons in the automotive industry. The context of the study is the automotive retail sector, specifically the Automotive Brand at Cikarang and Bekasi area, which represent highly competitive markets where customers are exposed to multiple brand options and rely heavily on salespersons for guidance.

The study relies on primary data, collected through structured questionnaires administered to customers who have interacted with salespersons at the selected Toyota showrooms. A survey instrument was chosen because it allows for the systematic collection of standardized data from a large number of respondents, ensuring comparability and reliability in measuring constructs such as salesperson technical knowledge, adaptive selling behavior, and customer attitudes.

3.2. Operational Definitions

The operational definition of variables, according to Sugiyono (2024), is something applied by researchers to be studied, in order to obtain information about it, from which conclusions can then be drawn. Meanwhile, according to Zulganef (2008:63), variables are anything that can be distinguished or has

variable values. In this study, the variables used by the researcher are Salesperson's Technical Knowledge (STK) and Addaptive Selling Behavior (ASB) as independent variables, and Costumer's Attitude towards Salesperson (CAS) as a dependent variable. The operation of the variables used as objects in this study can be seen in detail as follows:

Table 3.1 Operational Definition

Variable	Definition	Cod e	Items	Scale
Salesperson's Technical Knowledge (Rentz et al., 2002)	The behavior of salespeople in providing information about product features and specifications as well as the use and function of products and services	ST K 1	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market knowledge of the customer's market and products	Likert Scale 1 to 5
		ST K 2	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market Knowledge of competitors products	
		ST K 3	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market Knowledge of product line, including product benefits.	
		ST K 4	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market Knowledge of the company's procedures.	
Addaptive Selling Behavior (Autry et al., 2013; Robinson et al., 2002)	The altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation	AS B 1	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has ability to understand my business A	Likert Scale 1 to 5
		AS B 2	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has ability to customize his/ her product/service offerings to meet my demands	

Variable	Definition	Cod e	Items	Scale
		AS B 3	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has ability to vary his/her sales style from situation to situation to adapt presentation to my needs looking for a long-term relationship with me	
Costumer's Attitude towards Salesperson (Homburg et al., 2011)	A tendency based on what is obtained from consistent learning outcomes, which shows the likes or dislikes of an object	CA S 1	I have good impression on the automotive brand at Cikarang and Bekasi area recommended by the salesperson	Likert Scale 1 to 5
		CA S 2	Overall, I have a very positive opinion about my salesperson at the automotive brand at Cikarang and Bekasi area	
		CA S 3	Overall, I am very satisfied with my salesperson at the automotive brand at Cikarang and Bekasi area	

3.3. Population and Sampling

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied, and then conclusions are drawn (Sugiyono, 2024). The population in this study is salespeople at the Automotive Brand showroom at Cikarang and Bekasi area. Riduwan & Akdon, 2010) state that sampling techniques are methods of taking representative samples from a population. According to Sugiyono (2024), a sample is a part of the number and characteristics of that population.

According to Hair et al. (2014), the research sample is determined using the ten times rule for SEM-PLS. This rule depends on two factors: (1) having a sample size at least ten times the largest number of formative indicators used to measure a construct, or (2) having a sample size at least ten times the total number of structural paths linked to a specific construct in the structural model. Simply put, the sample size should be at least ten times the number of questions related to the independent variables.

To ensure a balanced representation of the population, the study employs a purposive sampling technique. The target population consists of salespeople at Toyota showrooms located in the Bekasi and Cikarang areas. Data collection will proceed at the designated showroom locations until these specific quotas are met, ensuring that the study satisfies both the statistical power requirements for SEM-PLS and the specific demographic criteria established for the research.

3.4. Data Collection Methods

The research data used in the analysis are data in the form of books, archives, documents, numerical writings, and images in the form of reports and information that can support the research. According to Sugiyono (2024) there are two primary categories: primary and secondary sources.

Primary data refers to information collected directly by the researcher from original sources. For this study, primary data is gathered through a cross-sectional approach, where data is collected at a single point in time to provide a snapshot of the current situation. The data is collected via an online questionnaire distributed to salespeople at the Automotive Brand at Cikarang and Bekasi area. This digital distribution method was selected for its convenience, cost-effectiveness, and ability to provide a quick response time from the participants.

Conversely, secondary data consists of pre-existing information collected by various agencies and organizations in the past. Collecting secondary data is often faster and simpler, utilizing resources such as government publications, articles, and websites (Douglas, 2015). This type of data is particularly valuable for research when collecting primary data is not feasible or when historical information is needed to support a study.

3.5. Technique of Data Analysis (Structural Equation Model - Partial Least Square)

The Structural Equation Model (SEM) is a statistical analysis for research that requires simultaneous analysis of all variables and indicators (Imam Ghazali & Latan, 2020). In this study, the Partial Least Square (PLS) approach is utilized, as it allows for structural equation modeling with

relatively small sample sizes and does not require multivariate normal distribution assumptions. The PLS evaluation process is nonparametric and centers on predictive measurements, which are assessed through two distinct sub-models: the Outer Model and the Inner Model.

Aligned with the findings of Valenzuela-Fernández & Villegas Pinuer, (2025) this study focuses on investigate how salesperson attributes, specifically salesperson technical knowledge (STK) and adaptive selling behavior (ASB), affect customer attitudes towards salesperson (CAS) in the Indonesian automotive industry. Thus, the empirical model used in this study is articulated as follows:

$$CAS = \alpha + \beta_1 STK + \beta_2 ASB + \varepsilon \quad (1)$$

In which:

CAS : customer attitudes towards salesperson

STK : salesperson technical knowledge

ASB : adaptive selling behavior

α : constant value

β_i : regression coefficient

ε : error figure

3.5.1. Descriptive Analysis

The first test performed on the data was a descriptive statistical test, the purpose of which was to explain the variables involved in this study. Descriptive statistics refer to the transformation of raw data into a form that is easy to understand and interpret. Descriptive statistics are a form of analysis that summarizes a large amount of raw data into interpretable information. The data presented in this test consists of the sample size, maximum value, average calculation, and standard deviation.

3.5.2. Evaluation Model (Outer Model)

Measurement evaluation model (outer model) The outer model measurement model is a model that describes the relationship between variables and their indicators (Ghozali & Latan, 2020). In evaluating the measurement model (outer model), there are several stages that must be tested, including:

1. Outer model evaluation is conducted to assess the validity and reliability of the model. Outer models with reflexive indicators are evaluated through convergent and discriminant validity for latent construct indicators, as well as through composite reliability and Cronbach's alpha for indicator blocks (Ghozali & Latan, 2015). The rule of thumb for convergent and discriminant validity tests can be seen in the table below:

Table 3.2 Rule of Thumb Summary for
Convergent & Discriminant Validity Test

Validity	Parameters	Rules of Thumb
<i>Loading factor</i>	> 0,60 for <i>confirmatory research</i>	> 0,60 for <i>exploratory research</i>
<i>Convergent Validity</i>	<i>Communality exploratory research</i>	> 0,50 for <i>confirmatory and</i>
<i>AVE (average variance</i>	> 0,50 for <i>confirmatory and</i>	<i>exploratory research</i>
<i>Discriminant Validity</i>	<i>Cross-loading</i> Square root of AVE	> 0,60 : for each variable Square root of AVE > correlation between latent constructs

Source: Ghozali & Latan (2020)

2. Model measurement is also carried out to test the accuracy of a construct. Reliability testing is carried out to prove the accuracy, consistency, and precision of the instrument in measuring the construct. Reliability testing of a construct with reflective indicators can be done in two ways, namely composite reliability and Cronbach's alpha. The use of Cronbach's alpha to test the reliability of a construct will give a lower value (underestimate), so it is more advisable to use composite reliability in testing the reliability of a

construct. The rule of thumb for testing the reliability of a construct with reflective indicators can be seen in the following:

Table 3.3 Rule of Thumbs Reliability of a Construct Test

Parameters	Rules of Thumb
<i>Composite Reliability</i>	a. >0.70 for confirmatory research b. 0.60 – 0.70 accepted to exploratory research
<i>Cronbach's Alpha</i>	a. >0.70 for confirmatory research b. 0.60 accepted to exploratory research

Source: Ghozali & Latan (2020)

3.5.3. Structural Model (Inner Model)

1. Goodness of Fit Model

When evaluating a structural model using PLS, the R-squared values for each latent variable can be used to assess the predictive power of the structural model. The R-squared values serve as a measure of model fit. Changes in the R-squared values are used to determine whether the influence of specific exogenous latent variables on endogenous latent variables has a substantive effect. R-squared values of 0.67, 0.33, and 0.19 for the latent variables in the structural model indicate a strong, moderate, and weak model, respectively. The results of the PLS R-squared values represent the amount of variance in the construct explained by the model.

2. F Square Value

The F-test indicates whether an endogenous latent variable has a significant effect on an exogenous latent variable; the F-value itself serves as an indicator of the strength of the effect. An effect is considered negligible if the result is < 0.02, small if the result is 0.02 to 0.15, moderate if the result is 0.15 to 0.35, and significant if the result is > 0.35.

Next, the model was evaluated by examining the significance values to determine the relationships between variables using the bootstrapping or jackknifing procedures. The bootstrap approach

provides a nonparametric measure of the precision of the PLS estimates. The bootstrap procedure uses the entire original sample for resampling.

3. Hypothesis Test

Hypothesis testing in PLS is used to measure the probability of data using the path coefficients menu. The rule of thumb for supporting a research hypothesis is: if the coefficient or direction of the variable relationship (indicated by the original sample value) is in line with the hypothesis, and if the t-statistic value is > 1.64 (two-tailed) or > 1.96 (one-tailed), it can be said to be significant and the probability value (p-value) is < 0.01 ; < 0.05 ; < 0.10 can be said to be significant. In p-value, if a value > 0.10 is obtained, it can be said to be insignificant (Abdillah & Jogiyanto, 2015).

Chapter 4

RESULTS AND DISCUSSION

4.1. Overview

The object of this study covers the Automotive Brand showroom network at Cikarang and Bekasi area operating along the economic growth corridor from Bekasi to Cikarang. This network is generally under the auspices of major dealers at the Bekasi and Cikarang area

1. Toyota Auto2000 Cikarang Pusat is a premier authorized dealership and service center under the management of PT Astra International Tbk - Toyota Sales Operation. Strategically located at Jl. MH. Thamrin No. Kav. 168, Cibatu, Cikarang Selatan, Bekasi, the branch is situated in the heart of one of Indonesia's largest industrial hubs. Its prime location allows it to serve a diverse customer base, ranging from individual residents to large-scale corporate clients operating within the Lippo Cikarang and Deltamas industrial estates. The branch is highly regarded for its commitment to customer satisfaction, evidenced by its high service ratings. It provides premium amenities, including a comfortable waiting lounge, accessibility features for people with disabilities, and the Toyota Home Service (THS) for customers who prefer vehicle maintenance at their home or office. By integrating professional human resources with standardized Astra service excellence, Auto2000 Cikarang Pusat remains a key player in the automotive market within the Bekasi and Cikarang regions.
2. JD Toyota Jababeka, managed by PT Mulia Mega Makmur, is an authorized Toyota dealership located at Jl. Dr. Satrio No. C2, Simpangan, North Cikarang, Bekasi. Positioned strategically within the Jababeka industrial corridor, this dealership serves as a vital automotive hub for the local community and the vast industrial workforce in the North Cikarang area. Operated as a comprehensive 3S (Sales, Service, and Spare Parts) facility, JD Toyota Jababeka is dedicated to providing integrated

automotive solutions. The Sales division offers the latest Toyota models, supported by professional consultants who facilitate various purchasing options, including credit financing and trade-in programs. The service department is staffed by certified technicians and equipped with modern tools to handle routine maintenance and complex repairs. Furthermore, the Spare Parts division ensures the availability of Toyota Genuine Parts, maintaining the safety and durability of every vehicle.

3. Auto2000 Cikarang Utara is an integral part of the official Toyota dealership network under PT Astra International Tbk. Located in Cikarang Kota, North Cikarang, Bekasi Regency, this branch is positioned to cater to the high demand for automotive services in the northern part of Cikarang, a region characterized by its dense residential areas and bustling commercial activities. The branch is well-known for its excellent service culture, focusing on efficiency and customer convenience. It features modern amenities, including a comfortable lounge for waiting customers and a seamless booking service system to minimize wait times. Its strategic presence in North Cikarang strengthens Auto2000's commitment to being "closer to the customer," providing reliable after-sales support and contributing significantly to Toyota's market leadership in the West Java region.
4. Toyota Auto2000 Bekasi Timur is located at Jl. Diponegoro No.38, Setiamekar, Kec. Bekasi Timur. It is a Main Dealer (Astra International) with opening hours from Monday to Saturday, 8:00 a.m. to 4:30 p.m. (Thursdays until 2:00 p.m.), with a rating of 4.6 (from thousands of reviews). This is one of the "senior" branches with a very wide coverage area (East Bekasi, Tambun, to Cibitung). It has a large workshop capacity and a massive sales force team because it serves established retail and corporate (fleet) customers in Bekasi. It has the largest number of administrative staff, technicians, and salespeople in this corridor. Toyota Bekasi is located at Jl. Kp. Kedung Gede No.038, Setiamekar, Kec. Tambun Selatan (near the Bekasi Timur border) with opening hours: Open 24 hours. Rating: 4.9, as a branch or point of sale. Showrooms that

function solely as points of sale (without a large repair shop or offering only light maintenance) have the fewest employees, as they are staffed only by a sales team, minimal administrative staff, and security personnel.

5. Daya Toyota Bekasi Official is located at Jl. Inspeksi Kalimalang Kh Noer Ali No.88, Jatimulya, Kec. Tambun Selatan with opening hours: Every day (including Sundays), 8:00 a.m. to 4:00 p.m. (Sundays until 3:00 p.m.) and a rating of 5.0. Dealer Resmi (Daya Group). Based on internal publication data (2023), this dealer has a complete organizational structure, ranging from Sales Supervisors, dozens of Toyota Advisors, and dozens of technicians to support 21 service stalls. Despite its large scale, it is usually slightly below the Auto2000 headquarters in terms of the total number of central support personnel.

Showrooms in this region generally implement 3S service standards (Sales, Service and Spare Parts). This makes them a rich source of data for research, as interactions occur not only during the purchase (sales) but also during after-sales service. Sales, offers a variety of vehicles from the low-end segment (Agya/Calya) to the high-end segment (Innova Zenix/Fortuner). Service, equipped with official repair shops that provide routine maintenance to major repairs (body & paint at some branches). Spare Parts: Ensures the availability of genuine Toyota spare parts for consumers in the region.

The Bekasi to Cikarang region has unique characteristics for automotive research. This region is the largest industrial area, Cikarang is known as the largest industrial area in Southeast Asia (Jababeka, MM2100, EJIP). This creates a very strong fleet segment (large-scale sales to companies) in addition to the retail market. People in this region have high mobility. Consumers in this region are commuters with high mobility who need vehicles with high reliability and cost-of-ownership efficiency. In addition, this region is undergoing rapid urbanization. The growth of residential areas along Bekasi and Cikarang has increased the number of young families, who are often the subject of research on the influence of sales personnel knowledge on purchasing decisions.

In this research object, marketers are not only tasked with selling but also act as technical consultants. Given the complexity of the Automotive Brand current products (such as hybrid EV technology), showrooms in this region have become crucial places where adaptive selling behavior is practiced to educate increasingly critical and tech-savvy consumers.

4.2. Respondents' Profile

This research was conducted using a G-form questionnaire distributed to salespeople. The process of obtaining permission, distributing, and returning the questionnaires was carried out from mid-November 2025 to the early of December 2025. The distribution process was carried out during this month because it was not the peak season. The distribution of respondents in this study can be seen in Table 4.1.

Table 4.1 Number of Data Samples

No.	Description	Number	Percentage
1	Total number of data obtained	102	102%
2	Number of unusable data	0	0.0%
3	Number of usable data	102	100%

Source: Data Processed, 2026

In this study, a total of 108 data points were obtained, of which 0 (0%) were deemed unusable. A total of 102 (100%) samples were deemed usable. Data processing was then carried out for the 102 respondent samples. The following is the profile of respondents from 102 samples processed based on gender, age, education, long interaction and workplace.

Table 4.2 Profile Of Respondents (n = 102)

Description	Number	Percentage
Gender		
Male	42	41.2 %
Female	60	58.8 %
Age		
18 - 23 yo	14	13.7 %
24 - 29 yo	35	34.3 %

30 - 35 yo	26	25.5 %
36 - 41 yo	23	22.3 %
> 42 yo	5	5.0%
Domicile		
Jakarta	19	18.6 %
Bekasi	29	28.4 %
Cikarang	28	27.5 %
Karawang	21	20.65
Tambun	5	4.9%
Education		
Diplome	55	53.9 %
Bachelor	42	41.2 %
Master/Doctoral	5	4.9%
Interaction		
Never	9	8.8%
1 until 3 times a year	85	83.3 %
More than 3 times a year	8	7.8%
Workplace		
Toyota Auto2000 Cikarang Pusat	19	18.6 %
The Toyota Auto 2000 Siliwangi	34	33.3 %
Daya Toyota Bekasi Official	23	22.5 %
The Official Toyota Bekasi Showroom	14	13.7 %
Toyota Bekasi	12	11.8 %

Source: Data Processed, 2026

Based on the data collected from 102 respondents, the demographic profile and background characteristics of the respondents across several categories: gender, age, domicile, educational background, interaction frequency, and the Automotive Brand workplace showroom, can be described as follows. The majority of respondents were female, representing 58.8% (60 respondents) of the total sample, while male respondents accounted for 41.2% (42 respondents). Respondents aged 24 – 29 years old formed the largest age

group, making up 34.3% (35 respondents). This was followed closely by respondents aged 30–35 years old (25.5%) and 36–41 years old (22.3%), indicating that the majority of respondents belong to young-to-mid-career adults and decision-making age groups. Domicile: In terms of geographic distribution, the majority of respondents were domiciled in Bekasi, with 28.4% (29 respondents), followed closely by Cikarang at 27.5% (28 respondents). Together, respondents from the Bekasi and Cikarang regions account for more than half (55.9%) of the entire sample.

The predominant educational background among the respondents was diploma degree holders, constituting 53.9% (55 respondents), followed by those holding a bachelor's degree at 41.2% (42 respondents). This reflects a highly educated respondent pool with well-developed analytical capabilities. Regarding customer experience, a vast majority of respondents (83.3% or 85 respondents) reported interacting with Toyota sales personnel 1 to 3 times a year. This confirms that the sample consists predominantly of active and experienced customers with direct interaction history. Among the various the Automotive Brand dealership locations, The Toyota Auto 2000 Siliwangi branch accounted for the largest portion of respondents, contributing 33.3% (34 respondents), followed by Daya Toyota Bekasi Official at 22.5% (23 respondents).

4.3. Descriptive Studies

1. Description of the Salesperson's Technical Knowledge

Technical selling skills are the knowledge possessed by salespeople in order to support their sales, such as knowledge about product design and features (mastering product knowledge), knowledge about product use and function, knowledge about engineering skills, and procedures enforced by company policy. In this study, “Salesperson Technical Knowledge” is described by four measurement indicators. The results of the description of this variable are presented in Table 4.2 as follows:

Table 4.3 Results of the Descriptive Analysis of Salesperson Technical Knowledge

No	Pertanyaan	SD	D	N	A	SA	Mean	Cat.
1	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market knowledge of the customer's market and products	0	2	11	63	26	4.11	Good
2	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market Knowledge of competitors products	0	2	12	80	8	3.92	Good
3	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market Knowledge of product line, including product benefits.	0	0	12	66	24	4.12	Good
4	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market Knowledge of the company's procedures.	0	0	14	64	24	4.10	Good
Final Score		Average					4.06	Good

Based on the results of the descriptive analysis of Salesperson Technical Knowledge variable in Table 4.3, the average score from the 102 respondents who assessed Salesperson Technical Knowledge experienced customers at the Automotive Brand showroom at Cikarang and Bekasi area was 4.06, which falls into the "Good" category; this means that the majority of respondents agreed with Salesperson Technical Knowledge indicators. The question with the highest average score was "I consider my salesperson at the Automotive Brand showroom at Cikarang and Bekasi area has market Knowledge of product line, including product benefits." at 4.12, while the lowest average score was for the question "I consider my salesperson at the Automotive Brand showroom at Cikarang and Bekasi area has market Knowledge of competitors products" at 3.92.

2. Description of the Adaptive Selling Behavior

Adaptive selling behaviors have been defined as the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation. In this study, Adaptive selling behavior is described by 3 measurement indicators, The results of the description of this variable are presented in Table 4.4 as follows:

Table 4.4 Results of the Descriptive Analysis of Adaptive Selling Behaviour

No	Pertanyaan	SD	D	N	A	SA	Mean	Cat.
1	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has ability to understand my business A	0	3	7	57	35	4.22	Good
2	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has ability to customize his/ her product/service offerings to meet my demands	0	0	7	61	34	4.26	Good
3	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has ability to vary his/her sales style from situation to situation to adapt presentation to my needs looking for a long-term relationship with me	0	0	7	58	37	4.29	Good
Final Score		Average					4.26	Good

Based on the results of the descriptive analysis of Adaptive Selling Behaviour variable in Table 4.4, the average score from the 102 respondents who assessed Adaptive Selling Behaviour experienced customers at the Automotive Brand showroom at Cikarang and Bekasi area was 4.26, which falls into the “Good” category; this means that the majority of respondents agreed with Adaptive Selling Behaviour indicators. The question with the highest average score was “I consider my salesperson at the Automotive Brand showroom at Cikarang and Bekasi area has ability to vary his/her sales style from situation to

situation to adapt presentation to my needs looking for a long-term relationship with me.” at 4.29, while the lowest average score was for the question “I consider my salesperson at the Automotive Brand showroom at Cikarang and Bekasi area has ability to understand my business” at 4.22.

3. Description of Costumer’s Attitude Toward Salesperson

The attitude is the mental condition of a person that is gained from experience, which directs and dynamically influences individual responses to all objects and related situations. Costumer’s Attitude Toward Salesperson is described by 3 measurement indicators The results of the description this variable are presented in Table 4.4 as follows:

Table 4.5 Results of the Descriptive Analysis of Costumer’s Attitude Toward Salesperson

No	Pertanyaan	SD	D	N	A	SA	Mean	Notes
1	I have good impression on the automotive brand at Cikarang and Bekasi area recommended by the salesperson	0	3	7	57	35	4.15	Good
2	Overall, I have a very positive opinion about my salesperson at the automotive brand at Cikarang and Bekasi area	0	0	7	61	34	4.25	Good
3	Overall, I am very satisfied with my salesperson at the automotive brand at Cikarang and Bekasi area	0	0	7	58	37	4.18	Good
Final Score		Average					4.19	Good

Based on the results of the descriptive analysis of Costumer’s Attitude Toward Salesperson variable in Table 4.5, the average score from the 102 respondents who assessed Costumer’s Attitude Toward Salesperson experienced customers at the Automotive Brand showroom at Cikarang and Bekasi area was 4.19, which falls into the “Good” category; this means that the majority of respondents agreed with Costumer’s Attitude Toward Salesperson indicators. The question with the highest average score was “Overall, I have a very positive opinion about my

salesperson at the Automotive Brand showroom at Cikarang and Bekasi area.” at 4.25, while the lowest average score was for the question “I have good impression on the Automotive Brand showroom at Cikarang and Bekasi area recommended by the salesperson” at 4.15.

4.4. PLS-SEM Results

4.4.1. Outer Model

A measurement model must have sufficient validity and reliability before it can be used to test a relationship between variables so that it becomes significant in the structural model (Ghozali & Latan, 2020). The Outer Model (measurement model) is evaluated through convergent validity and discriminant validity of the variable-forming indicators and composite reliability and Cronbach's alpha for the indicator blocks, while the Inner Model (structural model), which aims to predict the relationship between variables, is evaluated by looking at the R Square value for the affected variables (Ghozali & Latan, 2020). Figure 4.1 shows Research Model (Outer Model).

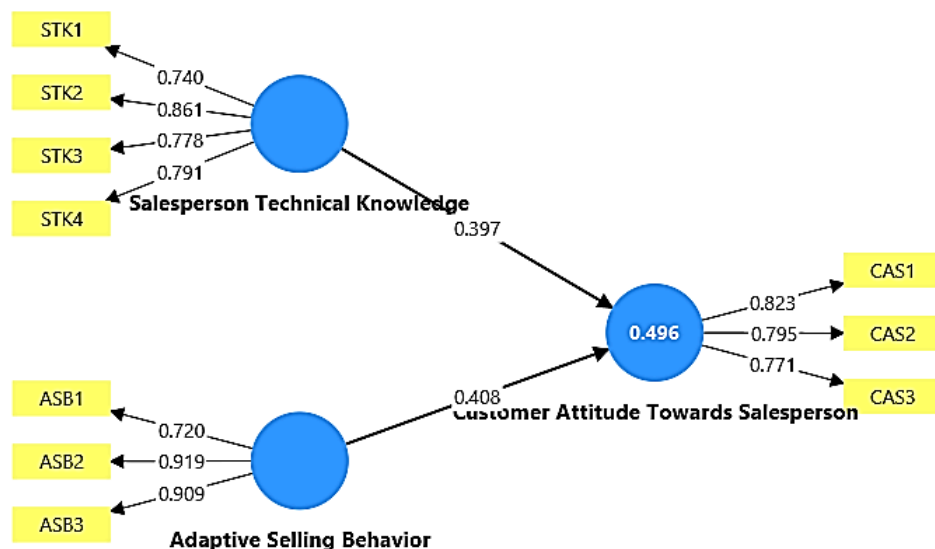


Fig. 4.1 Research Model after PLS Algorithm Calculation

Source: Data Processed Using Smart PLS 4.1, 2026

Fig. 4.1, show the variable salesperson's technical knowledge (X1) can be explained by 5 reflective indicators, namely STK1, STK2, STK 3 and STK 4. The variable adaptive selling behavior (X2) can be explained by five reflective indicators, namely ASB1, ASB2 and ASB3. The variable of customer's attitude towards salesperson can be explained by indicators CAS1, CAS2, and CAS3. Overall, the majority of variables can explain the variance of each indicator that measures them.

4.4.1.1. Convergent Validity

Convergent validity was tested by measuring outer loading or loading factor values. Indicators were deemed to meet convergent validity in the good category if the outer loading value was > 0.6 . Based on the data analysis results, the variable indicators had outer loading values > 0.6 and none had outer loading values < 0.6 , as shown in Table 4.6. Therefore, the indicators were considered feasible or valid for use in the study and available for further analysis.

4.4.1.1.1. Outer Loading

Table 4.6 Outer Loading Value

		X1 STK	X2 ABS	Y CAS
STK 1	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market knowledge of the customer's market and products	0.740		
STK 2	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market Knowledge of competitors products	0.862		
STK 3	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market Knowledge of product line, including product benefits.	0.778		
STK 4	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market Knowledge of the company's procedures.	0.791		
ABS 1	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has ability to understand my business A		0.720	
ABS 2	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has ability to customize his/ her product/service offerings to meet my demands		0.919	

ABS 3	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has ability to vary his/her sales style from situation to situation to adapt presentation to my needs looking for a long-term relationship with me	0.909
CAS 1	I have good impression on the automotive brand at Cikarang and Bekasi area recommended by the salesperson	0.823
CAS 2	Overall, I have a very positive opinion about my salesperson at the automotive brand at Cikarang and Bekasi area	0.795
CAS 3	Overall, I am very satisfied with my salesperson at the automotive brand at Cikarang and Bekasi area	0.771

Source: Data Processed Using Smart PLS 4.1, 2026

Based on Table 4.5, the variable salesperson's technical knowledge, with indicators STK 1, STK 2, STK 3, and STK 4, yielded outer loadings ranging from 0.740 to 0.862. The variable adaptive selling behavior, with indicators ASB 1, ASB 2, and ASB 3, yielded outer loading values ranging from 0.720 to 0.909, while the variable customer's attitude toward the salesperson, with indicators CAS 1, 2, and 3, yielded outer loading values ranging from 0.771 to 0.823. All the variable indicators had outer loading values > 0.6 and none had outer loading values < 0.6 .

4.4.1.1.2. AVE and Reliability

Table 4.7 Construct Reliability and Validity

	Composite reliability	Average variance extracted (AVE)
Salesperson's Technical Knowledge	0.806	0.563
Adaptive Selling Behavior	0.831	0.596
Customer's Attitude Towards Salesperson	0.688	0.608

Source: Data Processed Using Smart PLS 4.1, 2026

Composite reliability and AVE can be used to test the reliability of indicators on a variable. If a variable has a AVE > 0.5 , it can be said to meet AVE requirements. The composite reliability and AVE values for each variable used in this study are shown in Table 4.6. All research variables have a composite reliability value of > 0.6 .

Based on these findings, it can be said that all variables have reliability values that meet the criteria and the data can be trusted.

4.4.1.1.3. Discriminant Validity

Discriminant validity was tested using the the Fornell–Larcker Criterion method, which is recommended as a modern and more sensitive approach compared to the Fornell–Larcker Criterion. An HTMT value of less than 0.90 indicates that the constructs in the model have good discrimination (Henseler & Sarstedt, 2021; Hair et al., 2021).

Table 4.8 Discriminant Validity

	X2 ABS	Y CAS	X1 STK
Salesperson's Technical Knowledge			
Adaptive Selling Behavior	0.809		
Customer's Attitude Towards Salesperson	0.605	0.794	

Source: Data Processed Using Smart PLS 4.1, 2026

The HTMT value of each variable against the correlation variable is less than 0.90, so the constructs and indicators used in this study show strong discriminant validity.

4.4.2. Inner Model

The next step in the analysis using SEM-PLS is the second-order variable stage, which involves analyzing the structural model (inner model) by first looking at the R-Square value for each independent latent variable as the predictive power of the structural model. The interpretation is the same as the interpretation in OLS linear regression (Imam Ghazali & Latan, 2020). The F-test indicates whether an endogenous latent variable has a significant effect on an exogenous latent variable; the F-value itself serves as an indicator of the strength of the effect.

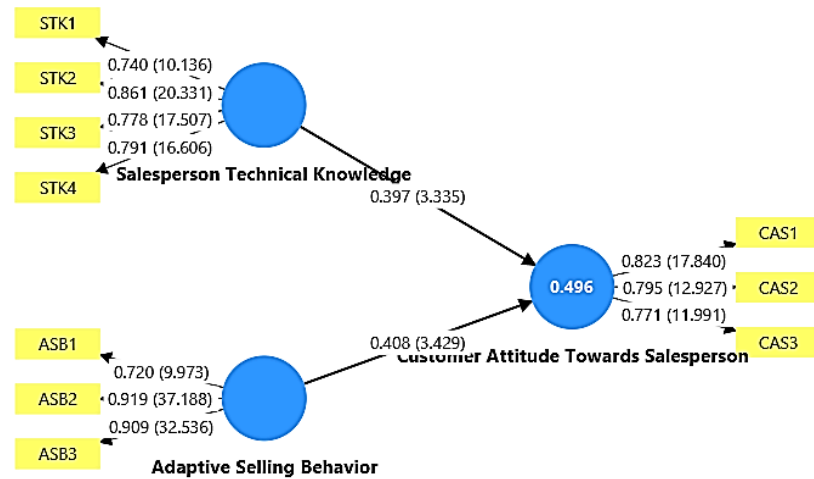


Fig. 4.2 Research Model after Bootstrapping
Source: Data Processed Using Smart PLS 4.1, 2026

4.4.2.1. R Square

The degree to which exogenous constructs can explain endogenous constructs is measured by the coefficient of determination R-square. It is expected that the coefficient of determination will have a value between 0 and 1. If the R-square value is greater than 0.67, it is classified as strong; if it is greater than 0.33 but less than 0.67, it is classified as moderate; and if it is greater than 0.19 but less than 0.33, it is classified as weak.

Table 4.9 R-squared Value

	R-square	Adjusted R-square	Classified
Customer's Attitude Towards Salesperson	0.496	0.486	moderate

Source: Data Processed Using Smart PLS 4.1, 2026

Based on Table 4.9 the R-square value 0.496 was obtained, which means that the Salesperson's Technical Knowledge and Adaptive Selling Behavior variables influence the variable Customer's Attitude Towards Salesperson by 49.6%, which falls into the moderate category

4.4.2.2. VIF Collinearity

Multicollinearity occurs in regression models (or structural equation modeling/PLS-SEM) when two or more independent

(predictor) variables are highly correlated. When predictors overlap too much, it becomes difficult for the model to isolate the individual effect of each variable on the target outcome.

Table 4.10 VIF Collinerity

	VIF	Classified
Adaptive Selling Behavior $\square$ Customer Attitude Towards Salesperson	1.387	No- Collinerity
Salesperson Technical Knowledge $\square$ Customer Attitude Towards Salesperson	1.387	No- Collinerity

Source: Data Processed Using Smart PLS 4.1, 2026

According to established literature (Hair et al., 2019), a VIF value below 3.0 (or the conservative threshold of 5.0) indicates the absence of critical collinearity issues. Since 1.387 is well below the threshold of 3.0, there is no threat of multicollinearity between adaptive selling behavior and salesperson technical knowledge. This confirms that both independent variables provide distinct, independent explanatory power toward predicting customer attitude towards salesperson, and the statistical findings regarding path coefficients can be interpreted with confidence.

4.4.2.3. Hypothesis Testing

The hypothesis test results and t-statistic values obtained from the bootstrapping process using a sample size of 102 for resampling and 5000 repetitions are shown in Table 4.11 as follows:

Table 4.11 Hypothesis Test Results

	Original Sample	Sample Mean	Standard Deviation	t Statistic	P-Value	Results
<i>Hypotesis 1: salesperson's technical knowledge affects customer's attitude towards salesperson at the automotive brand at Cikarang and Bekasi area .</i>	0.397	0.389	0.125	3.174	0.000	Accepted
<i>Hypotesis 2: adaptive selling behaviour affects customer's attitude towards salesperson at the</i>	0.408	0.427	0.123	3.321	0.000	Accepted

Hypothesis testing in this thesis was conducted with parameter coefficient values and t-statistic values (t-table) that must be greater than 1.96 and p-values less than 5% (Ghozali & Latan, 2020). From the hypothesis testing results in Table 4.11, the following information can be obtained:

- 1) The T-statistic test result of salesperson's technical knowledge on customer attitudes toward salesperson is $3.174 > 1.96$, with a P value of $0.000 < 5\%$. The original sample value is positive at 0.397, indicating that the effect of salesperson's technical knowledge on customer attitudes toward salespeople is positive. The magnitude of the effect of customer attitudes toward salesperson on customer attitudes toward salespeople is 39.7%. Thus, the first hypothesis (H1 accepted, H0 rejected), namely that customer attitudes toward salesperson have a positive effect on customer attitudes toward salesperson is accepted.
- 2) The T-statistic test result of adaptive selling behavior on customer attitudes toward salespeople is $3.321 > 1.96$, with a P value of $0.000 > 5\%$. The original sample value is positive at 0.408, indicating that the effect of adaptive selling behavior on customer attitudes toward salespeople is positive. The magnitude of the effect of adaptive selling behavior on customer attitudes toward salesperson is 40.8%. Thus, the second hypothesis (H2 rejected, H0 accepted), namely that adaptive selling behavior on customer attitudes toward salespeople do not have a positive effect

4.4.2.4. F Square

The F-square value indicates when the independent variable has a significant effect on the dependent variable; the F-square itself has a strong effect. The strength of influence is ignored if the F-square value is < 0.02 , has a small effect if the F-square value is between 0.02 and

0.15, has a moderate effect if the F-square value is between 0.15 and 0.35, and has a large effect if the F-square value is > 0.35 .

Table 4.12 F-Square Value

	STK
Salesperson Technical Knowledge $\square$ Customer Attitude Towards Salesperson	0.226
Adaptive Selling Behavior $\square$ Customer Attitude Towards Salesperson	0.238

Source: Data Processed Using Smart PLS 4.1, 2026

Based on the F-square table, the F-square value between X1 and Y is 0.226, so the salesperson's technical knowledge on customer attitudes toward salespeople has a moderate effect. X2 to Y is 0.238, so adaptive sales behavior on customer attitudes toward salespeople has a moderate effect.

4.4.2.5. IPMA (Importance Performance Map Analysis)

In Partial Least Squares Structural Equation Modeling (PLS-SEM), Importance-Performance Map Analysis (IPMA) (also known as priority map analysis) is an advanced post-hoc diagnostic technique that extends the standard PLS-SEM results. While standard PLS-SEM only reports unstandardized path coefficients or total effects (representing importance), IPMA incorporates the mean values of latent variables scaled from 0 to 100 (representing performance).

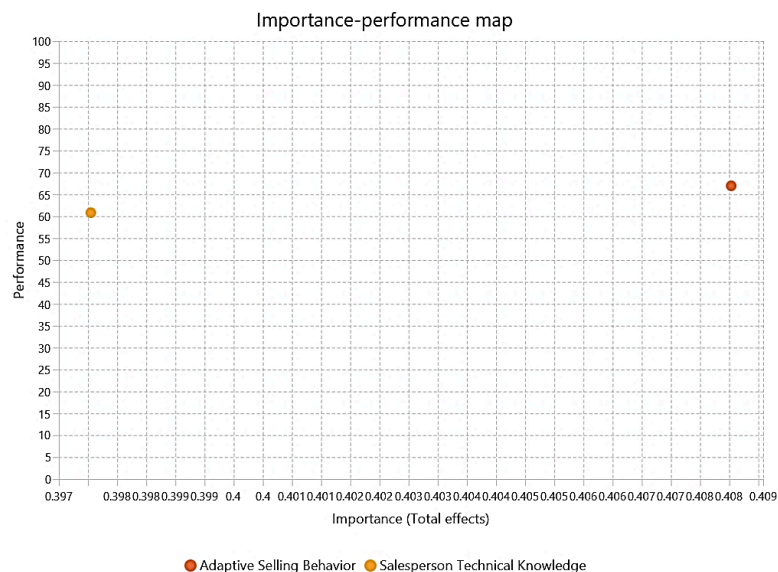


Fig. 4.3 Importance Performance Map Analysis
Source: Data Processed Using Smart PLS 4.1, 2026

To complement the structural model analysis and derive actionable strategic insights, an Importance-Performance Map Analysis (IPMA) was conducted for the target construct, customer attitude towards salesperson.

- 1) Adaptive Selling Behavior (ASB): Importance (Total Effect): 0.551, Performance: 68.225. Adaptive selling behavior displays the highest relative importance (0.551) in shaping customer attitudes. However, its performance score (68.225) is relatively moderate compared to technical knowledge. Because an increase of 1 unit in ASB performance yields a substantial 0.551 point increase in customer attitude towards salesperson, this construct should be designated as a top priority for strategic intervention.
- 2) Salesperson Technical Knowledge (STK): Importance (Total Effect): 0.301, Performance: 83.181. Salesperson technical knowledge demonstrates a strong baseline performance (83.181), but its structural importance (0.301) is lower than that of adaptive selling. The salesperson's technical expertise is already well-developed and functioning efficiently. Managers should maintain this high level of technical competency without over-allocating additional resources to it.

4.5. Analysis and Discussion

4.5.1. Salesperson's Technical Knowledge Affects Customer's Attitude Towards Salesperson at The Automotive Brand Showroom at Cikarang and Bekasi area

The following analysis examines the impact of a salesperson's technical knowledge on customer attitudes within at The Automotive Brand Showroom at Cikarang and Bekasi area, based on the research findings and relevant literature. The research results indicate that Salesperson's Technical Knowledge (STK) has a significant positive effect on Customer's Attitude toward Salesperson (CAS). Specifically, the hypothesis testing yielded a

T-statistic of 3.174 (> 1.96) and a P-value of 0.000 (< 0.05), with an effect magnitude of 39.7%.

This finding is highly consistent with previous studies across various sectors. Similar to Siagian et al. (2020) and Richard et al. (2024), this study confirms that product and technical knowledge directly influence performance and perception. In the insurance industry, strong technical competence leads to customers perceiving salespeople as more trustworthy and reliable advisors. The results align with Valenzuela-Fernández & Villegas Pinuer (2025), who found that TK significantly contributes to customer attitudes in investment banking for both male and female clients. The study reinforces the conclusion that high levels of sales staff knowledge lead to perceptions of competence, which in turn positively influence consumer attitudes.

The descriptive analysis of the Salesperson Technical Knowledge variable reveals a strong overall mean score of 4.06 ("Good" category), with the highest-rated indicator being "I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market Knowledge of product line, including product benefits" at 4.12. The demographic profile shows that the majority of respondents are young adults aged 24–29 years old (34.3%) who possess a diploma (53.9%) or bachelor's degree (41.2%). Today's educated, digitally savvy consumers thoroughly research functional features before visiting a showroom. Because they prioritize practicality and value for money, sales representatives who demonstrate deep product line knowledge and clearly articulate specific product benefits directly address these buyers' analytical needs, resulting in the highest approval score (4.12). Given that 83.3% of respondents interact with Toyota personnel 1 to 3 times a year, primarily at key urban hubs like Toyota Auto 2000 Siliwangi (33.3%) and Daya Toyota Bekasi (22.5%), these routine touchpoints (e.g., periodic vehicle servicing or upgrade inquiries) keep customers highly attuned to product updates. Sales personnel who stay up-to-date on new model lines and functional enhancements leave a strong positive impression during these crucial annual touchpoints.

4.5.2. Adaptive Selling Behavior Affects Customer's Attitude Towards Salesperson at The Automotive Brand Showroom at Cikarang and Bekasi area

The statistical analysis confirms that Adaptive Selling Behavior (ASB) has a significant and positive effect on customer's attitude toward salesperson (CAS). The research results indicate that Adaptive Selling Behavior (ABS) has a significant positive effect on customer's attitude toward salesperson (CAS). Specifically, the hypothesis testing yielded a T-statistic of 3.429 (> 1.96) and a P-value of 0.000 (< 0.05), with an effect magnitude of 40.8%.

This finding aligns with the research by Bonney et al. (2022) which posits that in modern marketing literature, adaptive selling serves as a consistent predictor of consumer learning and positive behavior outcomes. Furthermore, these results are strongly supported by Valenzuela-Fernández & Villegas Pinuer (2025), who demonstrated that adaptability in investment banking significantly contributes to a positive customer attitude. The findings also mirror the conclusions of Zhou & Charoensukmongkol (2022) whose study identified a strong positive association between ASB and sales-related outcomes, specifically regarding how customers perceive the competence and helpfulness of the salesperson. In the context of Toyota showrooms, this suggests that when a salesperson successfully adjusts their communication style to match the customer's signals (e.g., shifting from technical jargon to emotional benefits), the customer develops a more favorable and trusting attitude toward them.

The descriptive statistics for the customer's attitude toward salesperson variable (Table 4.4) demonstrate an exceptionally high overall average score of 4.19, placing it securely within the "Good" (and near highly favorable) category. Within this dimension, the indicator recording the highest mean score was "Overall, I have a very positive opinion about my salesperson at at the Automotive Brand at Cikarang and Bekasi area" at 4.25.

The majority of respondents are young adults aged 24–29 years (34.3%) holding a diploma (53.9%) or bachelor's degree (41.2%). Modern,

educated consumers in this age group place a high premium on professional demeanor, empathy, and consultative service rather than transactional pressure. The peak score of 4.25 for overall positive opinion indicates that Automotive Brand sales representatives succeed in building authentic interpersonal rapport and treating young, educated customers as valued partners.

Female respondents represent the majority of the sample (58.8%). In automotive retail, female car buyers often evaluate sales experiences based on trust, respectful communication, active listening, and a non-intimidating showroom environment. The exceptionally strong overall approval rating (4.25) highlights that Toyota sales staff excel at creating a welcoming, trustworthy environment that resonates strongly with female buyers' interpersonal preferences.

Validation Through Moderate Touchpoints (1–3 Interactions Per Year): The vast majority of respondents (83.3%) engage with sales personnel 1 to 3 times a year, mainly across core suburban hubs like Toyota Auto 2000 Siliwangi (33.3%) and Daya Toyota Bekasi (22.5%). Because these interactions are periodic rather than daily, the initial impression made during annual visits or service touchpoints leaves a lasting mark. Achieving a 4.25 average score confirms that sales reps maintain high service consistency, ensuring that even infrequent interactions yield a strongly favorable overall customer attitude.

Chapter 5

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

Based on the comprehensive analysis of the research conducted at Automotive Brand at Cikarang and Bekasi area, the following conclusions summarize the study's trajectory from its inception to its final empirical findings. The empirical results, derived from T-statistic and P-value analyses, revealed three critical insights:

1. Customer attitudes toward salespeople have a positive effect on customer attitudes toward salespeople. Technical knowledge remains a significant driver of customer trust, accounting for a 39.7% effect magnitude. Customers in industrial areas prioritize factual accuracy regarding complex features (safety, infotainment, and electrification).
2. Adaptive selling behavior on customer attitudes toward salespeople have a positive effect. Adaptive selling behavior proved to be a vital success factor with a 40.8% effect magnitude. The ability to pivot communication styles based on customer cues significantly improves the evaluative component of the customer's attitude.

5.2. Recommendation

Based on the findings of the research conducted at The Automotive Brand at Cikarang and Bekasi area, the following recommendations are proposed to improve sales performance and customer relationship management. These recommendations are derived directly from the empirical evidence regarding Technical Knowledge (STK), Adaptive Selling Behavior (ASB), and the moderating role of Gender.

1. Recommendations for the Company

Management should transition from generic sales scripts to adaptive sales training programs. Sales personnel should be trained in behavioral profiling (e.g., DISC or social styles) to tailor their communication styles based on whether a customer is analytical, practical, or relationship-focused. Establish periodic competitor

intelligence Workshops and comparative product cheat-sheets. Equipping sales reps with objective benchmarking data against key market rivals will allow them to answer comparative questions more confidently without diminishing competitors aggressively.

Showrooms should foster a consultative, non-intimidating, and transparent environment. Sales strategies should emphasize clear financial transparency, long-term utility, safety features, and digital touchpoints (e.g., digital product catalogs and instant messaging follow-ups) that resonate with educated young adults. Management should implement personalized referral programs where sales representatives directly invite satisfied clients to review or recommend the specific showroom branch, turning strong personal trust into overall brand loyalty.

2. Recommendations for Customers and the Public

Customers (especially first-time buyers aged 24–29) are encouraged to communicate their specific lifestyle needs, budget constraints, and usage habits openly during showroom visits (1–3 times a year) to allow sales representatives to adapt their recommendations effectively. Customers rate salespeople highly in terms of trust and general positive attitude (4.25). Action: Buyers should leverage sales reps for detailed feature walkthroughs, safety technology demonstrations, and post-purchase service schedules rather than relying solely on online brochures. Competitor Benchmarking: Insight: While sales reps excel at Toyota product line details, their comparative knowledge of competing brands scored slightly lower (3.92). Action: Prospective buyers should conduct preliminary independent research on alternative brand models prior to visiting the showroom to ask precise comparative questions and make well-rounded purchasing decisions.

5.2.1. Theoretical Implication

The positive relationship between sales personnel's technical knowledge and customer attitudes can be explained theoretically by referring to several conceptual frameworks that have been widely used

and validated in marketing and consumer behavior literature. Source Credibility Theory, according to Hovland, Janis, & Kelley in Maharani & Triani (2018) states that the effectiveness of communication is greatly influenced by the recipient's perception of the expertise and reliability of the information source. In the context of selling complex automotive products, salespeople with high technical mastery are perceived as more credible, so the information they convey is more easily believed. This trust becomes the foundation for the formation of positive customer attitudes towards showrooms and brands (Ohanian in Maharani & Triani, 2018).

This relationship can also be explained through Perceived Risk Theory. Bauer in Zhou & Charoensukmongkol (2022) state that consumers tend to perceive higher risks when faced with high-value and technologically complex products. The technical knowledge of salespeople serves as a risk reliever by providing clarity about the functions, benefits, and consequences of using the product. When the perceived risk decreases, customers' evaluation of the purchasing experience becomes more positive, which is reflected in a better attitude toward the service provider.

The impact of ASB on customer attitude can be explained through several foundational management theories such as Social Role Theory and Gender Dynamics. As discussed by Zhou & Charoensukmongkol, (2022), gender roles can influence the perception of adaptability. In the automotive industry, where high-involvement decisions are common, customers expect a high degree of empathy and information tailoring. ASB allows the salesperson to fulfill the customer's "knowledge preference" (referencing Tseng et al., 2022), thereby improving the evaluative component of the customer's attitude. Cognitive Resource Theory suggests that salespeople who possess high cultural or emotional intelligence use their cognitive resources to qualify customers more effectively. By correctly identifying whether a

customer is rational or emotional, the salesperson reduces the "Theory-Practice Gap" in professional sales (Richard et al., 2024).

5.2.2. Managerial Implication

1. Implement Balanced Dual-Capability Training Frameworks

Because adaptive selling (40.8%) and technical knowledge (39.7%) contribute almost equally to favorable customer attitudes, showroom managers should avoid training programs that focus exclusively on soft skills or hard specs alone. Dealerships should establish integrated workshops where sales representatives practice explaining complex technical features (e.g., Toyota Safety Sense, hybrid EV technology) using tailored communication styles suited to different customer personality profiles.

2. Targeted Engagement for Educated and Female Buyers: With females forming 58.8% and educated young adults forming the majority of showroom visitors, sales management must ensure that dealership practices move away from traditional, high-pressure automotive sales tactics. Dealerships should train representatives to deliver transparent, consultative, and feature-focused explanations that emphasize safety, long-term utility, and practical value during the 1 to 3 annual showroom touchpoints.

3. Address Competitor Intelligence and Showroom Recommendation Gaps: Although overall customer attitudes toward sales representatives are exceptionally high (4.25), scores for competitor product knowledge (3.92) and dealership recommendations (4.15) lagged slightly behind. Dealership management should provide representatives with regular competitor comparison cheat-sheets and incentivize satisfied customers to extend their positive personal rapport with salespeople into broader dealership advocacy and referrals.

5.2.3. Limitation and Further Research

1. Limitation

This study was conducted exclusively among customers of Automotive Brand at dealerships across specific branches in Cikarang and Bekasi area (e.g., Auto2000 Siliwangi, Daya Toyota). Consequently, the empirical findings may not be fully generalizable to luxury automotive brands or consumers in geographically distinct regional markets. The research utilized a cross-sectional design with a sample size of $N = 102$ respondents. While statistically sufficient for PLS-SEM analysis, cross-sectional data captures customer attitudes at a single point in time, limiting the ability to observe how customer attitudes evolve over the long-term automotive ownership lifecycle.

2. Further Research

Incorporation of Downstream Outcome Variables, Future studies should extend the conceptual framework by linking Customer Attitude Toward Salesperson to concrete behavioral outcomes, such as Customer Loyalty, Repeat Purchase Intention, or Positive Word-of-Mouth (WOM). Future researchers are encouraged to replicate this model across multiple automotive brands (e.g., comparing Japanese, European, and emerging EV manufacturer dealerships) or implement longitudinal study designs to track how adaptive selling impacts long-term customer retention across multi-year vehicle ownership cycles.

REFERENCES AND BIBLIOGRAPHY

- Abdillah, W., & Jogiyanto. (2015). *Partial Least Square(PLS)*. Andi Offset.
- Autry, C. W., Williams, M. R., & Moncrief, W. C. (2013). Improving professional selling effectiveness through the alignment of buyer and seller exchange approaches. *Journal of Personal Selling and Sales Management*, 33(2), 165–184. <https://doi.org/10.2753/PSS0885-3134330202>
- Baldauf, A., & Cravens, D. V. (2002). The effect of moderators on the salesperson behavior performance and salesperson outcome performance and sales organization effectiveness relationships". *European Journal of Marketing*, 36, 1367-1388.
- Bonney, L., Beeler, L. L., Johnson, R. W., & Hochstein, B. (2022). The salesperson as a knowledge broker: The effect of sales influence tactics on customer learning, purchase decision, and profitability. *Industrial Marketing Management*, 104(May), 352–365. <https://doi.org/10.1016/j.indmarman.2022.05.001>
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage Publications.
- Franke, G. R., & Park, J. (2006). Salesperson Adaptive Selling Behavior and Customer Orientation : A Meta-Analysis. *Journal of Marketing Research*, XLIII(November), 693–702. Salesperson Adaptive Selling Behavior and Customer Orientation : A Meta-Analysis. *Journal of Marketing Research*, 43(11), 693–702.
- Ghozali, I., & Latan, H. (2015). *Partial Least Squares Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.0 Untuk Penelitian Empiris (2nd ed.)*. Badan Penerbit Universitas Diponegoro.
- Ghozali, Imam, & Latan, H. (2020). *Partial Least Squares: Konsep, Teknik, dan Aplikasi Menggunakan Program SmartPLS 3.0 (2nd ed.)*. Badan Penerbit - Undip.
- Hair, J. F., Hult, G. T., Ringle, C. M., & Sarstedt, M. (2014). A Primer On Partial Least Squares Structural Equation Modelling (PLS-SEM). In *Practical Assessment, Research and Evaluation* (Vol. 21, Issue 1). SAGE Pub.
- Hidayati, D. M., Wardoyo, P., & Rusdianti, E. (2017). Perilaku Penjualan Adaptif Pengaruhnya Terhadap Kinerja Tenaga Penjualan. *Jurnal Riset Ekonomi Dan Bisnis*, 10(3), 221-231.
- Homburg, C., Müller, M., & Klarmann, M. (2011). When does salespeople's customer orientation lead to customer loyalty? The differential effects of relational and functional customer orientation. *J. of the Acad. Mark. Sci.*, 39, 795–812. <https://doi.org/https://doi.org/10.1007/s11747-010-0220-7>

- Homburg, Christian, Jensen, O., & Krohmer, H. (2008). Configurations of marketing and sales: A taxonomy. *Journal of Marketing*, 72(2), 133–154. <https://doi.org/10.1509/jmkg.72.2.133>
- Maharani, D. E. Y., & Triani, N. N. A. (2018). Pengaruh Spesialisasi Auditor Dan Audit Tenure Terhadap Kualitas Audit. *Akuntansi Universitas Negeri Surabaya*, 3(9), 10–13.
- Mahfud, Y. (2019). Pengaruh Knowledge Management, Skill dan Attitude Terhadap Employee Percformance (Studi Kasus Pada Satuan Kerja Pemerintah Daerah Kabupaten Wonosobo). *Journal of Economic, Management, Accounting and Technology*, 2(1), 107–119. <https://ojs.unsiq.ac.id/index.php/jematech/article/view/579>
- MarkLines. Indonesia. (2024). *Automotive sales volume 2023*. MarkLines Automotive Industry Portal. https://www.marklines.com/en/statistics/flash_sales/automotive-sales-in-indonesia-by-month-2023
- pressroom.toyota.astra.co.id. (2023). *Toyota Pertahankan Market Share di Atas 33% Sepanjang Tahun, Proyeksikan Penjualan Wholesales Positif di Penghujung 2023* | Toyota Pressroom. <https://pressroom.toyota.astra.co.id/toyota-pertahankan-market-share-di-atas-33-sepanjang-tahun-proyeksikan-penjualan-wholesales-positif>
- Rentz, J. O., Shepherd, C. D., Tashchian, A., Dabholkar, P. A., & Ladd, R. T. (2002). A measure of selling skill: Scale development and validation. *Journal of Personal Selling and Sales Management*, 22(1), 13–21. <https://doi.org/10.1080/08853134.2002.10754289>
- Reuters. (2025). *Electric vehicles fuel Indonesia's first car sales growth since June 2023* | Reuters/?utm_source=chatgpt.com Accessed: 2025-09-30. Reuters.Com.
- Richard, M., Ronald, B., Claire, S., & Brenda, K. (2024). Insurance company's salespersons' lead qualification skills and salespersons' performance: moderated-mediation model of salespersons' adaptive selling behavior and salespersons' gender. *Cogent Business and Management*, 11(1), 1–21. <https://doi.org/10.1080/23311975.2024.2421421>
- Riduwan, & Akdon. (2010). *Rumus dan Data dalam Analisis Statistika*. Alfabeta.
- Robbins, S. P., & Judge, T. A. (2021). *Organizational Behavior (18th ed.)*. Pearson Education Limited.
- Robinson, L., Marshall, G. W., Moncrief, W. C., & Lassk, F. G. (2002). Toward a shortened measure of adaptive selling. *Journal of Personal Selling and Sales Management*, 22(2), 111–118. <https://doi.org/10.1080/08853134.2002.10754299>

- Schiffman, L. G., & Kanuk, L. L. (2020). *Consumer behavior (12th ed.)*. Pearson Education Limited.
- Siagian, H., Putera, G., & Burlakovs, J. (2020). The Effect of Product Knowledge on Salesperson Performance with the moderating role of Attitude. *SHS Web of Conferences*, 76, 01011. <https://doi.org/10.1051/shsconf/20207601011>
- Sugiyono. (2024). *Metode Penelitian Kuantitatif*. Alfabeta.
- Tseng, S.-M., Liang, C.-W., & Tsai, H.-L. (2022). A Study on the Relationships Among Personality Traits, Gender and Customer Knowledge Preferences. *International Journal for Applied Information Management*, 2(3), 01–14. <https://doi.org/10.47738/ijaim.v2i3.33>
- Valenzuela-Fernández, L., & Villegas Pinuer, F. (2025). Are Sales Successful Due to Salespeople Expertise and Adaptability? Gender and Age Dynamics in Investment Banking. *SAGE Open*, 15(1), 1–16. <https://doi.org/10.1177/21582440251318464>
- Vinoi, N., Shankar, A., & Sanyal, P. (2025). Charting the course for adaptive selling: A systematic review and meta-analysis. *Industrial Marketing Management*, 130, 106–127.
- Weitz, B. A., Sujan, H., & Sujan, M. (1986). Knowledge, motivation, and adaptive behavior: A framework for improving selling effectiveness. *The Journal of Marketing*, 174–191.
- Zhou, J., & Charoensukmongkol, P. (2022). Cultural intelligence and adaptive selling behaviors in cross-cultural selling: The cognitive resource theory and social role theory perspective. *Journal of Business Research*, 146(April), 477–488. <https://doi.org/10.1016/j.jbusres.2022.03.079>

APPENDIXES

Appendix A Questionnaire Model

The Effect Of Salesperson Technical Knowledge And Adaptive Sales Behavior On Customer Attitudes (Case Study: The Automotive Brand at Cikarang and Bekasi Area)

In order to complete my thesis, I, Sultan Arrafi Nuryan Quevara, a bachelor of business administration student at the IPMI Institute, would like to ask for your assistance in filling out this research form. This research primarily aims to examine how salesperson attributes shape customer attitudes in the Indonesian automotive industry, with a specific focus on The Automotive Brand Showroom at Cikarang and Bekasi Area). The study emphasizes two key salesperson characteristics: technical knowledge and adaptive selling behavior. To achieve these objectives, the study also addresses specific objectives. This questionnaire is intended to be filled out by individuals who are salespeople at The Automotive Brand Showroom

We kindly request that you fill out this questionnaire based on your personal views and the facts as objectively as possible. All answers and identities provided will be kept confidential and used solely for academic purposes. Thank you for your time and willingness to participate.

Respondent Identity

1. Gender : Male/Female
2. Age : 18 - 23 yo/24 - 29 yo/30 - 35 yo/36 - 41 yo/> 42 yo
3. Domicile : Jakarta/Bekasi/Cikarang/Karawang/Others
4. Education : Diplome/Bachelor/Master-Doctoral
5. Interacted : Never /1 until 3 times a year/ More than 3 times a year
6. Workplace :
7. How Importance :

Quesioner

In this section, you are asked to give your opinion on the statements provided. You are expected to answer based on what you know. You can choose from 5 options, namely:

Strongly Disagree (SD) : 1 Point
 Disagree (D) : 2 Points
 Somewhat Agree (SA) : 3 Points
 Agree (A) : 4 Points
 Strongly Agree (SSA) : 5 Points

1. Salesperson's Technical Knowledge (X₁)

No	Questioner	SD	D	SA	A	SSA
1	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market knowledge of the customer's market and products					
2	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market Knowledge of competitors products					
3	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market Knowledge of product line, including product benefits.					
4	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has market Knowledge of the company's procedures.					

2. Adaptive Sales Behavior (X₂)

No	Questioner	SD	D	SA	A	SSA
1	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has ability to understand my business A					
2	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has ability to customize his/ her product/service offerings to meet my demands					
3	I consider my salesperson at the automotive brand at Cikarang and Bekasi area has ability to vary his/her sales style from situation to situation to adapt presentation to my needs looking for a long-term relationship with me					

3. Customer's Attitude Towards Salesperson (Y)

No	Quesioner	SD	D	SA	A	SSA
1	I have good impression on the automotive brand at Cikarang and Bekasi area recommended by the salesperson					
2	Overall, I have a very positive opinion about my salesperson at the automotive brand at Cikarang and Bekasi area					
3	Overall, I am very satisfied with my salesperson at the automotive brand at Cikarang and Bekasi area					

Appendix B Data Research

№	SALESPERSON TECHNICAL KNOWLEDGE				ADAPTIVE SELLING BEHAVIOR			CUSTOMER ATTITUDE		
	STK 1	STK 2	STK 3	STK 4	ABS 1	ABS 2	ABS 3	CAS 1	CAS 2	CAS 3
1	5	5	5	5	5	5	5	5	5	5
2	5	5	5	5	5	5	5	5	5	5
3	5	5	5	5	5	5	5	5	5	5
4	5	5	5	5	5	5	5	5	5	5
5	4	5	4	4	4	4	3	5	4	4
6	2	2	3	3	3	3	3	3	3	4
7	4	4	4	4	5	5	5	5	5	4
8	3	3	5	4	5	5	5	4	5	5
9	3	3	3	3	5	4	4	4	5	5
10	4	4	4	4	5	3	3	4	4	4
11	4	5	5	4	4	4	4	4	5	4
12	4	4	5	4	4	5	5	4	4	4
13	5	4	4	4	4	4	4	4	4	4
14	4	5	4	5	5	4	4	4	5	4
15	5	4	3	4	4	5	5	4	5	4
16	3	3	3	3	5	5	5	3	3	3
17	5	4	3	4	4	5	5	4	3	4
18	3	3	3	3	4	5	5	4	5	4
19	2	2	3	3	2	3	3	4	3	4
20	4	4	5	4	4	4	4	5	4	4
21	4	4	5	5	5	5	5	5	5	5
22	3	4	4	4	3	4	4	4	4	4
23	4	4	4	4	4	4	4	5	3	4
24	3	3	4	3	3	4	4	3	3	3
25	4	4	4	5	5	4	4	4	3	5
26	4	5	5	4	4	5	5	4	5	5
27	4	3	3	3	3	4	4	4	4	4
28	3	3	3	3	3	3	3	3	3	3
29	3	3	3	3	2	3	3	3	3	3
30	5	4	5	5	5	5	5	5	5	5
31	5	5	5	4	4	4	4	5	5	4
32	3	3	4	3	2	3	3	3	5	4
33	5	4	4	4	4	4	4	5	3	5
34	4	4	4	5	4	5	5	5	5	4
35	4	5	5	4	5	5	5	5	5	4
36	4	4	4	4	4	4	5	5	4	4
37	4	4	4	4	5	4	4	4	4	5
38	4	4	5	4	4	4	4	4	5	4
39	4	4	4	4	4	4	4	4	4	4
40	4	4	4	5	4	4	4	4	4	4
41	4	4	4	4	5	5	5	4	5	4
42	5	4	4	4	5	4	4	4	4	5
43	4	4	4	4	4	4	4	4	4	4
44	5	4	4	4	4	5	5	4	4	4
45	4	4	5	5	4	5	5	4	4	4
46	4	4	5	4	4	5	5	4	4	4
47	4	4	5	4	5	5	5	5	5	5
48	5	4	4	4	5	4	4	4	4	4
49	4	4	4	4	5	4	4	4	5	4
50	5	4	4	4	4	4	4	4	5	4

No	SALESPERSON TECHNICAL KNOWLEDGE				ADAPTIVE SELLING BEHAVIOR			CUSTOMER ATTITUDE		
	STK 1	STK 2	STK 3	STK 4	ABS 1	ABS 2	ABS 3	CAS 1	CAS 2	CAS 3
51	4	4	4	4	5	4	4	4	5	5
52	4	4	5	5	5	4	4	5	5	4
53	4	4	5	4	4	4	4	4	4	5
54	4	4	4	5	4	5	5	4	5	4
55	5	4	4	5	5	5	5	4	5	5
56	5	4	4	5	5	5	5	5	5	5
57	4	4	4	4	5	5	5	5	5	5
58	4	4	4	4	4	4	4	4	4	4
59	4	4	4	4	4	4	4	4	4	3
60	4	4	4	4	4	4	4	3	4	4
61	5	4	4	4	5	4	4	4	4	4
62	4	4	4	4	4	4	4	4	4	4
63	5	4	5	5	4	5	5	5	5	5
64	4	4	5	4	5	5	5	5	5	4
65	4	4	4	3	4	4	4	4	4	4
66	5	4	5	4	5	4	4	4	4	4
67	5	4	4	4	5	5	5	4	5	5
68	4	4	4	5	4	4	4	4	4	4
69	5	4	5	5	5	4	4	5	5	5
70	4	4	4	5	4	4	4	4	4	4
71	4	4	4	4	4	5	5	4	4	4
72	4	3	4	4	4	4	4	4	4	4
73	4	4	4	4	4	4	4	4	4	4
74	4	4	4	4	4	4	4	4	4	4
75	5	4	4	4	4	4	4	4	4	4
76	4	4	4	4	4	4	4	4	4	4
77	4	4	5	4	5	5	5	5	5	4
78	5	4	4	4	4	4	4	4	4	4
79	4	4	4	4	3	5	5	5	4	5
80	5	4	4	4	4	5	5	4	4	4
81	5	4	4	4	4	4	4	4	4	5
82	4	4	4	5	4	5	5	4	4	4
83	5	4	4	4	5	5	5	4	5	5
84	4	4	4	4	4	4	4	4	4	4
85	4	4	4	5	5	4	4	4	4	4
86	4	4	4	4	5	4	4	4	4	4
87	5	4	4	4	4	4	4	4	4	4
88	4	4	4	5	5	4	4	4	4	4
89	4	4	3	3	4	4	4	4	4	4
90	4	4	4	4	4	4	4	4	4	4
91	4	4	4	4	3	4	4	4	4	4
92	5	4	4	4	4	3	4	4	4	4
93	3	3	4	3	4	4	4	4	4	4
94	4	4	4	4	4	4	4	4	4	4
95	4	4	5	5	5	4	4	4	4	4
96	4	4	4	4	4	4	4	4	4	4
97	4	4	4	5	5	4	4	4	4	4
98	4	4	4	4	4	5	5	4	4	4
99	4	4	4	4	4	4	4	4	4	4
100	4	4	4	4	4	5	5	4	4	4
101	4	4	4	5	4	4	4	4	4	4
102	3	3	3	3	4	4	4	4	4	4

Appendix C Respondent's Profile

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 23 yo	14	13.7	13.7	13.7
	24 - 29 yo	35	34.3	34.3	48.0
	30 - 35 yo	26	25.5	25.5	73.5
	36 - 41 yo	23	22.5	22.5	96.1
	> 42 yo	4	3.9	3.9	100.0
	Total	102	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	42	41.2	41.2	41.2
	Female	60	58.8	58.8	100.0
	Total	102	100.0	100.0	

Domisili

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Jakarta	19	18.6	18.6	18.6
	Bekasi	29	28.4	28.4	47.1
	Cikarang	28	27.5	27.5	74.5
	Karawang	21	20.6	20.6	95.1
	Tambung	5	4.9	4.9	100.0
	Total	102	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diplome	55	53.9	53.9	53.9
	Bachelor	42	41.2	41.2	95.1
	Master/Doctoral	5	4.9	4.9	100.0
	Total	102	100.0	100.0	

Workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Toyota Auto2000 Bekasi Timur	19	18.6	18.6	18.6
	The Toyota Auto 2000 Bekasi (Siliwangi)	34	33.3	33.3	52.0
	Daya Toyota Bekasi Official	23	22.5	22.5	74.5
	The Official Toyota Bekasi Showroom	14	13.7	13.7	88.2
	Toyota Bekasi	12	11.8	11.8	100.0
	Total	102	100.0	100.0	

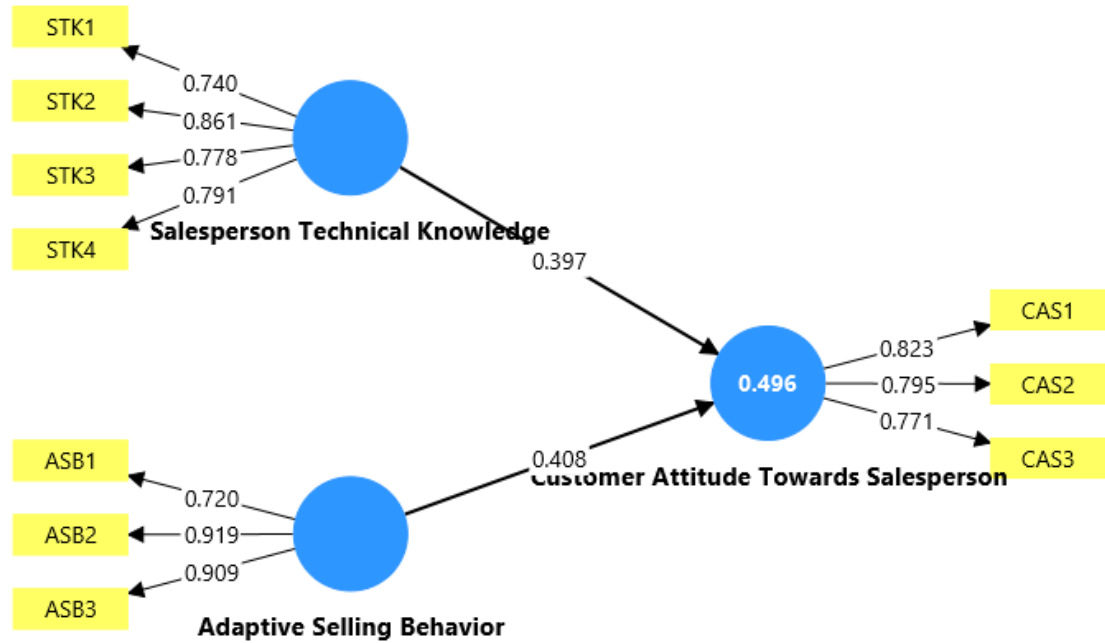
Interacted

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	9	8.8	8.8	8.8
	1 until 3 times a year (1 sampai 3 kali setahun)	85	83.3	83.3	92.2
	More than 3 times a year (lebih dari 3 kali setahun)	8	7.8	7.8	100.0
	Total	102	100.0	100.0	

How Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Penting	97	95.1	95.1	95.1
	Sangat Penting	5	4.9	4.9	100.0
	Total	102	100.0	100.0	

Appendix D PLS Results



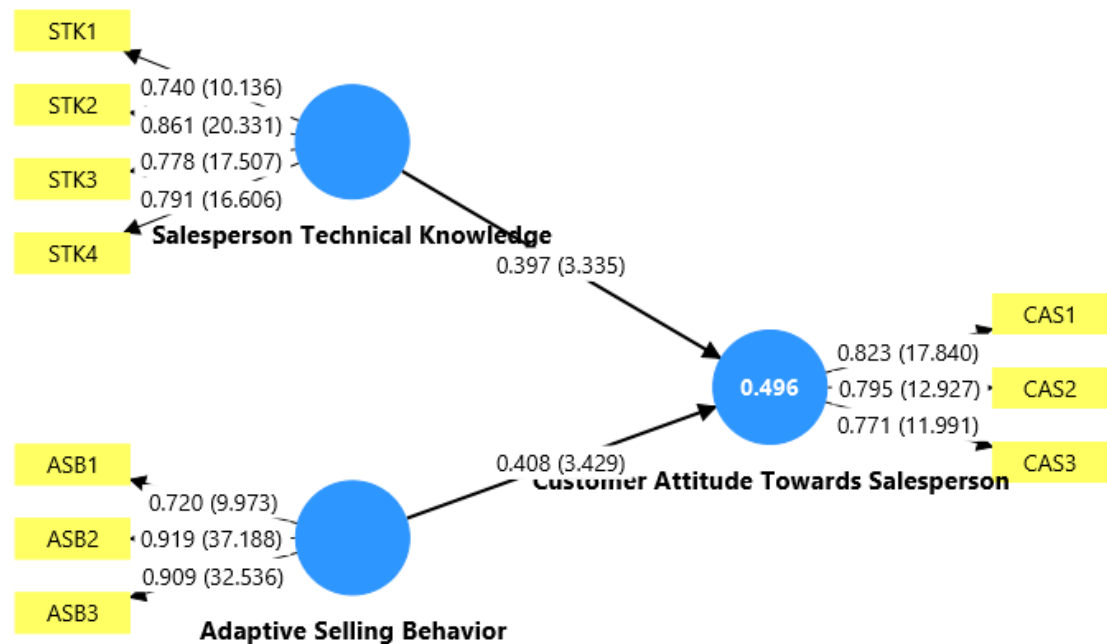
	R-square	R-square adjusted
Customer Attitude Towards Salesperson	0.496	0.486

	f-square
Adaptive Selling Behavior -> Customer Attitude Towards Salesperson	0.238
Salesperson Technical Knowledge -> Customer Attitude Towards Salesperson	0.226

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Adaptive Selling Behavior	0.807	0.805	0.889	0.730
Customer Attitude Towards Salesperson	0.713	0.720	0.839	0.634
Salesperson Technical Knowledge	0.804	0.809	0.872	0.630

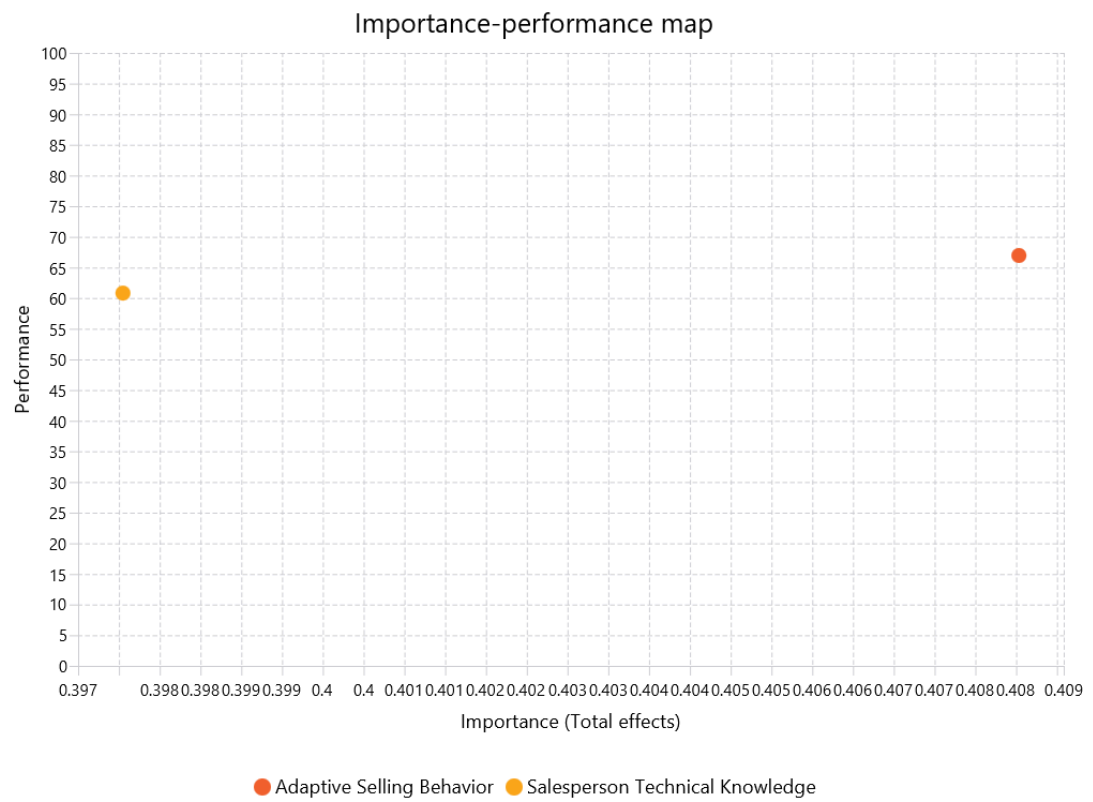
	Addaptive Selling Behavior	Customer Attitude Towards Salesperson	Salesperson Technical Knowledge
Adaptive Selling Behavior			
Customer Attitude Towards Salesperson	0.809		
Salesperson Technical Knowledge	0.654	0.794	

	VIF
Addaptive Selling Behavior -> Customer Attitude Towards Salesperson	1.387
Salesperson Technical Knowledge -> Customer Attitude Towards Salesperson	1.387



	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Adaptive Selling Behavior -> Customer Attitude Towards Salesperson	0.408	0.424	0.119	3.429	0.000
Salesperson Technical	0.397	0.394	0.119	3.335	0.000

Knowledge -> Customer Attitude Towards Salesperson					
---	--	--	--	--	--



Appendix E Author's Biography