

Harnessing Value Transmission to Enhance Salesperson Performance and Relationships

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ABSTRACT

The company capable of winning the competition is the company that becomes the choice for the customers. The success of a company in getting a reference on a customer's mind, thus resulting in purchasing actions carried out by customers must be distinct from the company's efforts to know what its priorities on customer desires and give them the best of their needs. One thing that supports this company's success is the management of the sales force. In improving sales force performance, each sales force must have expertise on adapting by digging information about the needs of buyers, own cognitive intelligence and knowledge of product goods. This research highlights the contradictory relationship between relational capabilities on performance power sales. The objective of this study is to analyze variable Value Transmission Effectiveness, which are expected to resolve the contradiction between relational capability and sales performance. A distribution sample was given to Power Seller Pharmacy using a purposive sampling technique. The testing model and hypothesis use an equality analysis model (Structural Equation Model-SEM) with AMOS software.

Keywords: Relational Capability; Value Transmission Effectiveness; Sales Person Performance; Service Dominant Logic

INTRODUCTION

Companies that can win the competition are the main choice for their consumers. The company's success in getting the number one reference in consumers' minds is marked by the purchasing actions carried out by consumers. Competent salespeople start their sales activities by identifying consumers to start a relationship, taking a different approach to each consumer, building effective relationships both formal and informal, and having the ability to compete to develop innovative products and implement the solutions obtained for each consumer problem. Apart from that (Nyamrunda & Freeman, 2021) revealed that every salesperson must have adaptable skills in exploring information about buyers' needs and have cognitive intelligence and good product knowledge so that in the future, salespeople do not lost their potential consumer.

This research will examine the relationship between the capabilities possessed by salespeople and the performance of salespeople that they carry out every day. Service dominant logic research (Vargo & Lusch, 2017) is the basis of this research to develop the value transmission effectiveness. This research also explores the contradiction between relational capability and sales performance. Researchers have

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found several research gaps/contradictions in the relationship between relational capability and sales performance. The following is a brief research gap on the influence of relational capabilities on sales force performance, presented in Table 1 as follows:

Table 1 Summary of the Research Gap on the Relationship between Relational Capabilities and Sales Force Performance:

Previous Research	Research Results
(Smirnova et al., 2011)	Relational capabilities have a significant positive impact on sales force performance
(Hapsari et al., 2017)	Relational capabilities contained in the sales force's abilities influence sales force performance.
(Setiawan, 2018)	Relational capability is not positively related to sales performance

Based on the research gap that has been found in previous research, the value transmission effectiveness is the key to bridging this research gap based on the basic theory of service-dominant logic. Values have become key in marketing (Bordian et al., 2023; Rintamäki & Saarijärvi, 2021). In sales transactions, creating value for sellers and buyers must be done so that it is satisfactory both in short-term relationships, namely individual transactions, and long-term relationships, for example, relationships that exist as a whole, not just based on transaction relationships alone. From the seller's side, much previous research has analyzed constructs such as customer profitability (Gazi et al., 2024) and long-term customer value (Gupta et al., 2020). From a customer perspective, for example customers perceive value (Viio & Grönroos, 2016) and value in use (Sarstedt et al., 2016).

Adopting from a research model (Malik et al., 2020) regarding leadership processes and effectiveness in organizations, where three theoretical frameworks are valued transmission theory, learning message approach, and social influence based on power theory. Value transmission theory offers a rough idea that values can be transmitted. Through the learning message approach and social impact, this rough idea will influence the results. In line with research conducted (Boehnke, 2016) regarding the transmission of values in the family, it focuses on the similarity of values between parties (in this case, parents and children) and is influenced by society. Salespeople can transmit effective value by creating ideas based on customer needs. The initial idea (still

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in rough form) is transmitted to the customer so that the aim in the future will jointly provide results that suit both the seller and the customer.

The business phenomenon that will be studied in this research focuses on the pharmaceutical industry in Indonesia. Indonesia is one of the world's largest markets in the pharmaceutical industry. This large growth in pharmaceuticals is due to Indonesia being a country with a large population, increasing awareness of the importance of public health, improving the economy, and open access to health which is of course the implementation of the BPJS Health program. There are several factors that are driving the growth of the national pharmaceutical industry, namely Indonesia's large population, increasing public awareness of health, the community's economic level, which continues to grow, and increasing access to health along with implementing BPJS Health. One of the implementations of BPJS Health focused on procuring generic drugs in large quantities, which has brought major changes to the Indonesian pharmaceutical market. As a result, pharmacies lost consumers and pharmacies experienced a decline in turnover ranging from 20 to 60 percent; pharmaceutical wholesalers lost hospital market, while the pharmaceutical industry is experiencing a decline in growth because it has to operate at low prices and low margins; meanwhile, by procuring medicines for the government sector via e-catalog, local pharmaceutical wholesalers have lost their captive market, which has resulted in thousands of wholesalers now being suspended. The description of this business phenomenon requires companies in the pharmaceutical sector to increasingly race to improve the quality of their sales force as capital to build interactions with pharmaceutical business partners.

THEORETICAL BACKGROUND

Relational Capability

Relational capability refers to a company's process for developing and managing relationships with partners that begins with identifying the best partners, initiating relationships, and developing relationships to create greater value (Boukis & Kabadayi, 2020; Varadarajan, 2020). Relational capabilities must be continuously created to achieve lasting relationships between companies (companies, companies-suppliers, suppliers-companies, suppliers-suppliers). The characteristics of relational capability are

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differences between the characteristics of relationships between companies from generation to generation, high transaction costs when relationships are established with new partners, new adaptation and integration processes at different levels, such as cultural level, definition of shared values, operational values, teamwork, knowledge transfer, planning, and decision-making (Singh et al., 2022).

Based on the characteristics of relational capabilities, each company must create a new identity and position in the business network, strengthen capabilities, and match joint activities through exchange and interaction (for example, alignment of ideas and plans) (Ivanova-Gongne et al., 2022). Research conducted by (Feng et al., 2019) developed a relational capability construct with three main dimensions, namely process configuration capabilities, customer communication capabilities, and control capabilities. This dimension measures the company's ability to provide a specific solutions for customers as an indicator of relational capability. Integrating the process of achieving solutions between customers and companies creates greater commitment and trust, knowledge transfer, innovation capabilities, and readiness for further collaboration.

Value Transmission Effectiveness

Value transmission effectiveness is the effectiveness of a salespeople in actively transmitting values, which consists of the ability to plan, implement, and leverage value to engage consumers. The value that salespeople share with buyers includes the salesperson's knowledge of product knowledge as well as knowledge of competitors' products. Adopting a research model (J. Duan et al., 2022) regarding leadership processes and effectiveness in organizations, where three theoretical frameworks are valued transmission theory, learning message approach, and social influence based on power theory. Value transmission theory offers a rough idea that values can be transmitted. Through the learning message approach and social impact, this rough idea will influence the results. In line with research conducted (Boehnke, 2016) regarding the transmission of values in the family, it focuses on the similarity of values between parties (in this case, parents and children) and is influenced by society. Salespeople can transmit effective value by creating ideas based on customer needs. The initial idea (still

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in rough form) is transmitted to the customer so that the aim in the future will jointly provide results that suit both the seller and the customer.

Value has become key in marketing (Key & Keel, 2020). In sales transactions, creating value for sellers and buyers must be satisfactory both in short-term relationships, namely individual transactions, and long-term relationships, for example, relationships that exist as a whole, not just based on transaction relationships alone. Customer value proposition emphasizes customer behavior that does not just do purchases that are based on pure consumption needs but considers goods and services based on their assessment of co-created value, use value, and context value (Busser & Shulga, 2018; Shulga & Busser, 2020). Buyers will accept the effectiveness of value transmission that is felt to be valuable, and they will then, together with the company, allocate resources to further develop appropriate value propositions according to the buyer's needs.

Sales Performance

Sales performance is the main variable that greatly influences success in sales. For this reason, every salesperson uses a creative approach in the sales process, requiring them to have intrinsic motivation. Intrinsic motivation will encourage creative ideas and innovative implementation to understand and provide effective solutions for customers and generate strong interest and high priority toward sales challenges (W. Duan et al., 2020). Besides intrinsic motivation, salespeople get encouragement to improve their sales performance through extrinsic motivation. Extrinsic motivation is obtained through awards received by salespeople from the company, for example, promotions and bonuses (Kaski et al., 2018).

In improving sales performance, Otero et al. (2022) show in their research that every salesperson must have knowledge related to sales factors, be easy to adapt, role ambiguity (which is the thirst of salespeople to dig up information and play a complementary role in each sales team members), cognitive intelligence and employment agreements. In line with Otero et al. (2022), research conducted by Chawla et al. (2020) revealed that salespeople who have good technical skills, adaptive sales,

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good teamwork, good sales presentations, and good sales planning will provide a positive influence on sales performance

Hypothesis Development

Relational capability to sales performance

Sánchez-Gutiérrez et al. (2019) define relational capabilities as a set of intangible aspects that reflect a series of interactions that take place between the parties involved in a business relationship. Sánchez-Gutiérrez et al. (2019) added that salespeople who are successful in building relational relationships with customers need to understand consumer behavior and focus on consumers to provide long-term benefits to the company (Khan et al., 2022). Chatterjee et al. (2021) revealed that every company that starts a good initial approach starts by taking various social rather than economic approaches; this will provide a comfortable feeling for its buyers. The positive thing that salespeople will get is an increase in long-term business opportunities. Therefore, relational capabilities lead to consumer growth, which affects sales personnel's performance (Mitrega et al., 2018).

H1: Relational capability has a significant positive effect on sales performance

Relational capability to value transmission effectiveness

Relational capability is the ability of salespeople to form mutual understanding and provide benefits in their relationships with customers, providing multiple sources of knowledge, strategic flexibility, and effective configuration processes. Relational capability, according to Mitrega et al. (2018), emphasizes competence creating products and services for individual problem solutions, communication competence, problem control competence in providing the right solution for individuals, and competence in preparing all needs to implement solutions in resolving customer problems. In line with Mitrega et al. (2018), relational capabilities researched (Indriastuti, 2019), reveal that to improve performance, salespeople need to have personal ties with customers, maintain information regarding product quality, facilitate interactions with accountability, the ability to absorb competence of others. Salespeople who have good relational capabilities will improve sales performance.

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Relational capabilities will be well-formed when salespeople and buyers create value through interactions between sellers and buyers. The value created can change and undergo renewal according to needs (Bordian et al., 2023). Fulfilling these needs results in customer satisfaction and forms strong relationships, improving sales performance.

H2: Relational capability is positively related to value transmission effectiveness

Value transmission effectiveness to sales performance

Sales capabilities based on value transmission effectiveness is defined as understanding and improving customer business proactively, which consists of planning, implementing, and leveraging value to engage consumers, according to (Liu & Zhao, 2021). Meanwhile, value transmission effectiveness is the ability of salespeople to transmit values to consumers continuously. The effectiveness of this value transmission is the ability of salespeople to articulate and communicate the value proposition that represents their offering, such as time value, product value (equity, benefits, and utility), and price value (W. Duan et al., 2020; Rintamäki & Saarijärvi, 2021). So that the effectiveness of value creation transmission produces products that suit customer needs because they are unique, cannot be imitated, and have no substitutes. They are produced through the process of interaction and product creation between salespeople and customers, thus providing opportunities for companies to survive with their competitive advantage determined by salesperson capabilities in relationship exchange (Shehata, 2020).

The effectiveness of this value transmission ultimately improves sales force performance. The success of the salesperson's performance can be seen from the salesperson's ability to offer good service at an appropriate price, which is ultimately felt to be impartial from both the company and consumer perspective. So, consumers feel that they are getting value for the money they have spent (Ferdinand & Wahyuningsih, 2018). This effective value transmission is a new problem-solving method to improve sales force performance.

H3: Value transmission effectiveness is positively related to sales performance

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METHOD, DATA AND ANALYSIS

Type of this research is basic research (fundamental/ basic research), namely research that aims to develop knowledge. This research design is quantitative research using a survey method with a deductive approach, which is an approach that moves from general to specific. Then, this research carries out hypothesis testing based on existing theories to predict a causal relationship between variables, conclude, and explain a phenomenon (causal hypothesis testing). The population in this study is pharmaceutical salespeople in Indonesia, consisting of sales and medical representatives, because these two types of salespeople are related to each other, even though they have different characteristics of the type of sales. The medical representative (as Principal) explains more about product knowledge sales (as a Distributor) is more about taking orders and monitoring the turnover of medicines that have been sold previously. The sampling technique in this research is non-probability sampling, with data collection methods using questionnaires and open interviews. Data analysis techniques in this study uses the SPSS program and the SEM AMOS 22 structural equation model.

RESULTS

Reliability and Validity

The results of the measurement model calculations can be seen by looking at the convergent validity, construct reliability, and discriminant validity values which are presented in Table 2 below:

Tabel 2 Construct Reliability and Validity testing results

Constructs	Indicator	Std. Loading	Convergent Validity (AVE)	Construct Reliability (CR)	Cronbach Alpha	Discriminant Validity	Result
Relational Capability	KRS1	0,607	0,376	0,904	0,871	0,613	Valid and Reliable
	KRS2	0,621					
	KRS3	0,595					
	KRS4	0,572					
	KRS5	0,665					
Value Transmission Effectiveness	VTE1	0,539	0,321	0,889	0,853	0,567	Valid and Reliable
	VTE2	0,628					
	VTE 3	0,515					
	VTE 4	0,582					
	VTE 5	0,563					

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Sales Performance	KTP1	0,665	0,365	0,901	0,773	0,604	Valid and Reliable
	KTP2	0,620					
	KTP3	0,539					
	KTP4	0,632					
	KTP5	0,555					

Source: Primary data processed (2025)

The results of Cronbach Alpha calculation as a complementary test, all constructs have shown a value greater than the cut off value of 0.07, so this means that all constructs are good and reliable.

The following Table 3 shows the results of the data normality test which correspond to the final number of respondents of 240 respondents. Below the researcher presents table 3, testing the normality of research data (N=240).

Table 3. Testing Normality of Research Data (N=240)

Variable	min	max	skew	c.r.	kurtosis	c.r.
VTE5	6,000	10,000	-,260	-1,644	-,400	-1,266
VTE4	6,000	10,000	-,271	-1,714	-,373	-1,181
VTE3	5,000	10,000	-,206	-1,302	-,588	-1,859
VTE2	6,000	10,000	-,189	-1,198	-,649	-2,052
VTE1	5,000	10,000	-,178	-1,128	-,624	-1,972
KTP5	5,000	10,000	,126	,795	-,676	-2,137
KTP4	5,000	10,000	-,310	-1,959	-,110	-,349
KTP3	6,000	10,000	-,283	-1,789	,235	,744
KTP2	6,000	10,000	-,308	-1,950	-,353	-1,117
KTP1	5,000	10,000	-,334	-2,112	-,057	-,182
KRS1	4,000	10,000	-,284	-1,795	-,586	-1,853
KRS2	4,000	10,000	-,196	-1,239	-,486	-1,537
KRS3	4,000	10,000	-,102	-,648	-,597	-1,887
KRS4	4,000	10,000	-,262	-1,659	-,541	-1,710
KRS5	4,000	10,000	-,295	-1,869	-,249	-,788
Multivariate					5,467	1,875

Source: Primary data processed (2025)

Following, the next step is hypothesis testing to provide answers to each hypothesis that will be tested previously.

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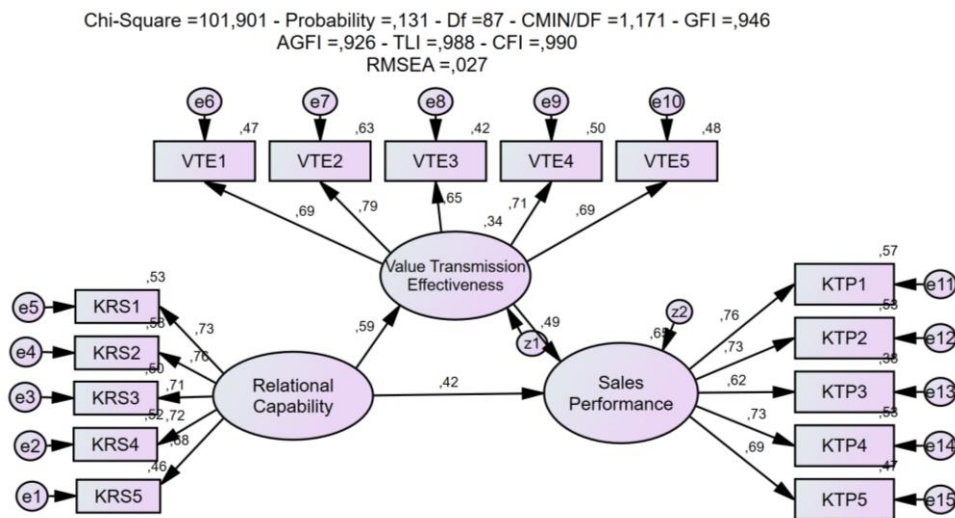


Figure 1. Full structural equation model

Source: Primary data processed (2025)

The research results can be seen through the relationship between variables that the researcher formulated in the following table in the regression weight Structural Equation Model in Table 4, below:

Table 4 Regression Weight Structural Equation Model

No	Hipotesis	Unstd. Coefficient (Estimasi)	Standardized Coefficient	S.E	C.R	P	Hasil
1	KRS --> KTP	0,362	0,42	0,072	5,05	***	Signifikan
2	KRS --> VTE	0,459	0,586	0,067	6,805	***	Signifikan
3	VTE --> KTP	0,534	0,485	0,094	5,682	***	Signifikan

Source: Primary Data 2025

This research aims to analyze the influence of the relational capability variable on the sales performance variable using the mediating variable value transmission effectiveness. The research results are summarized as follows:

1. The relational capability variable has a positive effect on the sales performance variable
2. The relational capability variable has a positive effect on the value transmission effectiveness variable

The value transmission effectiveness variable has a positive effect on the sales performance variable.

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CONCLUSIONS

All research variables are significant based on the influence of value transmission effectiveness as an intervening variable on the relationship between relational capability and salesperson performance. Several research agendas that are suggested and developed in the future as improvements that contribute to marketing science can be seen as follows (1) Replication of the research model is carried out in the wider scope of the pharmaceutical business or in other industries that use the role of salespeople who meet customers (such as the insurance business, beauty care services, and property) to generalize these new findings. (2) Future research is expected to combine the opinions or perceptions of customers and companies (dyadic) to obtain information based on more complete and extensive data. (3) Due to the limitations of researchers in exploring research analysis units, it would be better if there were additional analysis units related to sales divisions/departments, such as supervisors and marketing office staff, to capture information and the spectrum of sales performance.

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