



The Role of Feedback-Seeking Behavior and Oriented Behavior Sales as a Predictor of the Relationship between Sales Capability and Performance Sales in the Company Motorcycles in Serang Raya

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ABSTRACT

In motorbike companies in Serang Raya, this study looks at the relationship between feedback-seeking behavior and sales-oriented behavior as a predictor of the relationship between sales ability and sales performance. It also looks at this relationship as a necessary quality that a salesperson must possess or a mindset that must be developed in order for it to grow. The essential qualities that a salesperson continues to develop include behavior seeking customer feedback, sales-oriented behavior, and sales abilities to improve individual performance. The point is how to build good relationships with customers and make customers become permanent customers and comfortable transacting with salespeople. In this case, the author reduced the number of questionnaires distributed to 115, and 112 questionnaires were returned. Through convergent validity tests on 38 indicators for each variable, both exogenous, intervening, and endogenous variables. The inferential test results using SmartPLS were tested first using the PLS Algorithm module to test the validity and reliability of each indicator item. The researcher concluded the overall results based on inferential analysis using SmartPLS on the empirical research model. The outer model analysis results state that each variable's indicators show good validity and reliability test results. These results indicate that each latent variable hand can measure the latent variable well. Eight hypotheses were found to be acceptable in the meantime based on the findings of the hypothesis testing. 4 shows how the behavior variable seeking feedback affects employee performance significantly, how it positively affects sales-oriented behavior, how it significantly positively affects behavior seeking input on employee performance through sales ability, and how it positively affects sales-oriented behavior toward employee performance through sales. Power is significantly positive. Hypothesis, while the other four were rejected, including feedback-seeking behavior on sales ability, sales-oriented behavior on sales ability, sales ability on employee performance, and sales-oriented behavior on employee performance.

Keywords: *Feedback Seeking Behavior, Sales Oriented Behavior, Sales Ability, Employee Performance.*

1. INTRODUCTION

In an organization or company, the role of human resource management is vital. (Filsa, et al., 2021). Human resources are essential to a country; therefore, quality human resources are needed to increase competitiveness. In company development, human resources are the most critical factor supporting a company's success. People are the main asset in human resources that must be well maintained. The factor that is of concern in human resources is the people themselves [2]. Human resource management aims to provide effective results—a workforce to achieve predetermined goals [3]. Human resource planning is essential in creating Human Resources (HR) as organizational actors' quality. Sustainability HR Management can be divided into three different conceptual approaches, namely, Resource management sustainability, sustainable work systems, and HRM sustainability. HR sustainability can be implemented through several steps, namely determining the type of company, vision, mission, goals, innovation, and quality of HR to increase the number of HR uptake [4].

The company is an organization that has the objective of obtaining a profit economy. This causes competition between industries, so high abilities from employees are essential. The competition industry involves role power sales. Research [5] states that sales personnel are critical to improving sales performance. Technological advances

are developing rapidly, so industry owners must prepare to face all changes in global currents, such as the appearance of competitors, replacement employees, and loss of customers. Businesses must supply consumers with top-notch services _ in order for them to be happy with the services they receive. _ [6]. Giving good service _ can maintain consumers. The company has objective For obtain maximum profit, because _ That need exists quality power work (HR).[7]

The Business world is a world of competition and rivalry that needs source Power quality human beings.[8] Quality human resources are human resources that are internationally competitive, competitive-generative-innovative. The human resource capabilities currently required are those that can pursue predetermined targets. The ability to build good relationships with customers and convince buyers to increase consumer trust and satisfaction are characteristics of quality resources [9]. According to [10] [11], satisfaction is the level of feeling where someone expresses the results of comparing their performance, the product or service received, and what was expected. In a business world where competition is increasingly fierce, many organizations or companies realize the importance of having quality human resources with high commitment. To encourage an organization's performance, it increasingly requires strong supporting capacity to achieve its mission and goals. Source of quality human power capable of competing in a way that the individual gives the best performance [12].

The Honda motorbike company is one of the companies trying to improve its sales performance. As is known, Honda is the largest motorbike company in Indonesia. Honda motorbike company has opened 24 branches in Indonesia. In early 2014, the Honda motorbike company was known to have collaborated with the Yamaha motorbike company to increase motorbike prices up to 2 times the original price. These two companies have been carrying out price gouging, or what is known as a cartel, for approximately five years, and it was only discovered in 2019. Since the two firms' cooperation was seen to be harmful to the Indonesian people, the Business Competition Supervisory Commission (KPPU) took up the case right away.

An independent organization called the Business Competition Supervisory Commission (KPPU) was established to oversee the application of Law No. 5 of 1999's articles 30-37, which prohibit monopolistic practices and unfair business competition. The President is the one that KPPU answers to. Cases involving business competitions may be handled and overseen by the Business Competition Supervisory Commission (KPPU). The establishment of the Business Competition Supervisory Commission was done with the intention of supervising the application of Law Number 5 of 1999, which prohibits unfair business competition practices. This is confirmed in Article 2 of the Presidential Decree of the Republic of Indonesia Number 75 of 1999 concerning the Establishment of the Business Competition Supervisory Commission.

Cartels are defined as organizations that significantly impede or distort the functioning of markets. [13]. It was found that the two massive firms had violated the laws against unfair business competition and the prohibition of monopoly practices after an examination and evaluation by the Business Competition Supervisory Commission (KPPU). They were both hit with harsh consequences as a result.

The cartel case is considered to be a very detrimental case that hurts society or consumers. Therefore, it is regarded as a problem and needs further research. Researchers guess that internal company problems like decreasing performance employees cause fraudulent sales, resulting in society losses. Apart from that, after the cartel case, the company's name could get a bad image in society, resulting in low public purchasing power for these two products. Case, the damaged image company, make the company the more increase Again business enhancement performance employees, with exists matter This company, Of course, will focus self in enhancement performance. Therefore, The case cartel in the background study is more concentrated on the goal study. Sales

Table 1. Motorcycle Sales Data for 2020-2022

| Year | Motorcycle brand | | | | | | | | | |
|--------------|------------------|------------|------------------|------------|----------------|------------|----------------|------------|----------------|------------|
| | Honda | | Yamaha | | Kawasaki | | Suzuki | | TVS | |
| | Unit | % | Unit | % | Unit | % | Unit | % | Unit | % |
| 2020 | 732,123 | 11 | 423,654 | 7 | 24,666 | 22 | 18,991 | 10 | 193,233 | 38 |
| 2021 | 3,928,788 | 59 | 1,063,866 | 19 | 43,540 | 38 | 18,389 | 10 | 18,323 | 4 |
| 2022 | 2,044,294 | 30 | 4,163,866 | 74 | 45,269 | 40 | 154,429 | 81 | 294,212 | 58 |
| Total | 6,705,205 | 100 | 5,651,386 | 100 | 113,475 | 100 | 191,809 | 100 | 505,768 | 100 |

Data Source : AISI Indonesia (2023)

As seen in Table 1 above, in 2020, Honda motorbikes sold 11%, Yamaha brand motorbikes sold 7%, Kawasaki sold 22%, Suzuki sold 10%, and TVS sold 38%. In 2021, Honda sold 59%, Yamaha sold 19%, Kawasaki sold 38%, Suzuki sold 10%, and TVS sold 4%. And in 2022, Honda motorbikes will deal 30%, Yamaha will sell 74%, Kawasaki will sell 40%, Suzuki will sell 81%, and TVS will sell 58%. This means a decline in sales post solution case cartel to second brand motorbikes, next in the Kawasaki company and two other experienced decline sale. Can be caused by lack its effectiveness performance employee.

There was a decline in sales of all motorbike brands in 2020. Meanwhile, in 2021, Honda brand motorbikes experienced an increase in sales compared to the previous year. Likewise, Yamaha and Suzuki experienced a rise, while Kawasaki and TVS experienced a decrease. In 2022, motorbike sales will still not be as stable as the previous year, in contrast to Yamaha, which experienced an increase and difference of 74% compared to last year. Meanwhile, Kawasaki rose 2% from the previous year, Suzuki rose 8% from the prior year, and TVS rose 54% from the previous year. Sales force performance at Honda and Yamaha motorcycle companies declined for two years after the cartel but increased again the following year. The performance of the sales force greatly influences the decline in sales performance. The competence of sales personnel possessed by less supportive employees in serving and understanding consumer desires is one of the causes of declining sales. Competence here is related to field skills and competencies of individual current employees _ less and yet to be capable of competing in the world of work.

2. THEORETICAL REVIEW

2.1 Performance Concept Sale

Sales force performance has a vital role in the company, so many researchers in the field of marketing management are trying to identify factors that impact improving sales force performance. Salespeople are a profession, so they are required to perform professionally. According to [14], a sales force is a company's sales staff to sell goods or services. Competent and professional salespeople will try to improve their performance. So, the results will increase company performance and turnover [15].

According to [16], *sales force performance* differs from *sales organizational effectiveness*. The performance of a sales organization is determined by factors such as sales management, other organizational factors, business environmental factors, and the skills and efforts of the sales force itself. Thus, the sales force's performance is part

of the successful performance of the sales organization as a whole. Performance has an essential meaning for employees; with a performance appraisal, it means that the employee gets attention from superiors, and it will increase employee morale because, with this performance appraisal, it is possible for employees who excel to be promoted, developed, and appreciated for their performance. On the other hand, employees whose performance is not good may result in transfers or even demotions [17]. [18]. Performance is the outcome, or total degree of achievement, of an individual during a given time period in completing tasks that are contrasted with possibilities, such as work outputs, goals, objectives, or criteria that have been decided upon and set. have been reached by mutual consent.[19] Performance is a sum of opportunities, abilities, and effort that may be evaluated in work. [20] explains that an organization's or person's performance is the outcome of their ability to complete tasks given to them according to their level of expertise, experience, seriousness, and time. Researchers conclude that performance is the outcome of an employee's successfully and efficiently carried out activities based on the several criteria listed above.

2.2. Feedback-Seeking Behavior on Sales Ability

The sales force is closely related to sales ability. In increasing ability sales, rolebait feedback (feedback) has become the main focus in literature management and marketing. As key To the development of professionalism in sales, behavior looking for bait to come back becomes a vital foundation _ For reaching superiority competitively. This will explore the concept, influencing factors, and impact behavior looking for trick back to ability sale.

In research by [21] named Door-to-door Salespeople's Individual Sales Abilities' Impact on Sales Behavior and Performance. Offensive concerning ability door-to-door sales discovered that there is a somewhat significant correlation. Customer-oriented sales behavior is more strongly influenced by individual sales capability. But in the research [22], sales ability does not significantly affect increasing sales force performance. This is because companies tend to prioritize company sales performance so that personal sales abilities receive less attention. As a result, individual selling ability is not significant to sales force performance

H₁ Feedback-seeking conduct is seen to have a strong and beneficial impact on sales ability.

2.3 Sales-oriented behavior towards Sales Ability

Research results [23] examine sales force output control and customer-oriented sales behavior. Sales-oriented behavior can influence the service that customers want so that it has positive value. The positive variable relationship is significant. [24] under the study heading How Sales Strategy is Translated into Performance: Salespeople's Role in Customer-Oriented Marketing Management in the Value-Based Sales Sector. The study's findings indicate that the variables have a rather significant association..

H₂: It is suspected that there is a positive and significant influence on sales-oriented behavior on Sales Ability.

2.4 Feedback Seeking Behavior on Employee Performance

The results of research conducted with [25] the heading Does Asking for Feedback Always Lead to Better Work? Examining How Feedback Seeking Frequency and Content Affect Goal Attainment and Performance-Related Behaviors. Examining How Feedback Frequency And Content Affect Goal Achievement And Behaviors Related To Performance. It is imperative to inquire for feedback when having talks at work. Seeking feedback from coworkers is an important part of performance conversations because it gives you a chance to pinpoint issues with performance and find solutions. Positive performance and feedback-seeking behavior have a strong correlation. Study outcome [26]. Under the heading "The Relationship Between Selling Skills, Sales-Oriented Behavior, and Salesperson Performance: Employee feedback-seeking behavior, for instance, is highly correlated with performance through two stages: meaningfulness and personal initiative in Mobile Telecommunication Channel Staff. The study's findings were highly encouraging..

Results of research conducted by [26]). In knowledge-based businesses, employee feedback seeking has a big influence on performance. Seeking feedback has a positive and noteworthy impact on the performance of employees. For the purpose of maintaining the company's competitive edge, employees must constantly refresh their knowledge. Knowledge is a fundamental product of knowledge-based companies, and it also dictates how their operations are set up. An investigation [25] shows that asking for feedback has a beneficial effect on

organizational achievement by improving the effectiveness of the performance management system and encouraging corporate members to share and learn from one another. The main sources of work meaning are employees' comprehension of their roles and organization knowledge. Therefore, it is possible to conceptualize work meaningfulness as the outcome of how employees interpret cues derived from other people's evaluation. Seeking meaningful feedback on performance means that feedback-seeking behavior influences employee performance.

H₃: It is suspected that feedback-seeking behavior has a positive and significant influence on employee performance.

2.5 Sales-oriented behavior on employee performance

Behavioral Sales Orientation is a business strategy that prioritizes closing deals with clients in real-time while trying to sell to as many people as possible.

The results of research conducted by [27]. View the sales function as a customer-centered process carried out by the sales force. This sales process integrates sales and company resources and directly impacts performance [28]. In order to boost sales and concentrate on long-term partnerships, the objective is to refrain from actions that lower earnings and customer pleasure. As stated by [29], "customers have short-term and long-term preferences." Therefore, in order to maximize business success, it can generate sales by both capturing and serving future demands as well as addressing the wants that customers have stated in the short term.

H₄: It is suspected that sales-oriented behavior has a positive and significant influence on employee performance.

2.6 Sales Ability on Employee Performance

The results of research conducted with [9] the title The Influence of Abilities Related to Organizational Personal Selling on Individual Sales Abilities, Sales Behavior and Sales Performance in Personal Cosmetic Sales Channels. Sales ability has a significant impact on customer satisfaction and improving company performance. This shows the importance of resources for the company. The research results [30] were entitled The Influence of Sales Centric, Customer Centric, and Sales Performance of the Venom Seller Brand in Indonesia. Ability has a significant but negative relationship with employee performance. Selling and interpersonal skills are essential to interpersonal sales ability and performance.

[31] Personal selling is no longer a single activity managed by individual salespeople. So [32] suggests that the sales field is moving from sales functions and operational attitudes that are the sales force's sole activities to integrated processes. The ability of salespeople in the field of sales plays a role in connecting buyers with company activities, which is essential for the success of the company's marketing activities between the company and buyers, as well as the implementation of various innovative and creative activities.

H₅: It is suspected that sales ability has a positive and significant influence on employee performance.

2.7 Feedback-Seeking Behavior Against Sales-Oriented Behavior

Results of research carried out [33] entitled Influence Orientation Entrepreneurship and Social Media Adoption To Performance Marketing Candidate Start-up Business. Inside, it is a variable explainer that Feedback-seeking behavior positively impacts sales-oriented behavior, which provides the benefit of ease in negotiating with customers. The relationship between these variables is significant. The research conducted by [34] is entitled Investigation of Sales Force Performance and Sales-Oriented Behavior: Adaptive and Customer-Oriented Responses. The attitude of their employees judges companies, and feedback-seeking behavior gives a good impression to customers. The relationship between variables is significant.

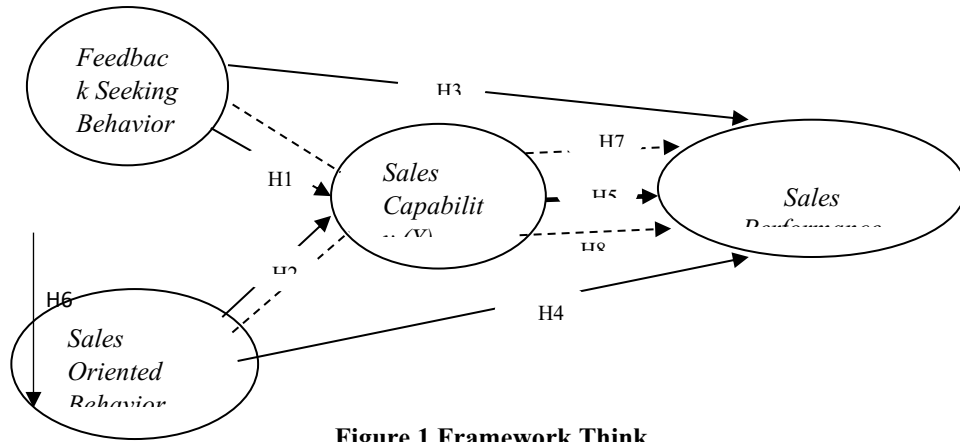
H₆: It is suspected that feedback-seeking behavior positively and significantly influences sales-oriented behavior.

Meanwhile, the seventh and eighth hypotheses created to test the mediating influence of feedback-seeking and sales-oriented behavior on the endogenous variable of employee performance are as follows.

H₇: There is a positive and significant influence of feedback-seeking behavior on employee performance through sales ability.

H8: There is a positive and significant influence of oriented behavior on employee performance through sales ability.

Based on the phenomena and gaps of previous research and a literature review of relevant previous research related to feedback-seeking behavior, sales-oriented behavior, sales ability, and employee performance, the researcher formulated a framework of thought that will be tested empirically as follows



Source : Adapted from study Suseno , et al . (2020).

Information:
 _____ = Direct influence
 - - - - - = No influencedirect

3 RESEARCH METHODOLOGY

The population in this study was 60,935 people, consisting of 80 companies in Serang Raya. The number of samples taken was 112 respondents. This research uses 38 indicators to measure latent variables so that the sample size is determined by multiplying the number of hands by 5 [35]. The sample size for each school was calculated using stratified random samplingmethod. The research instrument used a questionnaire with a 1-5 Likert scale, which had previously been tested for validity and reliability on 112 salespeople. Inferential testing using SmartPLS carried out external model analysis testing first using the PLS Algorithm module to test the validity and reliability of each indicator item. The researcher concluded the overall results based on inferential analysis using SmartPLS on the empirical research model.

Table2 Study population

| Company name | Address | | Sales Population | Sales Presentation |
|-----------------------------|-------------|--|------------------|--------------------|
| Pt. Jaya Mandiri Sejahtera | Serang Raya | | 60,000 | 30% |
| Yamaha Mataram Sakti Serang | Serang Raya | | 360 | 12% |
| Suzuki Mahkota Serang | Serang Raya | | 370 | 13% |
| Kawasaki Banten | Serang Raya | | 37 | 4% |
| Bs TV Ciruas | Serang Raya | | 168 | 1% |
| Amount | | | 60,935 | 60% |

Source: Secondary data results (2023)

Table 2 above explains the sales population in each company, with the highest population _ being the company motorbikes represented by PT. Jaya Mandiri is prosperous as the parent company, then the lowest, namely at the Bs TVS Ciruas company, with a level percentage of 1%.

4 RESEARCH RESULT

The results of the outer SEM PLS model analysis show that all indicators of each latent variable have a factor loading value above 0.70, and also, *the cross-loading results* have a value that is smaller than the factor loading value, which shows the indicators have good validity in measuring each latent variable. The latent variable is shown in the following PLS algorithm image :

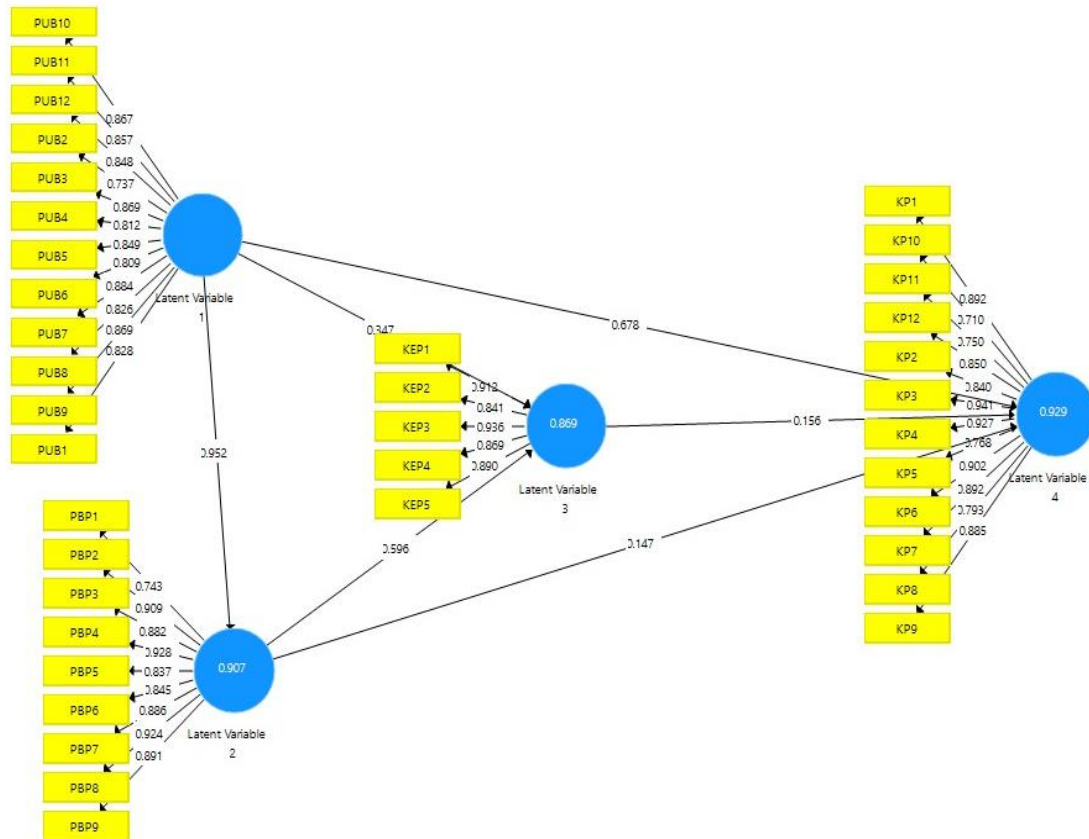


Figure 2. Outer Model Algorithm (SMART- PLS) analysis results

Source : Smart-PLS Data Processing Results

The results of the outer model boosting model in Figure 2 above show that some path coefficients need to be improved at 1.96, which shows that significant relationship influence still needs to be stronger. Besides, it has a mark of more than 1.96 for having a solid relationship. _ Connection other will be explained in the following table and data.

The average variance extracted (AVE) value for every research model indicator reinforces the validation test; that is, the variance value of every hand in the latent variable that variable captures is larger than the variance due to measurement error, which is represented in every deal. The following table illustrates that AVE is more significant than 0.50.:

Table 3 Average Variance Extracted (AVE) Analysis Results .

| Variable | Average Variance Extracted (AVE) |
|----------|----------------------------------|
| PUB | 0.704 |
| PBP | 0.763 |
| KEP | 0.721 |
| KP | 0.792 |

Source: *SmartPLS data processing results* (2023)

In Table 3, you can see that the AVE value is more significant than 0.50, which means all indicators in the variable have values that represent strong relationships and variables _ that represent every indicator. *Composite Reliability* and *As* can be seen in the following table, Cronbach's Alpha produced CR and Cronbach's Alpha values over 0.60, demonstrating the high dependability of the indicators utilized.:

Table 4. Results of Composite Reliability (CR) and Cronbach's Alpha Analysis

| Variable | Composite Reliability | Cronbach's Alpha |
|---------------------------------|-----------------------|------------------|
| Feedback-seeking behavior (PUB) | 0.966 | 0.961 |
| Sales-oriented behavior (PBP) | 0.966 | 0.961 |
| Sales Capability (KEP) | 0.968 | 0.964 |
| Sales Performance (KP) | 0.950 | 0.934 |

Source: *SmartPLS data processing results* (2023)

With a score of 0.950, the sales performance variable has the lowest reliability value, according to Table 4's composite reliability test findings. With a score of 0.968, the sales ability variable has the greatest reliability value. Any indicator where the mark is more than 0.7 indicates that the hand can be used to represent additional variables. According to the test results, all of the variables in Table 4 have reliability values more than 0.7, indicating that these indicators are dependable and consistent for gauging other factors.

The sales performance variable has a Cronbach's Alpha of 0.934. Conversely, the selling ability variable has the greatest Cronbach's Alpha value (0.964). The test findings demonstrate the dependability

Inner Model Analysis Results

Path Coefficient Is a test carried out on the path between variables to determine the strength of influence and influence between the variables being tested. Compute the bootstrapping menu in order to test the Path Coefficient. The following table displays the results of the Path Coefficient test:

Table.5 Total influence (Mean, STDEV, T-Values and P Values)

| Connect | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T statistics (O/STDEV) | P value |
|--|---------------------|-----------------|----------------------------|--------------------------|---------|
| Sales Ability (Y) -> Employee Performance (Z) | 0.156 | 0.175 | 0.132 | 1,180 | 0.238 |
| Feedback Seeking Behavior (X1) -> Sales Ability (Y) | 0.347 | 0.324 | 0.254 | 1,366 | 0.173 |
| Feedback Seeking Behavior (X1) -> Sales Oriented Behavior (X2) | 0.952 | 0.953 | 0.012 | 76,296 | 0,000 |
| Feedback Seeking Behavior (X1) -> Employee Performance (Z) | 0.678 | 0.673 | 0.177 | 3,834 | 0,000 |
| Sales Oriented Behavior (X2) -> Sales Ability (Y) | 0.596 | 0.619 | 0.251 | 2,375 | 0.018 |
| Sales Oriented Behavior (X2) -> Employee Performance (Z) | 0.147 | 0.133 | 0.173 | 0.846 | 0.398 |

Source: *SmartPLS Data Processing Results* (2023).

Hair et al. state that an *R square* value of 0.75 is in the strong category, an *R square* value of 0.50 is in the medium type, and an *R square* value of 0.25 is in the weak category[35]

Table. 6 *R Square* value (R^2) research model

| Variable | R square |
|--------------------------------|----------|
| Feedback Seeking Behavior (X1) | 0.907 |
| Sales Oriented Behavior (X2) | 0.929 |
| Sales Capability (Y) | 0.869 |

Source: *Smartpls Data Processed Results* (2023)

According to the aforementioned findings, the sales-oriented behavior variable's *R-square* value is 0.929 and the feedback-seeking behavior variable's *R-square* value is 0.907. These values indicate good model quality or goodness of fit and have a significant impact on R -value $2 > 0.67$. The sales ability variable, on the other hand, has an *R-square* value of 0.869, which indicates a good model quality or goodness of fit and has a significant impact because the *R*-value is two on 0.67. The percentage of the performance impact that can be accounted for by the variable feedback-seeking behavior is 90.7%. The relationship between employee performance and sales-oriented conduct is 92.9% for behavior and 86.9% for sales ability. Relevance prediction According to Q2 Blindfolding, every latent variable is endogenous and has a value greater than 0.67, demonstrating the high predictive significance of the model. Table 7 below shows the outcomes of the Q2 analysis for each variable:

Table7 Q² Analysis Results

| Variable | SSO | SSE | Q ² (=1-SSE/SSO) |
|----------|----------|----------|-----------------------------|
| KEP | 560,000 | 185,068 | 0.670 |
| PUB | 1344,000 | 1344,000 | |
| PBP | 1008,000 | 326,100 | 0.676 |
| KP | 1344,000 | 469,882 | 0.650 |

Source: Smart -PLS Data Processed Results (2023)

The results of Table 7 show a Q2 value of 0.670 for the sales ability variable, 0.6 76 for the sales-oriented behavior variable, and 0.650 for the employee performance variable, meaning the value is > 0.50, so it can be described that the existing predictor variables have good deals. Predictive power. Its relevance to endogenous variables. Meanwhile, the results of the twelfth hypothesis test obtained T-Statistics and P-Values as follows:

Table8 Significance Test Results/Hypothesis Testing

| | Original Sample (O) | T statistics (O/STDEV) | P values |
|---|---------------------|--------------------------|----------|
| Feedback-seeking behavior X1 -> sales-oriented behavior X2 -> sales ability Y | 0.567 | 2,362 | 0.019 |
| Feedback seeking behavior X1 -> sales ability Y -> employee performance Z | 0.054 | 0.742 | 0.459 |
| sales-oriented behavior X2 sales ability Y -> employee performance Z | 0.093 | 0.903 | 0.367 |
| Feedback-seeking behavior X1 -> sales-oriented behavior X2 -> sales ability Y -> employee performance Z | 0.088 | 0.904 | 0.366 |
| Feedback-seeking behavior X1 -> sales-oriented behavior X2 -> employee performance Z | 0.140 | 0.840 | 0.401 |

Source: SmartPLS Data Processing Results (2023)

Following explanation table 8 below :

1. The first hypothesis between the variables of feedback-seeking behavior, sales-oriented behavior, and sales ability has a T-Static of 2.362, greater than the Z-Score (1.96), and *P Values* of 0.019, greater than 0.05. So, there is an influence between exogenous variables and intervening variables.
2. The second hypothesis between the variables of feedback-seeking behavior, sales ability, and employee performance has a T-Static of 0.742, which is smaller than the Z-Score (1.96) and *P Values* of 0.459, which are more significant than 0.05. It is concluded that there is a significant influence between the variable fee feedback-seeking savior and employee performance through sales ability
3. The third hypothesis between sales-oriented behavior variables, sales ability, and employee performance has a T-Static of 0.903, more minor than the Z-Score (1.96), and *the P Values* of 0.367 are more significant than 0.05. So, it is concluded that there is no significant influence between sales-oriented behavior variables and sales ability on employee performance.
4. The fourth hypothesis between the variables of feedback-seeking behavior, sales-oriented behavior, sales ability, and employee performance has a T-Static of 0.904, which is smaller than the Z-Score (1.96) and *P Values* of 0.366, which are greater than 0.05. So, it is concluded that there is no significant influence between the hypothesized variables between feedback-seeking behavior, sales-oriented behavior, sales ability, and employee performance.
5. The fifth hypothesis between the variables of feedback-seeking behavior, oriented behavior, and employee performance is that the T-Static 0.840 is smaller than the Z-Score (1.96), and *the P Values* 0.401 are greater

than 0.05. So, it is concluded that there is no significant influence between the hypothesized variables between feedback-seeking behavior, oriented behavior, and employee performance.

The results of the hypothesis analysis are thought to be the same as the results of data processing in the Influence of the first hypothesis, namely that the variables Feedback-seeking behavior and sales ability have a negative but not significant influence as indicated by the path coefficient value of 0.347 T-Static 1.366 which is greater than the Z-Score (1.96) with a *P-Value* of 0.173 > 0.05, meaning that feedback-seeking behavior does not affect sales ability. So, H₀ is accepted. These results are different from the results of previous relevant research, such as the results of research [11] and [36]

The second is the sales-oriented behavior variable on sales ability. Based on the results of *path coefficient data processing*, *T-Statistics* and *P-value* show a *path coefficient value* of 0.596, a *T-Statistic* of 2.375 is greater than Z-Score (1.96) and *P Values* of 0.018 > 0.05, meaning that sales-oriented behavior has an insignificant influence on selling ability, so H₀ is accepted. These results are different from the results of previous relevant research, such as the results of studies [9] and [37]

Third, sales-oriented behavior also has a vital role in sales. Based on the results of *path coefficient data processing*, the T-statistic and P-value show a *path coefficient value* of 0.678; the *T-statistic* of 3.834 is greater than the Z-Score (1.96). The *P-value* is 0.000 > 0.05, meaning that Feedback Seeking Behavior significantly affects employee performance, so H₁ is accepted. The results of this research have a positive correlation with the study conducted [25], [38]

Fourth, namely, Sales-Oriented Behavior on employee performance shows a path coefficient value of 0.147 T-Static 0.846 smaller than the Z-Score (1.96) with a *P Value* of 0.398 > 0.05. So it can be concluded that there is no significant relationship between the behavioral variable seeking feedback and selling ability, so H₀ is accepted. This research has a correlation with research [26] and [34]

Fifth, namely the Sales Ability variable on Employee Performance shows a path coefficient value of 0.156 T-Static 1.180 greater than the Z-Score (1.96) with a *P Value* of 0.238 > 0.05. So it can be concluded that there is a positive and insignificant relationship between the Sales Ability variable and Employee Performance, so that H₀ is accepted.

Sixth, namely the Sales Ability variable on Employee Performance, shows a path coefficient value of 0.952, T-Static 76.296 which is greater than the Z-Score (1.96) with a *P Value* of 0.000 > 0.05. So it can be concluded that there is a significant positive relationship between the Feedback Seeking Behavior variable and Sales Oriented Behavior, so that H₁ is accepted. The results of this research have a negative correlation with research conducted by [39] and [40].

The influence of the seventh hypothesis is the influence of the feedback seeking behavior variable on employee performance through sales ability. The research results show that feedback seeking behavior indirectly has an impact on sales performance. Through the sales ability variable, feedback seeking behavior does not have a significant influence on sales performance. As the results shown in this study, based on data processing from *the path coefficient*, *T-statistics* and *P-value* show that Sales ability failed to be a bridging variable between feedback seeking behavior variables and employee performance. Therefore, motorbike automotive companies in Serang Raya need to improve employee performance through sales capabilities.

eighth, the sales-oriented behavior variable on employee performance through sales ability has a direct effect on employee performance or through sales ability, the sales-oriented behavior variable has a significant effect on sales performance. As the results shown in this study, based on data processing from *the path coefficient*, *T-statistics* and *P-value* show that Sales ability failed to be a bridging variable between feedback seeking behavior variables and employee performance. Therefore, motorbike automotive companies in Serang Raya need to improve employee performance through sales capabilities.

5 CONCLUSIONS, RESEARCH LIMITATIONS AND RECOMMENDATIONS

Based on the results of empirical testing of the research model, the indicators for all latent The tested variables are valid and reliable for measuring each latent variable. The results of the inner model analysis show that the model has *good goodness of fit*. With the significant influence of the feedback seeker behavior variable on performance was 90.7%, sales-oriented behavior was 92.9% on commission, and sales ability was 86.9% on performance. The results of testing the eight hypotheses show that four have a significant effect, both directly and indirectly, and the other four have no significant impact.

Several research limitations were found based on the results of observations and observations during the researcher's research. The first limitation is that the number of respondents was only 112; even though it is included in the minimum sample criteria, it is still considered very small compared to the existing population of sales employees, so it still needs to be considered very small. Small. It is not enough to describe the actual situation. The second limitation is the limited number of indicators considering the limited research time, so it is hoped that future research can use more hands to capture more empirical phenomena in the field so that the results obtained can be generalized more strongly.

First, motorbike companies in Serang Raya can improve the performance of their employees through increasing sales abilities and feedback-seeking behavior as well as sales-oriented behavior to improve the quality of employee performance. Second, it is hoped that future research can increase the amount of literature to use more indicators. With a larger sample size, the research results can be generalized to a broader scale.

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