JEMSI: Jurnal Ekonomi Manajemen Sistem Informasi
E-ISSN: 2686-5238
P-ISSN: 2686-4916
https://dinastirev.org/JEMSI dinasti.info@gmail.com +62 811 7404 455
DOI: https://doi.org/10.38035/jemsi.v8i1
https://creativecommons.org/licenses/by/4.0/
Received: 14 Agustus 2026 | **Revised:** 7 September 2026 | **Accepted:** 22 September 2026

The Relationship Between Product Knowledge and Salesperson Training Toward Salesperson Performance Mediated by Work Attitude in Real Estate Industry

Bryanna Jersey Wijaya[1], Sonata Christian[2]
[1]Universitas Ciputra Surabaya, East Java, Indonesia, bjerseywijaya@student.ciputra.ac.id
[2]Universitas Ciputra Surabaya, East Java, Indonesia, sonatachristian@ciputra.ac.id

Corresponding Author: bjerseywijaya@student.ciputra.ac.id[1]

Abstract: This study aims to examine factors behind many property agents continuing to experience difficulties in achieving optimal sales performance in the real estate industry despite Indonesia's macroeconomic growth. This study aims to analyze the effect of salesperson training and product knowledge on salesperson performance through work attitude in the real estate industry. This research employed a quantitative approach using primary data collected through questionnaires distributed to 194 property agents of Brighton Real Estate Surabaya. The data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4 software. The results indicate that all seven hypotheses are accepted and significant. Salesperson training and product knowledge positively and significantly affect work attitude and salesperson performance. Work attitude positively and significantly affects salesperson performance and serves as a full mediating variable in the relationship between salesperson training, product knowledge, and salesperson performance. This study is expected to contribute to Brighton Real Estate's future development, improve salesperson performance, and serve as a reference for future researchers. Therefore, this study takes the title "The Relationship between Product Knowledge and Salesperson Training toward Salesperson Performance mediated by Work Attitude in Real Estate Industry".

Keywords: Salesperson Training, Product Knowledge, Work Attitude, Salesperson Performance, SmartPLS 4

INTRODUCTION

The salespersons are experiencing a downtrend in their transaction volume in the previous 3 years despite Indonesia's macroeconomic growth yoy. decline on expansion and construction growth despite the growth in Real Estate Price (Residential Property Price Index) reported based on the legal transaction validated by the government in Indonesia. While the Residential Property Price Index (RPPI) continued to trend upward from 2022 through the third quarter of 2025, the volume of property transactions and the pace of demand growth both decelerated in the same period (The Ministry of Indonesia, 2025). The financing structure of

the Indonesian housing market amplifies the sensitivity of transaction volume to consumer confidence: 77.67% of developer-built residential units are financed through mortgage credit (Kredit Pemilikan Rumah or KPR), while 74.41% of self-built residential properties also rely on KPR (Bank Indonesia, 2025). The government has actively supported homeownership through lower interest rate policies and subsidized (free) down-payment programs, reinforcing the sector's dependency on credit-driven transactions (The Ministry of Indonesia, 2025). Despite these enabling policy conditions, transaction volumes have not responded proportionally, further underscoring that the bottleneck in property sales lies beyond macro-level financing enablers.

According to Tridiwianti (2025), Product Knowledge refers to the amount of products and brand that the salesperson memorise. Azizah et. al. (2025) divide Product Knowledge into three terms: information given by all salespersons (Host Live, Customer Service, and other employees) must remain the same according to the company's product knowledge trainings, accessible products and catalogs by customers, and similarities between customer's expectations after receiving product information with the product received. The indicators of Product Knowledge is referred to Wulandari et al. (2025), are: (1) understanding product attributes; (2) product benefit knowledge, and (3) knowledge about the satisfaction provided.

Salesperson Training refers to the ability of a company to provide fundamental information related to the business, offerings, deals, overall industry, and its product (Alghizzawi et al., 2025). Training programs tend to support work effectiveness and professional capability development (Djakasaputra et al., 2024). The indicators for Salesperson Training are as follows: (1) product and market training, (2) communication and negotiation needs, (3) customer relationship development, and (4) performance enhancement training.

Work attitude reflects how employees think, feel, and behave toward their job, including their level of job satisfaction, involvement, commitment, and enthusiasm in carrying out work-related activities (Islam et al., 2024). Positive work attitudes encourage salespersons to maintain productive interactions with customers, improve service quality, and strengthen adaptive selling behavior, which ultimately contributes to higher salesperson performance and customer satisfaction (Yeo et al., 2021). The indicators are as follows: (1) sense of efficacy, (2) sense of community, and (3) sense of professional interest.

Salespersons who demonstrate strong performance are generally more proactive, customer-oriented, and capable of adapting their selling approaches to different customer situations, which ultimately contributes to customer satisfaction, profitability, and organizational competitiveness (Torres & Martinez, 2025). Salesperson performance can be measured by those indicators: (1) sales achievement, (2) service effectiveness, (3) product expertise, and (4) selling initiative.

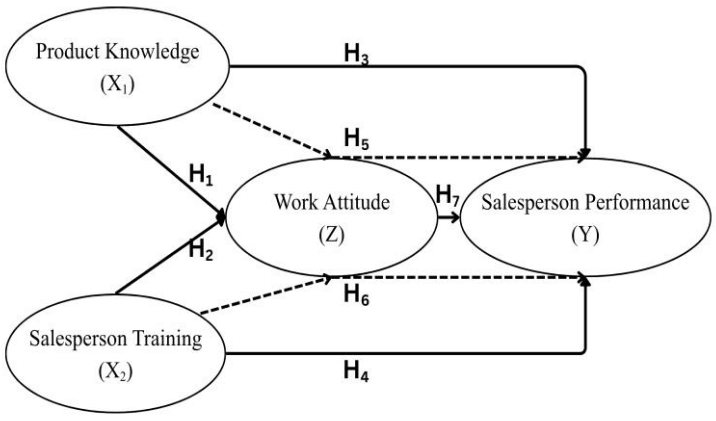


Figure 1. Model of Analysis

Source: Researcher (2026), Andani et al. (2026)

METHOD

Research Design

The research adopts a quantitative research design to examine the influence of product knowledge and salesperson training on salesperson performance through work attitude. The research is intended to analyze the causal relationships among product knowledge, salesperson training, work attitude, and salesperson performance by testing the proposed 7 hypotheses. A quantitative approach enables the researcher to statistically evaluate the relationships between variables and assess the proposed research framework systematically. The data used in this study consists of primary data collected directly from respondents through online questionnaires distributed to property agents at Brighton Real Estate Surabaya. The collected data are analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with SmartPLS 4.0 software to examine both direct and mediating relationships among the research variables.

Population and Sample

The total population in this study is 374 salespersons, based on the members recorded in the BRC Champion SPARTAN group chat as of March 27th, 2026. All individuals are considered eligible as research subjects because every Brighton agent is required to participate in the BrightOn program. With a total population of 374 individuals and a margin of error of 5%, the minimum required sample size is 194.

Research Instrument and Data Collection

The measurement scale used in this research is the Likert scale, which is widely applied in social science research to measure Work Attitudes, opinions, and behavioral tendencies. The Likert scale enables respondents to express their level of agreement or disagreement with a series of statements, typically using a five-point scale ranging from “strongly disagree” to “strongly agree” (Likert, 1932). This scaling technique is particularly suitable for this study because it allows abstract constructs, such as perceptions and behavioral intentions, to be quantified and analyzed statistically. Furthermore, the use of a Likert scale facilitates reliability and consistency in responses, making it easier to perform further statistical analyses such as regression and validity testing (Sekaran & Bougie, 2016).

Data Analysis

This research employs Structural Equation Modeling (SEM) using the Partial Least Squares (PLS) approach to analyze the relationships between variables. SEM is a multivariate statistical technique that enables the simultaneous analysis of relationships between latent constructs and their indicators, as well as the relationships among constructs.

RESULTS AND DISCUSSION

Results

Profile of Respondents

The respondents in this study are 194 Property Agents in Brighton Real Estate who has participated in at least 1 Training Program, which is still active as of 27th March 2026.

Table 1. Respondents Profile (n = 194)

		Frequency	Percentage
Gender	Male	111	57,2%
	Female	83	42,8%

Experience	Less than a year	54	27,8%
	One to five years	97	50%
	More than five years	43	22,2%
Program Participated	One program	89	45,8%
	Two programs	33	17%
	Three to five programs	40	20,6%
	More than five programs	32	16,4%
	Haven't participated	0	0%

Source: Research data (2026)

Table 1 presents the gender distribution of the respondents involved in this study. Out of 194 respondents, 111 respondents (57.2%) were male, while 83 respondents (42.8%) were female. This indicates that male respondents constituted the majority of the sample population. Among the 194 respondents, 97 respondents (50%) had one to five years of experience, making this the largest group in the study. Meanwhile, 54 respondents (27.8%) had less than one year of experience, 43 respondents (22.2%) had more than five years of experience as property agents. Out of 194 respondents, the majority, consisting of 89 respondents (45.8%), had participated in one training program. Meanwhile, 40 respondents (20.6%) had attended between three to five programs, while 33 respondents (17%) had joined two programs, 31 respondents (16.4%) had participated in more than five training programs.

Table 2. Descriptive Statistics and Outer Loadings

Variables	Question Items	Mean	Standard Deviation	Outer Loadings	Interpretation
Product Knowledge	I am confident about the amount of information stored in my memory about real estate products.	4.345	0.732	0.893	Agree
	I can distinguish between products across different product firms.	4.402	0.734	0.834	Agree
	I am confident about the accumulated level what I know about this product after the transaction.	4.371	0.631	0.628	Agree
Salesperson Training	I believe that Sales Training programs provide comprehensive guidance on Product Knowledge and features.	4.409	0.678	0.805	Agree
	I believe that training sessions emphasize effective communication skills to engage with diverse customer segments.	4.435	0.673	0.754	Agree
	I believe that salespeople are trained extensively in negotiation techniques to handle various client objections.	4.466	0.628	0/924	Agree
	I believe that training modules incorporate the latest market trends, including competitor analysis to enhance sales strategies.	4.399	0.661	0.771	Agree
	I believe that Sales Training programs prioritise building strong customer relationships which will foster customer loyalty.	4.461	0.683	0.795	Agree
	Salespeople receive continuous coaching to improve their Salesperson Performance.	4.508	0.645	0.565	Agree
	Training sessions focus on utilizing technology	4.497	0.691	0.648	Agree

	tools effectively to streamline sales processes.				
	Sales Training programs emphasize the importance of adaptability which build resilience in dynamic market environments.	4.477	0.652	0.692	Agree
Work Attitude	The salesperson are performing well as they believed that they are capable to carry out their tasks, responsibilities in terms of obligations, handling work challenges, which maintaining positive attitudes that influence learners.	4.446	0.651	0.730	Agree
	The salesperson have perceived their community (Brighton Real Estate) to be supportive in terms of appreciate the efforts the salesperson put into their work.	4.456	0.682	0.860	Agree
	The desire to be beneficial to customers.	4.554	0.601	0.752	Agree
Salesperson Performance	Salespeople consistently meet sales targets set by the company.	4.212	0.809	0.831	Agree
	Customer satisfaction ratings for sales interactions with salespeople remain consistently high.	4.332	0.671	0.811	Agree
	Salespeople demonstrate strong Product Knowledge, are able to effectively address customer queries.	4.269	0.769	0.838	Agree
	Sales conversion rates demonstrate steady improvement overtime.	4.150	0.784		Agree
	Salespeople exhibit proactive behaviour in pursuing new sales opportunities.	4.280	0.751		Agree
	Feedback from customers reflects positively on the expertise of Salespeople.	4.290	0.712		Agree
	Salespeople demonstrate resilience in the context of facing objections during sales interactions.	4.321	0.683		Agree

Source: Research data (2026)

Based on Table 2, the majority of indicators produced outer loading values above the recommended threshold of 0.70, indicating strong convergent validity.

Table 3. Average Variance Extracted (AVE)

Variables	AVE	Intrerpretation
Product Knowledge	0.641	Valid
Salesperson Performance	0.685	Valid
Salesperson Training	0.546	Valid
Work Attitude	0.696	Valid

Source: Research data (2026)

Based on Table 3, all constructs have AVE values exceeding the recommended threshold of 0.50, indicating that all variables possess adequate convergent validity. Salesperson Performance has the highest AVE value of 0.641, indicating that the construct explains 61.4% of the variance in its indicators. This suggests that the indicators used to measure Salesperson Performance strongly represent the construct. Meanwhile, Salesperson Training has the lowest AVE value of 0.685. Although it is the lowest among the variables, the value still exceeds the minimum requirement of 0.50, indicating that the construct remains valid and acceptable for further analysis.

HTMT

Table 4. HTMT (Heterotrait-Monotrait)

	Product Knowledge	Salesperson Performance	Salesperson Training	Work Attitude
Product Knowledge				
Salesperson Performance	0.671			
Salesperson Training	0.667	0.728		
Work Attitude	0.723	0.694	0.741	

Source: Research data (2026)

Based on Table 4, all HTMT values are below the recommended threshold value of 0.90. The highest HTMT value is 0.794 between Salesperson Training and Salesperson Performance, while the lowest HTMT value is 0.667 between Product Knowledge and Salesperson Training. These findings indicate that each construct is sufficiently distinct from the others and measures different conceptual phenomena within the structural model.

Cronbach's Alpha

Table 5. Cronbach's Alpha

Variables	Cronbach's Alpha	Intrepretation
Product Knowledge	0.720	Acceptable Reliability
Salesperson Performance	0.885	Good Reliability
Salesperson Training	0.835	Good Reliability
Work Attitude	0.782	Acceptable Reliability

Source: Research data (2026)

Based on Table 5, all variables have Cronbach's Alpha values exceeding the minimum threshold of 0.70, indicating that all constructs in this study are reliable and possess adequate internal consistency. Salesperson Performance has the highest Cronbach's Alpha value of 0.885, indicating a high level of reliability; the indicators used to measure Salesperson Performance are highly consistent in representing the construct. All indicators exceed the acceptable threshold of 0.70, indicating that the construct remains a reliable analysis.

Collinearity

Table 6. Collinearity

	Product Knowledge	Salesperson Performance	Salesperson Training	Work Attitude
Product Knowledge		1.564		1.387
Salesperson Performance				
Salesperson Training		1.741		1.387
Work Attitude		1.795		

Source: Research data (2026)

Based on Table 6, all VIF values are below the threshold value of 5.0. Specifically, the VIF values for Product Knowledge (PK), Salesperson Training (ST), and Work Attitude (WA) range from 1.387 to 1.795.

R^2 Square

Table 7. R^2 Test

Variables	R Square	R Square Adjusted	P-Value	Intrepretation
Salesperson Performance	0.516	0.508	0.000	Mediate
Work Attitude	0.465	0.459	0.000	Mediate

Source: Research data (2026)

Based on Table 7, the R^2 value for Salesperson Performance (SP) is 0.516, indicating that 51.6% of the variance in Salesperson Performance can be explained by Product Knowledge (PK), Salesperson Training (ST), and Work Attitude (WA), while the remaining 48.4% is influenced by other variables outside the model.

Collinearity

Table 8. Q^2 Test

Variables	Q^2 Predict	RMSE	MAE
Work Attitude	0.425	0.770	0.580
Salesperson Performance	0.445	0.761	0.585

Source: Research data (2026)

Based on Table 8, the results showed that the Q^2 Predict values for all endogenous constructs were greater than zero. Specifically, the Q^2 Predict value for Work Attitude (WA) was 0.425, while the Q^2 Predict value for salesperson performance (SP) was 0.445.

Path Coefficient

Table 9. Collinearity

	Product Knowledge	Salesperson Performance	Salesperson Training	Work Attitude
Product Knowledge		0.056		0.128
Salesperson Performance				
Salesperson Training		0.169		0.255
Work Attitude		0.058		

Source: Research data (2026)

Based on Table 9, the F^2 test results show that Product Knowledge (PK) has a small effect on both Salesperson Performance (SP) (0.056) and Work Attitude (WA) (0.128), as both values are between 0.02 and 0.15. In addition, Work Attitude (WA) also has a small effect on Salesperson Performance (SP) with an F^2 value of 0.058. Salesperson Training (ST) has a medium effect on Salesperson Performance (SP) (0.169) and Work Attitude (WA) (0.225), as both values are between 0.15 and 0.35. These findings indicate that Salesperson Training has the strongest contribution among the independent variables.

Table 10. Path Coefficient from Bootstrapping

	Path Coefficient	Sample Mean	STDEV	T Statistic	P-Value
H_1: PK -> SP	0.211	0.214	0.077	2.752	0.006
H_2: PK -> WA	0.314	0.317	0.065	4.842	0.000
H_3: ST -> SP	0.387	0.384	0.077	5.046	0.000
H_4: ST -> WA	0.444	0.443	0.067	6.614	0.000
H_5: PK -> WA -> SP	0.072	0.072	0.027	2.619	0.009
H_6: ST -> WA -> SP	0.102	0.102	0.039	2.633	0.008
H_7: WA -> SP	0.229	0.230	0.075	3.030	0.002

Source: Research data (2026)

Table 10 presents the results of the mediation testing obtained through the bootstrapping procedure in SmartPLS 4. The findings indicate that all indirect relationships proposed in this study are statistically significant because all p-values are below 0.05 and the t-statistic values exceed 1.96.

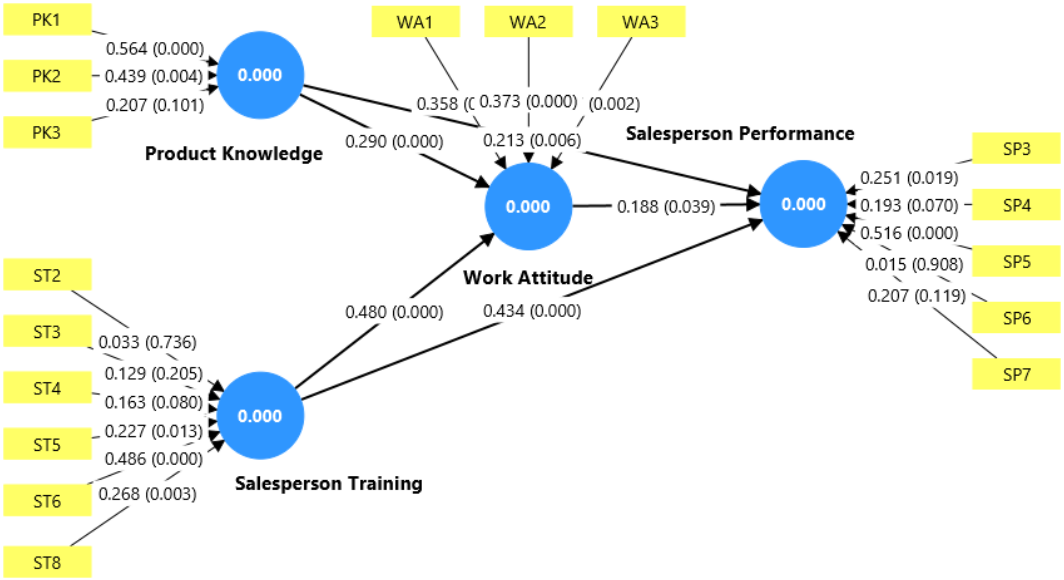


Figure 1. Bootstrapping Structural Model Testing
Source: Data Processed by SmartPLS 4.0 (2026)

Discussion

Product Knowledge to Salesperson Performance

The hypothesis testing results indicate that Product Knowledge has a positive and significant effect on Salesperson Performance among property agents in the real estate industry. Based on Table 10, the relationship between Product Knowledge and Salesperson Performance shows a path coefficient value of 0.211, a t-statistic value of 2.752, and a p-value of 0.006. Since the t-statistic value exceeds 1.96 and the p-value is below 0.05, H1 is accepted. This finding indicates that higher levels of Product Knowledge contribute to better Salesperson Performance.

Product Knowledge to Work Attitude

The hypothesis testing results indicate that Product Knowledge has a positive and significant effect on Work Attitude among property agents in the real estate industry. Based on Table 4.17, the relationship between Product Knowledge and Work Attitude shows a path coefficient value of 0.314, a t-statistics value of 4.842, and a p-value of 0.000. Since the t-statistics value exceeds 1.96 and the p-value is below 0.05, H2 is accepted. This finding indicates that higher levels of Product Knowledge contribute to more positive Work Attitudes among salespersons.

Salesperson Training to Salesperson Performance

The hypothesis testing results indicate that Salesperson Training has a positive and significant effect on Salesperson Performance among property agents in the real estate industry. Based on Table 10, the relationship between Salesperson Training and Salesperson Performance shows a path coefficient value of 0.387, a t-statistics value of 5.046, and a p-value of 0.000. Since the t-statistics value exceeds 1.96 and the p-value is below 0.05, H3 is accepted. This finding indicates that Salesperson Training significantly contributes to improving Salesperson Performance.

Salesperson Training to Work Attitude

The hypothesis testing results indicate that Salesperson Training has a positive and significant effect on Work Attitude among property agents in the real estate industry. Based on

Table 10, the relationship between Salesperson Training and Work Attitude shows a path coefficient value of 0.444, a t-statistics value of 6.614, and a p-value of 0.000. Since the t-statistics value exceeds 1.96 and the p-value is below 0.05, H4 is accepted. This finding indicates that Salesperson Training significantly contributes to improving positive Work Attitudes among salespersons.

Product Knowledge Mediated by Work Attitude on Salesperson Performance

The mediation testing results indicate that Work Attitude significantly mediates the relationship between Product Knowledge and Salesperson Performance among property agents in the real estate industry. Based on Table 10, the indirect relationship between Product Knowledge and Salesperson Performance through Work Attitude shows a path coefficient value of 0.072, a t-statistics value of 2.619, and a p-value of 0.009. Since the t-statistics value exceeds 1.96 and the p-value is below 0.05, H6 is accepted. This finding indicates that Work Attitude plays a significant mediating role in strengthening the effect of Product Knowledge on Salesperson Performance.

Salesperson Training Mediated by Work Attitude on Salesperson Performance

The mediation testing results indicate that Work Attitude significantly mediates the relationship between Salesperson Training and Salesperson Performance among property agents in the real estate industry. Based on Table 10, the indirect relationship between Salesperson Training and Salesperson Performance through Work Attitude shows a path coefficient value of 0.102, a t-statistics value of 2.633, and a p-value of 0.008. Since the t-statistics value exceeds 1.96 and the p-value is below 0.05, H7 is accepted. This finding indicates that Work Attitude plays a significant mediating role in strengthening the effect of Salesperson Training on Salesperson Performance.

Work Attitude to Salesperson Performance

The hypothesis testing results indicate that Work Attitude has a positive and significant effect on Salesperson Performance among property agents in the real estate industry. Based on Table 4.17, the relationship between Work Attitude and Salesperson Performance shows a path coefficient value of 0.229, a t-statistics value of 3.030, and a p-value of 0.002. Since the t-statistics value exceeds 1.96 and the p-value is below 0.05, H5 is accepted. This finding indicates that positive Work Attitudes contribute significantly to improving Salesperson Performance.

CONCLUSION

All three independent variables significantly influence Salesperson Performance among Brighton Real Estate's Salespersons. This study indicates that Brighton Real Estate can strengthen its Salesperson Performance and improve their ability to deliver products by focusing on key factors such as Product Knowledge, Salesperson Training, and Work Attitude. The model is considered to have mediate explanatory power, as indicated by the R^2 value of 60.1%, meaning that 60.1% of the variance in the dependent variable is explained by the independent variables. On the other hand, it can also lowering the turnover rates significantly compared to other agencies, since the high turnover has been a concern by the founder itself.

REFERENCE

Alghizzawi, M., Hussain, Z., Abualfalayeh, G., Abu-AlSondos, I. A., Alqsass, M., & Chehaimi, E. M. (2025). The impact of AI-driven strategy on salespeople training and performance. International Review of Management and Marketing, 15(2), 1–11. https://doi.org/10.32479/irmm.17774

Conde, R., Sumlin, C., & Pointer, L. (2025). The effects of salesperson involvement on training design: Identifying necessary conditions for exceeding sales quota. Marketing Intelligence & Planning, 44(1), 1–21. https://doi.org/10.1108/MIP-08-2024-0577

Creswell, J. W., & Creswell, J. D. (2023). Research design: Qualitative, quantitative, and mixed methods approaches (6th ed.). SAGE Publications.

Djakasaputra, A., Christinio, E., & Jayanti, Y. A. (2024). Salesperson training as an effective tool to increase SME sales. International Journal of Social Science and Community Service, 2(2), 51–58. https://doi.org/10.70865/ijsscs.v2i2.14

Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2022). Partial least squares structural equation modeling (PLS-SEM) using R: A workbook. Springer.

Hermogeno, K. J. C., & Dulos, C. C. (2022). Work attitude and performance of elementary school teachers in the City Division of San Carlos. *International Journal of Scientific and Management Research, 5*(1), 15–41. https://doi.org/10.37502/IJSMR.2022.5102

Hidayat, A., & Helmy, I. (2024). Pengaruh pengalaman dan pelatihan terhadap kinerja tenaga penjualan dengan penjualan adaptif sebagai variabel intervening: Studi pada BNI Cabang Kebumen. *El-Mal: Jurnal Kajian Ekonomi & Bisnis Islam, 5*(9). https://doi.org/10.47467/elmal.v5i9.4424

Islam, S. S., Putri, A. G., Fernando, K., Siahaan, A., & Kurniawan, B. (2026). Analyzing success factors in the independent workforce program (TKMP) for first-time entrepreneurs in Indonesia. *Journal of Business Economics Review, 11*(1), 96–108. [https://doi.org/10.35609/jber.2026.11.1(5)](https://doi.org/10.35609/jber.2026.11.1%285%29)

Järvinen, J., & Taiminen, H. (2023). Harnessing marketing automation for B2B content marketing. *Industrial Marketing Management, 54*, 164–175. https://doi.org/10.1016/j.indmarman.2015.07.002

Kurdi, B., Alshurideh, M., Akour, I., Tariq, E., Alhamad, A., & Alzoubi, H. (2022). The effect of employee training and work attitude on employee performance in service organizations. *International Journal of Data and Network Science, 6*(4), 1201–1210.

Kusa, R., Daneshjo, N., & Kaščáková, Z. (2024). Determinants of salesperson performance in contemporary organizations. *Journal of Business Economics and Management, 25*(1), 45–61.

Likert, R. (1932). A technique for measurement of work attitudes. *Archives of Psychology, 140*, 5–55.

Ngo, T. T. A., Phan, T. Y. N., & Le, T. N. T. (2024). Impacts of knowledge and trust on consumer perceptions and purchase intentions towards genetically modified foods. *PLoS ONE, 19*(10), e0311257. https://doi.org/10.1371/journal.pone.0311257

Nguyen, T. H., & Nguyen, P. M. (2024). Adaptive selling behavior and salesperson performance in competitive service industries. *Journal of Marketing Development and Competitiveness, 18*(1), 66–81.

Peesker, K. M., Kerr, P. D., Bolander, W., Ryals, L. J., Lister, J. A., & Dover, H. F. (2022). Hiring for sales success: The emerging importance of salesperson analytical skills. *Journal of Business Research, 144*, 17–30.

https://doi.org/10.1016/j.jbusres.2022.01.070

Wulandari, S., Pebrianggara, A., & Indayani, L. (2025). Consumer ethnocentrism, product knowledge, and brand identity on purchasing decisions on Eiger products. *Jurnal Ilmu Manajemen Advantage, 9*(1), 1–16. https://doi.org/10.30741/adv.v9i1.1474

Yeo, C., Jang, M., & Kim, J. (2021). The effect of a company's sales capacity on performance: Focusing on the value congruence between the salesperson and the company and the behavior of the salesperson. *Journal of Channel and Retailing, 26*(2), 53–77. https://doi.org/10.17657/jcr.2021.04.30.3