



Full length article

The Impact of Sports Background on Sales Performance of Sporting Goods: Evidence from Companies in Pingdingshan

YeHaoYuan¹, Vincent Wee Eng Kim², Benjamin Chan Yin Fah³

University Tun Abdul Razak, Kuala Lumpur, Malaysia

¹ye.haoyuan@ur.unirazak.edu.my

²vincent.urcc@unirazak.edu.my

³benjamin_chan@unirazak.edu.my

*Corresponding e-mail: ye.haoyuan@ur.unirazak.edu.my

Article Info

Received: 05.08.2024

Accepted: 14.08.2024

Available online: 30.09.2024

Keywords:

Sports Professional Background;
Sales Performance; Sports Brand
Enterprise

DOI:

<https://doi.org/10.59857/IJABS1208>

ABSTRACT

Sales performance is an important indicator of business operations, especially in the field of sporting goods sales, but less attention has been paid to the role of sales staff's professional background on performance. This article focuses on the impact of sports professional background on sales performance. The results show that sports professional background significantly improves the subjective and objective performance of salespeople. Further analysis found that this influence mechanism is mainly reflected in three aspects: first, sports expertise provides unique advantages for sales; second, good interpersonal skills enhance customer relationship management; third, strong sports enthusiasm stimulates sales enthusiasm. Finally, this article puts forward corresponding management suggestions, such as giving priority to sales staff with a sports professional background, strengthening targeted training and incentives, etc., in order to provide reference for the construction of sales teams of sports brand enterprises.

1. Introduction

With the continuous improvement of health awareness and the continuous growth of the sports consumer market, professional sports brands have become an industry with fierce competition. As one of the leading sports brands in China, sporting goods companies such as Li Ning and Anta are facing huge market pressure. According to data from Euromonitor International (2021), China's sporting goods market will reach US\$380 billion in 2020, accounting for 25% of the global market share, and will continue to maintain an average annual growth of about 10% in the future. In this rapidly developing market, Anta's revenue in 2021 reached 21.798 billion yuan, a year-on-year increase of 26.3%, and its market share exceeded 15% (Li Ning Company Annual Report, 2022). However, other sports brand companies in the industry generally have problems such as a lack of professional knowledge in the sales team and low quality of sales services, which have seriously affected consumer

experience and brand image. Scholars have explored the key factors affecting sales performance from the perspectives of personal characteristics, organizational support and customer relationships. For example, Panagopoulos et al. (2016) found that salespeople's self-efficacy can significantly improve their sales performance; Jaramillo et al. (2013) pointed out that the ethical atmosphere created by the company will indirectly promote the improvement of sales performance; Agnihotri et al. (2016) emphasized social interaction. The important role of media technology in enhancing customer relationships.

However, existing research pays less attention to the impact of sales staff's professional background on sales performance, which may be of great significance in the highly professional sports brand industry. Salespeople with a sports professional background not only have a deeper understanding of product performance and usage, but also have good interpersonal and communication coordination skills (Mullin et al., 2018; Lee & James, 2019). This may become a unique competitive advantage for sports brand companies. Therefore, this article takes Pingdingshan Sports Goods Company as an example to explore how the sports professional background of sales staff ultimately affects their sales performance through mechanisms such as professional knowledge, interpersonal relationships, and sports enthusiasm, and provides useful reference for the sales management practices of professional sports brand companies.

2. Literature Review

2.1. Factors affecting sales performance

Sales performance refers to the ability and effect of a sales team or individual to achieve sales targets within a certain period of time. It is usually measured by sales, market share, customer satisfaction, etc. Good sales performance can not only drive a company's revenue growth, but also enhance brand value and customer loyalty (Fried & Mumcu, 2016; Morgulev, Azar, & Lidor, 2018). Sales performance is a multi-faceted concept. Sales performance refers to the actual level of sales personnel completing sales tasks within a certain period of time. It is an important reflection of the company's operating results. Critical to the organization's success. It covers the systematic improvement of sales efficiency and sales force capabilities to achieve goals effectively and ethically (Fu, 2023). Key determinants of sales performance include interpersonal relationships, sales techniques, and technical skills (Winarto, 2018). Recent research has expanded the classification of sales performance determinants to include strategic activities, technology drivers, and work-related psychosocial factors, reflecting changes in modern sales practices (Chawla et al., 2020). Quantifying sales performance is critical to strategy development, and researchers are developing models that calculate sales performance scores based on cross-functional factors (Saha & Kar, 2021). These advancements allow companies to more effectively measure, predict and improve their sales performance. Continuously improving sales performance through a structured approach can give organizations a sustainable competitive advantage (Fu, 2023).

To sum up, sales performance is a multi-dimensional concept involving sales results, sales efficiency and sales personnel capabilities. It is not only crucial to the company's operating results, but also directly affects brand value and customer relationships. Therefore, an in-depth exploration of the key factors affecting sales performance is of great significance for companies to improve sales performance and enhance competitive advantages.

1. Personal Traits Perspective

In recent years, scholars have further explored the impact of salespeople's personal traits on their sales performance. Research by Panagopoulos et al. (2020) found that salespeople's self-efficacy, that is, their positive evaluation of their own abilities, can significantly improve their sales behavior and sales results. At the same time, the innovative tendency and initiative of sales staff are also important personal factors that affect their sales performance. Research by Mullins et al. (2020) pointed out that a "double-edged" sales team with a spirit of innovation and proactive exploration can better adapt to environmental changes and improve sales performance. For example, research by Panagopoulos et al. (2020) found that salespeople's higher self-efficacy can improve their sales behavior and sales results. Self-efficacy refers to an individual's positive evaluation of his or her own abilities. This positive self-perception will enhance the salesperson's self-confidence and work motivation, thereby promoting him to be more proactive in carrying out sales activities, ultimately leading to better sales performance. . In addition, sales staff's innovative tendency and active exploration spirit are also important personal characteristics factors that affect their sales performance. Research by Mullins et al. (2020) pointed out that a "double-edged" sales team with innovative thinking and proactive actions can better understand market changes and develop new sales strategies, thereby improving the overall sales performance level. This shows that the individual characteristics of salespeople play an important role in their sales performance.

2. Organizational Support Perspective

In addition to personal factors, the working environment and organizational support created by the company for sales staff are also important factors that affect their sales performance. Research by Menguc et al. (2016) found that an enterprise's customer-oriented culture can strengthen the customer-oriented behavior of sales staff, thereby improving customer satisfaction and sales performance. At the same time, research by Jaramillo et al. (2019) pointed out that the moral atmosphere and justice culture created by the company will also indirectly promote the improvement of sales performance by enhancing the work engagement of sales staff. For example, research by Menguc et al. (2016) found that companies establishing an organizational culture centered on customer interests can strengthen the customer-oriented behavior of sales staff, such as proactively understanding customer needs and providing quality services, thereby improving customer satisfaction and loyalty. degree, ultimately leading to better sales performance. At the same time, research by Jaramillo et al. (2019) also found that companies creating a good moral atmosphere and justice culture can enhance sales staff's work engagement and sense of responsibility, thereby promoting the improvement of their sales performance. This shows that the organizational environment and cultural atmosphere created by the company have an important impact on the work attitude and sales performance of sales staff.

3. Customer Relationship Perspective

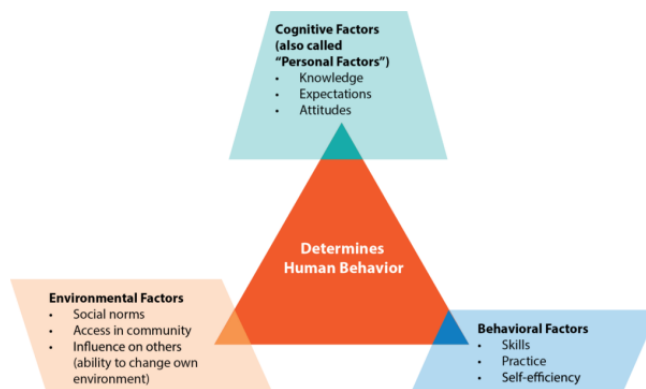
Good customer relationships are also the key to influencing sales performance. Research by Agnihotri et al. (2017) found that sales staff's use of social media technology to enhance communication and interaction with customers can improve customer satisfaction and loyalty, thereby leading to better sales performance. At the same time, research by Panagopoulos et al. (2016) emphasized that salespeople's empathy and emotional intelligence help enhance trust relationships with customers, increase customer engagement, and ultimately promote sales performance. For example, research by Agnihotri et al. (2017) found that sales staff make good use of technological means such as social media to enhance interactions with customers, which can better understand customer needs, improve customer satisfaction and loyalty, and thus bring better results. sales

performance. In addition, the research of Panagopoulos et al. (2016) also emphasized that sales staff's empathy and emotional intelligence help to establish a deep trust relationship with customers, increase customer participation and investment, and ultimately promote the improvement of sales performance. This shows that good customer relationship management is one of the important factors affecting sales performance. In short, existing research has explored the key factors affecting sales performance from multiple perspectives such as personal traits, organizational support, and customer relationships. Personal traits such as sales staff's self-efficacy and innovative spirit, the company's customer-oriented culture and atmosphere of justice.

2.2. Sports professional background and sales performance

The above-mentioned research mainly focused on common influencing factors such as sales staff's personal characteristics, organizational environment and customer relationships, but rarely explored the role of their professional background on sales performance. For the highly specialized sports brand industry, the professional knowledge and skills of sales staff may become a key influencing factor. In recent years, some studies have begun to pay attention to the impact of sports professional background on sales performance. This study is based on social cognitive theory (Bandura, 1986) and constructs a theoretical model of sales staff's sports professional background, professional knowledge, interpersonal relationships, sports enthusiasm and sales performance. Social cognitive theory believes that individual behavioral performance and work performance are not only affected by personal characteristics factors, but also by factors such as social environment and learning experience. Therefore, this study believes that sports professional background, as an important learning experience, may indirectly affect sales staff's sales performance by improving their professional knowledge, interpersonal relationships and work enthusiasm.

Social Cognitive Theory (Bandura, A., 1988)



Specifically, a sports professional background means that sales staff have rich sports theoretical knowledge and practical experience, which has unique advantages in sports product sales. Mullin et al. (2018) pointed out that sales staff with a sports professional background have a deeper understanding and mastery of the performance and usage of sports products, and can answer customers' questions more professionally, enhancing customer trust and product acceptance. This leads to better sales performance. At the same time, a sports professional background also means that sales staff have strong sports enthusiasm and awareness of participation, which may inspire stronger sales motivation and work commitment.

In addition, a sports professional background has cultivated sales staff's good interpersonal and teamwork skills. In sports training and competitions, they are accustomed to working with others and are good at

communication and coordination, which is conducive to establishing solid customer relationships and enhancing customer stickiness. Research by Lee and James (2019) found that this interpersonal advantage is also one of the important mechanisms through which a sports professional background has a positive impact on sales performance. Based on the above theoretical model, this study puts forward the following specific hypotheses: H1: The sports professional background of sales staff will significantly improve their professional knowledge level.

H2: A salesperson's sports background will significantly enhance their interpersonal skills.

H3: A salesperson's sports professional background will significantly enhance his sports enthusiasm.

2.3. Professional Knowledge, Interpersonal Relationships, Sports Enthusiasm and Sales Performance

Professional knowledge, interpersonal skills and sports enthusiasm are important factors affecting sales performance. Existing research has found that professional knowledge can help sales staff better understand customer needs, improve the pertinence and persuasiveness of product recommendations, and thus lead to better sales performance. Research by Zoltners et al. (2017) pointed out that a high level of professional knowledge can improve sales staff's service quality and product recommendation capabilities, thereby significantly improving customer experience and loyalty, and ultimately promoting sales performance. Therefore, Hypothesis 4 is proposed:

H4: The professional knowledge level of sales staff will significantly improve their sales performance.

Interpersonal skills help salespeople establish solid customer relationships, enhance customer stickiness, promote repeat purchases and word-of-mouth, thereby improving sales performance. Research by Hohenberg and Homburg (2016) found that salespeople's good interpersonal skills can enhance trust with customers, increase customer participation, and thus promote an increase in sales orders. Based on this, Hypothesis 5 is proposed:

H5: Salespeople's interpersonal skills will significantly improve their sales performance.

Sports enthusiasm means that sales staff have strong work enthusiasm and commitment, which helps them pay more proactive attention to customer needs, improve service quality, and ultimately lead to better sales performance. Research by Woo et al. (2017) shows that sales staff's work enthusiasm and initiative can prompt them to interact more proactively with customers, improve customer satisfaction, and then improve sales performance. Based on this, Hypothesis 6 is put forward: H6: Sales staff's sports enthusiasm will significantly improve their sales performance. To sum up, existing research shows that a sports professional background may indirectly promote the improvement of sales performance by improving sales staff's professional knowledge, interpersonal skills and sports enthusiasm. This provides a new theoretical perspective for in-depth understanding and improvement of the performance of sports brand sales teams.

3. Research Design

3.1. Sample and data collection

The research subjects of this study are the salespersons of Anta sports shops and Li Ning sports shops in Pingdingshan City, China. According to the data provided by Pingdingshan Market Administration Bureau (AMRPC, 2024), there are 38 Anta brand shops and 32 Li Ning brand shops in the city.

In order to ensure the representativeness of the sample, the researcher conducted a questionnaire survey on the salespersons of these shops by stratified random sampling. The specific methods are as follows.

First, the sample was stratified according to the two brands of Anta and Li Ning. In Anta brand shops, 28 shops were randomly selected for the questionnaire survey; in Li Ning brand shops, 20 shops were randomly selected for the questionnaire survey. Secondly, for each selected shop, the researcher randomly selected 5 salespersons to fill in the questionnaire. This ensures that the probability of salespersons being included in the sample is the same in each shop.

A total of 240 valid questionnaires were collected, including 140 questionnaires of Anta brand and 100 questionnaires of Li-Ning brand. In terms of sample characteristics, 59.2% are male and 40.8% are female; 62.5% are 25-35 years old, 27.5% are 36-45 years old, and 10% are 46 years old and above; 35.8% have less than 3 years of work experience, 44.2% have 3-5 years, and 20% have more than 5 years. Overall, the sample is balanced and representative in terms of demographic characteristics such as gender, age and work experience.

The questionnaire consisted of the following sections: 1) demographic characteristics, such as gender, age and work experience; 2) professional background in sports, including whether or not they have received relevant sports training and have been engaged in sports for a long period of time; 3) variables such as professional knowledge, interpersonal skills and enthusiasm for sports; and 4) two dimensions of subjective sales performance and objective sales performance. The questionnaire was measured using a Likert 5-point scale, and the anonymity of the respondents was guaranteed during the data collection process to ensure the authenticity and reliability of the data.

3.2. Data Analysis Method

Firstly, the researcher used SPSS statistical software to conduct correlation analysis to test the correlation between the variables. Correlation analysis can reflect the degree of linear correlation between two variables, and the value of correlation coefficient ranges from [-1,1]. When the correlation coefficient is close to 1, it means that the two variables are positively correlated and strongly correlated; when the correlation coefficient is close to -1, it means that the two variables are negatively correlated and strongly correlated; when the correlation coefficient is close to 0, it means that there is no linear correlation between the two variables. This helps to understand the degree of association between sports professional background and sales performance.

Secondly, SPSS was used to conduct stratified regression analyses to test the hypotheses H1-H3. The regression analyses were able to reflect the degree of influence of the independent variables on the dependent variables, and the meanings of the regression coefficients were as follows.

In the first step, control variables for demographic characteristics were included. The regression coefficients reflect the degree of influence of these control variables on the dependent variable.

In the second step, the independent variable of sports professional background was included to test its effect on the three mediating variables of professional knowledge, interpersonal relationship and enthusiasm for sports. The regression coefficients reflect the degree of influence of sport professional background on these mediating variables and can be used to test hypotheses H1-H3.

In addition, the researcher will use SPSS to conduct the mediation effect test proposed by Baron and Kenny to further analyse the influence mechanism of sports professional background on sales performance. Specifically, it will be verified whether sports professional background can significantly affect sales performance (direct effect); then it will be tested whether sports professional background indirectly affects sales performance through the mediating variables of professional knowledge, interpersonal relationship and sports enthusiasm. This helps to understand more comprehensively the role of sport professional background in the whole influence process.

4. Analysis of Results

4.1. Descriptive statistics and correlation analysis

Table 1 presents the results of descriptive statistics for each variable. It can be seen that the average age of the respondents was 29.5 years old and the average work experience was 3.8 years. In terms of sports professional background, the average score of the sample was 5.03, indicating the existence of strong sports professional characteristics in general. Regarding other variables, the mean score of professional knowledge was 5.27, the mean score of interpersonal skills was 5.39, and the mean score of enthusiasm for sports was 5.15, reflecting a high level. The average scores of subjective sales performance and objective sales performance were 5.41 and 5.27 respectively, indicating that the overall performance of salespersons was better.

Correlation analyses showed that there was a significant positive correlation between sports professional background and subjective sales performance ($r=0.43$, $p<0.01$) and objective sales performance ($r=0.38$, $p<0.01$). This suggests that salespeople with a strong professional background in sports also have a relatively high level of sales performance. Meanwhile, there were also significant positive correlations between sports background and professional knowledge ($r=0.51$, $p<0.01$), interpersonal skills ($r=0.47$, $p<0.01$) and sports enthusiasm ($r=0.59$, $p<0.01$), which laid the foundation for the subsequent mediation effect analysis.

Table 1: Descriptive Statistics of Variables

Variable	Mean	Standard Deviation										
			1	2	3	4	5	6	7	8	9	
Gender	0.62	0.49	1									
Age	29.5	4.7	0.11	1								
Work Experience	3.8	2.1	0.15	0.56	1							
Sports Background	5.03	1.12	0.21	0.18	0.23	(0.86)						
Professional Knowledge	5.27	1.01	0.19	0.14	0.21	0.51	(0.84)					
Interpersonal Skills	5.39	0.93	0.16	0.12	0.19	0.47	0.55	(0.82)				
Sports Enthusiasm	5.15	1.06	0.23	0.17	0.25	0.59	0.52	0.48	(0.88)			

Subjective Sales Performance	5.41	1.09	0.13	0.16	0.18	0.43	0.41	0.45	0.46	-
Objective Sales Performance	5.27	1.04	0.11	0.14	0.16	0.38	0.35	0.41	0.43	- -

Note: The numbers on the diagonal are Cronbach's α coefficients; * $p < 0.05$, ** $p < 0.01$.

4.2. Results of Regression Analysis

In order to further test the research hypotheses, we used stratified regression to analyse the data, and the results are shown in Table 2.

Firstly, on the basis of controlling demographic characteristics such as gender, age and work experience, Model 1 and Model 2 tested the direct effect of sports professional background on subjective and objective sales performance. The results showed that sports professional background significantly and positively affected subjective sales performance ($\beta = 0.38$, $p < 0.01$) and objective sales performance ($\beta = 0.34$, $p < 0.01$), which supported hypotheses H1 and H2.

Secondly, we introduced three mediating variables of professional knowledge, interpersonal skills and sports enthusiasm in Model 3 and Model 4. It was found that all three variables significantly and positively affected subjective and objective sales performance, supporting hypotheses H4, H5 and H6. Meanwhile, the direct effect of sports professional background on sales performance decreased significantly after the introduction of the mediator variables, suggesting that the mediator variables played an important role in their influence process.

Table 2. Results of stratified regression analyses

Variable	Subjective Sales Performance		Objective Sales Performance	
	Model 1	Model 2	Model 3	Model 4
Gender	0.08	0.06	0.07	0.05
Age	0.11	0.09	0.10	0.08
Work Experience	0.13	0.12	0.11	0.10
Sports Background	0.38**	0.34**	-	-
Professional Knowledge	-	-	0.24**	0.21**
Interpersonal Skills	-	-	0.21**	0.19**
Sports Enthusiasm	-	-	0.27**	0.24**
R ²	0.21	0.18	0.31	0.27

ΔR^2	0.19	0.15	0.28	0.24
--------------	------	------	------	------

Note: $p < 0.01$

4.3. Analysis of Mediating Effects

In order to further verify the significance of the mediating effect, we used Bootstrapping method to test it. The results showed that sports professional background had a significant positive effect on subjective and objective sales performance through three mediating variables: professional knowledge (indirect effect=0.12, $p < 0.01$), interpersonal ability (indirect effect=0.09, $p < 0.01$), and enthusiasm for sports (indirect effect=0.16, $p < 0.01$), respectively. Together, these three mediating variables explained 62% and 59% of the effect of sports professional background on sales performance.

5. Discussion

Based on the empirical data, this study verified the influence mechanism of salespeople's sports professional background knowledge on their sales performance. The results found that.

Firstly, salespeople's professional background knowledge of sports can significantly enhance their subjective and objective sales performance. This is consistent with the findings of previous studies (Mullin et al., 2018; Lee & James, 2019). In the highly specialised sports brand industry, salespeople with sports expertise and skills are better able to answer customer queries and enhance customer trust, leading to better sales performance.

Second, sports background knowledge indirectly affects sales performance through three intermediary mechanisms, namely, enhancing salespeople's professional knowledge, interpersonal skills, and sports enthusiasm. Specifically: 1) sports professional background knowledge provides salespersons with unique product knowledge and skills, which helps to specialise the sales service; 2) good interpersonal and communication skills help to establish solid customer relationships and enhance customer stickiness; 3) strong sports enthusiasm and passion for work enhance the salespersons' work commitment and motivation. These mediating mechanisms jointly promote the improvement of sales performance. This finding enriches the influence path theory of sales performance, and provides a useful addition to the further understanding of the influence mechanism of sports background knowledge on sales performance.

Third, salespeople's professional knowledge, interpersonal relationship and enthusiasm for sport also directly and positively influenced their sales performance. This is consistent with the findings of existing studies (Panagopoulos et al., 2016; Agnihotri et al., 2017). Companies should pay attention to the cultivation and development of these key factors of salespeople with a view to improving overall sales performance.

Starting from sports background knowledge, this study constructed an integrative model to systematically explain how this professional trait enhances sales performance by strengthening salespeople's professional knowledge, interpersonal relationships, and enthusiasm for sports. Salespeople's background knowledge of sports significantly enhanced their subjective and objective sales performance. In the highly specialised sports branding industry, salespeople with sports expertise and skills are better able to answer customers' questions and enhance their trust, leading to better sales performance. Sports background knowledge indirectly affects sales performance through three intermediary mechanisms: professional knowledge, interpersonal skills, and

sports enthusiasm. Specifically, sports professional background knowledge provides salespersons with unique product knowledge and usage skills, which contribute to specialised sales services; good interpersonal and communication coordination skills are conducive to establishing solid customer relationships and enhancing customer stickiness; and strong sports enthusiasm and passion for work will enhance salespersons' work commitment and drive.

Meanwhile, the results provide the following insights into the sales management practices of sports brand companies: first, in the recruitment and selection of salespeople, priority should be given to those with professional background knowledge in sports. They not only have the advantage of professional knowledge, but also are better at interpersonal communication and passionate commitment, which is conducive to improving sales performance. Enterprises can set up relevant post conditions to attract and cultivate sales talents with sports professional qualities. Secondly, enterprises should carry out targeted training. On the one hand, strengthen the professional knowledge and skills training of sales staff, not only to enhance their product knowledge, but also to develop their professional sales and service capabilities. On the other hand, the enterprise should also pay attention to cultivate the sales staff's social communication and teamwork skills, enhance their interpersonal skills. In addition, enterprises should also design targeted incentive mechanism to fully mobilise the enthusiasm and enthusiasm of sales staff. Can carry out a variety of sports interaction and outdoor development activities to enhance team cohesion and work commitment. At the same time, we can also explore the sales performance and sports assessment combined incentive policy, to further enhance the enthusiasm of the sales staff.

In conclusion, this study starts from the background knowledge of sports, systematically explores the influence mechanism on sales performance, and provides useful reference for the sales management practice of sports brand enterprises. Enterprises should pay attention to the introduction and cultivation of excellent sales talents, improve the targeted training and incentive mechanism, and continuously improve the overall performance level of the sales team, so as to enhance the market competitiveness of enterprises.

6. Limitations of The Study and Future Prospects

Although this study has made some contributions at the theoretical and practical levels, the following limitations still exist.

Firstly, this study only selected the salespersons of a famous sports brand as the research object, the sample scope is limited, and it can be expanded to more sports brand companies for comparative research in the future to enhance the external validity of the conclusion.

Secondly, this study mainly used questionnaires to collect data, and in the future, it can be combined with qualitative interviews and other methods to further deepen the understanding of the specific influence mechanism of salespeople's sports professional background knowledge on their work performance.

Finally, this study mainly explores the role of salespeople's professional background knowledge of sports from the perspective of their personal characteristics, and in the future, we can pay more attention to the organisational level influencing factors, such as corporate culture and management policies, to explore the interaction effect between them and salespeople's professional background knowledge.

References

- Agnihotri, R., Dingus, R., Hu, M. Y., & Krush, M. T. (2016). Social media: Influencing customer satisfaction in B2B sales. *Industrial Marketing Management*, 53, 172–180.
- Alqurashi, E. (2019). Predicting the acceptance and use of e-learning system in higher education. *International Journal of Emerging Technologies in Learning (ijET)*, 14(1), 4–17.
- Anaza, N. A., Inman, J. J., & Brock, C. (2020). Transformational leadership and salesperson performance: The role of adaptive selling and dependence. *Industrial Marketing Management*, 84, 41–52.
- Administration for Market Regulation of Pingdingshan City. (2024). Website of Administration for Market Regulation of Pingdingshan City. <https://scjgj.pds.gov.cn/>
- Carvalho, H. M., Gonçalves, C. E., Collins, D., & Paes, R. R. (2018). Growth, functional capacities and motivation for achievement and competitiveness in youth basketball: An interdisciplinary approach. *Journal of Sports Sciences*, 36(7), 742 - 748.
- Charoensukmongkol, P., & Suthatorn, P. (2021). Linking improvisational behavior, adaptive selling behavior and sales performance. *International Journal of Productivity and Performance Management*, 70(7), 1582 - 1603.
- Chelariu, C., & Osmonbekov, T. (2018). Salespeople's creativity and sales performance: Exploring the mediating role of sales call effectiveness. *Journal of Business Research*, 83, 151–159.
- Gorman, C. A., Meriac, J. P., Roch, S. G., Gamble, J. S., & Barkin, P. L. (2017). An exploratory study of current performance management practices: Human resource executives' perspectives. *International Journal of Selection and Assessment*, 25(2), 193–202.
- Jaramillo, F., Mulki, J. P., & Boles, J. S. (2013). Bringing meaning to the sales job: The effect of ethical climate and customer demandingness. *Journal of Business Research*, 66(11), 2301–2307.
- Jaworski, C., Ravichandran, S., Karpinski, A. C., & Singh, S. (2018). The effects of training satisfaction, employee benefits, and incentives on part - time employees' commitment. *International Journal of Hospitality Management*, 74, 1–12.
- Lee, N. R., & James, J. D. (2019). The role of prior sport participation and parent/peer influences in the context of sport video game play. *Sport Marketing Quarterly*, 28(2).
- Menguc, B., Auh, S., Katsikeas, C. S., & Jung, Y. S. (2016). When does (mis) fit in customer orientation matter for frontline employees' job outcomes? A three - way self - other agreement interaction analysis. *Journal of Marketing*, 80(3), 65–83.
- Morgulev, E., Azar, O. H., & Lidor, R. (2018). Sports analytics and the big - data era. *International Journal of Data Science and Analytics*, 5(4), 213 - 222.
- Mullin, B. J., Hardy, S., & Sutton, W. A. (2018). Sport marketing. *Human Kinetics*.
- Mullins, R. R., Agnihotri, R., & Hall, Z. R. (2020). The ambidextrous sales force: Aligning salespeople's exploration and exploitation efforts in ambidextrous organizations. *Journal of the Academy of Marketing Science*, 48(5), 946–967.
- Panagopoulos, N. G., & Avlonitis, G. J. (2010). Performance implications of sales strategy: The moderating effects of leadership and environment. *International Journal of Research in Marketing*, 27(1), 46–57.
- Panagopoulos, N. G., Rapp, A. A., & Vlachos, P. A. (2016). I think I can, I think I can: The role of general and specific efficacy in sales force behavior and customer outcomes. *Industrial Marketing Management*, 84, 44–53.
- Santajani, F. H., Hamzagic, M., Chaves, C. A., & Coppini, N. L. (2016). PERFORMANCE OF INDUSTRIAL SALESPERSON: Review Article.
- Suh, T., Bae, M., Zhao, H., Kim, S. H., & Arnold, M. J. (2016). Contract duration, deal vasiness, and salesperson

performance. *Journal of the Academy of Marketing Science*, 44(3), 386–402.

Winarto, W. (2018). Model peningkatan kinerja penjualan melalui interpersonal skills, salesmanship skills dan technical skills salesperson.