



GRADUATE SCHOOL OF  
BUSINESS AND ADVANCED  
TECHNOLOGY MANAGEMENT



## **ABAC ODI JOURNAL Vision. Action. Outcome**

ISSN: 2351-0617 (print), ISSN: 2408-2058 (electronic)

### **The Influence of Sales Staff Competency on the Sales Performance of Sichuan Houtian Technology Co., Ltd**

*Gang Hu , Somchai Tantasanee*

ABAC ODI JOURNAL. Vision. Outcome Vol.10 (1) pp.270-286

[www.http//www.assumptionjournal.au.edu /index.php/odijournal](http://www.assumptionjournal.au.edu/index.php/odijournal)

Published by the

Organization Development Institution

Graduate School of Business and Advanced Technology Management

Assumption University Thailand

ABAC ODI JOURNAL Vision. Action. Outcome

is indexed by the Thai Citation Index and ASEAN Citation Index

## **The Influence of Sales Staff Competency on the Sales Performance of Sichuan Houtian Technology Co., Ltd.**

Gang Hu<sup>1</sup> Somchai Tantasane<sup>2</sup>

<sup>1</sup>MMOD, Graduate School of Business and Advanced Technology Management  
Assumption University Thailand Email: 1975509479@qq.com

Lecturer, Graduate School of Business and Advanced Technology Management,  
Assumption University, Thailand . Email: tantasa2003@yahoo.com

**Received: 14 February 2022**

**Revised: 5 May 2022**

**Accepted: 6 June 2022**

### **Abstract**

In order to find out the influence of sales staff competency on the sales performance of enterprise salespeople and improve enterprise operating income and production efficiency, this research studies the salesperson competency of Sichuan Houtian Technology Co., Ltd. Based on the analysis of company and industry background, this research uses a combination of qualitative and quantitative methods to analyze the influence of sales staff competency on sale performance of Sichuan Houtian Technology Co., Ltd. The study found that: (1) the competency factors that directly and positively affect the performance of SHTC salespeople include skill and knowledge, among which skill has the most significant influence; (2) The skills that played an important role in improving sales performance are communication skills and building a good continuous relationship with customers; (3) Another competency that plays an important role in improving sales performance is knowledge of the company's products. The above conclusions can provide a reference for SHTC to recruit, train and assess sales personnel in the future.

**Keywords:** competency model, salespeople, sales personnel, sales performance, influence factors

### **Introduction**

Scientific and technological innovation is an inexorable trend to comply with the development of the times and an important way to form development advantages. Scientific and technological enterprises are important subjects of social sciences and technological innovation, and the speed of product renewal is generally higher than that of other industries. Therefore, as a link between the internal and external markets, the development of enterprises needs to investigate the basic quality of sales personnel technology enterprises for long-term development of both company and personal career.

Sichuan Houtian Technology Co., Ltd. (hereafter this research will be abbreviated as SHTC) is in Renshoushigao Economic Development Zone, Tianfu new area, and is a high-tech enterprise integrating R&D, design, production, sales and service in Southwest China. The

company covers a sales area of 64 acres and a construction area of 40,000 square feet. It has advanced precision processing equipment, perfect testing means and supporting facilities. The main products in the company include: low voltage active power filters (APF), and low voltage static reactive power generators (SVG), etc. The core businesses include electric power, petrochemical, machinery manufacturing, coal, medical treatment, metallurgy, transportation (including urban rail transit), communication, new energy, and other industries.

The author employs SWOTAR analyses to explain the company's current situation initially. The analyses are drawn from the initial discussion with the senior managements, sales executive, and one sales representative of SHTC. Table 1 shows the basic analysis results. Under S1 and S2, Kexing electric Kee Brand is one of the important brands of SHTC.

**Table 1**

*SWOTAR analysis of SHTC*

Strengths	Weaknesses
<p>S1. <i>Kexing electric Kee</i> brand has high market popularity.</p> <p>S2. Most brands of complete sets of municipal projects have <i>Kexing electric Kee</i>.</p> <p>S3. Product types are diversified to meet a variety demand of market needs.</p> <p>S4. Compared with other well-known brands, we have price advantages.</p> <p>S5. Extensive customer network.</p>	<p>W1. The relatively high cost of the company's products leads to no obvious price competition for some projects.</p> <p>W2. The proportion of market share has decreased.</p> <p>W3. When the order is saturated, the production capacity lags, which brings negative effects to the company.</p> <p>W4. Some equipment of the company is obsolete, affecting product quality.</p>
Opportunities	Threats
<p>O1. The state has made great efforts to develop infrastructure, especially the construction of new infrastructure. There will be a large demand for market products and an increase in high-quality customer service groups.</p> <p>O2. The national <i>dual control policy of energy conservation and emission reduction</i> has great market potential for power quality control products such as SVG, APF and emergency power supply.</p>	<p>T1. Some projects in market gradually believe in the component brand, no longer rely on the complete set factory brand, and would like to choose the small plants for lower cost.</p> <p>T2. Good project resources are mostly concentrated in state-owned enterprises and central enterprises (general contractors), with harsh payment conditions, long project signing cycle and high capital pressure of the company.</p>
Aspirations	Results
<p>A1. Improve enterprise sales revenue, expand enterprise market share, and enhance enterprise brand image.</p> <p>A2. Investigate the performance level of</p>	<p>R1. Optimize the performance appraisal standards of sales personnel.</p> <p>R2. Clear the recruitment standards of enterprise sales personnel.</p>

enterprise salespeople and construct the performance model of enterprise salespeople	R3. Determine the training direction of prospective sales personnel
--	---

### Statement of the Problem

The company has suffered losses for five years since its establishment for seven years. Therefore, the main research goal of this paper is to analyze the competency of SHTC sales personnel, Explore the specific impact of the competency elements of enterprise salespeople on sales performance, to provide a reference for enterprises to improve the competency level of salespeople in recruitment, training and assessment, and sales performance.

### Research Objectives

- 1) To identify the core competency factors that affect the sales performance of SHTC salespeople.
- 2) To provide suggestions for SHTC to improve the competency level of enterprise sales personnel in recruitment, training, and assessment.

### Research Questions

- 1) What are the main competency factors that affect the sales performance of SHTC salespeople?
- 2) How does SHTC improve the competency level of sales personnel to improve their sales performance?

### Definitions of Terms

Competency refers to the deep-seated characteristics of individuals who can distinguish outstanding achievements from ordinary people in a job.

Sales performance refers to the effectiveness and participation of salespeople during their work.

### Significance of the Study

The main research significance of this research can be summarized into two aspects. First, meet the development needs of enterprises and improve operation efficiency. Through SWOTAR Analysis, the enterprise's main business is threatened by customers' perception of products. Therefore, investigating the competency of sales personnel will help to understand the change of customers timely, promote the development and reform of the enterprise and improve the operation efficiency of the enterprise. Second, refine the recruitment standards of enterprise sales personnel and improve the level of enterprise human resource management. By investigating the existing sales personnel, understanding the competency standards suitable for the enterprise's product sales will help reduce the recruitment cost and improve the recruitment quality, to improve the overall human resource management level of the enterprise

in terms of performance appraisal and training.

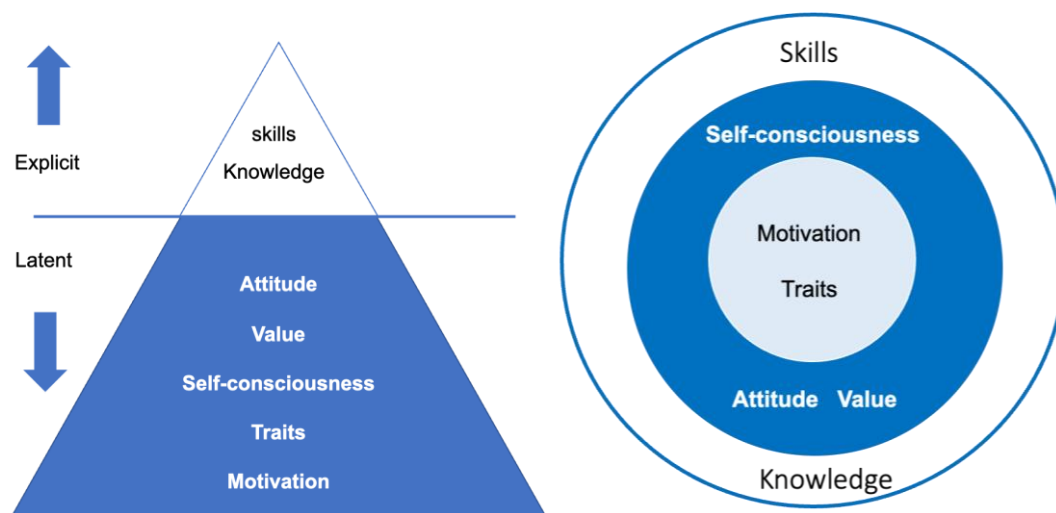
### Literature Review

Competence is a global concept, which refers to a series of abilities, knowledge and skills required by a person to achieve excellent performance in a specific field (Dam et al., 2010); (Maclean & Scott, 2011) defined competency as all attributes such as knowledge, ability and attitude, which together with performance help to better complete professional work.

McClelland (1973) put forward a famous model "iceberg model" (**Error! Reference source not found.**), which divides the different expression of personnel's individual quality into the surface "above the iceberg" and the deep "below the iceberg". The iceberg model includes seven dimensions: knowledge, skills, attitude, values, self-awareness, motivation, and traits, which are the key competency elements affecting employee performance. Spencer and Spencer (1993) improved the iceberg model, put forward the onion model (**Error! Reference source not found.**). They applied the model to the analysis of 650 jobs (including sales work) and found that the seven competency elements in the model were important competency performance affecting job performance. The figure on the left is the iceberg model, the figure on the right is the onion model.

**Figure 2**

*Competency models*



Combined with these models, it can be found that the key elements of competency model include seven dimensions, namely skills, knowledge, attitude, values, self-consciousness, trait, and motivation Referring to the relevant literature above, this paper mainly refer to the definitions of several scholars in recent years (Asame & Wakrim, 2017; Huang, 2013; Ko &

Lu, 2021; Said & Chiang, 2019).

**Skills** Said and Chiang (2019) proposed that skills referring to the ability of a person to complete a work or task. As for sales personnel, communication skills (McClelland, 1973), leadership, information processing skills, execution and emergency ability (Unions & States, 2002), and the ability to maintain continuous contact with customers (Silveyra et al., 2020; Skorková, 2016) are closely related to sales competency skills.

**Knowledge** Said and Chiang (2019) proposed that knowledge refers to a person's understanding of a specific field. The basic knowledge that salespeople need to master includes product knowledge (Unions & States, 2002), industry knowledge, customer knowledge, company knowledge and sales knowledge (Favia, 2010).

**Attitude** It refers to the result of the externalization of individual self-image, values and social roles (Huang, 2013). Combined with relevant literature, this paper believes that positive treatment of work and customers and respect for others (Yeo et al., 2017) are the performance of salesperson's competency in attitude.

**Value** This paper defines values as a person's value orientation of right and wrong, importance, necessity, etc. (Huang 2013), combining the two concepts.

**Self-awareness** Boyatzis regard self-awareness as an ability close to self-management, belonged to emotional intelligence competencies (Boyatzis, 2008). Clear career planning, maintain a good image, take active exercise to keep healthy and confident to complete the work (Favia, 2010) can be regarded as the performance of self-awareness and competence of salespeople.

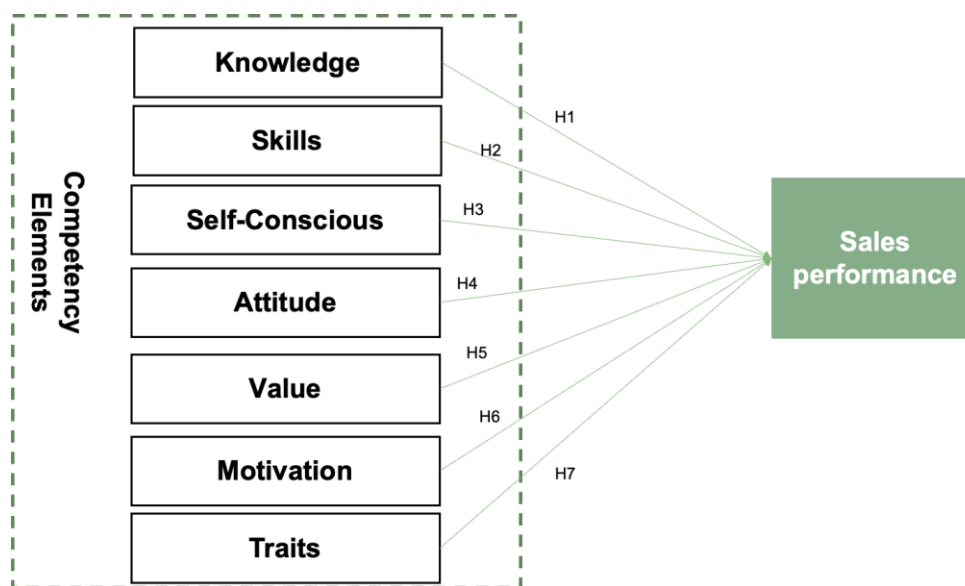
**Traits** Ko and Lu (2021) proposed traits refers to a person's consistent, continuous, and stable behavioral characteristics.

**Motivation** Motivation refers to a person's natural and continuous thoughts and preferences that drive, guide and determine personal behavior (Asame & Wakrim, 2017). The performance of salesperson's competency in motivation mainly involves the work itself, the company's reward and establishing a good relationship with customers, so that salespeople can achieve the competency in motivation.

The above theoretical framework points out the direct impact of competence on performance. Reference to existing literature (McClelland, 1973; Spencer et al., 1993), The author proposed that knowledge, skills, values, self-awareness, attitude motivation and traits are competency elements affecting sales performance. Conceptual framework is as follows (**Error! Reference source not found.**).

## Figure 2

*Conceptual framework*



### Statistical Hypotheses

H1<sub>o</sub>: Knowledge has no significant influence on sales performance of SHTC’s salespeople

H1<sub>a</sub>: Knowledge has significant influence on sales performance of SHTC’s salespeople

H2<sub>o</sub>: Skills have no significant influence on sales performance of SHTC’s salespeople

H2<sub>a</sub>: Skills have significant influence on sales performance of SHTC’s salespeople

H3<sub>o</sub>: Self-conscious has no significant influence on sales performance of SHTC’s salespeople

H3<sub>a</sub>: Self-conscious has significant influence on sales performance of SHTC’s salespeople

H4<sub>o</sub>: Attitude has no significant influence on sales performance of SHTC’s salespeople

H4<sub>a</sub>: Attitude has significant influence on sales performance of SHTC’s salespeople

H5<sub>o</sub>: Value has no significant influence on sales performance of SHTC’s salespeople

H5<sub>a</sub>: Value has significant influence on sales performance of SHTC’s salespeople

H6<sub>o</sub>: Motivation has no significant influence on sales performance of SHTC’s salespeople

H6<sub>a</sub>: Motivation has significant influence on sales performance of SHTC’s salespeople

H7<sub>o</sub>: Traits have no significant influence on SHTC salespeople

H7<sub>a</sub>: Traits have significant influence on SHTC salespeople

### Research Methodology

#### Research Method and Population

This study employed mixed-method research combining quantitative and qualitative data, using Five-point Likert scale and descriptive research as investigation and research methods.

The target population of this study was all 112 sales staff of SHTC. The author distributed 112 questionnaires to sales personnel of the company on November 5th, 2021 whereas the actual responses were 102 which represented 91.07% of the sales personnel of the company.

### **Quantitative Research**

This research investigates the sales performance and competency of 112 salespeople of Sichuan Houtian Technology Co., Ltd. in order to obtain actual data and analyze the influence of sales competency on sales performance. Before issuing the questionnaire to the sales staff of Sichuan Houtian Technology Co., Ltd., the validity test (IOC conducted by 3 experts) and reliability test were applied.

The first part is basic Information which asked the sales personnel in Sichuan Houtian Technology Co., Ltd to provide their gender, age, education year level, working period and sales revenue. The second part is quantitative questionnaires for sales personnel in SHTC which include scale measurement question on the skills, knowledge, attitude, value, self-awareness, traits, and motivation. The questionnaire is a 5-point Likert scale, and the meanings of each option are as follows: 1-Very inconsistent; 2-Partially inconsistent; 3-Partially consistent; 4-Basically consistent; 5-Very consistent.

### **Qualitative Research**

The researcher designs qualitative questions according to the Appreciative Inquiry and interviewed 10 sales representatives to test the relevant competency factors affecting the sales performance of sales personnel, which can fully summarize the competency of SHTC's sales personnel.

The qualitative questions designed in accordance with the STAR principle and are intended to be used as a supplement to the scale questions, and to extract other possible elements through the BEI analysis method. Mainly for excellent salespeople in SHTC, not sales personnel in SHTC. The qualitative questions included the following questions:

- Would you please recall your most successful sales experience, and briefly describe the sales background at that time?
- What happened in this experience? OR are there any difficulties? OR what tasks did you do?
- What actions have you taken to solve the problem? OR what efforts have been made?
- What are your gains, thoughts, and insights from this sales experience?

Table 2 shows the result of the reliability test using Cronbach's alpha.



**Table 2**

*Reliability Statistics*

Variable		Number of Items	Cronbach's Alpha ( $\alpha$ )	Reliability
<b>Dependent Variable</b>	Sales performance	3	0.602	Reliable
<b>Independent Variables</b>	Knowledge	5	0.615	Reliable
	skills	6	0.783	Reliable
	self-consciousness	5	0.684	Reliable
	value	3	0.711	Reliable
	attitude	3	0.616	Reliable
	motivation	3	0.681	Reliable
	traits	4	0.626	Reliable

**Description of variable measurement results**

The highest average value of each variable is counted (**Error! Reference source not found.**). In the dimension of sales performance, *I attach the workplace consistently* obtains the highest average value, which is 4.137; In the knowledge dimension, *I know the company's development history, culture and goals* obtained the highest average value, which is 4.147; In the skills dimension, *I can communicate with colleagues, customers, partners, etc. efficiently and accurately* obtained the highest average value, which is 3.980; In the self-consciousness dimension, *I am very concerned about whether I can become outstanding* obtained the highest average value, which is 4.461; In the value dimension, *Honesty and trustworthiness are essential for sustaining sales performance* obtained the highest average value, which is 4.716; In the attitude dimension, *I have a positive attitude toward my work* obtained the highest average value, which is 4.539; In the motivation dimension, *My current job keeps me motivated* obtained the highest average value, which is 4.402; In the traits dimension, *I firmly pursue a course of action despite Same difficulty or opposition* obtained the highest average value, which is 4.461. Therefore, compared with other aspects, all sales personnel of SHTC have done better in continuous work, knowing the company, communication skills, self-pursuit, honesty and trustworthiness, positive attitude to work and persistence.

**Table 3**

*Summary of the Highest Means Value of Variables*

Variable	Scale items	Mean value
Sales performance	SP2 I attend the workplace consistently.	4.137
knowledge	K3 I know the company's development history, culture and goals.	4.147
skills	S1 I can communicate with colleagues, customers, partners, etc. efficiently and accurately.	3.980
Self-consciousness	SC1 I am very concerned about whether I can become outstanding	4.461
value	V1 Honesty and trustworthiness are essential for sustaining sales performance.	4.716
attitude	A1 I have a positive attitude toward my work.	4.539
motivation	M1 My current job keeps me motivated	4.402
traits	T2 I firmly pursue a course of action despite Same difficulty or opposition.	4.461

The lowest average value of each variable is counted (**Error! Reference source not found.**) In the dimension of sales performance, *I achieve my task reaching the objectives and goals* obtains the lowest average value, which is 3.529; In the knowledge dimension, *I have unique knowledge and opinions on sales work* obtained the lowest average value , which is 3.588; In the skills dimension, *I can play a leading role in the team* obtained the lowest average value ,which is 3.980; In the self-consciousness dimension, *I I have a clear career plan for sales* obtained the lowest average value ,which is 3.588; In the value dimension, *Corporate culture (good morals carry things and heaven rewards diligence; honesty, credit and continuous improvement) is my motto* obtained the lowest average value ,which is 4.471; In the attitude dimension, *I treat my customers positively* obtained the lowest average value ,which is 4.490; In the motivation dimension, *My current company rewards keep me motivated* obtained the lowest average value ,which is 4.402; In the traits dimension, *I patiently work with people regardless of how challenging it might be* obtained the lowest average value ,which is 3.951. Therefore, compared with other aspects, all sales personnel of SHTC have done worse in achieving task reaching the objectives and goals, knowing sales work, leadership, career plan, corporate culture identification, treating customers positively and patience.

**Table 4**

*Summary of the Lowest Means Value of Variables*

Variable	Scale items	Mean value
Sales performance	SP1 I achieve my task reaching the objectives and goals.	3.529
knowledge	K5 I have unique knowledge and opinions on sales work.	3.588
skills	S2 I can play a leading role in the team.	3.480
Self-consciousness	SC2 I have a clear career plan for sales.	3.667
value	V3 Corporate culture ( <i>good morals carry things and heaven rewards diligence; honesty, credit and continuous improvement</i> ) is my motto.	4.471
attitude	A2 I treat my customers positively.	4.490
motivation	M2 My current company rewards keep me motivated	4.402
traits	T3 I patiently work with people regardless of how challenging it might be.	3.951

**Multiple Linear Regression Results**

From the Table 5, the correlation coefficient (R) was 0.598 which means competency factors (skills, knowledge, Self-consciousness, value, attitude, motivation, and traits) have relationship with sales performance. Furthermore, (R<sup>2</sup>) squared is 0.358 which can be interpreted as when competency factors (skills, knowledge, Self-consciousness, value, attitude, motivation, and traits) increase, thus influencing sales performance by 35.8%.

Based on the **Error! Reference source not found.**, there are 2 competency factors influencing sales performance which are knowledge and skills, their P values are 0.025 and 0.012 respectively. Among them, the key factor influencing sales performance is skills which has the higher Stand Estimate value at 0.413, and knowledge has also influence on sales performance which standard estimate is 0.3316. This result is consistent with the conclusion of iceberg model and onion model in the theoretical model (knowledge and skills, as two explicit factors, directly affect performance).

According to the **Error! Reference source not found.**, multicollinearity analysis is adopted for the coincidence degree of problems raised by independent variables. the VIF value of all variables are lower than 5. The coincidence degree of the questions raised by the independent variables is acceptable.

**Table 5**

*Multiple Linear Regression Model Summary of Hypotheses 1*

Model Fit Measures

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
1	0.598	0.358	0.310

**Table 6**

*Summary of Coefficient for Regression Model of Hypothesis 1*

Model Coefficients - Sales performance A

Predictor	Estimate	SE	95% Confidence Interval		t	p	Stand Estimate	95% Confidence Interval	
			Lower	Upper				Lower	Upper
Intercept	1.6820	0.460	0.7680	2.5961	3.654	<.001			
Knowledge	0.3859	0.170	0.0484	0.7235	2.270	0.025	0.3316	0.0416	0.6215
Skills	0.4240	0.165	0.0959	0.7522	2.566	0.012	0.4131	0.0934	0.7328
Self-consciousness	-0.1273	0.129	-0.3828	0.1282	-0.989	0.325	-0.1317	-0.3958	0.1325
Value	-0.2973	0.199	-0.6930	0.0983	-1.492	0.139	-0.2810	-0.6549	0.0929
Attitude	0.2647	0.159	-0.0515	0.5808	1.662	0.100	0.2509	-0.0488	0.5506
Motivation	0.0179	0.152	-0.2845	0.3203	0.118	0.907	0.0185	-0.2945	0.3316
Traits	-0.0852	0.187	-0.4560	0.2857	-0.456	0.649	-0.0779	-0.4171	0.2613

**Table 7**

*Multicollinearity Analysis (Variance Inflation Factor: VIF)*

	VIF	Tolerance
Knowledge	3.12	0.320
Skills	3.80	0.263
Self-consciousness	2.59	0.386
Value	5.19	0.193
Attitude	3.34	0.300
Motivation	3.64	0.275
Traits	4.27	0.234

**Table 8**

*Summary of hypothesis test results*

Hypotheses	Statistical Hypotheses	Statistical method	P-Value (Stand Estimate)	Results
H1 <sub>o</sub>	Knowledge has no significant influence on sales performance of SHTC’s salespeople	Multiple Liner Regression	0.025 (0.3316)	Reject H1 <sub>o</sub>
H1 <sub>a</sub>	knowledge has significant influence on sales performance of SHTC’s salespeople			
H2 <sub>o</sub>	skills have no significant influence on sales performance of SHTC’s salespeople	Multiple Liner Regression	0.012 (0.4131)	Reject H2 <sub>o</sub>
H2 <sub>a</sub>	skills have significant influence on sales performance of SHTC’s salespeople			
H3 <sub>o</sub>	self-conscious has no significant influence on sales performance of SHTC’s salespeople	Multiple Liner Regression	0.325 (-0.1317)	Failed to reject H3 <sub>o</sub>

H3 <sub>a</sub>	self-conscious has significant influence on sales performance of SHTC’s salespeople			
H4 <sub>o</sub>	attitude has no significant influence on sales performance of SHTC’s salespeople	Multiple Liner Regression	0.100 (0.2509)	Failed to reject H4 <sub>o</sub>
H4 <sub>a</sub>	attitude has significant influence on sales performance of SHTC’s salespeople			
H5 <sub>o</sub>	value has no significant influence on sales performance of SHTC’s salespeople	Multiple Liner Regression	0.139 (-0.2810)	Failed to reject H5 <sub>o</sub>
H5 <sub>a</sub>	value has significant influence on sales performance of SHTC’s salespeople			
H6 <sub>o</sub>	motivation has no significant influence on sales performance of SHTC’s salespeople	Multiple Liner Regression	0.907 (0.0185)	Failed to reject H6 <sub>o</sub>
H6 <sub>a</sub>	motivation has significant influence on sales performance of SHTC’s salespeople			
H7 <sub>o</sub>	traits have no significant influence on SHTC salespeople	Multiple Liner Regression	0.649 (-0.0779)	Failed to reject H7 <sub>o</sub>
H7 <sub>a</sub>	traits have significant influence on SHTC salespeople			

**Note:** Stand Estimate in parentheses. P-value (Sig.)=0.05.

Table 8 verified the hypotheses in this research, in which H1 and H2 reject H1<sub>o</sub> and H2<sub>o</sub>, while the other hypotheses failed to reject H3<sub>o</sub>, H4<sub>o</sub>, H5<sub>o</sub>, H6<sub>o</sub>, and H7<sub>o</sub>. The regression results verify two basic assumptions, that is, knowledge and skills have a significant positive impact on the sales performance.

**Interview results**

By extracting keywords from the interview results and classifying them according to competency factors (Table 9), it is found that the results are consistent with the questionnaire

results. In the actual sales process, the competency factor of skills and knowledge have the most significant impact on sales performance, and other factors reflect less (or indirectly affect sales performance).

In addition, according to the descriptive statistical results of qualitative analysis and quantitative analysis, it can be concluded that: (1) In terms of skill, the communication skills, and the skills of establishing relationship with customers are the most significant; (2) In terms of knowledge, the product knowledge in knowledge is the most significant.

**Table 9**

*Interview results*

<b>Question</b>	<b>Variable and Corresponding Key Words</b>
<b>Would you please recall your most successful sales experience, and briefly describe the sales background at that time?</b>	By summarizing the answers of ten people to the first question, it is found that skills, knowledge, attitudes, values and traits have a positive impact on the actual sales work of salespeople. In the term of skills, communication, leadership, the ability to maintain continuous contact with customers are important; in the term of knowledge, industry knowledge, customer knowledge, company knowledge and sales knowledge are important; in the term of attitude, positive
<b>What happened in this experience? OR are there any difficulties? OR what tasks did you do?</b>	By summarizing the answers of ten people to the second question, it is found that knowledge, skills, values, attitudes and traits have a positive impact on sales performance. In the term of knowledge, industry knowledge, products knowledge, company knowledge target customers knowledge are important, in the term of skills, communicate skills, products skills. Establish contact with customers skills are important: in the term of values, trust is important; in the term of attitude, treating customers positively is important; in the term of traits, patience is important.

<p><b>What actions have you taken to solve the problem? OR what efforts have been made?</b></p>	<p>By summarizing the answers of ten people to the third question, it is found that knowledge, skills, self-consciousness, values, attitude and traits have a positive impact on sales performance. In the term of knowledge, products knowledge and target customers knowledge are important; in the term of skills, communication skills and establish contact with customers skills are important; In the term of self-consciousness, career plan is important; in the term of values, trust is important; in the term of attitude, positive attitude toward work and treat others with respect are important; in the term of traits, patience is important. ←</p>
<p><b>What are your gains, thoughts, and insights from this sales experience?</b></p>	<p>By summarizing the answers of ten people to the fourth question, it is found that knowledge, skills, self-consciousness, values and traits have a positive impact on sales performance. In the term of knowledge products knowledge and sales work knowledge are important; in the term of skills, communicate skills establish contact with customer skills accomplish goals skills and handle business emergency skills s are important; in the term of self-consciousness. Career plan, confidence and concerned about becoming outstanding are important; in the term of value, trust is important; in the term of traits, pursuing a course action, observing and understanding customers and persistence are important.</p>

### **Discussion and Conclusion**

Based on the first research objective, which is to identify the core competency factors that affect the sales performance of SHTC salespeople, there are two competency factors affecting sales performance of SHTC’s salespeople: skills and knowledge according to the research findings. Among the two competency factors affecting sales performance of SHTC’s salespeople skill is the main factor because its stand estimate value is 0.413, the highest in the variables, and the P-value is 0.012, the lowest in the variables.

For the second research objective, which is to provide suggestions for SHTC to improve the competency level of enterprise sales personnel in recruitment, training and assessment, when the company carries out sales personnel recruitment, training and assessment, first of all, the company should pay attention to the skills of sales personnel, especially the skills of communication and establishing good relationship with customers; Secondly, pay attention to the knowledge of sales personnel, mainly the product knowledge to improve the competence of SHTC sales personnel. This suggestions developed by combining the results of qualitative and quantitative analyses.

SHTC salesperson’s sales competence can significantly affect sales performance. More specifically, according to the regression results, R<sup>2</sup> is equal to 0.358, which can be interpreted



as when competency factors (skills, knowledge, Self-consciousness, value, attitude, motivation, and traits) increase, thus influencing sales performance by 35.8%.

- 1) The most significant competency factors affecting sales performance are skills ( $P=0.012$ , standard estimate=0.413) and knowledge ( $p=0.025$ , standard estimate=0.3316). However, competency theory proposed by McClelland, D. (1973) and Spencer, S. and L. M. Spencer (1993) can support the conclusion that skills and knowledge impact other competency elements on performance are invisible.
- 1) In addition to the above findings, according to qualitative analysis, found that SHTC's salespeople believe that establishing a continuous relationship with customers and knowing product knowledge can help them improve sales performance.
- 2) Competency is an important criterion that can distinguish between excellence and mediocrity, but for salespeople of SHTC, their knowledge and skills are the most significant for sales performance. Therefore, SHTC should pay attention to the investigation and improvement of these two competency factors when recruiting, training, and assessing salespeople in the future, which can help enterprises make relevant talent management decisions more efficiently and improve the overall sales performance level of enterprises.

### **Recommendations**

This research can help SHTC understand the impact of the company's salesperson competency factors on the sales performance, to put forward relevant suggestions for SHTC's recruitment, training, and evaluation of salespeople.

Firstly, according to the results of hypothesis H1a and hypothesis H1b, it is considered that the skills and knowledge of SHTC salespeople have a positive impact on the sales performance. And the skills with the highest average score are the skills to communicate with others, the leadership with the lowest score, the knowledge with the highest average score is the knowledge about the company, and the unique cognition of sales with the lowest average score. Therefore, the first suggestion to SHTC is that it is advisable to consider that communication skills and knowledge about the company are necessary competency factors for company's sales staff recruitment.

Secondly, according to the results of qualitative text analysis, in addition to skills and knowledge, other competency factors that are highly related to actual sales performance are as follows: in self-awareness, clear career planning is necessary; in attitude, it is necessary to treat work positively; In value, it is necessary to believe that honesty, trustworthiness and respect for others are necessary for the completion of sales work; Among the traits, patience and persistence are necessary. Therefore, the second suggestion of this paper is that when training and assessing the company's sales personnel, SHTC can guide the sales personnel to improve them in terms of active work, honesty and trustworthiness, career planning, patience and persistence through typical character cases and stories with the above relevant characteristics.

Finally, improve the training system. By absorbing excellent external training resources, it helps to continuously improve the sales skills and abilities of enterprise salespeople. Specifically, external professional sales trainers can be invited, or excellent sales training courses can be purchased to train the competence of the company's sales personnel from all dimensions of competence. In addition, SHTC also needs to do the evaluation and effect research of the later stage of the company's sales staff training, to timely improve the enterprise training system.

### References

- Asame, M. E., & Wakrim, M. (2017). Towards a competency model: A review of the literature and the competency standards. *Education & Information Technologies*.
- Boyatzis, R. E. (1982). The Competent Manager. A Model For Effective Performance. *competent manager a model for effective performance*.
- Boyatzis, R. E. (2008). Competencies in the 21st century. *Journal of Management Development*, 27(1), 5-12.
- Dam, K. V., Schipper, M., & Runhaar, P. (2010). Developing a competency-based framework for teachers' entrepreneurial behaviour. *Teaching & Teacher Education*, 26(4), 965-971.
- El Asame, M., & Wakrim, M. (2018). Towards a competency model: A review of the literature and the competency standards. *Education and Information Technologies*, 23(1), 225-236. <https://doi.org/10.1007/s10639-017-9596-z>
- Favia, M. J. (2010). *An initial competency model for sales managers at fifteen B2B organizations* The Pennsylvania State University.;
- Huang, P. (2013). A Research on the Capacity Development of Chinese Construction Project Manager Based on Theory of Competency Model. In E. Qi, J. Shen, & R. Dou, *International Asia Conference on Industrial Engineering and Management Innovation (IEMI2012) Proceedings* Berlin, Heidelberg.
- Maclea, P., & Scott, B. (2011). Competencies for learning design: A review of the literature and a proposed framework. *British Journal of Educational Technology*, 42(4), 557-572.
- McClelland, D. (1973). Testing for competence rather than for intelligence. *Psychology, Medicine*.
- McClelland, D. C. (1973). Testing for competence rather than for "intelligence.". *American Psychologist*, 28(1), 1-14. <https://doi.org/10.1037/h0034092>
- Silveyra, G., Herrero-Crespo, N., & Pérez, A. (2020). Model of Teachable Entrepreneurship Competencies (M-TEC): Scale development. *The International Journal of Management Education*.
- Skorková, Z. (2016). Competency Models in Public Sector. *Procedia - Social and Behavioral Sciences*.
- Spencer, L. M., Spencer, S. M., & Wiley. (1993). *Competence at work : models for superior performance*. Competence at work : models for superior performance.
- Spencer, S., & Spencer, L. M. (1993). *Competence at Work: Models for Superior Performance*.
- Unions, C., & States, U. (2002). Competencies: Fuzzy Concepts to Context. Symposium. *Administration*, 26.