

## SELLING PERFORMANCE IMPROVEMENT MODEL THROUGH RELIGIOUS PERSONAL VALUE ON THE PROCESS OF KNOWLEDGE CONVERSION AND CUSTOMER ORIENTED TEAM

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### Abstrak

Pengetahuan tentang kebutuhan pelanggan merupakan dasar kinerja tenaga penjualan. Pengetahuan ini diperoleh terutama oleh seorang individu tenaga penjualan mengingat merekalah yang berhubungan langsung dengan pelanggan. Kepemilikan pengetahuan di tingkat individu hendaknya dikonversikan ke tingkat tim, sehingga dapat bermanfaat secara luas. Konversi pengetahuan dapat dilakukan melalui proses sosialisasi, eksternalisasi, kombinasi, dan internalisasi (SECI). Namun, belum banyak penelitian yang menghubungkan proses SECI dengan keterampilan kolaborasi yang dipadukan dengan nilai-nilai pribadi. Oleh karena itu, penelitian ini bertujuan untuk menguji kembali penelitian sebelumnya mengenai peran nilai pribadi religius terhadap konversi pengetahuan dalam meningkatkan kinerja penjualan. Konsep ini muncul karena adanya fenomena individualisme dan pengabaian nilai-nilai religiusitas oleh para tenaga penjual. Responden sebanyak 93 tenaga penjual produk Wardah yang dipilih menggunakan metode *accidental sampling* dan *purposive sampling*. Hasil penelitian ini menunjukkan RPV pada KC mampu meningkatkan kinerja penjualan.

**Kata Kunci:** Orientasi Pelanggan Secara Tim; Kinerja Penjualan; Konversi Pengetahuan; Nilai Pribadi Keagamaan

### Abstract

*Knowledge of customer needs is the basis of sales force performance. This knowledge is obtained primarily by an individual sales force considering that they are the ones who deal directly with customers. Ownership of knowledge at the individual level should be converted to the team level, so that it can be of wider benefit. Knowledge conversion can be carried out through the process of socialization, externalization, combination and internalization (SECI). However, there is not much research linking the SECI process to collaboration skills combined with personal values. Therefore, this research aims to re-examine previous research regarding the role of religious personal values on knowledge conversion in increasing sales performance. This concept emerged because of the phenomenon of individualism and the neglect of religious values by salespeople. Respondents were 93 Wardah product salespeople who were selected using the accidental sampling and purposive sampling method. The results of this research show that RPV at KC is able to improve sales performance.*

**Keywords:** Customer-Oriented Team; COT; Selling Performance; Knowledge Conversion; Religious Personal Value; RPV

## INTRODUCTION

The beauty industry is experiencing rapid development in Indonesia and abroad. Based on data from the Statistical Research Department, in 2023 the number of skincare users in Indonesia reached 2,647.7 USD and was ranked fourteenth on the list of the largest skin care market income in the world (Businessinsider, 2024).



Source: compas.co.id

The data presented shows that the Wardah company occupies the seventh position with the number of best-selling skincare products in Indonesia's online Marketplace as much as 18.3 billion. The large amount of competition in the beauty industry in Indonesia encourages very competitive business competition. This research focuses on Wardah products. Because Wardah is a multinational company that has developed in various countries. Wardah prioritises halal factors for its products. The meaning of halal is that the product uses safe raw materials for each product, which is following by Islamic law,

and the production process is in accordance with Islamic law. Judging from demand, Wardah currently still needs to improve its marketing. The data above illustrates that currently, the product is superior Somethinc, Scarlett, and MS Glow. This makes it essential to improve marketing performance so that Wardah products can once again lead the market. Every seller should have the ability to understand customer segmentation. One way is to deepen knowledge about customers.

Customer knowledge should be understood and used as a reference for all team members. Therefore, information gathering at the individual level of the sales team needs to be transformed to the organizational level or team level so that customer knowledge will become a real asset for the organization. One way is to apply the socialization, externalization, combination and internalization (SECI) cycle process (Nonaka, Ikunjiro, 1995). SECI involves a process of interaction between individuals. However, implementing SECI is not easy. Research at SECI has not explained in detail how the interaction process between individuals occurs in each process, so that collaboration skills and personal values are mainly based on religious values such as

benevolence and generosity. Research conducted by Swift et al. (2010) stated that individuals with a goal orientation focused on performance are willing to help and be generous. However, theories and research results still use the individual perspective as an approach (Staman et al., 2017; Khan et al. (2015).

In many cases, individuals who want to achieve the highest results only focus on themselves (Polley and Ribbens, 1998) and have no concern for the people around them and no efforts to encourage each other to move forward together or help. And strengthen each other. In other words, not many people think that the spirit of togetherness in optimizing the knowledge conversion process has a positive impact on improving performance.

Based on the phenomena stated in the background above, the scope of the problem that will be discussed in this study is: "How to improve models Selling Performance through religious personal value and Customer Oriented Team.

## **THEORETICAL FRAMWORK AND HYPOTESIS**

Knowledge Management or knowledge management has been recognized as an important tool for creating innovation and competitive advantage

(Haldin-Herrgard, 2000; Fachrunnisa et al., 2018). According to (Nakash and Bouhnik, 2021), knowledge management is considered a response to difficulties in dealing with industrial complexity, technological development acceleration, and the sophistication of customer needs. In today's uncertain economic conditions, the most powerful resource is knowledge (Nonaka and von Krogh, 2009).

There are several measurements of the knowledge management process, including knowledge creation. Knowledge creation is understood as the development of new knowledge among a group. Many studies recognize the role of knowledge creation in organizational success (Nonaka et al., 1994). Knowledge creation can be done through the SECI cycle process as proposed by Nonaka (1994). So it can be concluded that knowledge creation has an important role in creating new understanding and knowledge between group members to change their way in the knowledge conversion process.

In this study, we introduce religious personal value to cyclical processes of knowledge creation. Religious personal values integrate religious practices in business activities with personal worship. In trying to provide the best in knowledge

creation activities, a team has the behavior to transmit this goodness in the context of collaboration, by religious values. Therefore, in this research, personal religious values towards knowledge conversion have four dimensions: Voluntary Asking and Helping In socialization, Voluntary Asking and Helping on externalization, Voluntary Asking and Helping on the combination, and Voluntary Asking and Helping on internalization.

### **Effect Customer Oriented Team of Religious Personal Value**

According to (Sudarti & Fachrunnisa, 2021) Customer orientation is part of marketing strategy. In marketing strategy, all parts of the organization are oriented towards solving customer problems and meeting their needs. Meanwhile, according to (nur isnawati, 2020) customer oriented is defined as a marked understanding of target buyers that is provided continuously. Understanding is carried out to determine what customer needs are now and in the future. (Indexed, 2020) explains that there is customer oriented can make it easier to identify customer needs, if the identification by customer expectations, then the company will benefit from these customers.

The first Religious Personal Value dimension of Knowledge Creation is Voluntary Asking and Helping (VAH) on knowledge socialization (KS). Knowledge Socialization is the first cycle process in SECI. This process is carried out to change the tacit knowledge that individuals have through sharing experiences.

In the context of a sales team, a salesperson who realizes that customers are important so that all sales activities must be able to bring worship value, then they will try to make it happen by telling each other how to treat customers well and work professionally with the team. They also realize that working in a team cannot be done alone, so they are willing to help sales team members understand that team members are partners who must be strengthened. An individual who has identified with a team will be more involved in team activities and perform more effectively (Henttonen et al., 2014). In other words, in the context of Knowledge Socialization, a sales person will voluntarily invite and help create new knowledge through the first conversion cycle process.

H1 There is a significant relationship between Customer Oriented Team and salesperson passion towards Voluntary

Asking and Helping others in the knowledge socialization process.

The second cycle process of SECI is knowledge externalization. Knowledge externalization is the process of articulating tacit knowledge to explicit knowledge. When tacit is converted into explicit, it will be easier to understand and share with others and become the basis for the emergence of new knowledge (Janhonen and Johanson, 2011).

The externalization process can use analogies, pictures, diagrams, sketches, workshops, illustrations and so on which essentially help articulate tacit knowledge that is hidden in the minds of each individual and difficult to communicate both orally and in writing (King, 2009).

Voluntary Asking and Helping in externalization is the spirit of salespeople to try their best in externalizing knowledge while asking and helping the sales team voluntarily in the process of articulating tacit knowledge to explicit.

Furthermore, if salespeople are in a team that has a high orientation to satisfying customers, the work culture formed will increase enthusiasm in converting from tacit to explicit knowledge. These salespeople will strongly

illustrate their tacit knowledge with various tools to understand sales team members.

This is based on the spirit that when he masters a unique knowledge of how to manage the market, then what he thinks is that his team members should also master this knowledge. The relationship formed between team members leads to exchange through an ongoing relationship where members satisfy several social needs such as sociability, approval, and prestige (Nahapiet and Ghoshal, 1998). In the long run, the accumulation of this knowledge gain will provide significant performance results.

H2 There is a significant relationship between Customer Oriented Team and salesperson passion on Voluntary Asking and Helping others in the knowledge externalization process.

The third SECI process is knowledge combination, which is the process of transforming existing explicit knowledge into more complex and systematic knowledge. This new explicit knowledge is integrated and disseminated at the team level which can ultimately be used to generate and apply new knowledge. New knowledge can improve the team's ability to generate new sales methods or improve existing sales methods more efficiently.

This process is facilitated by databases and networks using computerized communication. The reconfiguration of existing information through the process of sorting, adding, merging and categorizing with the support of computer-based databases can generate new knowledge (Nonaka and von Krogh, 2009).

Voluntary Asking and Helping in combination is the spirit of salespeople to do their best in the combination process while asking and helping their colleagues in the process of integrating and disseminating explicit knowledge. In this process, each salesperson is sincerely involved in the process of sorting, adding, combining and categorizing to reconfigure existing knowledge so that new knowledge emerges.

In this process, a salesperson who is in a team that always meets customer needs and tries to satisfy them, has the enthusiasm to provide the best results for his team's achievements through a combination of various techniques and applications to support sales activities in order to apply the explicit knowledge generated from the externalization process. When explicit knowledge is applied, new ideas and creations emerge to modify sales knowledge so that new tacit knowledge

emerges. They do this to continuously improve their sales knowledge for the good or achievement of the sales team. In the long run, this habit or behavior will benefit the organization.

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between team members leads to exchange through an ongoing relationship where members satisfy several social needs such as sociability, approval, and prestige (Nahapiet and Ghoshal, 1998).

A salesperson who works in a team that is oriented towards creating customer value has the passion to give the best for the sales team where he joins, will make every effort so that all team members are able to internalize the knowledge he has mastered and believes to be the most effective way to manage customers.

the most effective way to manage customers. This salesperson has the spirit that the ownership of knowledge that exists in him must be spread to team members. Religious personal values direct cooperative or collaborative behavior and facilitate information exchange (Adler and Kwon, 2002; Schwartz and Huismans, 1995; Salim, 2017).

H4. There is a significant relationship between Customer Oriented Team and salesperson enthusiasm towards Voluntary Asking and Helping others in the knowledge internalization process.

#### **Effect Religious Personal Value of Selling Performance**

According to (Sudarti and Fachrunnisa, 2021) Selling Performance is

the salesperson's perception of the number of sales achieved, the quality of customer relationships they maintain, and their knowledge about the product, competition, and customer needs. In addition, according to (Nur Isnawati, 2020) sales performance is an important role in the sales force, which has evolved to implement the sales function to achieve core value for customers and the sales organization. Apart from that, the goal of a sales organization is to build customer trust, persuade customers in a competitive environment, and also require sales personnel to increase sales because the current situation is increasingly complex.

The socialization process in SECI can be interpreted as part of knowledge sharing, especially tacit knowledge sharing. Sharing is defined as the process of getting feedback, asking and telling someone about what is needed, asking for help to do something in a certain way, and asking why they do it, why they think that way and so on. Furthermore, sharing is not just sharing information but the process of wanting to know how and why (Wamitu, 2015). This process involves two parties, the one who shares and the one who is exposed to new knowledge. Therefore, this process cannot



be done alone. It must use the power of a team with a high spirit of collaboration.

In addition, this process will run well, if those who want to share or socialize their knowledge have the motivation to strengthen their team members, have the motivation that their team or community will have a good impact in sharing new knowledge. This new knowledge becomes the basis for finding new ways of selling so that sales increase.

Voluntary Asking and Helping in Knowledge Socialization is the spirit of sales people to help their colleagues voluntarily in the process of sharing tacit knowledge through sharing experience and knowledge.

In this process, individuals are willing to do brainstorming, informal meetings, dialogue, discussion, observation, monitoring and group learning with enthusiasm to provide the best way to achieve sales performance while helping their partners to use the best methods. Helping behavior will strengthen the potential of each individual into a great force that allows him to get new customers and retain existing customers. Organ (2006) states that helping behavior can improve team performance through team spirit.

H5 There is a significant relationship between Voluntary Asking and Helping other salespeople in the KS process with sales performance.

The externalization process in SECI is an affirmation of tacit knowledge through various props. Through this process, individuals try to describe their tacit knowledge in more detail and clearly illustrated so that it is easier to understand. If each individual can describe their tacit knowledge, the explicit knowledge becomes easy to remember and is stored for a longer period of time through re-evaluation and re-reading activities. Voluntary Asking and Helping on Knowledge Socialization is the spirit of sales people to help their colleagues voluntarily in the process of sharing tacit knowledge through sharing experiences and knowledge. new knowledge becomes the basis for finding new ways of selling so that sales increase. Religious personal value to the knowledge conversion process

Someone who has the spirit of Voluntary Asking and Helping in knowledge externalization is someone who has high religiosity. These people realize that work is a means to serve their God. This spiritual foundation is a strong driver for performance (Pfeffer and Veiga, 1999).



A Muslim who realizes that work is an act of worship, will not feel disadvantaged if they have to help their team members in the externalization process. They are willing to do so because they think their teammates are partners so they must strengthen each other in achieving their sales targets. This statement is supported by Rosopa et al. (2013) who state that employees who engage in altruistic behavior have greater advancement potential, value recommendations and are considered more emotionally stable, open, pleasant, and conscientious.

H6 There is a significant relationship between Voluntary Asking and Helping salespeople in the externalization process and sales performance.

The third process in SECI is combination. During this process, salespeople exchange their disclosed knowledge with their peers. They exchange the best documents with their team members. This process will further enrich their tacit knowledge. They are increasingly aware and open to new ideas coming from colleagues.

The exchange of written documents, pictures, videos and diagrams will make it easier for them to review the knowledge at

a later date so that they better understand how to achieve optimal sales.

Someone who has the spirit of voluntary help in combination will make every effort to prepare the best documents to serve as a basis for preaching to their colleagues to do the same. Not only that, they also open the widest possible opportunity for colleagues to be asked for help in carrying out the externalization process. This intrinsic motivation is proven to have a stronger influence on performance (Bodla and Naeem, 2014). Moreover, motivation based on religion will more significantly improve performance (Zahrah et al., 2016) because the intention is not only for worldly purposes but has come to the intention of seeking Allah's pleasure.

H7 There is a significant relationship between the spirit of Voluntary Asking and Helping salespeople with knowledge of the combination process and sales performance.

Individuals who have a voluntary spirit of asking for help on internalization are learners. They try to enrich their tacit knowledge because they believe that learning is a lifelong process, 'from cradle to grave'. They also realize that market conditions are dynamic, so their tacit

knowledge must be constantly updated. This activity of enriching tacit knowledge does not stop at self-interest but is also followed by the spirit to encourage team members to do the same. If team members feel unable to achieve optimal sales performance, they willingly help to overcome it. They do this so that their teammates do not fall behind. This activity can only be done by individuals who have a high level of religiosity. Someone who has a high religious commitment does not expect rewards for what they do and tends to have a high work awareness (Cardoÿ and Mone, 2016). If knowledge internalization activities are applied in sales activities, new knowledge about customer management will be able to respond quickly so that sales targets increase (Sudarti and Fachrunnisa, 2021).

H8 There is a significant relationship between salesperson enthusiasm for Voluntary Asking and Helping on knowledge internalization and sales performance

## **RESEARCH METHODS**

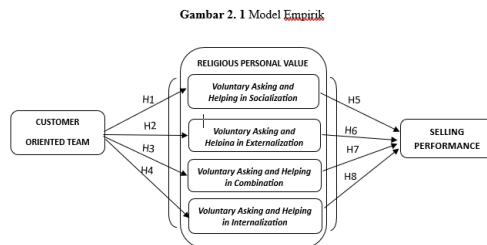
The type of research used in this study is quantitative method using explanatory research type. This research will explain the causal relationship between the independent variable, namely Customer

Oriented Team, to increase Religious Personal Value on Knowledge Creation which in turn is expected to improve Selling Performance.

The population in this research is all the performance of Wardah product salespeople in the city of Semarang and its surroundings, because this location is by the research object and can provide valid data for this research. The sampling methods in this research are accidental sampling and purposive sampling. According to Sugiono, accidental sampling is a sampling technique based on chance, that is, any person the researcher meets can be used as a sample, if it is deemed that the person they happen to meet meets the criteria as a data source. Whereas Purposive sampling is a sampling technique considering spesific criteria or characteristics, meaning that the sampling technique is limited to certain types of people who provide the desired information (Sekaran, 2006: 136). The criteria are a minimum of 1 year of work as a Wardah brand salesperson and a sales target from the company.

Data collection in this research used a questionnaire which the author distributed directly to those who met the research criteria. The purpose of collecting primary

data in the form of a questionnaire is to answer various questions prepared in this research.



The analysis method in this research is using PLS SEM. Partial Least Square (PLS) is a powerful analysis method and is often referred to as soft modelling because it eliminates the assumptions of OLS (Ordinary Least Squares) regression, such as data must be normally distributed in a multivariate manner and there are no multicollinearity problems between exogenous variables (Wold, 1985). Data analysis using SEM PLS through several tests, namely the outer model test in the form of validity and reliability tests. Test the inner model in the form of F Square, R Square, and Q Square. The last one is a hypothesis test in the form of direct effects and indirect effects.

## RESULTS AND DISCUSSION

The results of this study showed that with 93 Wardah salesperson respondents in Semarang city. The majority of respondents in this study were female

(91%) with an age of 18-25 years (62%) and a length of service of 1-3 years (90%)

**Table I Characteristics Of Respondents**

Information	Frekuensi	Percentage	Total
<b>Number of sampel</b>	93	100%	100%
<b>Gender</b>			
Female	85	91%	100%
Male	8	9%	
<b>Age</b>			
18 - 25	58	62%	100%
26 - 35	35	38%	
<b>Length of Work</b>			
1-3 Tahun	84	90%	100%
4-7 Tahun	9	10%	

**Table II Spesific Outer Model**

	Measurement Items	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Customer Oriented Team	COT3	Increase satisfaction customer in a way trust	0.719	0.645	0.808	0.585
	COT4	Monitoring satisfaction customer in a way periodic	0.742			
	COT5	Help solve problem customer with sincere	0.829			
Selling Performance	SP1	Achieve sales targets	0.863	0.869	0.902	0.607
	SP2	Increase amount customer new	0.840			
	SP3	Maintain existing customers There is	0.700			
	SP4	Increase amount sale.	0.764			
	SP5	Reach welfare inner	0.757			
	SP6	Reach blessing from profit earned	0.739			
Voluntary Asking and Helping in Socialization	VAHS1	Income sale best is worship.	0.864	0.810	0.876	0.640
	VAHS2	Inform about professional salesman.	0.769			
	VAHS3	Management source Power in a way efficient and trustworthy	0.732			
	VAHS4	Member team Sale is partners.	0.828			

Voluntary Asking and Helping in Externalization	VAHE1	develop ability sale best with consistent	0.818	0.814	0.878	0.642
	VAHE2	become 'more good' but not 'the best'	0.806			
	VAHE3	take values Good from experience sale previously.	0.738			
	VAHE4	apply experience sale previously as material learning.	0.840			
Voluntary Asking and Helping in Combination	VAHC1	to practice activity sale best	0.822	0.729	0.848	0.650
	VAHC2	give example style Language moment invite practice sale best	0.743			
	VAHC3	give example before invite train sale best.	0.851			
Voluntary Asking and Helping in Internalization	VAHI 1	implementation knowledge sale best without requested	0.820	0.683	0.827	0.615
Internalization	VAHI2	Implementation knowledge sale best without expect reward	0.709			
	VAHI3	Implementation knowledge sale best although no related with his duties.	0.817			

Outer loadings of all indicators are in accordance with their values, which are above 0.70. While for Construct reliability, the Composite Reliability value is greater than 0.7; VE exceeding 0.5, the AVE square exceeding the correlation value between the variables of Customer Oriented Team, Religious Personal Value to Knowledge Conversion (VAH on socialization, VAH on externalization, VAH on combination and VAH on internalization) and sales performance indicate that each instrument has good validity in explaining the research variables used.

Step 1: Outer models using validity and reliability tests

Step 2: Inner models using R-square and F square tests

Step 3: Hypothesis testing consisting of direct effects

**Table III R Square**

	R-square	R-square adjusted	kriteria
SP	0.705	0.691	Sedang
VAHC	0.496	0.491	Lemah
VAHE	0.510	0.504	Sedang
VAHI	0.458	0.452	Lemah
VAHS	0.576	0.571	Sedang

**Table IV F Square**

	CO	SP	VAHC	VAHE	VAHI	VAHS
CO			0.985	1.040	0.844	1.358
SP						
VAHC		0.011				
VAHE		0.066				
VAHI		0.022				
VAHS		0.068				

**Table V Specific Direct Effect**

	Original sample (O)	T statistics	P values	Information
COT -> VAHS	0.759	6.806	0.000	Hypothesis 1 Accepted
COT -> VAHE	0.714	5.732	0.000	Hypothesis 2 Accepted
COT -> VAHC	0.704	5.408	0.000	Hypothesis 3 Accepted
COT -> VAHI	0.676	5.260	0.000	Hypothesis 4 Accepted
VAHS -> SP	0.325	1.679	0.093	Hypothesis 5 Accepted
VAHE -> SP	0.304	1.602	0.109	Hypothesis 6 Rejected
VAHC -> SP	0.110	0.922	0.356	Hypothesis 7 Rejected
VAHI -> SP	0.158	1.076	0.282	Hypothesis 8 is rejected

**Effect Customer Oriented Team terhadap Voluntary Asking and Helping in Socialization**

In this research there is an influence between Customer Oriented Team with

Voluntary Asking and Helping in Socialization because the value t-statistics is  $6.806 > 1.65$ , and p values  $0.000 < 0.1$  indicates a positive and significant relationship, and accepts the hypothesis that there is an influence Customer Oriented Team to Voluntary Asking and Helping in Socialization to Wardah product sales staff in Semarang and surrounding areas. So, a salesperson who has a high customer orientation in satisfying customers will voluntarily share knowledge with their teammates by socializing the knowledge they have.

#### **Effect Customer Oriented Team terhadap Voluntary Asking and Helping in Externalization**

Through the Customer Oriented Team This will raise awareness of the importance of customer satisfaction. With this awareness, they can increase their enthusiasm to invite and help the team to be able to learn lessons from every success and failure they experience. According to the results of this research, there is a positive and significant relationship between Customer Oriented Team to Voluntary Asking and Helping in Externalization with the resulting value t-statistics of  $5.732 > 1.96$  and p values equal to  $0.000 < 0.1$ . This means that awareness

of always focusing on customer satisfaction can encourage salespeople to provide the best example in sales activities through videos, photos and special notes.

#### **Effect Customer Oriented Team terhadap Voluntary Asking and Helping in Combination**

In this research there is an influence between Customer Oriented Team with Voluntary Asking and Helping in Combination because the value t-statistics is  $5.408 > 1.65$  and p values  $0.000 < 0.1$  indicates a positive and significant relationship, and accepts the hypothesis that there is an influence Customer Oriented Team to Voluntary Asking and Helping in Combination to Wardah product sales staff in Semarang and surrounding areas. And it can be interpreted that a salesperson with high customer orientation will voluntarily share knowledge with his teammates.

#### **Effect Customer Oriented Team terhadap Voluntary Asking and Helping in Internalization**

In this research, there is an influence between Customer Oriented Team with Voluntary Asking and Helping in Socialization because the value t-statistics is  $5.260 > 1.65$ , and p values  $0.000 < 0.1$  indicates a positive and significant

relationship, and accepts the hypothesis that there is an influence Customer Oriented Team to Voluntary Asking and Helping in Socialization to Wardah product sales staff in Semarang and surrounding areas. And it can be interpreted that a sales person who has high customer orientation will voluntarily share knowledge with his teammates.

#### **Effect Voluntary Asking and Helping in Socialization and Selling Performance**

In the process Religious Personal Value to Knowledge Conversion proven to improve selling performance. The socialization process carried out by salespeople by providing awareness to colleagues to work professionally with the intention of worship can be a reflection of themselves. In this research there is an influence between Voluntary Asking and Helping in Socialization to Selling Performance because of value the t-statistic is  $1.679 > 1.65$  and p values amounting to  $0.093 < 0.1$  indicates a positive and significant relationship, and accepts the hypothesis that there is an influence Voluntary Asking and Helping in Socialization to Selling Performance.

#### **Effect Voluntary Asking and Helping in Externalization and Selling Performance**

Voluntary Asking and Helping in Externalization this research has not been able to increase sales targets for salespeople. Proven in calculated values t-statistic namely  $1,602 > 1.65$  And P value amounting to  $0.109 > 0.1$  which indicates there is no significant relationship, and this research rejects the hypothesis that there is an influence Voluntary Asking and Helping in Socialization to Selling Performance at Wardah sales in the city of Semarang. The results of this study are not in accordance with previous research which states that there is a significant relationship between volunteering and helping others on knowledge externalization and team customer orientation (Sudarti and Fachrunnisa, 2021). Therefore, it can be concluded that a salesperson feels that inviting the team voluntarily and helping has not been able to improve sales performance.

#### **Effect Voluntary Asking and Helping in Combination and Selling Performance**

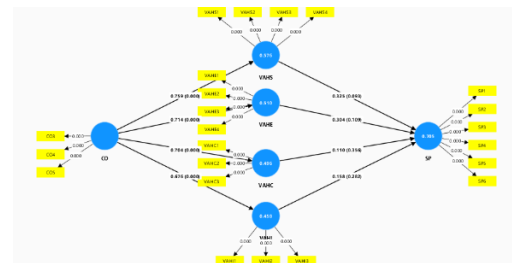
In this study there was no influence between Voluntary Asking and Helping in Combination to Selling Performance because of value the t-statistic is  $0.922 >$

1.65 and p values amounting to  $0.356 < 0.1$  indicates there is no significant positive relationship, and this study rejects the hypothesis that there is no influence Voluntary Asking and Helping in Combination to Selling Performance. The results of this study are not by previous research which states that there is a significant relationship between volunteering and helping others in the combination of knowledge and team customer orientation (Sudarti and Fachrunnisa, 2021). Therefore, it can be concluded that a salesperson feels that inviting the team voluntarily and assisting in the knowledge combination process has not been able to improve sales performance.

### Effect Voluntary Asking and Helping in Internalization and Selling Performance

In this study there was no influence between Voluntary Asking and Helping in Internalization to Selling Performance because of value the t-statistic is  $1.076 > 1.65$  and p values amounting to  $0.282 < 0.1$  indicates there is no significant relationship, and there is rejection of the hypothesis that there is no influence Voluntary Asking and Helping in Internalization to Selling Performance. The results of this study are not by with

previous research which states that there is a significant relationship between volunteering and helping others on the internalization of knowledge towards team customer orientation (Sudarti and Fachrunnisa, 2021). Therefore, it can be concluded that a salesperson feels that inviting the team voluntarily and assisting in the knowledge internalization process has not been able to improve sales performance.



### CONCLUSION

1. There is a significant relationship between Customer Oriented Team and the enthusiasm of the sales force towards Voluntary Asking and Helping in the process of knowledge dissemination. This is influenced by the indicator with the highest value, namely a salesperson, that fulfilling customer needs and desires is important, so companies need to pay attention to a salesperson's ability to be customer-oriented and it will have a significant impact in voluntarily



- inviting or helping teammates in disseminating knowledge.
2. There is a significant relationship between Customer Oriented Team and the enthusiasm of the sales force towards Voluntary Asking and Helping in the process of externalizing knowledge. This is influenced by the indicator with the highest value, namely a salesperson, that fulfilling customer needs and desires is important, so companies need to pay attention to the ability of salespeople to be customer-oriented in the team so they will be able to provide knowledge voluntarily, inviting and assisting in the knowledge externalization process.
  3. There is a significant relationship between Customer Oriented Team and the enthusiasm of the sales force towards Voluntary Asking and Helping in the process of knowledge combination. It is influenced by the indicator with the highest value, namely a salesperson, that fulfilling customer needs and desires which is important, so companies need to pay attention to the ability of salesperson to be customer-oriented in the team so they will be able to provide knowledge voluntarily, inviting and assisting in the knowledge combination process.
  4. There is a significant relationship between Customer Oriented Team and the enthusiasm of the sales force towards Voluntary Asking and Helping in the process of internalizing knowledge. It is influenced by the indicator with the highest value, namely a salesperson, that fulfilling customer needs and desires which is important, so the company needs to pay attention to the ability of a salesperson to be customer-oriented in the team so that they will be able to provide knowledge voluntarily, inviting and assisting in the process of internalizing knowledge.
  5. There is a significant relationship between Voluntary Asking and Helping other sales force in the process of Knowledge Socialization with sales performance. It is influenced by the indicator with the highest value, namely a salesperson, that members of the sales team are partners, so the need to share knowledge voluntarily in socializing the knowledge possessed by a

salesperson will be able to improve the sales performance of others salesperson.

6. Based on the analysis carried out, there is no significant positive relationship between the Voluntary Asking and Helping variables in the Externalization, Combination and Internalization processes on sales performance. This suggests that although these practices may have a role in certain contexts, they do not directly contribute to improved sales performance. Therefore, it can be concluded that in the context of this research, Voluntary Asking and Helping does not have a significant effect on sales performance.
7. In this research, Religious personal value in the knowledge process of Socialization, Externalization, Combination, and Internalization cannot mediate Customer Oriented Team. This means that Wardah must ensure and monitor the existence of effective interaction and collaboration between sales teams to improve the company's performance.

### **Managerial Implication**

The implications of this research include several important aspects that can

help improve sales performance and team effectiveness.

1. Companies are advised to develop and strengthen a customer-oriented team culture through training that emphasizes the importance of socialization, externalization, combination, and internalization of knowledge between team members.
2. In addition, the integration of religious values in marketing and knowledge management strategies can create a more positive work environment and increase team members' motivation to help each other.
3. There is also a need for training programs that focus on developing knowledge socialization to improve sales performance.

### **L imitations of the study and future research**

The limitations of this research are:

1. The calculation of R-Square ( $R^2$ ) in this study is in the medium/moderate and weak categories. Meanwhile, the need for a higher R-Square value can indicate a better model in explaining data variability.
2. Outer loading on the Customer oriented Team indicator is eliminated

because in this study the outer loadings on COT1 and COT2 can affect the AVE value down on the Customer oriented Team.

3. Fornell and lacker that the root AVE of a variable is greater than the correlation between variables. However, in this study the results of the variable AVE root are smaller than the correlation between variables contained in the Selling Performance variable, Voluntary Asking and Helping in Combination, Voluntary Asking and Helping in Externalization, and Voluntary Asking and Helping in Internalization.
4. In this study, the effect of the Religious personal value knowledge process on Voluntary asking and helping in externalization, combination, and Internalization showed insignificant results with a p value > 0.10.
5. Voluntary asking and helping in socialization, externalization, combination, and Internalization variables have not been able to mediate Selling Performance.

Based on the limitations of the study, future research is suggested as follows:

1. Considering that the influence of Voluntary Asking and Helping in the Externalization, Combination, and Internalization processes on sales performance shows insignificant results, future research should explore other factors that might influence this relationship. Research can be carried out by expanding the sample or using a longitudinal approach to obtain more representative data.
2. When compiling measurement items, the COT variable needs to be revised according to the research object, so that the questionnaire is understood by potential respondents.
3. Future research could investigate other variables that may be influenced by Customer Oriented Team and can influence Selling Performance that is Customer Trust and Service Quality

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