



The Influence of Personality, Work Motivation, Organizational Culture, and Leadership on Employee Performance Sales Force for Housing Products Kawanua Emerald City AKR Land Development Manado.

Elijah Johanes Runtunuwu¹, Irvan Trang², Lisbeth Mananeke³

^{1,2}Student of Management Masters Study Program, Postgraduate Faculty of Economics, Sam Ratulangi University, Manado

³Postgraduate Faculty of Economics, Sam Ratulangi University, Manado

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Abstract: *The world of property, especially real estate, of course requires all efforts and strategies to be able to sell and offer their products to consumers. Various strategies are carried out including how to improve personality, work motivation, and improve organizational culture to make employees who have good performance. This study aims to determine the effect of personality factors, work motivation, organizational culture, and leadership both simultaneously and partially on the performance of sales force employees or sales agents who sell housing products at Kawanua Emerald City AKR Land Development Manado. 36 respondents property sales force and by using analytical tools such as the F test, t test, and multiple regression analysis, this study found that, together or simultaneously the factors of personality, work motivation, and organizational culture affect the performance of sales force employees. However, when viewed separately or partially, only organizational culture factors have a partial effect on the performance of sales force employees. These results suggest that companies need to pay attention to personality factors, namely job and employee satisfaction, motivational factors, and leaders who are able to encourage their subordinates.*

Key words: *Personality, Work Motivation, Organizational Culture, Leadership, Employee Performance, and Multiple Regression Analysis.*

1. Introduction

Indonesia's economic growth entering the first half of the 20th century seems less convincing. The Indonesian economy in 2019 grew by 5.02 percent, lower than the achievement in 2018 of 5.17 percent with Gross Domestic Income reaching Rp. 15,883.9 trillion or GDP per capita reaching 4,174.6 million dollars (BPS RI, Indonesia Economic Growth Report Quarter IV 2019 No. 17/02/Th. XXIV % February 2020). The slowdown in Indonesia's economic growth, according to the BPS report, was more due to the seasonal effects on the agriculture, forestry and fisheries sectors which experienced a decline. In addition, from the expenditure side, the component of exports of goods and services decreased by 2.55 percent. The slowing down of Indonesia's economic growth, it is believed that the growth of Gross Domestic Product in the Construction business sector has continued to decline since 2017. In 2017 the construction business

field grew by 0.67 percent, in 2018 it experienced a decline in growth of 0.61 percent and in 2019 experienced a decline in growth by 0.58 percent. The performance of the property sector as part of the construction sector is currently experiencing a trend of stagnant development so that it takes time and effort to revive it. It is understood that property business growth in 2021 will move positively but has not yet reached the double-digit range. in 2018 there was a decrease in growth of 0.61 percent and in the end in 2019 it experienced a decrease in growth of 0.58 percent. The performance of the property sector as part of the construction sector is currently experiencing a stagnant development trend so that it still takes time and effort to revive it. . It is understood that property business growth in 2021 will move positively but has not yet reached the double-digit range. in 2018 decreased growth by 0.61 percent and in the end in 2019 experienced a decline in growth by 0.58 percent. The performance of the property sector as part of the construction sector is currently experiencing a stagnant development trend so that it still requires time and effort . It is understood that property business growth in 2021 will move positively but has not yet reached the double-digit range. www.ekonomi.bisnis.com/why-pasar-property--belum-can-grow-2-digit). North Sulawesi province send⁴Envy, North Sulawesi's economic growth in 2019 grew by 5.66 percent. With Gross Regional Domestic Income reaching Rp. 130.20 trillion. The economic structure of North Sulawesi in the fourth quarter of 2019, the highest growth was still held by the agricultural, forestry and fishery business fields, which amounted to 1.14 percent, followed by wholesale and retail trade. The construction business field is in the 3rd position in the contribution of North Sulawesi's economic growth, as well as for the real estate business field which experienced growth in 2019 compared to 2018. This data on economic growth in North Sulawesi provides an illustration that currently the Real Estate or housing business sector pretty good. Manado as the provincial capital at this time we see, The construction of housing complexes is still ongoing, carried out by several housing developer companies. This high demand is due to the increasing population growth in the city of Manado. The increasingly vibrant city with the tourism sector that continues to grow has resulted in the movement of people from villages to cities and from other cities outside North Sulawesi Province. The demand for housing in North Sulawesi is still high, especially in Manado City, resulting in several international standard developers who based in Jakarta to invest in Manado City. One of them is AKR Land Development. Currently in Manado City, AKR Land Development is developing a new residential concept, namely the premium class for middle consumers. Through its subsidiary Kawanua Emerald City AKR Land Development Manado, developing a modern residential concept, namely Cluster Amethyst and Beryl. Since the development of these two clusters since 2018, they have experienced fluctuating sales growth. In 2018, 101 Cluster Amethyst and 105 Cluster Beryl houses have been sold with a total sold value of Rp. 144,810,096,853. In 2019, sales growth decreased where it was recorded that until the end of 2019 these two clusters reached a sales value of Rp. 101,022,533,942. In 2020, sales decreased by Rp. 22,513,460 of which only 26 units were sold. This decline in sales over the years is certainly a question and evaluation for the management of Kawanua Emerald City AKR Land Development Manado. Is this caused by consumer demand factors for the housing products offered or are there other factors that are more caused by management performance. It is realized that the sales force or Sales Agent is the front line in selling these housing units, so it is necessary to question the performance of the sales force of this company. The extent to which they are performing, of course, this needs to be considered and becomes initial information for this research. Currently for product sales in the Amethyst Cluster, Beryl Cluster, and Chrystal Kawanua Emerald City AKR Land Development Manado under the coordination of the Marketing Manager who is supported by three supervisors and thirteen salespeople. In addition, this company cooperates with several national and local property agent companies such as: 1) Property Pro, 2) Diamond Property, 3) Prestige Property, 4) Grand Property, 6) Magnetpro Mega Properti, 7) Era Mega Property, and 8) SIP Property, in selling their products. In 2019, there were 121 Cluster Beryl, Chrystal, and Amethyst products sold by 13 Kawanua Emerald City AKR Land Development sales employees and several sales agents from 8 property companies under the coordination of 3 supervisors. Of the total 121 houses sold, 60 units were sold by

employees/company sales and 61 were sold by property sales agents. , as well as contributing to the economy (Armstrong and Baron in Fahmi, 2013). Performance is also the result of work achieved by employees based on the requirements or job descriptions assigned by the company (Bangun, 2012). Furthermore, it is stated that the sales effectiveness of a company can be influenced by the performance of salespeople who are able to increase market share, high product sales profit margins, producers and have the ability to achieve maximum sales targets (Piery N., et al (1997) in Sampurno Joko K. , 2006). Several previous studies suggest that in increasing the company's sales the performance factor of salespeople as employees can be influenced by several factors. Such as personality or personality factors (; Wang Guangping, 2000; Patrick, 2009); Hartono and Sutanto, 2015; and Wong and Tan 2018), work motivation factors (Rajagopal and Price, 2010; Djoni and Kirbrandoko, 2016; Ferreira., 2017; Talukger and Jan., 2017; Waiyaki, 2017; and Rahmi, 2018), organizational culture factors (Damnjanovic and Kruji, 2005; Nugroho, 2006; Rahmi, 2018; and Wong and Tan, 2018), and leadership factors (Setyawan A., 2018; Nugroho R., 2006; and Fauzilah and Abdul, 2011). Furthermore, according to Greenberg and Baron, 2008) in his book on organizational behavior, put forward theories about employee performance, personality or personality factors, work motivation factors, organizational culture factors, and leadership factors which are the reference sources of the problems in this study. 2018; and Wong and Tan, 2018), and leadership factors (Setyawan A., 2018; Nugroho R., 2006; and Fauzilah and Abdul, 2011). Furthermore, according to Greenberg and Baron, 2008) in his book on organizational behavior, put forward theories about employee performance, personality or personality factors, work motivation factors, organizational culture factors, and leadership factors which are the reference sources of the problems in this study. 2018; and Wong and Tan, 2018), and leadership factors (Setyawan A., 2018; Nugroho R., 2006; and Fauzilah and Abdul, 2011). Furthermore, according to Greenberg and Baron, 2008) in his book on organizational behavior, put forward theories about employee performance, personality or personality factors, work motivation factors, organizational culture factors, and leadership factors which are the reference sources of the problems in this study.

2.1. Theoretical basis

2.1.1. Employee Performance Theory

As the main theory of this research, employee performance as part of the discussion of human resource management has the following meanings. Armstrong and Baron in Fahmi (2013), state that performance as a result of work is strongly related to the organization's strategic goals, customer satisfaction, and is able to contribute to economic value. More specifically, Bangun (2012) states that performance is the result of work achieved by employees based on the requirements or job descriptions assigned. The two understandings above can be formulated that performance is also related to the performance produced by employees in the organization, and will be achieved if the task description is carried out.

According to Furtwengler D. (2002), there are three main factors that can affect a person's work, namely:

1. Individual ability factor. Ability in the form of talents, interests, and personality factors of individual employees;
2. Psychological factors. Components of effort devoted by each individual employee which include: motivation, work ethic, commitment, attendance, and task design;
3. Organizational support factor. Organizational support in the form of: training and development, equipment and technology, organizational climate, performance standards, management support, and the support of colleagues.

A broader opinion about factors related to employee performance is expressed by Kasmir (2016), including:

- a. Ability and expertise, is the expertise possessed by each individual employee in doing work. The higher the level of ability of employees, the more they will be able to carry out the work correctly and in accordance with the goals of the organization;
- b. Knowledge, knowledge possessed by employees to be able to do a good job;
- c. Work design, the existence of an initial draft form of employees carried out to facilitate the achievement of organizational goals;
- d. Personality/individual, attitude or character possessed by individual employees;
- e. Work motivation, the individual drive of employees to do work. This encouragement is in the form of strong encouragement from within the employee (intrinsic) and encouragement from the company (extrinsic);
- f. Leadership, the form of behavior of a leader in regulating, managing, and ordering his subordinates to do the tasks and responsibilities given;
- g. Leadership style, as a form of attitude of the leader or supervisor in dealing with and ordering his subordinates;
- h. Organizational culture, customs or norms that apply and are owned by the organization and adopted by all members in the organization;
- i. Job satisfaction, is a feeling of pleasure or liking for the work done both before and after work;
- j. Work environment, is the condition or atmosphere around the place of work, such as: room, layout, and facilities and infrastructure;
- k. Loyalty, is a form of employee loyalty to work and defend the company;
- l. Commitment, in the form of employee compliance in implementing existing policies and regulations within the organization;
- m. Work discipline is an employee's effort to carry out his work activities seriously with consideration of the size of the time.

2.1.1.1. Sales Performance Employee (Sales Performance)

Performance Special employee sales force performance stated by Piery N., et al (1997) in Sampurno Joko K. (2006), that the effectiveness of a company's sales is influenced by the performance of salespeople, namely salespeople who are able to increase their market share, focus on the profit margin of product sales. high income, the main income for the long-term business, and has the ability to achieve sales targets. Furthermore, Rajagopal, Pitt M., and Price Samantha (2010) state that indicators or measures of sales performance include:

1. Performance Monitoring (performance monitoring). Related to work administration supervision as seen from job planning based on ability, quality of work produced, and responsiveness to the work done;
2. Sales team performance (sales team performance). Related to the productivity of individuals who are willing and able to work together in an assignment team;
3. Sales Volume in Region (sales volume in area). Individual ability to acquire and handle consumers in several target market areas;
4. Individual Performance (individual performance). Individual abilities in the form of attitudes towards consumers, handling of consumers, and innovation and flexibility in sales made;

5. Sales Growth (growth sales). Associated with the individual's ability to increase sales volume effectively and able to carry out the company's sales strategy.

2.1.2. Personality Theory (personality)

Personality according to Greenberg and Baron (2008) is part of individual behavior in organizations that are different from one another, personality or personality is a unique and relatively stable form of behavior, thoughts, and emotions shown by individuals. Further stated by Anoraga P (2009), that concentration as part of personal action if done well is the capital of each individual to be able to manage and optimize self-potential in carrying out work activities in order to achieve organizational goals.

According to Greenberg and Baron (2008), there are 5 dimensions of personality or personality factors, including:

1. Extraversion (extraversion). A person's tendency to seek stimulation (encouragement) and enjoy being with others;
2. Conformity (agreeableness). A person's tendency to be compassionate towards others;
3. Conscience (conscientiousness). The tendency of a person to show self-discipline, strive for competence, and achievement;
4. Neuroticism (neuroticism). Tendency to experience unpleasant emotions easily;
5. Openness (openness to experience). Tendency to enjoy new experiences and ideas.

This personality or personality factor is part of the study of individual behavior in the organization and is related to the achievement of performance produced by individuals in the organization. According to Herjanto and Franklin (2019), there are several factors that can influence a person in achieving optimal performance, one of which is personality or personality factors. Furthermore, according to Hartono AR and Sutanto EM (2015), individual factors such as work stress, work participation, tenure, gender, marital status, and job satisfaction are part of increasing individual performance.

There are several studies on personality factors related to salesperson performance. Wong KL and Tan CL (2018) argue that the performance shown by the adaptive behavior of salespeople can be influenced by the self-confidence factor as part of the personality factor. Furthermore, Wang Guangping (2000) and Fauzilah and Abdul (2011) and Donassolo and Augusto (2015) found that personal factors, namely creativity and potential as part of personality factors, are factors that can affect sales force performance.

2.1.3. Work Motivation Theory

According to Greenberg and Baron (2008), motivation is a series of processes that generate, direct, and maintain human behavior to achieve several goals. Furthermore, Robbins (2012), states that motivation is in the form of a desire to as a form of willingness to spend a high level of effort for the achievement of organizational goals, which is conditioned by the ability to meet individual needs.

According to Hasibuan (2014), motivation has several goals, including: 1) increasing employee morale and job satisfaction, 2) increasing employee productivity, 3) maintaining the stability of company employees, 4) increasing employee discipline, 5) making employee procurement effective, 6) create a good working atmosphere and relationship, 7) increase employee loyalty, creativity and participation, 8) increase the level of employee welfare, 9) enhance the employee's sense of responsibility towards their duties, and 10) increase the efficiency of the use of tools and raw materials . Furthermore, it is stated that there are six stages of the motivation process, namely:

1. Aim. The need for prior determination of organizational goals so that employees will be motivated from the goals of the organization;
2. Knowing interests. The need to know the needs or desires of employees by not only looking at the interests of the leadership and the organization;
3. Effective communication. The motivation process must be carried out with good and effective communication with subordinates.
4. Goal integration. The motivational process needs to unite the goals of the organization and the goals or interests of employees, the two goals must be unified for the adjustment of the motivation.

There are two types of motivation according to Hasibuan (2014), namely positive motivation and negative motivation. Positive motivation is stimulation from managers to subordinates by giving rewards to employees who excel according to work standards, while negative motivation is in the form of punishment (punishments) to employees who do not perform or do not do work according to organizational goals. Furthermore, according to Gomes (2010), there are several factors that influence employee motivation, including:

1. Individual characteristics, in the form of: interest; attitudes toward self, work and work situations; individual needs; ability or compensation; and knowledge of the job; and emotional factors, moods, feelings, beliefs and values.
2. Occupational factors, consisting of work environment factors and work factors. Work environment factors include: salary and benefits received; company policy; supervision; human relationship; working conditions; and organizational culture. While the work factors are: the nature of the work; task/job design; granting recognition to achievements; the amount of responsibility given; there is development and progress in work; and job satisfaction.

In the organization, the motivation process will be used as a medium to improve employee performance. According to Kasmir (2016), performance can be improved by high work motivation, knowledge and expertise in performing tasks and the perception of a person's positive role, that's why motivating human resources in organizations is more related to encouraging achievement and work performance. A similar opinion was also expressed by Suwanto and Priansa (2011), that giving encouragement as a form of motivating employees and is important to do to increase employee enthusiasm so that they can achieve the results desired by management.

In improving the performance of employees, especially salespeople or sales agents, there are several opinions based on the findings of previous research. According to Talukder and Jan (2017) and Ferreira (2017), sales force performance can be influenced by intrinsic and extrinsic motivation. Intrinsic motivation is in the form of personal goals and acquired skills, while extrinsic motivation is in the form of transparency from the company, loyalty, and trust in the company. Furthermore, according to Waiyaki (2017) there are three factors that affect the performance of salespeople, namely:

1. Goal-setting factors. There is an element of clear goals set by the organization to employees so that employees know what to do and are motivated and responsible for the goals given.
2. Financial/monetary factors (financial/monetary factors). Provision of salaries and allowances to employees in accordance with the work performed. Appropriate salary standards and benefits can increase morale and motivate employees.
3. Recognition and reward factor. The existence of recognition and awards received by employees. This recognition and award is non-monetary in nature which can effectively increase employee motivation and morale.

2.1.4. Organizational Culture Theory

There are several theories about organizational culture in the context of human resource management that were put forward, as stated by Robbins and Coulter (2012), that organizational culture is the values, principles, or ways of working that are embraced by all members of the organization and will affect the way in which they work. A different opinion is expressed by Greenberg and Baron (2008) that organizational culture is a cognitive framework consisting of attitudes, values, behaviors, norms, and expectations shared by members of the organization as well as a set of basic assumptions shared by members of the organization.

Robbins (2009) stated that the main characteristics of organizational culture include:

- a. Individual initiative. As a form of responsibility and freedom given by the organization to individual employees;
- b. Tolerance to risky actions. Aggressive, innovative actions in taking risks directed by the company;
- c. Direction. The organization creates clear goals and expectations about the achievements to be obtained by employees;
- d. Integrity. The degree to which units or individuals are encouraged to work in a coordinated manner;
- e. Management Support. Where the manager or leader is able to provide assistance, support, and clear communication to subordinates;
- f. Control. The existence of regulations and direct supervision used to control employee behavior;
- g. Identity. Relates to the extent to which employees identify themselves as a whole;
- h. Reward system. Allocation of rewards by the organization based on employee performance criteria;
- i. Tolerance to conflict. The extent to which the organization encourages employees to be able to express conflict and criticism openly;
- j. form of communication. The extent to which the organization is not limited by a formal hierarchy of authority.

Furthermore, Robbins and Timothy (2008), suggest that organizational culture is able to shape a number of functions of the organization, including:

- a. Organizational culture is able to play a role as a determinant of boundaries in the organization;
- b. Organizational culture is able to form an identity for the entire organization;
- c. Organizational culture is able to facilitate the birth of organizational commitment as a whole rather than individual interests;
- d. Organizational culture can increase the stability of the social system in the organization;
- e. Organizational culture functions as a mechanism capable of controlling and guiding the attitudes and behavior of employees.

Further stated, there are several characteristics or orientations of organizational culture, including: 1) orientation to innovation and risk, 2) orientation to details, 3) orientation to results obtained, 4) orientation to people, 5) orientation to work team, 6) orientation to aggressiveness, and 7) orientation to stability. Greenberg and Baron (2008) state that there are six basic characteristics of organizational culture, namely:

1. Sensitivity to customer and employee needs. Cultural values that care about the needs of customers and employees.
2. Interest in new ideas. Cultural values that put forward elements of novelty towards the creation of new ideas.
3. Willingness to take risks. Cultural values that are not rigid/conservative but are more willing to take risks.
4. Value is placed on employees. Employees as the company's most valuable assets contribute to the productivity of the organization which is continuously maintained and developed.
5. Openness in communication. Free communication so that employees are given the freedom to express opinions.
6. Happiness and understanding among employees. Cultural values that emphasize the element of kinship or friendship so as to create understanding between one another and ultimately create happiness in the organization.

2.1.5. Leadership Theory

According to Hasibuan (2014), leadership is part of the human resource management function, which is part of the directive function. Further stated by DuBrin (2012), that leadership as an effort to influence many people through a communication to achieve goals, ways to influence others with instructions and orders, actions that make others act and respond and cause positive change, motivate and coordinate, as well as creating a sense of individual or employee confidence in the organization that is carried out by a superior.

Leadership is certainly played by someone who leads an individual or group, so that a successful leader is an effective leader who builds strong relationships with relationships, creates changes in structure, organizational culture, and changes in individual behavior within the organization (Buble et al., 2014). Siagian (2012) states that leadership is a person's ability to influence others in this case the subordinates so that they are able to carry out the will of the leader. There are three forms of leadership roles in organizations, namely: 1) interpersonal roles, 2) informational roles, and 3) decision-making roles.

Robbins (1996), argues that leadership as an ability to influence a group towards the achievement of goals. According to Manullang (2012) leadership is described in several leadership styles as a way used by a leader in interacting with his subordinates. There are several leadership styles, namely:

- a. Authoritarian leadership style. This type of leadership style is more of a leadership style that is centered on the leader as a determinant, ruler, and controller of organizational members to achieve goals.
- b. Democratic leadership style. A leadership style that places members of the organization as the main supporting factor, leadership is carried out by prioritizing orientation on relationships with members of the organization.
- c. Free leadership style. A leadership style that is able to develop independence from members to determine and make their own decisions with little direction or guidance in achieving organizational goals.

Furthermore, according to Greenberg and Baron (2008), there are several characteristics of a great leader, including:

1. Desire to lead (desire to lead). The desire to influence others, especially towards the achievement of a common goal
2. Flexibility (flexibility). The leader's ability to recognize what action is required in a given situation and then act accordingly
3. Focus on morality (focus on morality/authentic leader). Are highly moral individuals who are confident, hopeful, optimistic, and resilient, and who are very aware of the context in which they operate
4. Multiple domains of intelligence (multiple domains of intelligence) Intelligence measured in several different ways, such as cognitive intelligence (integrating and interpreting information), emotional intelligence (the ability to be sensitive to one's emotions and other emotions), and cultural intelligence (awareness of cultural differences between people).

RESEARCH METHODS

3.1. Data analysis technique

There are several techniques to analyze or answer the problem questions and objectives of this research, including:

3.1.1. Validity and Reliability Test

Step The initial stages of research usually test the truth or validity and reliability of the primary data of research results. According to Sugiyono (2018), to see the validity and reliability of research data, it can be done through validity and reliability tests on all research question instruments. Furthermore, it is stated that the question instrument is declared valid or valid if the value of r_{count} is greater than r_{table} and vice versa if r_{count} is less than r_{table} , then invalid statement items will be issued. Furthermore, it is said to be reliable or reliable if the Alpha value is less than 0.50 (low reliability); 0.50-0.70 (moderate); 0.70-0.80 (high); and above 0.90 (perfect)

3.1.2. Hypothesis testing

Test hypotheses need to be done to test hypotheses or arguments related to the research problem, through testing:

3.1.2.1. F Uji test

The F test is a test of the hypothesis jointly or simultaneously with the condition that if $F_{count} < F_{table}$ ($nk-1$) then H_0 is accepted and H_a is rejected and vice versa if $F_{count} > F_{table}$ ($nk-1$) then H_0 is rejected and H_a is accepted at a significant level of 0, 05 (5 percent).

3.1.2.2. t test

The t-test is a test of the hypothesis separately or partially on each research problem with the provisions that if $t_{count} < t_{table}$ ($nk-1$) then H_0 is accepted and H_a is rejected, and vice versa if $t_{count} > t_{table}$ ($nk-1$) then H_0 is rejected and H_a is accepted at the 0.05 level of significance (5 percent error tolerance)

3.1.3. Data analysis

Step The next step in the data analysis technique is to examine the influence, relationship, and contribution of variables according to the problem and research objectives. Quantitative analysis conducted to answer the research questions, among others:

3.1.3.1. Multiple Regression Analysis

Multiple regression analysis was used to determine the effect of the independent variables on the dependent variables, with the multiple regression equation formula, namely:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + e_i$$

where:

- Y = Sales Force Employee Performance Variables
- X₁ = Personality variable
- X₂ = Work motivation variable
- X₃ = organizational culture variable
- X₄ = Leadership variable
- b₀ = Intercept Y
- b₁₋₄ = Partial correlation coefficient of each variable x1-4
- e_i = plaintiff or error factor.

3.1.3.2. Multiple Correlation Analysis (R)

Multiple correlation is used in research to measure the relationship between the independent variable and the dependent variable, with the following assessment conditions:

- < 0.20 = can be ignored
- 0.21-0.40 = weak relationship
- 0.41-0.70 = moderate relationship
- 0.71-1.00 = tight relationship

3.1.3.3. Coefficient of Determination (R²)

The next testing technique is the Coefficient of Determination which is carried out to measure how much the percentage of the contribution or contribution of the independent variable to the dependent variable is, with the assessment conditions, namely:

- R² = Is between 0 and 1 or 0 < R² < 1
- R² = 1 percentage contribution of X₁ to X₄ to the rise and fall of Y
if it is 100% there are no other factors that affect it.
- R² = 0 regression cannot be used to make predictions about Y

To test and analyze the variables of this study, the SPSS Version 22 statistical data analysis program will be used.

3.2. Operational Definitions of Variables and Indicators

3.2.1. Independent Variable (X), which consists of four variables, namely:

1. Personality (X₁). Greenberg and Baron (2008) explain that individual behavior in organizations is different from one another, personality or personality is a unique and relatively stable form of behavior, thoughts, and emotions shown by individuals. Furthermore, it is stated that there are five dimensions of the personality factor and this is the indicator of the personality variable in this study. That is:

- Extraversion (extraversion). A person's tendency to seek stimulation (encouragement) and enjoy being with others. (X1-1)
- Conformity (agreeableness). A person's tendency to be compassionate towards others. (X1-2)
- Conscience (conscientiousness). The tendency of a person to show self-discipline, strive for competence, and achievement. (X1-3)
- Neuroticism (neuroticism). Tendency to experience unpleasant emotions easily. (X1-4)
- Openness (openness to experience). Tendency to enjoy new experiences and ideas. (X1-5)

2. Work Motivation (X2). Greenberg and Baron (2008), stated that motivation is a series of processes that generate, direct, and maintain human behavior to achieve several goals. Furthermore, according to Waiyaki (2017) there are three factors that affect the performance of salespeople which are indicators of motivational variables from this study, namely:

- Goal-setting factors. There is an element of clear goals set by the organization to employees so that employees know what to do and are motivated and responsible for the goals given. (X2-1)
- Financial/monetary factors (financial/monetary factors). Provision of salaries and allowances to employees in accordance with the work performed. Appropriate salary standards and benefits can increase morale and motivate employees. (X2-2)
- Recognition and reward factor. The existence of recognition and awards received by employees. This recognition and award is non-monetary in nature which can effectively increase employee motivation and morale. (X2-3)

3. Organizational Culture (X3). According to Greenberg and Baron (2008) that organizational culture is a cognitive framework consisting of attitudes, values, behaviors, norms, and expectations shared by members of the organization as well as a set of basic assumptions shared by members of the organization. Furthermore, it is stated that there are six characteristics of organizational culture as indicators of the cultural variables in this study. That is:

- Sensitivity to customer and employee needs. Cultural values that care about the needs of customers and employees. (X3-1)
- Interest in new ideas. Cultural values that put forward elements of novelty towards the creation of new ideas. (X3-2)
- Willingness to take risks. Cultural values that are not rigid/conservative but are more willing to take risks. (X3-3)
- Value is placed on employees. Employees as the company's most valuable assets contribute to the productivity of the organization which is continuously maintained and developed. (X3-4)
- Openness in communication. Free communication so that employees are given the freedom to express opinions. (X3-5)
- Happiness and understanding among employees. Cultural values that emphasize the element of kinship or friendship so as to create understanding between one another and ultimately create happiness in the organization. (X3-6)

4. Leadership (X4). It is a person's ability to influence others in this case the subordinates so that they are able to do the will of the leader (Siagian, 2012). According to Greenberg and Baron (2008), there are four characteristics of great leaders. These four characteristics are indicators of the leadership variables in this study, namely:

- Desire to lead (desire to lead). Desire to influence others, especially towards the achievement of common goals (X4-1)
- Flexibility (flexibility). The leader's ability to recognize what action is required in a given situation and then act accordingly (X4-2)
- Focus on morality (focus on morality/authentic leader). Are highly moral individuals who are confident, hopeful, optimistic, and resilient, and who are very aware of the context in which they operate (X4-3)
- Multiple domains of intelligence (multiple domains of intelligence) Intelligence measured in several different ways, such as cognitive intelligence (integrating and interpreting information), emotional intelligence (the ability to be sensitive to one's emotions and other emotions), and cultural intelligence (awareness of cultural differences between people). (X4-4).

3.2.2. Dependent Variable (Y), Sales Force Employee Performance

According to Mangkunegara P. (2007), performance refers to work performance that is actually achieved by an employee or employee in carrying out the tasks and responsibilities given. Furthermore, according to Bangun W. (2012), employee performance is the result of work achieved by someone based on job requirements. Dessler (2009) in Setyawan A. (2018) states that employee performance is an actual achievement compared to the expected performance of employees.

Furthermore, the definition of employee performance specifically for sales force performance is stated by Piery N., et al (1997) in Sampurno Joko K. (2006), that the effectiveness of a company's sales is influenced by the performance of salespeople, namely salespeople who are able to increase their market share, focus on high profit margin on product sales, the main income for the long-term business, and the ability to achieve sales targets. Previous research from Rajagopal, Pitt M., and Price Samantha (2010) stated that indicators or measures of sales performance include:

1. Performance monitoring (Y1), related to the supervision of the work administration as seen from the planning of work based on ability, quality of work produced, and responsiveness to the work done (Y1);
2. Sales team performance (Y2), relates to the productivity of individuals who are willing and able to work together in an assignment team;
3. Sales volume in the area (sales volume in area) (Y3), the individual's ability to acquire and handle consumers in several target market areas;
4. Individual performance (Y4), individual abilities in the form of attitudes towards consumers, handling of consumers, and innovation and flexibility in sales made;
5. Sales growth (growth sales) (Y5), relates to the individual's ability to increase sales volume effectively and to be able to carry out the company's sales strategy.

An explanation of the variables in this study is then summarized in the following table:

Table 4.3. Variables and Statement Items

No	Variable	Indicator	Statement Items
1	Personality (X1)	Extraversion (X1-1)	Having the encouragement of family and colleagues certainly makes work better
		Agreeableness (X1-2)	Accept differences and opinions of

			colleagues
		Conscientiousness (X1-3)	Without working hard, being disciplined, and trying to improve competence, of course, the sales target will not be achieved
		Neuroticism (neuroticism) (X1-4)	Sales targets make you feel depressed and quickly give up at work
		Openness to experience (X1-5)	Working as a sales agent can develop ideas and gain new experiences
2	Work Motivation (X2)	Goal-setting factors (X2-1)	Motivated to work because of working for a company with clear goals
		Financial/monetary factors (financial/monetary factors). (X2-2)	The salary and benefits provided by the company are in accordance with the work assigned
		Recognition and reward factor (X2-3)	The existence of a non-financial reward system that is given so that employees are motivated to work.
3	Organizational Culture (X3)	Sensitivity to customer and employee needs (X3-1)	The company has a culture that focuses on customer needs and employee development
		Interest in new ideas (X3-2)	The company really cares about employees with interesting ideas
		Willingness to take risks (X3-3)	The company pays great attention to employees who dare to take risks
		Value placed on employees (X3-4)	There are company efforts that show employees as valuable assets
		Openness in communication (X3-5)	Employees expressing opinions is a common thing in the company
		Happiness and understanding among employees (X3-6)	Between leaders and employees and fellow employees have a comfortable kinship relationship.
4	Leadership (X4)	Desire to lead (X4-1)	There is an effort by the leader/supervisor to lead properly to achieve organizational goals
		Flexibility (X4-2)	There is direction from the leadership to act according to events in the field
		Focus on morality (focus on morality/authentic leader) (X4-3)	There is leadership direction regarding the importance of work based on morality, self-confidence, and optimism at work
		Multiple domains of intelligence (X4-4)	Having a leader/supervisor with intelligence to understand work, intelligence to manage emotions, and intelligence to understand differences

			of opinion
5	Sales Force Employee Performance (Y)	Performance Monitoring (Y1),	Salespeople who perform well are good if they work based on the company's work plan and their capabilities, of course, they still get supervision from the company
		Sales team performance (Y2),	Salespeople who perform well if they are able to work productively in the team assigned by the company
		Sales Volume in Region (sales volume in area) (Y3),	A sales force that performs well when able to handle customers in several market areas
		Individual Performance (Y4)	Salespeople who perform well if they are able to innovate and are flexible in dealing with consumers
		Sales growth (growth sales) (Y5)	Salespeople who perform well if they are able to increase profit margins based on the company's sales strategy.

DISCUSSION

The results showed that simultaneously or together Personality, Work Motivation, Organizational Culture, and Leadership had an effect on the performance of sales force employees at Kawanua Emerald City AKR Land Development Manado based on the results of the F (simultaneous) hypothesis test. These results can be discussed that sales force employees will experience increased performance or they will be enthusiastic to work if together there is encouragement from personality factors (personal encouragement), work motivation carried out by the company, a good organizational culture encourages employee activities to sell product, and the encouragement from the leader or supervisor of the company. All of this must be done simultaneously and not one by one or separately in order to be able to improve the performance of these employees.

5.2.2. The Influence of Personality (x1) on Sales Force Employee Performance

Test results hypothesis t (partial) shows that the Personality factor has no effect on the performance of sales force employees at Kawanua Emerald City AKR Land Development Manado. The results of this study are unique because if they are combined, they will have an effect, but if partially or one by one, the personality factor (x1) has no effect on the performance of sales force employees at Kawanua Emerald City AKR Land Development Manado. This explains that the personality of a sales force employee, whether working because of family encouragement, working to be accepted by coworkers, pride as a salesperson, cannot improve their performance. This may be due to job satisfaction issues,

5.2.3. The Effect of Work Motivation (x2) on Sales Force Employee Performance (y)

From The results of the t hypothesis test (partial) found that the significance value of the work motivation variable was above the degree of significance. These results mean that work motivation has no effect on the performance of sales force employees. Salespeople or sales employees may not really have the motivation to work so their performance will increase. Maybe the salary or bonus they receive is small or not satisfying them. Likewise, other non-financial awards such as awards or indirect work recognition have not been felt by employees, especially as sales salespeople.

5.2.4. Influence of Organizational Culture (x3) on Sales Force Employee Performance (y)

Results The t hypothesis test (partial) research shows that organizational culture has a significant effect on the performance of sales force employees at Kawanua Emerald City AKR Land Development Manado. These results explain that the organizational culture of the Kawanua Emerald City AKR Land company is able to improve the performance of sales force employees. It can be seen that this real estate company is a national company and not just a company in this area. A long-established company with several branches spread throughout almost all of Indonesia and with several types of business (not just real estate), already has a good organizational culture so that it can improve the performance of employees or employees who work for the company. One of the important cultures in this company is where the company focuses on what the customer needs. Previously, the AKR company focused on selling luxury real estate, both housing and malls. However, at this time the company also pays attention to consumers who have sufficient pockets so that they provide housing at a price below 1 billion. sales.

5.2.5. Influence of Leadership (x4) on Sales Force Employee Performance (y)

Test results hypothesis t (partial) shows that the leadership variable (x4) is above five percent significant, so the leadership variable has no effect on the performance of sales force employees. The results of this study explain that the existing leadership in this company cannot improve employee performance. Sales force or sales leaders such as supervisors, managers, or top management of the company, have not been able to encourage subordinates to work or improve their performance. There may not be a good relationship between management and employees. It may be that there has not been maximum effort from the leaders to direct employees, including sales, to optimize their performance.

CONCLUSION

From the results of this study provide several conclusions in accordance with the formulation of the problem in this study, namely:

1. The variables of Personality, Work Motivation, Organizational Culture, and Leadership have a simultaneous effect on the Performance of Sales Force Employees at Kawanua Emerald City AKR Land Development Manado.
2. Personality variable has no significant effect on Sales Force Employee Performance at Kawanua Emerald City AKR Land Development Manado.
3. The variable of work motivation has no significant effect on the performance of sales force employees at Kawanua Emerald City AKR Land Development Manado.
4. Organizational Culture variable has a significant effect on the Performance of Sales Force Employees at Kawanua Emerald City AKR Land Development Manado.
5. Leadership variable has no significant effect on Sales Force Employee Performance at Kawanua Emerald City AKR Land Development Manado.

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