



Account Executive Effectiveness and Product Quality Effects on Sales Performance at PT Pos Indonesia Semarang

Rian Syahariany Syam¹, Eddy Yunus^{2*}, Meithiana Indrasari³

Dr. Soetomo University, Surabaya, Indonesia^{1,2,3}

*Corresponding author: eddy.yunus@unitomo.ac.id |

Received: 20 September 2022 | Revised: 29 September 2022 | Revised: 17 October 2022 | Published: 18 November 2022

Abstract

Purpose: This study aims to analyze the effectiveness of Account Executives (AE), product quality, and their influence on sales performance through customer satisfaction at PT Pos Indonesia (Persero) KCU Semarang. The study focuses on identifying how AE effectiveness and product quality contribute to customer satisfaction and sales performance improvement.

Research Methodology: This study applied a qualitative descriptive approach with a case study method. Data were collected through interviews, observations, and document analysis related to AE effectiveness, product quality, sales performance, and customer satisfaction. Data analysis was conducted through data reduction, interpretation, and comparison between empirical findings and relevant theories.

Results: The findings indicate that AE effectiveness contributes to sales performance improvement through customer acquisition, relationship management, and customer development activities. Product quality, including competitive pricing, product variation, and service reliability, positively influences customer satisfaction. Furthermore, responsive communication, effective complaint handling, and professional services strengthen customer satisfaction.

Conclusions: The study concludes that AE effectiveness and product quality are important factors supporting sales performance through customer satisfaction. Improving customer-oriented strategies, service quality, and relationship management is essential for achieving sustainable business growth.

Limitations: This study is limited to one research location and uses a qualitative approach, which may restrict the generalizability of findings.

Contributions: This study contributes to sales management and service quality literature by providing insights into the role of AE effectiveness and product quality in improving sales performance through customer satisfaction. The findings offer practical implications for service organizations in developing effective sales and customer management strategies.

Keywords: Account Executive, Customer Satisfaction, Product Quality, Sales Performance, Service Quality

How to Cite: Syam, R. S., Yunus, E., & Indrasari, M. (2022). Account Executive Effectiveness and Product Quality Effects on Sales Performance at PT Pos Indonesia Semarang. *Jurnal Teknik dan Informatika (JTI)*, 2(2), 111-121.

1. Introduction

The rapid development of business competition in the service industry requires organizations to continuously improve their ability to maintain customers, strengthen market positions, and achieve sustainable growth. Companies operating in delivery and logistics services face increasingly complex challenges due to changes in customer expectations, technological developments, digital transformation, and the emergence of competitors offering similar services with more diverse

solutions ([Cichosz, Wallenburg, & Knemeyer, 2020](#)). In this competitive environment, sales performance becomes an important indicator of organizational success because it reflects the company's ability to acquire customers, maintain business relationships, expand market coverage, and achieve targeted revenue growth. Therefore, companies need to develop effective sales strategies supported by high-quality products, efficient service processes, and customer-oriented approaches to remain competitive in a dynamic business environment ([Yuliansyah, Khan, & Fadhilah, 2019](#); [Maldynova, Osmanov, & Galiyev, 2018](#)).

Sales performance is not only determined by the ability to sell products or services but also by the effectiveness of sales personnel in building, maintaining, and developing relationships with customers. Account Executives (AE) play a strategic role as a bridge between companies and customers by identifying market opportunities, developing business relationships, understanding customer needs, and ensuring that customer expectations are properly addressed ([Lautenschlager, & Tzempelikos, 2021](#); [Ayodeji, Oladimeji, Ajayi, Akindemowo, Eboseremen, Obuse, & Erigha, 2022](#)). Effective AE performance involves not only achieving sales targets but also conducting customer visits, providing appropriate solutions, managing communication, and maintaining long-term cooperation with customers. Therefore, improving the effectiveness of AE personnel becomes an important strategy for organizations seeking to strengthen their market position, increase customer retention, and create sustainable sales opportunities ([Alnakhli, Inyang, & Itani, 2021](#); [Cho, Lee, & Shin, 2019](#)).

In addition to sales personnel effectiveness, product quality is another important factor influencing customer decisions, satisfaction, and loyalty. Product quality in service organizations is reflected through service reliability, product variety, pricing suitability, delivery accuracy, responsiveness, and the ability of services to meet customer expectations ([Solimun & Fernandes, 2018](#)). In the logistics and delivery industry, customers evaluate service quality based on the consistency and reliability of the services provided, including whether the company can deliver solutions that match their operational needs ([Kilibarda, Nikolicic, & Andrejic, 2016](#)). Customers who perceive that a company provides reliable, valuable, and consistent services are more likely to develop satisfaction and continue using the company's products. Therefore, maintaining and improving product quality is essential for creating positive customer experiences and supporting long-term customer relationships ([Bungatang & Reynel, 2021](#)).

Customer satisfaction plays an important role in connecting product and service factors with sales performance outcomes ([Berraies & Hamouda, 2018](#)). Customer satisfaction represents customers' evaluation of whether the products and services received meet or exceed their expectations. Satisfied customers are more likely to demonstrate stronger loyalty, repeat purchasing behavior, positive recommendations, and continued engagement with the company ([Arslan, 2020](#)). In service-based organizations, customer satisfaction is not only an indicator of service success but also a strategic factor that influences business sustainability. Consequently, customer satisfaction can become an important mechanism through which AE effectiveness and product quality contribute to improved sales performance by strengthening customer trust and maintaining long-term relationships ([Strenitzerová & Gaňa, 2018](#)).

PT Pos Indonesia (Persero) KCU Semarang, as one of the service providers operating in the logistics and delivery sector, faces challenges in maintaining sales growth amid increasingly competitive market conditions. The company relies on Account Executives and Account Managers to manage corporate customers, acquire new business partners, maintain existing relationships, and improve service engagement. Based on company performance conditions, although revenue growth has occurred, target achievement remains a challenge that requires further evaluation and improvement ([Farmi, Apridar, & Bachri, 2020](#)). This situation indicates the importance of identifying factors that support sales performance, particularly related to the effectiveness of sales personnel, product quality management, and customer satisfaction development. Understanding these factors is essential for improving business strategies and maintaining competitiveness in the logistics service industry.

Previous studies have extensively discussed the relationship between service quality, product quality, customer satisfaction, and business performance. However, limited studies have specifically examined how Account Executive effectiveness and product quality simultaneously contribute to sales performance through customer satisfaction, particularly in the context of logistics and postal service organizations ([Daugherty, Bolumole, & Grawe, 2019](#)). Most previous studies tend to focus on general service quality or customer satisfaction dimensions, while the role of sales personnel effectiveness as a strategic factor in creating customer value remains less explored ([Darzi & Bhat, 2018](#)). Understanding this relationship is important because sales performance improvement requires not only effective sales activities but also the ability to create sustainable customer value through quality services and strong relationship management.

Therefore, this study aims to analyze the effectiveness of Account Executives and product quality on sales performance through customer satisfaction at PT Pos Indonesia (Persero) KCU Semarang. This study is expected to provide theoretical contributions to sales management, customer relationship management, and service quality literature by explaining the interaction between sales personnel effectiveness, product quality, customer satisfaction, and sales outcomes. Furthermore, the findings are expected to provide practical implications for service organizations in developing effective sales strategies, improving customer-oriented services, and strengthening competitive advantages through sustainable customer relationship management.

2. Literature Review and Hypothesis/es Development

2.1 Sales Performance

Sales performance represents the extent to which sales activities successfully achieve organizational objectives, including revenue growth, customer acquisition, market expansion, and customer retention. Sales performance is an important indicator of business success because it reflects the effectiveness of sales strategies and the ability of sales personnel to convert market opportunities into sustainable business outcomes ([Inyang & Jaramillo, 2020](#)). In competitive service industries, achieving high sales performance requires not only the ability to sell products but also the capability to understand customer needs and develop long-term relationships.

Sales performance is influenced by various factors, including sales personnel effectiveness, product quality, customer satisfaction, and relationship management ([Agnihotri, Gabler, Itani, Jaramillo, & Krush, 2017](#)). Sales employees who are able to communicate effectively, identify customer requirements, and provide appropriate solutions are more likely to achieve better sales outcomes. Therefore, organizations need to strengthen both internal sales capabilities and external customer-oriented strategies to improve sales performance.

In logistics and delivery service industries, sales performance becomes particularly important because customer decisions are influenced by service reliability, responsiveness, and trust. Companies must ensure that sales personnel can effectively communicate service value while maintaining customer relationships ([Shrestha & Ale, 2019](#)). Thus, understanding the factors that contribute to sales performance improvement is essential for organizations seeking sustainable competitive advantages.

2.2 Account Executive Effectiveness and Sales Performance

Account Executives (AE) play an important role in managing customer relationships and supporting organizational sales achievement. AE effectiveness refers to the ability of sales personnel to identify potential customers, maintain business relationships, understand customer needs, and provide solutions that create value for customers. Effective AE performance can strengthen customer trust and increase opportunities for customer acquisition and retention ([Liu, Li, & Dong, 2019](#)).

Sales personnel effectiveness is not limited to achieving sales targets but also involves relationship-building activities, communication skills, responsiveness, and the ability to manage customer expectations. In business-to-business service environments, AE personnel often become the primary

representatives of the company in interacting with customers ([Klein, 2021](#)). Therefore, their effectiveness directly influences customer perceptions and the likelihood of maintaining long-term cooperation.

When AE personnel perform effectively, customers are more likely to receive appropriate information, responsive services, and solutions that match their requirements. These positive experiences may contribute to increased customer satisfaction and improved sales performance. Therefore, AE effectiveness is expected to contribute positively to sales performance.

H₁: Account Executive effectiveness contributes positively to sales performance.

2.3 Product Quality and Customer Satisfaction

Product quality refers to the ability of a product or service to meet customer expectations regarding reliability, consistency, functionality, and value. In service organizations, product quality is not only measured by physical characteristics but also by service delivery processes, reliability, speed, and the ability to fulfill customer requirements. High product quality enables companies to create positive customer experiences and strengthen competitive advantages ([Kaleka & Morgan, 2017](#)).

In logistics and delivery services, product quality is reflected through delivery reliability, service options, pricing suitability, and the ability to provide solutions based on customer needs. Customers are more likely to evaluate a service positively when it provides consistent performance and meets their expectations. Therefore, maintaining product quality is essential for creating customer satisfaction and encouraging continued usage ([Mahsyar & Surapati, 2020](#)).

Customer satisfaction occurs when customers perceive that the value received from products or services meets or exceeds their expectations. Products with appropriate quality, competitive prices, and sufficient variations are more likely to increase customer satisfaction. Therefore, product quality is expected to have a positive influence on customer satisfaction.

H₂: Product quality contributes positively to customer satisfaction.

2.4 Account Executive Effectiveness and Customer Satisfaction

Account Executive effectiveness is closely related to customer satisfaction because AE personnel directly interact with customers throughout the service process. Effective AE personnel are able to understand customer expectations, provide accurate information, respond quickly to problems, and maintain professional communication. These activities influence customers' perceptions of service quality and their overall satisfaction ([Zygieris, Hameed, & Ur, 2022](#)).

In service-based organizations, customer satisfaction is often determined not only by the product itself but also by how customers experience interactions with company representatives. Responsive and proactive AE personnel can create a sense of trust and reliability, which strengthens customer relationships ([Nwabueze & Mileski, 2018](#)). Therefore, AE effectiveness becomes an important factor in creating positive customer experiences.

When customers receive professional assistance and effective solutions from AE personnel, they are more likely to perceive that the company provides valuable services. This satisfaction can encourage customer loyalty and support continued business relationships. Therefore, AE effectiveness is expected to contribute positively to customer satisfaction.

H₃: Account Executive effectiveness contributes positively to customer satisfaction.

2.5 Customer Satisfaction and Sales Performance

Customer satisfaction represents customers' evaluation of whether products and services meet their expectations. Satisfied customers are more likely to continue using company services, make repeat purchases, and recommend the company to others. Therefore, customer satisfaction is an important factor influencing business sustainability and sales performance ([Otto, Szymanski, & Varadarajan, 2020](#)).

In competitive service industries, customer satisfaction can become a strategic advantage because retaining existing customers is often more efficient than acquiring new ones. Customers who experience reliable services, responsive support, and appropriate solutions tend to develop stronger relationships with the company ([Streimikiene, Navikaite, & Varanavicius, 2016](#)). These relationships can contribute to increased sales opportunities and revenue growth.

Furthermore, customer satisfaction can act as a mechanism connecting service quality and sales activities with business outcomes. Effective sales personnel and high-quality products may not generate optimal performance if customers are dissatisfied with their experiences. Therefore, customer satisfaction is expected to contribute positively to sales performance.

H₄: Customer satisfaction contributes positively to sales performance.

2.6 The Mediating Role of Customer Satisfaction

Customer satisfaction can function as an important mechanism explaining how Account Executive effectiveness and product quality influence sales performance. Effective AE activities and superior product quality create positive customer experiences, which subsequently encourage customer loyalty and purchasing behavior. Thus, customer satisfaction represents a pathway through which customer-oriented strategies contribute to improved sales outcomes ([Jain, Aagja, & Bagdare, 2017](#)).

In the context of PT Pos Indonesia (Persero) KCU Semarang, AE effectiveness and product quality are expected to strengthen customer satisfaction by improving service interactions, reliability, and customer value. Higher customer satisfaction may then contribute to improved sales performance through repeat orders, stronger customer relationships, and increased business opportunities ([Arslan, 2020](#)).

Therefore, customer satisfaction plays a strategic role in connecting internal service capabilities with external business performance. Understanding this mechanism provides important insights for organizations seeking to improve sales performance through customer-focused management strategies.

H₅: Customer satisfaction mediates the relationship between Account Executive effectiveness, product quality, and sales performance.

3. Research Methodology

This study employed a qualitative descriptive approach to examine the effectiveness of Account Executives, product quality, customer satisfaction, and sales performance at PT Pos Indonesia (Persero) KCU Semarang. A qualitative descriptive approach was selected because this study aims to explore and describe phenomena based on the actual conditions observed in the research setting. This approach allows researchers to obtain a comprehensive understanding of the experiences, perceptions, and activities of research participants related to the implementation of sales strategies, customer relationships, and service quality.

Qualitative research focuses on understanding social phenomena by exploring the perspectives, experiences, and interpretations of participants within their natural environment. According to [Moleong \(2007\)](#), qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from individuals and observed behaviors. Therefore, this approach is considered appropriate for analyzing the effectiveness of Account Executives and product quality because these factors involve human interactions, customer relationships, and organizational practices that cannot be fully explained through numerical measurements.

The research was conducted at PT Pos Indonesia (Persero) KCU Semarang, focusing on Account Executive effectiveness, product quality implementation, customer satisfaction, and sales performance. Data were collected through interviews, observations, and documentation related to sales activities, customer management, performance evaluation, and service processes. The collected information was used to identify patterns, themes, and relationships

between Account Executive effectiveness, product quality, customer satisfaction, and sales performance.

3.1 Data Analysis Method

The data analysis process was conducted through several stages to ensure systematic interpretation of qualitative findings. Due to the large amount of information obtained from the field, the data were carefully recorded, organized, and analyzed to identify relevant findings. Data reduction was conducted by summarizing, selecting important information, focusing on key aspects related to the research objectives, identifying recurring themes, and eliminating information that was considered irrelevant.

After the data reduction process, the researchers organized the findings into categories based on the research focus, including Account Executive effectiveness, product quality, customer satisfaction, and sales performance. The categorized data were then interpreted by comparing empirical findings from the field with relevant theoretical concepts. This process aimed to identify similarities, differences, and important insights regarding the factors influencing sales performance at PT Pos Indonesia (Persero) KCU Semarang.

The final stage involved drawing conclusions based on the analyzed data. Conclusions were developed by examining the relationships among research themes and determining how Account Executive effectiveness and product quality contribute to sales performance through customer satisfaction. This analytical process enabled the study to provide a deeper understanding of the practical conditions and strategic factors affecting sales performance within the organization.

4. Results and Discussions

4.1 Results

4.1.1 Effectiveness of Account Executive Performance

The findings indicate that the effectiveness of Account Executives (AE) plays an important role in supporting sales performance at PT Pos Indonesia (Persero) KCU Semarang. AE effectiveness is reflected through customer acquisition, relationship management, sales planning, customer visits, and follow-up activities with potential and existing corporate customers. AE personnel function not only as sales representatives but also as relationship managers who maintain long-term cooperation with customers.

Table 1. Summary of Account Executive Effectiveness Findings

Aspect	Research Findings	Interpretation
Sales target achievement	AE performance is evaluated through revenue and customer acquisition targets	Clear targets support sales focus and performance monitoring
Customer acquisition	AE actively searches for potential corporate customers and develops partnerships	Expanding customer networks supports business growth
Customer relationship management	AE conducts regular visits and follow-up activities	Strong relationships improve customer retention
Performance evaluation	OKR and sales plans are used to evaluate AE activities	Performance measurement encourages accountability

As presented in Table 1, AE effectiveness is primarily supported by clear sales targets, systematic customer acquisition activities, continuous customer relationship management, and performance evaluation mechanisms through OKR and sales plans. These findings indicate that AE personnel play an important role not only in achieving sales targets but also in developing sustainable customer relationships.

4.1.2 Product Quality and Customer Satisfaction

The results show that product quality contributes significantly to customer satisfaction at PT Pos Indonesia (Persero) KCU Semarang. Product quality is reflected through service reliability, product variation, competitive pricing, and the ability of services to meet customer needs.

Table 2. Comparison of Product Quality Theory and Research Findings

Aspect	Theoretical Perspective	Research Findings
Price	Competitive pricing increases customer value perception	Customers consider PT Pos Indonesia services to have competitive prices
Product variation	Various service options help customers select suitable products	Products such as Next Day Post and Regular Post meet customer needs
Service reliability	Reliable services improve customer trust	Customers appreciate consistent delivery services

Based on Table 2, the research findings support the theoretical perspective that competitive pricing, suitable product variations, and reliable services contribute to positive customer perceptions. Customers considered the available delivery products, such as Next Day Post and Regular Post, as capable of meeting their service requirements. This indicates that maintaining product quality is essential for increasing customer satisfaction and strengthening customer loyalty.

4.1.3 Customer Satisfaction Through Service Quality and Complaint Handling

Customer satisfaction is influenced by service responsiveness, communication quality, complaint handling, and the ability of employees to provide solutions.

Table 3. Customer Satisfaction Findings

Customer Satisfaction Indicator	Research Findings
Service responsiveness	Customers appreciate fast responses from PIC/AM personnel
Complaint handling	Customer complaints are handled quickly and professionally
Communication quality	Professional communication strengthens customer relationships
Product and price satisfaction	Customers perceive service options and pricing positively

Table 3 shows that customer satisfaction is strongly influenced by the responsiveness and professionalism of company representatives, particularly Account Managers (AM) and customer service personnel. The ability to provide quick responses, handle complaints effectively, and maintain professional communication contributes to positive customer experiences and strengthens long-term relationships with customers.

4.1.4 Sales Performance Improvement

The findings reveal that sales performance at PT Pos Indonesia (Persero) KCU Semarang is influenced by AE effectiveness, product quality, and customer satisfaction. AE activities contribute through customer acquisition, market expansion, and maintaining existing corporate partnerships.

Table 4. Factors Supporting Sales Performance

Factor	Contribution to Sales Performance
AE effectiveness	Increases customer acquisition and relationship development
Product quality	Strengthens customer trust and service value

Factor	Contribution to Sales Performance
Customer satisfaction	Encourages customer retention and repeat usage

As shown in Table 4, AE effectiveness contributes to sales performance through customer acquisition and relationship development, while product quality strengthens customer trust and service value. Furthermore, customer satisfaction encourages customer retention and repeat usage, indicating that sales performance improvement requires an integrated approach combining effective sales management, service quality, and customer relationship strategies.

4.2 Discussion

The findings of this study demonstrate that Account Executive (AE) effectiveness, product quality, and customer satisfaction are interconnected factors that contribute to sales performance improvement at PT Pos Indonesia (Persero) KCU Semarang. The results indicate that sales performance is not only determined by the ability to generate transactions but also by the capability of sales personnel to establish relationships, understand customer needs, and provide appropriate service solutions. This finding emphasizes that in service-based industries, customer-oriented sales activities become an important strategy for achieving sustainable business growth.

The effectiveness of Account Executives was found to be an important factor supporting sales performance. The implementation of OKR, sales plans, customer visits, and follow-up activities demonstrates that AE performance is managed through structured targets and measurable activities. This condition indicates that effective sales personnel contribute not only through direct selling activities but also through market development and relationship management. These findings are consistent with the concept of sales management, which emphasizes that successful sales performance requires the ability of salespeople to build customer relationships, identify opportunities, and maintain long-term cooperation with customers.

Furthermore, the findings indicate that product quality contributes to customer satisfaction. In the context of PT Pos Indonesia (Persero) KCU Semarang, product quality is reflected through competitive pricing, various delivery service options, and reliable service processes. Customers perceive that the availability of different products, such as Next Day Post and Regular Post, provides flexibility in selecting services according to their needs. This finding confirms that service quality in logistics organizations is not only related to delivery speed but also includes the ability of companies to provide valuable, reliable, and customer-oriented solutions.

Customer satisfaction was identified as an important factor connecting service activities with sales performance outcomes. The findings show that responsive communication, effective complaint handling, and professional assistance from Account Managers and customer service personnel strengthen customer perceptions of the company. Customers who receive quick responses and appropriate solutions are more likely to develop trust and maintain long-term relationships with the organization. Therefore, customer satisfaction becomes a strategic asset that supports customer retention and repeat usage, which ultimately contributes to sales sustainability.

The findings also reveal that although sales performance has improved, achieving sales targets remains a challenge for PT Pos Indonesia (Persero) KCU Semarang. Differences in AE performance indicate that some employees are more successful in acquiring new customers and developing partnerships, while others require further improvement in market exploration and customer management activities. This condition suggests that organizations need to continuously evaluate sales capabilities, strengthen employee competencies, and provide support systems that enable AE personnel to achieve consistent performance.

Overall, this study highlights that improving sales performance in service organizations requires an integrated approach involving effective sales personnel management, consistent product quality, and strong customer relationship management. The effectiveness of AE alone is insufficient without supporting service quality and customer satisfaction. Therefore, PT Pos Indonesia (Persero) KCU

Semarang should continue developing customer-oriented sales strategies, strengthening AE capabilities, and maintaining service quality to achieve sustainable competitive advantages.

5. Conclusions

This study concludes that the effectiveness of Account Executives (AE), product quality, and customer satisfaction are important factors supporting sales performance improvement at PT Pos Indonesia (Persero) KCU Semarang. Effective AE performance, demonstrated through customer acquisition activities, relationship management, sales planning, and continuous customer follow-up, contributes to expanding market opportunities, increasing customer loyalty, and strengthening the company's reputation. In addition, maintaining product quality through reliable services, competitive pricing, and appropriate product variations plays an important role in creating positive customer experiences and satisfaction.

However, the findings also indicate that the sales performance of PT Pos Indonesia (Persero) KCU Semarang still requires continuous improvement. Although the company has experienced revenue growth compared with the previous period, the achievement of sales targets remains below expectations. This condition highlights the need for further improvement in sales strategies, AE capability development, customer relationship management, and service innovation. To address increasingly diverse and competitive customer demands, delivery service companies need to continuously evaluate customer expectations and develop strategies that align with market needs. By strengthening sales effectiveness, improving service quality, and maintaining customer satisfaction, companies can enhance competitiveness and achieve sustainable business growth.

Acknowledgement

The authors would like to express their sincere gratitude to PT Pos Indonesia (Persero) KCU Semarang for providing valuable support, information, and opportunities during the research process. The authors also appreciate the participation of Account Executives, Account Managers, and related parties who contributed valuable insights and data for this study. The authors are grateful to all individuals who provided assistance and support during the completion of this research.

Author Contributions

RSS contributed to the research conceptualization, development of the research framework, data collection, data analysis, interpretation of findings, and preparation of the initial manuscript draft. EY contributed to research supervision, methodological guidance, theoretical development, validation of research findings, and critical revision of the manuscript. MI contributed to manuscript review, refinement of the discussion, validation of the research outcomes, and improvement of the final manuscript. All authors have read and approved the final version of the manuscript and agreed to be accountable for all aspects of the research.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. This research was conducted independently and objectively, and the findings presented in this manuscript are based on the research data and analysis conducted by the authors. The authors have no financial, personal, or professional relationships that could influence the results or interpretation of this study.

References

- Agnihotri, R., Gabler, C. B., Itani, O. S., Jaramillo, F., & Krush, M. T. (2017). Salesperson ambidexterity and customer satisfaction: Examining the role of customer demandingness, adaptive selling, and role conflict. *Journal of Personal Selling & Sales Management*, 37(1), 27-41. <https://doi.org/10.1080/08853134.2016.1272053>
- Alnakhli, H., Inyang, A. E., & Itani, O. S. (2021). The role of salespeople in value co-creation and its impact on sales performance. *Journal of Business-to-Business Marketing*, 28(4), 347-367. <https://doi.org/10.1080/1051712X.2021.2012079>
- Arslan, I. K. (2020). The importance of creating customer loyalty in achieving sustainable competitive advantage. *Eurasian Journal of Business and Management*, 8(1), 11-20. <https://doi.org/10.15604/ejbm>
- Ayodeji, D. C., Oladimeji, O., Ajayi, J. O., Akindemowo, A. O., Eboseremen, B. O., Obuse, E., ... & Erigha, E. D. (2022). Operationalizing analytics to improve strategic planning: A business intelligence case study in digital finance. *Journal of Frontiers in Multidisciplinary Research*, 3(1), 567-578. <https://doi.org/10.54660/JFMR.2022.3.1.567-578>
- Berraies, S., & Hamouda, M. (2018). Customer empowerment and firms' performance: The mediating effects of innovation and customer satisfaction. *International Journal of Bank Marketing*, 36(2), 336-356. <https://doi.org/10.1108/IJBM-10-2016-0150>
- Bungatang, B., & Reynel, R. (2021). The effect of service quality elements on customer satisfaction. *Golden Ratio of Marketing and Applied Psychology of Business*, 1(2), 107-118. <https://doi.org/10.52970/grmapb.v1i2.102>
- Cho, H., Lee, P., & Shin, C. H. (2019). Becoming a sustainable organization: Focusing on process, administrative innovation and human resource practices. *Sustainability*, 11(13), 3554. <https://doi.org/10.3390/su11133554>
- Cichosz, M., Wallenburg, C. M., & Knemeyer, A. M. (2020). Digital transformation at logistics service providers: Barriers, success factors and leading practices. *The International Journal of Logistics Management*, 31(2), 209-238. <https://doi.org/10.1108/IJLM-08-2019-0229>
- Darzi, M. A., & Bhat, S. A. (2018). Personnel capability and customer satisfaction as predictors of customer retention in the banking sector: A mediated-moderation study. *International journal of bank marketing*, 36(4), 663-679. <https://doi.org/10.1108/IJBM-04-2017-0074>
- Daugherty, P. J., Bolumole, Y., & Grawe, S. J. (2019). The new age of customer impatience: An agenda for reawakening logistics customer service research. *International Journal of Physical Distribution & Logistics Management*, 49(1), 4-32. <https://doi.org/10.1108/IJPDLM-03-2018-0143>
- Farmi, N., Apridar, A., & Bachri, N. (2020). Pengaruh Quality of Work Life Terhadap Kinerja Karyawan PT. POS Indonesia (Persero) KPRK Lhokseumawe dengan Motivasi Intrinsik dan Kepuasan Kerja sebagai Variabel Intervening. *J-MIND (Jurnal Manajemen Indonesia)*, 5(2), 84-93. <https://doi.org/10.29103/j-mind.v5i2.3437>
- Inyang, A. E., & Jaramillo, F. (2020). Salesperson implementation of sales strategy and its impact on sales performance. *Journal of Strategic Marketing*, 28(7), 601-619. <https://doi.org/10.1080/0965254X.2019.1593223>
- Jain, R., Aagja, J., & Bagdare, S. (2017). Customer experience—a review and research agenda. *Journal of service theory and practice*, 27(3), 642-662. <https://doi.org/10.1108/JSTP-03-2015-0064>
- Kaleka, A., & Morgan, N. A. (2017). Which competitive advantage (s)? Competitive advantage—market performance relationships in international markets. *Journal of international marketing*, 25(4), 25-49. <https://doi.org/10.1509/jim.16.0058>

- Kilibarda, M., Nikolicic, S., & Andrejic, M. (2016). Measurement of logistics service quality in freight forwarding companies: A case study of the Serbian market. *The International Journal of Logistics Management*, 27(3), 770-794. <https://doi.org/10.1108/IJLM-04-2014-0063>
- Klein, M. (2021). Emotional labor in a sales ecosystem: A salesperson-customer interactional framework. *Journal of business & industrial marketing*, 36(4), 666-685. <https://doi.org/10.1108/JBIM-01-2020-0019>
- Lautenschlager, C., & Tzempelikos, N. (2021). Innovation in key account management: Identification of research trends and knowledge gaps. *Journal of Business-to-Business Marketing*, 28(2), 149-167. <https://doi.org/10.1080/1051712X.2021.1935469>
- Liu, Y., Li, X., & Dong, M. C. (2019). The role of customer orientation in key account managers' performance: A client network perspective. *Journal of Business & Industrial Marketing*, 34(7), 1592-1605. <https://doi.org/10.1108/JBIM-09-2017-0229>
- Mahsyar, S., & Surapati, U. (2020). Effect of service quality and product quality on customer satisfaction and loyalty. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 4(01). <https://doi.org/10.29040/ijebar.v4i01.950>
- Maldynova, A., Osmanov, Z., & Galiyev, D. (2018). Formation of marketing strategy for promoting an innovative product. *Journal of Applied Economic Sciences*, 13(7), 1951-1958. https://doi.org/10.32014/2518-1467_2022_398_4_319-330
- Moleong, L. J. (2007). Metodologi penelitian kualitatif edisi revisi.
- Nwabueze, U., & Mileski, J. (2018). Achieving competitive advantage through effective communication in a global environment. *Journal of International Studies (2071-8330)*, 11(1). <https://doi.org/10.14254/2071-8330.2018/11-1/4>
- Otto, A. S., Szymanski, D. M., & Varadarajan, R. (2020). Customer satisfaction and firm performance: Insights from over a quarter century of empirical research. *Journal of the Academy of Marketing science*, 48(3), 543-564. <https://doi.org/10.1007/s11747-019-00657-7>
- Shrestha, R., & Ale, B. B. (2019). The study of service quality and its relationship on customer satisfaction of Nepal Telecom (NT) in Nepal. *International Journal of Advances in Scientific Research and Engineering (IJASRE)*, 5(12), 112-121. <https://doi.org/10.31695/IJASRE.2019.33649>
- Solimun, & Fernandes, A. A. R. (2018). The mediation effect of customer satisfaction in the relationship between service quality, service orientation, and marketing mix strategy to customer loyalty. *Journal of Management Development*, 37(1), 76-87. <https://doi.org/10.1108/JMD-12-2016-0315>
- Streimikiene, D., Navikaite, A., & Varanavicius, V. (2016). Company's value creation via customer satisfaction and environmental sustainability influence. *Montenegrin journal of economics*, 12(4), 19. <https://doi.org/10.14254/1800-5845/2016>
- Strenitzeroová, M., & Gaňa, J. (2018). Customer satisfaction and loyalty as a part of customer-based corporate sustainability in the sector of mobile communications services. *Sustainability*, 10(5), 1657. <https://doi.org/10.3390/su10051657>
- Yuliansyah, Y., Khan, A. A., & Fadhilah, A. (2019). Strategic performance measurement system, firm capabilities and customer-focused strategy. *Pacific Accounting Review*, 31(2), 288-307. <https://doi.org/10.1108/PAR-09-2018-0068>
- Zygiaris, S., Hameed, Z., Ayidh Alsubaie, M., & Ur Rehman, S. (2022). Service quality and customer satisfaction in the post pandemic world: A study of Saudi auto care industry. *Frontiers in psychology*, 13, 842141. <https://doi.org/10.3389/fpsyg.2022.842141>