

Factors Affecting Salesperson Performance: The Case of Fast-Moving Consumer Goods

Ni Cening Nicky Prasada Gayatri^a, Wanda Artabella Kurniawati^b, Yoga Angka Wijaya^c, Anita Maharani^d

^{a,b,c,d}Master Program, Binus Business School, Binus University, Indonesia

Corresponding author e-mail: anita.maharani@binus.edu

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ABSTRACT

The purpose of this study is to examine the influence of factors suspected of influencing salesperson performance at PT. Rodamas. Literatures discussed include concepts and hypotheses related to salesperson performance. The research approach applied in this study is quantitative, involving one of the largest Fast Moving Consumer Goods (FMCG) companies in Indonesia, PT. Rodamas. Samples were determined using the sampling formula, resulting in 291 respondents that was selected based on Java Island's. To analyse data according to the research model, we apply regression analysis with a specific technique to explore the effect of moderation. The results obtained indicate that two of the three hypotheses are supported, while one is not. The implication of this research result is that the company needs to follow up on this research result to apply it to policies and implement it in the company to improve salesperson performance.

INTRODUCTION

Fast Moving Consumer Goods (FMCG) is one of the most dynamic and competitive industries both in Indonesia and globally. In 2025, Euro Group Consulting released report related to FMCG and shows the potential of Indonesia becoming the country with high potential in this industry compared with other countries in South Asia (Consulting, 2025). However, study found companies in the fast-moving consumer goods industry implement profit maximization policies to remain competitive (Sopta, Kovac, & Knezevic, 2017). Therefore, policies related with the aim to remain competitive might be considered as common in this industry.

FMCG can be categorized as an industry that has very strong competition and has fast market dynamics, and requires strategic adaptation capabilities to gain market share, maintain customer loyalty, and develop an effective distribution network. Study found interfirm competitive dynamics in the FMCG industry shift along with time and involve matching competitive moves (Kitchen, 1989). Moreover, the scope of FMCG known usually includes a wide range of everyday consumer products for health products, personal care, home cleaning, and this is as well as food and beverages, and there will be uniqueness if related with the preferences of consumer's origin location (Verma, Rojhe, Horska, Sharma, & Sedik, 2023).

Indonesia's FMCG focusing on consumer goods is the rising business. Based on report from InCorp, the logic behind the phenomena would be based on the fact Indonesian families have spent about 20 % of their entire household spending on FMCG items since 2018 (Incorp, 2025). And the highlight is cooking spices and flavorings are part of FMCG that show growth in Indonesia's FMCG business, data from Statista shows this business expected to show a volume growth of 3,2 % in 2026 (Statista, 2025), or in other words this type of FMCG is promising in Indonesia context, and this would be interesting if explored in research.

There are some companies that focuses in FMCG, one the company is PT. Rodamas. PT. Rodamas as a company engaged in the cooking spices business has the largest market share in Indonesia, operating in a highly competitive environment requires PT Rodamas to have an effective strategy for business success. This makes PT Rodamas an ideal company to study further.

In business, a company's success is inseparable from its employees' performance in achieving its targets. Based on researchers' exploration in February 2025, at PT. Rodamas, employee performance is considered crucial, and one of the positions considered crucial to its business is the salesperson, and this company emphasize on growth mindset presence within its salesperson performance, the position that responsible to achieve PT. Rodamas. Dweck (2006) mentioned in his study, that growth mindset is the belief that abilities can develop through continuous effort and learning. In the specific context of FMCG distribution sales, Rodamas needs to pay attention to the performance of its salespeople, who constitute more than 60% of its total workforce. Moreover, Baldauf et al. (2002) stated salesperson performance consists of 2

concepts, namely (1) Behavior displayed by the salesperson, (2) results obtained from the salesperson's efforts. However, after careful exploration, and urgencies, this research will explore salesperson performance as related on their beliefs.

Understanding the factors that influence salesperson performance may possibly bring benefit for companies to evaluate its policy related to effort of improving employee's performance that aimed to achieving sales targets. Moreover, the role of salesperson is crucial in company, and research found intrinsically motivated salesperson are proven more resilient and able to improve their performance by initiating more "calls" from the customers (Good, Hughes, & LaBrecque, 2020). Several studies have examined the relationship between growth mindset and other variables in the context of salesperson target achievement. One study, conducted by Auer (2020), concluded that growth mindset does not positively influence employee work motivation, individual innovation, and career satisfaction. However, another study, conducted by Liu and Tong (2022), found a positive correlation between growth mindset and innovative behavior in the workplace.

In addition to examining studies with similar independent variable, namely incentive, researchers attempted to compare several previous studies. The first study was from Osuji & Demme (2023) incentives as sales rewards have the potential to increase salesperson's performance. This result was in line with Mwamanenge (2018). However, both studies still only focus on one variable, namely growth mindset or incentives alone, without integrating other factors that can also influence salesperson performance. Researcher see the possibility to include other variable, the transformational leadership, as this was stimulate by previous study from Gao et al (2020) and Ha et al, (2024), where both research found salesperson performance will increases if they were treated as coachee by its sales leader.

This study focuses on examining whether growth mindset and incentive schemes influence salesperson performance and whether transformational leadership moderates the influence of growth mindset on salesperson performance. This research is expected to contribute to a deeper understanding of the factors influencing salesperson performance in the FMCG industry, particularly in distribution within the General Trade Sector.

We propose three research questions as follows: 1. Does growth mindset have a positive effect on salesperson performance?; 2. Does the incentive scheme have a positive effect on salesperson performance?, The last research question proposed is: Does transformational leadership moderate the effect of a growth mindset on salesperson performance?.

Concept of Growth Mindset. Growth mindset is influenced by neural mechanisms of error and feedback processing, a domain-specific mindsets, and grit (Zeng, 2025). Moreover, the importance of growth mindset is it act as enabler, where it may foster adaptability of a person when dealing with unfamiliar situation (Zarrinabadi, Rezazadeh, Karimi, & Lou, 2022). Nurturing growth mindset will be able to help a person develop his or her confidence, indepence and embrace challenges (Kampa, 2023).

Concept of Incentive Scheme. A rationale incentive system consists of three blocks, they are financial, living conditions and nonfinancial incentives (Kopytova, 1017). Incentive schemes, able to align organizational and individual goals, enhancing performance, but can also motivate irresponsible behavior and lead to unethical decision-making (Glaeser & Van Quaquebeke, 2019). The optimal incentive scheme for motivating a person, will relate with person's long-term success (Manso, 2013).

Concept of Transformational Leadership. Transformational leadership is a classic concept, and based on previous studies, transformational leadership still considered as exist in any types of organizations. Transformational leadership involves transforming organizational behavior, culture, and individuals (Maldonado & Goll, 2020). Based on this theory, follower transformation is heavily emphasized, where there is a positive achievement within individuals, groups, and organizations (Siangchokyoo, Klinger, & Campion, 2020). And transformational leadership may foster commitment, passion and loyalty that will lead the organizational growth and prosperity (Korejan & Shahbazi, 2016).

Concept of Salesperson Performance. Salespersons intraorganizational relationship may possibly impact the performance (Bolander, Satorino, Hughes, & Ferris, 2015). In classic study found, salesperson's abilities in impresion formation and strategy formulation will lead to sales performance (Weitz, 1978). Higher performing sales personnel have more ability to elaborate, plan for contingent, and have more context-specific procedural knowledge, which will be more relevant and adaptive and resulted as an effective salesperson (Leigh, DeCarlo, Allbright, & Lollar, 2013).

Hypothesis Development. In general, employees with a growth mind-set, will have a more positive emotions that will lead to increasing job performance (Pap, Virga, Stefan, Bohle, & Media, 2025). In the case of salesperson, salesperson with a growth mind-set is more likely to persevere through long sales cycle, while those with a consistent interest may struggle (Lastner, Peasley, & Pelletier, 2022). Salespeople with growth mind-set will impacts individual, dyadic, and organizational outcomes (Han & Stieha, 2020).

Based on previous findings, the following hypothesis is derived:

Hypothesis 1: *Growth mindset has a positive effect on salesperson performance.*

Incentive schemes, such as training, recognition, and flexible approaches, have a hight positive perception by the salesperson and this possible lead to high performance (Mwamanenge, 2018). Incentives have a significant positive impact on sales performance both for individuals or organizations (Kim, Kim, Park, & Choi, 2024), and moreover with larger effects in field studies, qualitative tasks, and for equitably distributed rewards (Garbers & Konradt, 2013).

Based on previous findings, the following hypothesis is derived:

Hypothesis 2: *Incentive schemes have a positive effect on salesperson performance.*

Transformational leadership positively affects salesperson's sense of empowerment and self-efficacy, which in turn positively affect their accomplishment striving and performance (Gao, Murphy, & Anderson, 2020). Transformational leader behaviors have stronger direct and indirect relationships with sales performance than transactional leader behaviors (MacKenzie, Podsakoff, & Rich, 2001). Salesperson, that able to get coaching, collaboration, and championing and also customer engaging practice are the key leader behavior that enable salesperson performance (Peesker, Ryals, Rich, & Boehnke, 2019).

Based on previous findings, the following hypothesis is proposed:

Hypothesis 3: *Transformational leadership positively moderates the influence of growth mindset on salesperson performance.*

The following is a conceptual framework in this study to describe the relationship between various factors that influence salesperson performance.

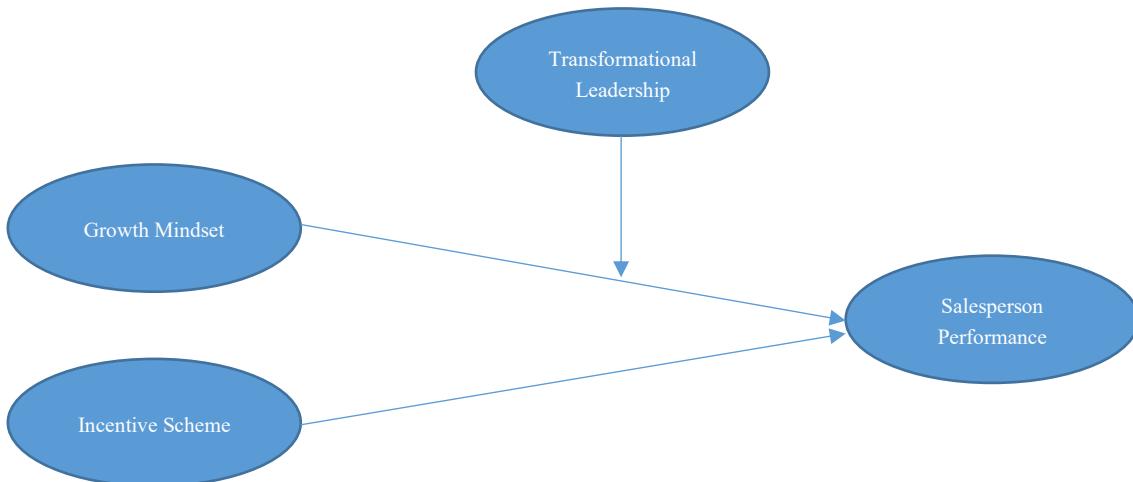


Figure 1. Conceptual Framework (as adopted from various studies)

RESEARCH METHODS

This study employed a quantitative method, using a survey, to collect data from respondents. Data were collected through a structured questionnaire administered to salespeople across Greater Jakarta (Jabodetabek), West Java, Central Java, and East Java. This questionnaire was designed to measure the variables in the study: growth mindset, incentive schemes, and transformational leadership, on salesperson performance. This method was chosen because collecting large amounts of data is more efficient and provides respondents with more flexibility to complete the questionnaire compared to in-depth interviews.

The sampling method in this study used a stratified random sampling method is highlighted in table 1, which divides the population into several groups, and in this research, the characteristic

used is region, where samples will be drawn randomly with a percentage of the population in each region.

Table 1. Sample Size

Region	Sales Population	Proportions	Minimal Sample
West Java	252	23%	68
Central Java	281	26%	76
East Java	264	25%	72
Jabodetabek	278	26%	75
Grand Total	1075	100%	291

Source: *Company Employee Data, 2025*

To determine the appropriate sample size, this study uses the Slovin formula $n = \frac{N}{1+Ne^2}$ therefore the following calculation is obtained, Based on Table 1., above, the sample size for this study was set at a minimum of 291 respondents, with the number of samples for each region determined based on its proportion. This number was deemed sufficient to ensure the accuracy of the results in hypothesis testing and to enhance the validity and reliability of the study.

Data collection applied is cross-sectional, meaning the questionnaire was administered to the sample only once. This research was conducted under normal conditions without any specific interventions from researchers.

In this study, the operationalization of the variables was structured to provide an explanation of the indicators used to explain the variables as highlighted in table 2.

Table 2. Operationalization

Variables	Indicators
<i>Salesperson Performance (PER)</i>	<ol style="list-style-type: none"> 1. I meet the formal performance requirements of the job. 2. I fulfill responsibilities specified in my job description. 3. I perform the tasks that are expected of me. <p>Adopted from William et al (1991)</p>
<i>Growth Mindset (GM)</i>	<ol style="list-style-type: none"> 1. Effort and practice can improve my sales skills. 2. I feel challenged to learn more when faced with new challenges. 3. I view failure as an opportunity to learn rather than an obstacle. 4. I actively seek feedback from superiors and coworkers. 5. I persist even when faced with rejection. <p>Adopted from Dweck (2006)</p>
<i>Incentive Scheme (INC)</i>	<p>Outcome Utility Indicators</p> <ol style="list-style-type: none"> 1. Perceived Value: Measure whether employees view the monetary amount as meaningful 2. Effort-Reward Assessment: Evaluate if employees believe the

reward is worth the effort

3. Exchange Potential: Assess how employees perceive the utility of the incentive amount

Informative Content Indicators

4. Clarity of Performance-Reward Link: Measure how clearly employees understand what behaviors lead to rewards
5. Feedback Quality: Assess how effectively the incentive communicates performance information
6. Specificity of Criteria: Evaluate how precisely the performance criteria are defined

Regulatory Mechanism

7. Behavioral Identification: Measure if critical, observable behaviors are properly identified
8. Contingent Application: Assess if rewards are systematically tied to specific behaviors
9. Continuous Reinforcement: Evaluate if employees are regularly reminded of the incentive
10. Implementation Consistency: Measure how consistently the incentive system is applied

Adopted from Oliver et al (1994)

*Transformational Leadership
(TL)*

1. Effective communication skills,
2. Employee empowerment,
3. Quick and accurate decision-making, and
4. Skills in motivating and providing constructive feedback

Adopted from Bass et al (2004)

Source: William et al (1991); Dweck (2006); Oliver et al (1994); Bass et al (2004)

Validity testing is conducted to measure the extent to which a research instrument can measure the intended construct or variable. In this study, validity testing was conducted using Exploratory Factor Analysis and looking at the values in the Component Matrix. The Component Matrix shows the correlation between each question item (indicator) and the factors formed. The criteria used are that an item is considered valid if it has a value > 0.5 . Reliability testing aims to determine the consistency of the measuring instrument in producing stable results. Reliability is measured using Cronbach's Alpha. A variable is said to have high reliability if the Cronbach's Alpha value ≥ 0.7 . Values between 0.6–0.7 are still acceptable in the context of exploratory research, but efforts are made to ensure all instruments have values above 0.7.

Multiple regression was used to test the research hypothesis regarding the influence of independent variables on the dependent variable. This method was chosen because of its ability to identify a linear relationship between the independent and dependent variables. To test whether transformational leadership moderates the influence of growth mindset on salesperson performance, a Moderated Regression Analysis (MRA) was conducted using SPSS. This technique was chosen because it can identify how the effect of the independent variable on the dependent variable changes based on the value of the moderator variable. The interaction between the independent and moderator variables will be tested to see whether the influence of

growth mindset on salesperson performance changes depending on the level of perceived transformational leadership. With this analysis method, the study is expected to provide a more comprehensive understanding of the factors influencing salesperson performance for general trade distribution and the relationship between the variables tested in this study. To examine the moderation of Transformational Leadership, a Hierarchy Regression test will be conducted, a regression analysis technique used to determine the additional contribution of one or more independent variables to the dependent variable, by entering variables into the model gradually based on a certain order (hierarchy).

RESULTS AND DISCUSSIONS

By the end of data collection, this study has more than samples targeted, and resulted in 429 respondents. All respondents are salesperson, and their duty specifically in general trade distribution in PT. Rodamas, that located in Greater Jakarta, West Java, Central Java, and East Java. In Table 3., display respondent's profile included age, education level, and length of sales experience. The following is a detailed description of each demographic attribute.

Table 3. Respondents Profile

Atributes	Category	n (%)
Locations	Jabodetabek	106 (24.7)
	West Java	135 (31.5)
	Central Java	106 (24.7)
	East Java	82 (19.1)
Age (years)	20–30	133 (31.0)
	31–40	225 (52.4)
	41–50	67 (15.6)
	> 50	4 (0.9)
Educations	High Schools	344 (80.2)
	Diploma	20 (4.7)
	Undergraduate	63 (14.7)
	Postgraduate	2 (0.5)
Years of Service	< 1	12 (2.8)
	1–3	137 (31.9)
	4–6	104 (24.2)
	7–10	97 (22.6)
	> 10	79 (18.4)

Source: Data collection, 2025

Validity and Reliability Assessments. The validity test results show that all indicators in the research variables have loading factor values above 0.5, indicating that the research instrument is valid in measuring the intended construct. For salesperson performance, loading factor values

ranged from 0.858 to 0.933, while for the growth mindset variable, loading factor values ranged from 0.817 to 0.883. The transformational leadership variable showed excellent validity with loading factor values between 0.903 and 0.948, and the incentive scheme variable had loading factor values between 0.679 and 0.889. All these values were above the threshold of 0.5, indicating that all indicators validly measure the intended construct.

Table 4. Validity Testing

Component Matrix ^a	Component Matrix ^a	Component Matrix ^a	Component Matrix ^a
Component	Component	Component	Component
1	1	1	1
PER1 .858	GM1 .820	INC1 .811	TL1 .948
PER2 .886	GM2 .817	INC2 .864	TL2 .903
PER3 .917	GM3 .883	INC3 .710	TL3 .918
PER4 .933	GM4 .820	INC4 .871	TL4 .945
PER5 .882	GM5 .823	INC5 .745	Extraction Method: Principal Component Analysis.
Extraction Method: Principal Component Analysis.	GM6 .880	INC6 .823	a. 1 components extracted.
a. 1 components extracted.	Extraction Method: Principal Component Analysis.	INC7 .679	
	a. 1 components extracted.	INC8 .889	
		INC9 .864	
		INC10 .857	
		Extraction Method: Principal Component Analysis.	
		a. 1 components extracted.	

Source: Data analysis result, 2025

Reliability testing using Cronbach's Alpha showed very satisfactory results for all research variables. Salesperson Performance had a Cronbach's Alpha value of 0.937, Growth Mindset of 0.915, transformational leadership of 0.946, and incentive scheme of 0.943. All these values far exceed the recommended threshold of 0.7, even for confirmatory research that requires higher reliability values. These results indicate that the research instrument has excellent internal consistency and can be relied upon for stable and consistent measurement.

Table 5. Reliability Testing

Salesperson Performance	Growth Mindset			Incentive Scheme			Transformational Leadership		
Reliability Statistics	Reliability Statistics			Reliability Statistics			Reliability Statistics		
Cronbach's Alpha		Cronbach's Alpha		Cronbach's Alpha		Cronbach's Alpha		Cronbach's Alpha	
ch's Based on Standardized Items	N of Items	ch's Based on Standardized Items	N of Items	ch's Based on Standardized Items	N of Items	ch's Based on Standardized Items	N of Items	ch's Based on Standardized Items	N of Items

Source: Data analysis result, 2025

Based on the results of the multiple regression analysis, the research model showed an R-square value of 0.568, indicating that 56.8% of the variation in salesperson performance can be explained by the independent variables in the model: growth mindset, incentive scheme, and the interaction between growth mindset and transformational leadership. This value indicates the model's fairly good predictive power in the context of organizational behavior research. The results of the multiple linear regression test showed that growth mindset had a significant positive effect on salesperson performance of 0.000 (<0.05) with a beta coefficient of 0.486 (p 0.05). This indicates that growth mindset has a significant positive effect on salesperson performance, thus accepting H1. For Incentive Scheme, the significant positive effect was 0.000 (<0.05) with a beta coefficient of 0.087 (p 0.05). This indicates that incentive schemes have a significant positive effect on salesperson performance, thus accepting H2 (Table 6).

Table 6. Model Assesment (a)

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	.754 ^a	.568	.565	1.96535			
a. Predictors: (Constant), GMxTL, INC, GM							
Coefficients ^a							
Model	Unstandardized Coefficients			Standardized Coefficients	Sig.		
	B	Std. Error	Beta	t			
1	(Constant)	5.039	.877	5.745	<.001		
	GM	.486	.046	.569	10.655		
	INC	.087	.020	.198	4.423		
	GMxTL	.001	.001	.048	.871		

a. Dependent Variable: PER

Source: Data analysis result, 2025

Moderation of transformational leadership on the influence of growth mindset on salesperson performance shows a Sig value of 0.386 (>0.05) which means it is not significant or Transformational Leadership does not positively moderate the influence of Growth Mindset on salesperson performance so that H3 is rejected. To test H3 related to transformational leadership moderation, a retest was carried out using hierarchy regression with a Sig value of 0.001 (<0.005) and a B value of -0.17 which means that transformational leadership negatively moderates the influence of growth mindset on salesperson performance, although significant but the direction of moderation is different so that H3 is still rejected (Table 7.).

Table 8. Model Assessment (B)

Model	Coefficients ^a			t	Sig.
	B	Unstandardized Coefficients	Standardized Coefficients		
		Beta			
1	(Constant)	4.654	.758	6.140	<.001
	GM	.510	.036	.598	14.322
2	INC	.093	.018	.212	<.001
	(Constant)	4.577	.757	6.047	<.001
3	GM	.492	.037	.577	13.345
	INC	.079	.020	.179	3.959
	TL	.071	.038	.077	.063
	(Constant)	-1.545	1.912	-.808	.420
	GM	.733	.078	.859	9.372
	INC	.073	.020	.167	3.730
	TL	.541	.140	.588	3.858
	GMxTL	-.017	.005	-.707	-3.478
					<.001

a. Dependent Variable: PER

Source: Data analysis result, 2025

Do Growth mindset has a positive effect on salesperson performance? The results of the study indicate that a Growth Mindset has a significant positive effect on salesperson performance, supporting Hypothesis 1. This finding aligns with previous research by Dweck (2006) and Farellacci & Hollett-Haudebert (2021), which states that individuals with a Growth Mindset are more likely to face and persist through challenges. In the context of FMCG sales, salespeople with a Growth Mindset demonstrate greater resilience when faced with rejection, actively seek feedback to improve their performance, and continuously adapt their sales strategies to meet customer needs. This mindset is particularly valuable in the dynamic and competitive FMCG industry, where market conditions and consumer preferences are rapidly evolving. The strong positive relationship between a Growth Mindset and performance suggests that companies

should invest in developing this mindset among their salespeople through training programs, coaching, and creating a learning-oriented organizational culture.

Do incentive schemes have a positive effect on salesperson performance? This study explains that incentive schemes have a significant positive effect on sales force performance, which is in accordance with hypothesis 2. This finding is consistent with previous studies by Babakus et al. (1996) and Locke & Latham (2002), which found that well-designed incentive systems can increase motivation and encourage higher performance. The results of the study indicate that the incentive scheme implemented in the company effectively motivates salespeople to achieve their targets. This can be attributed to the clarity of the performance-reward relationship, the perception of system fairness, and the meaningful value of the incentives offered.

Does Transformational leadership positively moderate the influence of growth mindset on salesperson performance? Transformational leadership was not found to significantly moderate the relationship between growth mindset and salesperson performance. This finding differs from several previous studies that suggested leadership style can enhance the effects of individual characteristics on performance outcomes. Despite the lack of a significant moderating effect, regional analysis revealed that transformational leadership was rated highest in Central Java, where performance remained stable even when other motivational factors were not dominant. This suggests that effective leadership may still play a significant role in maintaining performance levels.

CONCLUSION & SUGGESTION

This study examines various factors influencing sales force performance in the Indonesian FMCG industry, particularly in the General Trade channel. The results indicate that growth mindset and incentive schemes positively influence sales force performance, while transformational leadership does not significantly moderate the relationship between growth mindset and performance. These results highlight the importance of developing psychological resources (growth mindset) and implementing effective organizational systems (incentive schemes) to improve sales force performance in the competitive FMCG industry. Companies that successfully cultivate a growth mindset among their sales force, along with providing meaningful incentives, tend to achieve superior performance outcomes. The regional variations observed in this study suggest that companies should consider geographic and cultural contexts when designing strategies to improve sales force performance. A one-size-fits-all approach may not be optimal given the diverse characteristics and preferences of sales forces across regions. In conclusion, this research contributes to the understanding of the complex dynamics influencing sales force performance and offers practical recommendations for FMCG companies seeking to improve the effectiveness of their sales teams in the Indonesian market.

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