



Journal of Economics, Management, Entrepreneur, and Business

| ISSN (Online) [2797-1511](https://doi.org/10.52909/jemeb.v4i2.159) | ISSN (Print) [2797-1503](https://doi.org/10.52909/jemeb.v4i2.159) |
<https://creativecommons.org/licenses/by/4.0/>
DOI: <https://doi.org/10.52909/jemeb.v4i2.159>



The Effectiveness of Executive Account and Product Quality on Sales Performance Through Customer Satisfaction at PT Pos Indonesia (Persero) Kcu Semarang

Rian Syahariany Syam¹, Eddy Yunus², Meithiana Indrasari³

¹ Universitas Dr. Soetomo Surabaya, Indonesia

² Universitas Dr. Soetomo Surabaya, Indonesia

³ Universitas Dr. Soetomo Surabaya, Indonesia

Corresponding Author: eddy.yunus@unitomo.ac.id ¹

Abstract: Customer satisfaction is a comprehensive assessment of service and product use that meets customer expectations so that customer satisfaction encourages customers to return to using the desired product (repeat orders). Sales performance refers to how well a person, team or company performs in selling products or services. Sales performance measures the effectiveness and success of sellers in achieving sales goals and targets. This research uses descriptive qualitative which is to describe, explain and explain the objects studied using a case study approach. This research focuses intensively on one particular object, in this case carried out at PT Pos Indonesia (Persero) KCU Semarang which aims to obtain complete information about Account Executive Effectiveness and product quality on Sales Performance through Customer Satisfaction. This research aims to analyze the factors that influence the sales effectiveness of AE and Products and their relationship with sales performance and customer satisfaction.

Keyword: Customer Satisfaction, Sales Performance, Quality And Effectiveness

INTRODUCTION

One of the successes in increasing revenue is the active and effective role of an Account Executive (AE) as a liaison between the company and customers. The level of customer satisfaction is an indicator of AE in achieving success in carrying out its duties and functions.

Customer satisfaction is assessed by the level of frequency with which customers use the product repeatedly (Tjiptono, 1996).

The background to the research on Account Executive Effectiveness and Product Quality on Sales Performance through Customer Satisfaction at PT Pos Indonesia KCU Semarang is as follows:

1. The role of the Account Executive in cultivating market acquisitions to improve sales performance.
2. Sales performance position at KCU Semarang.
3. The quality of the products offered can provide satisfaction to customers.
4. Business growth has resulted in increasingly fierce competition in achieving customer satisfaction.

METHOD

In this research, the author used a qualitative descriptive approach. Descriptive is a problem formulation that guides research to explore or photograph the situation of the object to be researched thoroughly, broadly and in-depth. According to Moleong (2007), a qualitative approach is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. Qualitative research focuses on social phenomena, giving voice to the feelings and perceptions of the participants under study.

Analysis Method

The amount of data obtained in the field is quite large, it needs to be recorded carefully and in detail. Reducing data means summarizing, selecting the main things, focusing on the important things, looking for themes and patterns and discarding what is not necessary. Data that has been reduced will provide a clear picture and make it easier for researchers to collect further data and search for it if necessary.

RESULTS AND DISCUSSION

Themes emerged from the results of processing and analyzing research data obtained through the interview process in the field. Comparative analysis between research data and theory was carried out to see the extent of conformity between implementation in the field

1. Effectiveness of AE/AM Personnel

Analysis of the effectiveness of AE/AM personnel is a comprehensive and ongoing process. By managing AE/AM performance, understanding and measuring AE/AM performance through various KPIs, and identifying and overcoming factors that influence performance, companies can increase the effectiveness of AE/AM personnel.

AE/AM personnel settings are also determined as targets and OKRs for each individual in the process of determining specific, measurable, achievable, relevant, and time-bound (SMART) goals or objectives to be pursued by individuals or teams within an organization.

OKR is a framework for setting inspirational and ambitious goals (Objectives), as well as specific and measurable key results (Key Results) to measure progress towards those goals. Referring to the Decree of the Directors of PT Pos Indonesia (Persero) Number KD. 135/ Dir-2/1222 First Amendment to the Decision of the Directors of PT Pos Indonesia (Persero) Number KD.059/Dir-2/0622 Concerning the Objective Key Result Based Employee Performance Assessment Project.

- a. Set sales targets and Clear OKR (Objective Key Result).
- b. OKRs could be the number of sales, the number of new clients, client retention, and the level of client satisfaction.

Table 1. Semarang KCU Manager OKR 50000

| Objectives | Assignor | Cumulative Points | Points | Key Results | Assignee |
|---|----------|-------------------|--------|--|----------|
| Increase corporate segment courier business revenue | UMPKKL | 30 | 10 | Achievement of corporate revenue for the government segment (KCU Semarang) of Rp5,040,000,000 | UASMAN |
| | | | 10 | Achievement of corporate revenue for the BUMN and Private segments (KCU Semarang) of Rp7,283,000,000 | UASMAN |
| | | | 10 | Achievement of logistics revenue (KCU Semarang) of 8,943,000,000 | UASMAN |
| Increase corporate partner acquisitio | UMPKKL | 25 | 10 | Achievement of the addition of corporate partners for the government segment (KCU Semarang) by 12 partners | UASMAN |
| | | | 10 | Achievement of the addition of corporate partners for the BUMN and Private segments (KCU Semarang) by 12 partners | UASMAN |
| | | | 5 | Achievement of the addition of logistics partners (KCU Semarang) by 12 partners | UASMAN |
| Encourage the acceleration of collection period according to company target | UMPKKL | 20 | 5 | Availability of monthly reports on evaluation of corporate receivables for the Work Area (KCU Semarang) | UASMAN |
| | | | 10 | Achievement of 100% payment of current receivables for corporate partners for the Work Area (KCU Semarang) by the 20th of each month | UASMAN |
| | | | 5 | Achievement of 100% payment of receivables for corporate partners for the Work Area (KCU Semarang) that are over 60 days | UASMAN |

| | | | | | |
|--|--------|----|----|--|--------|
| Encourage the implementation of corporate customer development program | UMPKKL | 25 | 10 | Implementation of evaluation of corporate customer performance improvement once a month | UASMAN |
| | | | 10 | Availability of track and trace status reports for corporate customers' shipments every week | UASMAN |
| | | | 5 | Availability of added value solutions for big five corporate customers | UASMAN |

Table 2. OKR AE/AM KCU Semarang 50000

| Objectives | Assignor | Cumulative Points | Points | Key Results | Assignee |
|---|----------|-------------------|--------|--|------------|
| Increase corporate segment courier business revenue | UASMAN | 30 | 10 | Achievement of corporate revenue for the government segment (per AE/AM) of Rp240,000,000 | USTAFF/UAE |
| | | | 10 | Achievement of corporate revenue for the BUMN segment (per AE/AM) of Rp346,000,000 | USTAFF/UAE |
| | | | 10 | Achievement of logistics revenue (per AE/AM) of Rp425,000,000 | USTAFF/UAE |
| Increase corporate partner acquisition | UASMAN | 20 | 4 | Achieved the addition of corporate partners in the government segment (per AE/AM) 4 partners. | UASMAN |
| | | | 4 | Achieved the addition of corporate partners in the BUMN and private segments (per AE/AM) 4 partners. | UASMAN |

| Objectives | Assignor | Cumulative Points | Points | Key Results | Assignee |
|--|----------|-------------------|--------|--|------------|
| Encourage acceleration of Collection Period according to company targets | UASMAN | 30 | 2 | Achieved the addition of logistics partners (per AE/AM) 4 partners. | UASMAN |
| | | | 5 | Availability of weekly visit schedules. | USTAFF/UAE |
| | | | 2 | Availability of visits to potential partners as many as 3 partners per day. | USTAFF/UAE |
| | | | 3 | Availability of potential partner reports from daily visits. | USTAFF/UAE |
| | | | 5 | Availability of monthly corporate partner receivables evaluation report. | USTAFF/UAE |
| | | | 10 | Achievement of 100% payment of current receivables of corporate partners by the 20th of each month. | UASMAN |
| | | | 5 | Achievement of 100% payment of corporate receivables over 60 days. | UASMAN |
| | | | 10 | Implementation of receivables collection visits to all partners no later than the 5th of each month. | USTAFF/UAE |
| Encourage implementation of corporate customer development programs | UASMAN | 20 | 5 | Implementation of corporate customer performance improvement evaluation once a month. | USTAFF/UAE |

| Objectives | Assignor | Cumulative Points | Points | Key Results | Assignee |
|------------|----------|-------------------|--------|--|------------|
| | | | 10 | Availability of track and trace status reports of corporate customer shipments every week. | USTAFF/UAE |
| | | | 5 | Availability of added value solutions for big five corporate customers. | USTAFF/UAE |

The table shows the OKR (Objectives and Key Results) table for teams or individuals within the company, with a focus on improving performance in various areas.

The effectiveness of the AEs is outlined in the sales plan and monitored directly by the manager.

| Table 3. Example of a sales plan | |
|----------------------------------|--|
| AE's Name | Sales Plan |
| Yuli Wijayanti | follow up on the offer of moving goods for educational students at the Banyubiru Police Education and Training Center make a logistics delivery offer for PT Dunia Textile make an offer to send medicine to Ambarawa Regional Hospital and Ungaran Regional Hospital. Follow up again with BPJS Health regarding the calendar delivery plan. |
| Fernanda Andika | Follow up again regarding the potential for sending documents from PT BPR BLKK Make an offer on an online skincare shop Making offers to orchid farmers in Bandungan Cooperation agreement with CV Global Printing for the delivery of printed t-shirt products and other printed goods. |

2. Product quality

| Table 4. Comparison of Theory and Research Results on Prices and Product Variations | |
|--|---|
| Theory | Research result |
| Customer satisfaction is also influenced by competitive prices and the variety of products offered. Products that meet customer needs at a reasonable price will increase satisfaction and loyalty. (Tjiptono, 2012) | Price: Customers are satisfied with the prices of PT Pos Indonesia products which are competitive with other expeditions. Product Variations: Products such as Next Day Post and Regular Post are frequently used and considered to meet customer needs. |

Based on this table, it is found:

1. Conformity to Theory: Research data supports the theory that competitive prices and product variations that match customer needs increase satisfaction.
2. Additional Findings: Customers also value the diversity of product choices and reliability in delivery.

3. Corporate Sales Performance

From the analysis provided, there are significant differences in sales performance between different AE/AMs. This analysis compares theory and research results regarding corporate sales performance. The theory emphasizes the importance of various aspects in measuring and improving sales results, such as new customer acquisition, market penetration, and increased revenue. The research results show that the performance of Account Executives (AE) and Account Managers (AM) varies, with some experiencing an increase in income and adding new partners, while others have not shown significant progress.

4. Customer satisfaction

Table 5. Comparison of Theory and Research Results in Customer Satisfaction

| Theory | Research result |
|---|---|
| Customer satisfaction is a measure of how well the products or services provided by a company meet or exceed customer expectations. The main factors that influence customer satisfaction include product quality, service, price, and complaint handling. (Tjiptono, 2012) | Customer Satisfaction with Services: Respondents were satisfied with the services provided by PIC PT Pos Indonesia (Persero), especially the responsiveness and assistance provided by PIC. Complaint Handling: Respondents were satisfied with the fast and efficient handling of complaints. Satisfaction with Products and Prices: Respondents are satisfied with product variations and competitive prices. |

Based on this comparison, it was found:

1. Conformity with Theory: Research data is by customer satisfaction theory which states that service quality, complaint handling, product variety and price influence customer satisfaction.
2. Additional Findings: Research data adds that the responsiveness of PIC individuals such as Ms. Agata specifically increases customer satisfaction.

Complaint Handling Theory

Table 6. Comparison of Theory and Research Results in Handling Complaints

| Theory | Research result |
|---|---|
| Complaint handling theory states that effective complaint handling involves quick responses, professionalism in handling, and satisfactory solutions. Good complaint handling can improve customer perceptions and increase loyalty. (Kotler, 2012) | Speed of Handling: Complaints regarding postal delays and delivery problems are handled in less than 24 hours. Professionalism: PIC responds promptly to complaints with a prompt and professional approach. |

Based on this table, it is found:

1. Conformity with Theory: Research data supports the theory that fast and professional complaint handling increases customer satisfaction.
2. Additional Findings: Data shows that immediate responses by Account Managers (AM) or Customer Service (CS) are highly valued by customers.

Customer Service Theory

Table 7. Comparison of Theory and Research Results in Customer Service

| Theory | Research result |
|---|---|
| Good customer service involves effective communication skills, a friendly attitude, and the ability to understand and meet customer needs. Building good relationships with customers can increase loyalty and satisfaction. (Fandy Tjiptono) | Communication and Responsiveness: Customers feel helped by PIC who always responds quickly in handling questions regarding shipping and invoices. Attitude and Skills: PIC's friendly and professional service is highly appreciated by customers. |

Based on this table, it is found:

1. Conformity with Theory: Research data supports the theory that good service and effective communication increase customer satisfaction.

Additional Findings: Data shows the importance of the presence of a competent and proactive PIC in building strong relationships with customers

CONCLUSION

Overall, AE's good behavior and performance will have a positive impact on increasing sales, increasing market share, expanding market reach and acquiring new customers, and increasing customer loyalty which will have an impact on increasing the company's reputation. To meet the increasingly diverse and demanding needs of customers, delivery service companies need to continue to innovate and improve the quality of their services. By understanding the type and quality of service customers need, as well as the factors that influence their choices, companies can develop the right strategy to win the competition.

Based on existing data, it can be concluded that the performance of KCU Semarang still needs to be improved. Even though there was an increase in revenue compared to the previous year, the achievement of the target was still far from satisfactory.

REFERENCES

- Baldauf, A., Cravens, D. W., & Piercy, N. F. (2001). Examining the consequences of sales management control strategies in European field sales organizations. *International Marketing Review*, 18(5), 474–508.
- Johnson, YI. S. W. (2003). Analisis Model Efektivitas dan Efisiensi Manajemen Distributor. *Jurnal Sains Pemasaran Indonesia*, II(2), 155–180.
- Kotler, P., & Keller, K. L. (1992). *Perilaku Konsumen*. Midas Surya Grafindo.
- Limbongan, M. E., & Senolinggi, W. (2023). Pengaruh Kualitas Produk Terhadap Loyalitas Pelanggan Melalui Kepuasan Pelanggan Sebagai Variabel Intervening Pada Usaha Jahit Sepu'ta Di Kecamatan Rantepao Kabupaten Toraja Utara. *JRIME Jurnal Riset Manajemen Ekonomi*, 1(1), 194–207. <https://doi.org/https://doi.org/10.54066>
- Meithiana, I. (2017). *KEPUASAN KERJA DAN KINERJA KARYAWAN Tinjauan dari Dimensi Iklim Organisasi, Kreativitas Individu, dan Karakteristik Pekerjaan*. Indomedia Pustaka.
- Moeheriono. (2012). *Pengukuran Kinerja Berbasis Kompetensi*. Grafindo Persada.
- Moleong, L. J. (2007). *Metodologi penelitian kualitatif edisi revisi*.
- Setiawan, A. (2003). Analisis Kinerja Tenaga Penjualan Berdasarkan Sistem Kontrol dan Sinergi aktivitas Tenaga Penjualan (Studi Empiris Tenaga Penjualan pada Distributor Farmasi di Kota Semarang). *Jurnal Sains Pemasaran Indonesia*, 2(1), 33–52.
- Sitorus, S. A., & Romli, N. A. (2022). *Brand Marketing: The Art Of Branding*. Media Sains Indonesia.
- Sugiyono. (2012). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Sujan, H., & Kuman, N. (1994). Learning Orientation, Working Smart and effective Selling. *Journal of Marketing*, 58, 34–52.

- Sukesi (2019). *Riset Pemasaran Disertai contoh contoh dan Stujdi Kasus*, Unitomo Press wastha, B., & Irawan. (2008). *Manajemen Pemasaran Modern*. Liberty.
- Tjiptono, F. (2015). Kewirausahaan, Kinerja Keuangan, dan Kelanggengan Bisnis. *Jurnal Manajemen Indonesia*, 15(1), 17–26.
- Yunus, E. (2016). *Manajemen strategis*. ANDI Yogyakarta.