
THE EFFECT OF EMPLOYEE PERSONALITY ON SALES PERFORMANCE BASED ON EXTROVERT AND INTROVERT TYPE OF PERSONALITY (CASE STUDY : EMPLOYEE AT ALLIANZ LIFE INSURANCE IN MANADO)

DAMPAK DARI KEPRIBADIAN PEGAWAI TERHADAP KINERJA PENJUALAN BERDASARKAN TIPE KEPRIBADIAN EKSTROVERT DAN INTROVERT (STUDI KASUS : PEGAWAI DARI PT ALLIANZ LIFE INSURANCE DI MANADO)

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ABSTRACT

Personality is an important factor that affected performance, quality and achievement in the workplace. It is best to discover and understand the personality of employees to ensure that the company needs and employees are fulfilled and also to empower in order to successfully achieve the objectives. This research aims to identify employees' sales performance based on their personality that is distinguished into extrovert and introvert. The data is collected from the interviews of nine respondents in an insurance company. The result shows: (1) employees or agents who have introvert personality are having good performance and successful on meeting the daily target; (2) employees or agents with extrovert personality are also performing good and successful in meeting the daily target. The difference is that the more extroverted employees responded with more opinions or answers during the interview. In conclusion, the performance of all respondents is excellent regardless of their basic personality.

Keywords: *extrovert, human resource management, introvert, personality, sales*

ABSTRAK

Kepribadian adalah factor yang penting yang mempengaruhi kinerja, kualitas dan hasil yang diperoleh karyawan. Ada baiknya untuk mengetahui dan mengerti kepribadian dari tiap-tiap karyawan untuk memastikan terpenuhinya kebutuhan perusahaan dan karyawan, dan juga untuk memberdayakan agar objektif perusahaan dapat tercapai. Salah satu cara untuk mengukur kesuksesan perusahaan adalah melalui pendapatan dan laba dari penjualan. Riset ini dilaksanakan untuk mengidentifikasi kinerja penjualan karyawan berdasarkan kepribadian mereka yang dibedakan menjadi ekstrovert dan introvert. Perolehan data adalah dari interview kepada sembilan karyawan disebuah perusahaan asuransi. Hasil menunjukkan bahwa (1) beberapa karyawan atau agen yang berkepribadian introvert memiliki kinerja penjualan yang baik dan berhasil dalam memenuhi target harian; (2) karyawan atau agen yang berkepribadian eskrovert juga memiliki kinerja penjualan yang baik dan berhasil dalam memenuhi target harian. Perbedaan yang ditemukan adalah mereka yang berkepribadian ekstrovert merespon interview dengan lebih banyak opini atau jawaban. Kesimpulannya, kinerja penjualan dari seluruh responden baik yang berkepribadian introvert maupun ekstrovert dinilai baik.

Kata kunci: ekstrovert, introvert, kepribadian, manajemen sumber daya manusia, penjualan

1. INTRODUCTION

Research Background

One of many factors that affects quality and productivity of a person is personality. Hasibuan (2000) stated that personality is one of the value that is owned by human as potentials. This important factor of human being has been researched perennially. Various personality of human being leads many people to make some analysis to explain the effects that human may result in the workplace with their each different owned personality. Klang (2012) stated that it's a crucial thing for organizations to recruit high performing employees, but it might be hard to separate individuals who will perform well from those who will not. Thus, the type of personality of employees may be one of the defining factors.

Personality plays a role in performance and learning (Reio and Sanders-Reio, 2006; Turner, 2005; Egan, 2005). Boudreau et al. (2001) added that personality plays such a strong role in job search as well performance and learning (Reio and Sanders-Reio, 2006; Turner, 2005; Egan, 2005). Additionally, based on "The relationship between personality and job performance in sales" by Klang (2012), personality that is measured by extroversion, conscientiousness, and neuroticism correlated moderately with job performance. Those three components of personality are part of Big Five Theory that is broken into openness to experience, conscientiousness, extroversion, agreeableness, and neuroticism or emotionality (Lucas and Baird, 2004).

This research selects one key aspect of this Big five theory which is "Extroversion" and "Introversion" as the opposite personality that can be defined as a low "Extroversion" level or less "Extrovert". So, based on these two personalities, Extroversion and Introversion, the employee performance/personality created two different approaches. It is obvious to examine one of the most obvious aspects of personality – Extroversion versus Introversion – in an effort to better understanding the effect on career success.

The term Extroversion and Introversion is first popularized by Carl Jung. Extraversion tends to be manifested in outgoing, talkative, energetic behavior, whereas Introversion is manifested in more reserved and solitary behavior. As one of the first people to classify people to be an Introvert or Extrovert, his work centered along the idea of a person dominant and auxiliary function (Cloninger, 1993). An introvert tends to analyze and reason things within his head before using his auxiliary function to go out into the world and share, this is the dominant function. The opposite personality, an Extrovert, will use his dominant function dealing with the idea internally. Thus, an Introvert is an individual who is orientated toward the inner world, whereas an Extrovert is orientated toward external reality (Cloninger, 1993). Organizations need to be knowledgeable about their employee personality, behavior and skill, in order to maximize the job performance of the employee based on Introversion and Extroversion employee, because each sales person has their own uniqueness and variety in their performance (Farrell and Hakstian, 2001).

Insurance industry was chosen to be the observation area, because insurance is a very important thing to be applied in today's society that has their level of lifestyle developing and growing in economic levels. With their awareness of the importance of insurance to protect their family finance in a more evolved life today, one thing that should be more of public particular concern today is that how important it is to have a life insurance. Because of the presence of factors in this time where our lives will not always be safe, critical illness can strike at any time because of people lifestyle today arguably have less attention to healthy life, this could be a risk to society in the future. Accidents and criminal threats are also the issues that cannot be underestimated. For these reasons, insurance can act as a way to protect ourselves from financial problem in the future. Nevertheless, are the people aware of life insurance, have a good knowledge of the performance and the purpose of the Life insurance and aware of the threats surrounding the environment? This

research will have the purpose of researching the importance of human resource department that exist within an insurance group, researching the life insurance workers called Agent as the vanguard of the insurance companies to introduce products, to explain the importance of insurance while giving more more knowledge to the public about issues that could become threats.

PT. Asuransi Allianz Life Indonesia was selected as the place of research and the key concept is the sales quality produced by employee with different approach of personality. It's a multinational company, been operated since 1989 in Indonesia. Its businesses covered some financial services included insurance as its core product. It's the number one brand of insurance company in the world based on Brand Finance in 2015. Approximately 1,200 employees and more than 17,000 sales force work in the company. Therefore, this study aims to observe and study about the performance of the employees in PT Asuransi Allianz Life Indonesia in Manado based on the theory of introvert and extrovert, particularly in the sales performance.

Research Objectives

1. To examine the sales performance when the employee personality is Introversion.
2. To examine the sales performance when the employee personality is Extroversion.

Theoretical Framework

Theories

Human Resource

Hasibuan (2000) defines human resource as all the people who engage within an organization to achieve its goal. Nawawi (2001) divides human resource in three aspects: (1) the people who works and function as the asset and is quantitative; (2) the potential as the power in an organization; (3) the living creature, the human who has value in which contains some potentials such as skills, expertise, and personality that is included self-concept, attitude, motivation and needs. Companies need to empower its human resource, the people with basic needs, to achieve its goals. That is why the management of human resource needs to be done to ensure that the potentials can be empowered maximally.

Human Resource Management

Human resource management is one of the functions that represents the management process in which involves planning, organizing, staffing, leading and controlling (Dessler, 2013). While Hasibuan (2002) defines human resources management as the knowledge and art in managing the relationship and role of the human resources to be effectively and efficiently supporting to accomplish the objectives of company, employee, and society. Overall, the objective of human resources management is to enable organizations to success through its people (Sincic, 2007). The means to achieve that objective are through the variety of human resource functions or activities.

Marketing

Kotler (2000) distinguishes marketing into two definitions; social and managerial. Overall, marketing is the art and science of implementing core marketing concepts to select target markets and get, keep and grow costumers by creating, delivering, and communicating superior customer value. Burnett (2008) defines marketing as the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to make exchanges that satisfy customer and accomplish organizational objectives. It connects people and products, customers

and companies. And just like those aspects, marketing is a never ending process or system and also dynamic.

Human Resource Management and Marketing Relationship

The linkage of these two activities can be seen from two perspectives. In the Porter's value chain, human resource management is one of the supporting activities to the primary activities, included marketing (Porter, 1985). Another perspective of human resource and marketing is advocated by Sasser and Arbeit (1976). Sasser and Arbeit (1976) advocated the concept of internal marketing that is based on the idea of human resource or employee as a customer. The standpoint of internal marketing is that human resources of a business unit are its first market. Sasser and Arbeit (1976) have an opinion that internal marketing holds that personnel are the first market of a service organization. In some academic research, internal marketing is also called human resource branding, organizational branding, employer branding, and internal branding (Kim, 2012).

Personality

Personality is a key aspect in the particular combination of emotional, attitudinal, and behavioral response pattern of an individual. Different personality theorist presents their own definition based on their theoretical position. It is one of the value that is owned by human as potentials (Hasibuan, 2000). Personality is usually broken into component. There is Big Five theory that explains about personality, such as openness to experience, conscientiousness, extroversion, agreeableness, and neuroticism or emotionality (Lucas and Baird, 2004).

Extroversion and Introversion

The introvert is more comfortable with the inner world of thoughts and feelings. The extravert feels more at home with the world of objects and other people (Frager and Fadiman, 2005). At times, introversion is more appropriate; at the other times extraversion is more suited. The two personalities are mutually exclusive; which means one cannot hold both an introverted and an extraverted attitude at the same time. Neither one is better than the other.

Sales

Selling is a broad field that dealing with many selling method, sale theories, models, and sales training methods. Sale is the act of selling a product or services in exchange of money or other compensation. Signaling completion of the prospective stage, it is the beginning of an engagement between customer and vendor or the extension of that engagement (Szycher, 2014).

Previous Research

There are multiple researches that include in the Employee personality that had been already examined. Many of the research had included the effect of employee personality based on the Big Five personality model, including a narrow research about personality based on the extroversion and introversion method. Klang (2012) studied about the relationship between personality and job performance in sales. The study confirmed, along with past research findings, that there is an association between personality and job performance, specifically in the occupation of sales. Pendharkar and Pandey (2011) investigated personality and sales and found out that sales person with high confidence and good profile is more likely to easily generate sales from new customers. Wisker (2011) also found that there is impact of extraversion on sales performance. Tesdimir et. al. (2012) findings suggest to consider personality traits when recruiting and hiring.

2. RESEARCH METHOD

Type of Research

This research uses relational types of research which explains the relationship between two variables, which is the relation between personalities of a sales person and the sales performance.

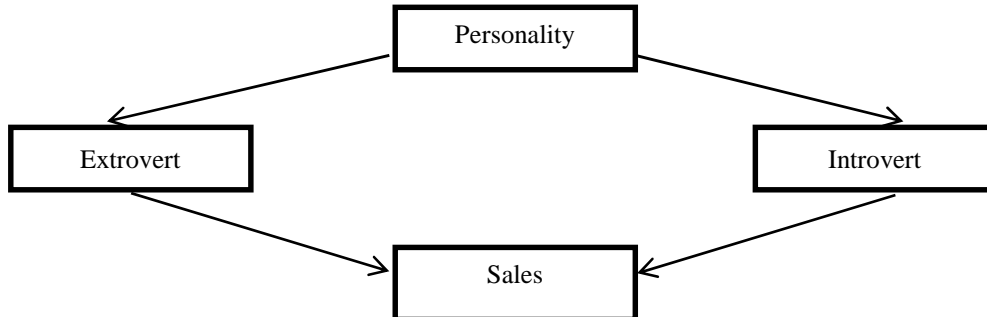


Figure 1. Theoretical framework

Sumber: Theoretical review, 2016

Time and Place of Research

This research was conducted in Manado, North Sulawesi. The time of the research was in the beginning of March 2015 until April 2015.

Population and Sample

The population in this research is employees that work in Sales area or people that have been experience in sale, and specifically this study will study the salesperson or Agent in the PT. Asuransi Allianz Life Indonesia at Manado. The sample of this research is chosen by using purposive sampling method. There are 7 respondents that already had been interviewed.

Data Collection Model

The data needed for this research is gathered through interview based on the list of question prepared and the data internal data from the company that is used to analyze their sales person performance. Other resources were gathered from many sources like books, existing journal, work papers and relevant literature from the library and internet.

Operational Definition of Research Variables

1. Personality can be defined as a dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behavior in various situations (Ryckman, 2008).
2. Extroversion is a standpoint characterized by an outward flowing of personal energy. Extrovert is usually motivated by outside factors and greatly influenced by the environment, sociable, confident in unfamiliar surroundings, and like organization, parties, and tend to be optimistic.
3. Introversion is a standpoint characterized by an inward flowing personal energy. Introvert is usually happy alone with rich imagination and prefers reflection to activity.
4. Sale is the transfer of ownership of and title to property from one person to another person for a price.

5. Salesperson is the person who sells goods and services to other entities, the successfulness of a sales person is usually measured by the amount of sales he or she is able to make during a given period and how good that person is in persuading individuals to make a purchase.

Data Analysis Method Reliability and Validity Test

There are several ways in maximizing data reliability and validity in qualitative research. Triangulation is one of the common ones. The idea behind triangulation is getting the same result from different methods or sources (Sekaran and Bougie, 2010). There are several types of triangulation based on Sekaran and Bougie (2010), which are: (1) method triangulation: the use of several different methods in gathering and analyzing data; (2) data triangulation: the use of data that gathered by several different sources and/or at different time period; (3) researcher triangulation: the use of several researchers in gathering and analyzing data; (4) theory triangulation: the use of several different theories to analyze and interpreting data.

Data Reduction

According to Sekaran and Bougie (2010), data reduction consists of data coding and categorization which are: (1) coding: the data that gathered by doing interview are reduced, rearranged, and integrated to form a theory; (2) categorization: the codes that previously have done in coding process are organized, arranged, and classified. In this process, the patterns and relationships between the data are started to be noticed.

Data Display

According to Sekaran and Bougie (2010), in data display process, the reduced data are displayed in an organized and condensed manner. They added that graphs, matrices, charts, diagrams, or drawing are often presented in order to help organizing the data. It also helps to discover patterns and relationship so the conclusion is eventually facilitated.

3. RESULT AND DISCUSSION

Interview Result

Respondent 1 is a 30 years old male and has been working as an Allianz insurance agent for 2 years. Before work as an agent in Allianz Respondent - 1 had been working as an employee in one of the banks in Indonesia. Respondent -1 have more experience in marketing for 6-7 years and had never been working as an insurance agent before Allianz. Respondent - 1 was motivated to be an insurance agent because of a friend's offer and there were some goals to be achieved. Respondent - 1 believes that working comfortably is working without much burden, yet fulfilling the needs. Respondent - 1 said that the insurance agents in Allianz have a saying "Mission first, commission follows". If one helps and serves the clients well, certainly the commission will be given. So, to be a confident and optimistic worker, everyone can train. When asked about achieving the target, Respondent – 1 said that it's not the main purpose, because he believes in work to help people, to work out the goodwill.

Respondent – 2 is a 41 year old female and has been working as a Allianz life insurance agent for a year. Respondent – 2 said that from the early age, she had been used to do the selling, like selling candy. So, she had learned the friendly approach and to be not shy about it. Respondent – 2 said that she's really happy working as an agent because working in that field, meaning to have a good purpose to help people when they get hardship, when they need money; the company through the

agents will give backups. Respondent – 2 convinces herself to work comfortably as an agent supported by the fine quality of the products. When asked about achieving the company's target, Respondent – 2 said that there are targets, but if someone works based on the targets only then it will be a burden. Respondent – 2 enjoys working with the priority to help people.

Respondent - 3 is a 42 years old Male and has been working as an Allianz life insurance agent for 2 years. Before work as an agent, respondent – 3 said that he worked in a very different job type. Respondent – 3 said that he is actually a behind-the-table-working person – he worked as a logistic employee in a company in Indonesia. When talked about how he managed to work as an insurance agent, Respondent – 3 once had the thought that it's not the right job for him, because he believed that he's suitable for the work where a superior gives order to him, behind the desk. Respondent – 3 said that a person's personality might change or be trained to suit the job, especially as an agent. In this case, the work as insurance agent requires the employee to be extroverted and sociable.

Respondent – 4 is a 38 years old male and has been working as an Allianz life insurance agent for 4 years. Before work in Allianz, respondent – 4 had been working in another Insurance company for about 2 years. Respondent 4 is the one of the leaders in Allianz life insurance company in Manado. He has been really successful in his field working as an agent. Respondent – 4 said that before work as an Insurance agent, he once was an entrepreneur in a family business in pharmacy after he graduated from the university. He didn't know anything about the agent work before and when he joined for the first time he worked and learned about insurance and the system by himself. He didn't know what to do, and motivated only to have an income. After joining, he still felt not sure about the job because of his personality, but by learning the whole thing needed to be an agent and the products, he became more extroverted, more optimistic and confident.

Respondent – 5 is a 42 years old female and has been working as an Allianz life insurance agent for about 3 years. Before, she only works as a teacher. She tried to be an agent because she can manage the work time herself. Respondent – 5 feels very comfortable working as a life insurance agent because she basically loves to have conversation, to interact with other people, and in this field they do it every time.

Respondent – 6 is a 50 years old male and has been working as an Allianz life insurance agent for 3 years. Respondent - 6 stated that he really enjoys to be an agent because of the belief that work as a life insurance agent more like serving and helping people without being told by the superiors, that in Allianz the agents work not for salary but commission and no work demands from superior. Respondent - 6 believes that he can work as an insurance agent based on trust, the trust to himself, the trust that he can be accepted by other people. With that encouragement, Respondent – 6 is able to be optimistic in his job as an insurance agent.

Respondent – 7 is a 35 years old male that has been working as an Allianz life insurance agent for around 2 months. Before work as an Allianz agent, respondent – 7 had a job in another life insurance company in 2010 and also as a pharmacy employee. Respondent – 7 said that he was motivated to change his job from employee to insurance agent because he thinks that as an employee he would work with a target from the superior and if the target is not achieved he would get the punishment. In the beginning, Respondent-7 had two jobs in the same time, as an employee and an agent. But then he quit the pharmacy because the income is higher as an agent. Respondent – 7 is optimistic and feeling able to be an agent from the first time he saw the successful agent leaders and also because he was motivated by the quality of the products.

Discussion

Perception about Introvert and Extrovert

The respondents' perceptions of Introvert type and Extrovert type personality are basically the basic knowing with the key words of Introvert as a closed minded person and extrovert is open minded person. The researcher tried to develop the respondents' basic knowledge about introvert and extrovert as the interview running. The researcher can see based on the respondent responses that all of the respondents are quite unfamiliar or just having a basic knowledge about the terms Extrovert and Introvert. So first, the respondent gave a basic perception of what is the Extrovert means and what is Introvert mean and then continue interviewing all of the respondents.

Respondent type of personality and performance

Based on the data gathering, the researcher can see clearly on how the respondents react, talk, and communicating. With the data gathering based on the interview and the interview question expand on each of respondent responses. The researcher can determine based on the theory of Carl Jung type of personality that each of the respondent have the sense of Extrovert and Introvert.

Respondent - 1 stated that he is an Extrovert, and the researcher can see from how he talks and communicates. Respondent -1 clearly can be seen as a excellent speaker. Respondent - 1 stated: *"I'm an Extrovert, because personally I'm not a type of person who works based on the book. Especially, working as an agent, we need to work case by case, so we need to open our mind and adapt to any kind of situations."* Respondent - 1's work as an Allianz life insurance agent align well with his personality, because the job as an Agent requires a person to be an open minded person and have a good skill of sensing, thinking, adapt in any kind of situation given by that current time. He doesn't have a daily target, but in a week, out of ten candidates, the average total of them who made the deal is seven. It's quite successful. He's also very confident, it shows from how he talks, as Costa, McCrae, and Holland in George et al. (2012) have been stated, Respondent - 1 represents the prototype extraverts.

Respondent 2 also has the same concept of mind based on Respondent - 1. She said: *"I can easily be in any place, I blend well. So, when I'm in a new environment I can easily adapt effectively."* What is stated from Respondent - 2 can be easily recognized by the researcher from how she speak that she is a very knowledgeable person and also she's very relaxed and enjoying doing marketing and talking to new people. Respondent - 2 state that she is closer to extrovert because extrovert is a person who can easily adapt in any situation without thinking too much of the consequence if the person do something like this or that. She targets minimal two client candidates daily and very optimist in achieving the target every day.

Respondent - 5 is another respondent who stated that she is an Extrovert. She stated that: *"I'm an extrovert, I've been enjoying to socialize since the very beginning. I love to be in the place with many people. I'll feel deserted if I'm alone."* Respondent - 5 seems to be very extrovert from the conversations with many laughs and seems very comfortable with the researcher. And she stated that as the insurance agents, the extroverts are the best in doing it, because in order to make the deal with the potential clients, the company will need someone with the extrovert characteristics.

Respondent - 5 really likes to have conversations with many people and is able to explain about the products to the new people comfortably and without any problem, eventhough there was a time when she felt unable, but she's very optimistic in her job. That's what makes her motivated to continue. And she's also learned to adapt to any type of potential clients from the first time they meet. She's very excel in adapting their daily languages, on how the potential clients talk. She has the daily target of minimal two potential clients, ten a week. And has an annual target that is set by the company.

The three respondents above said some statements that they are extrovert. They believe that they are extroverts because when faced with the new environments they can easily adapt. They also exhibit some extrovert behavior such as talkative, self-assertive, adventurous, and outgoing (Zelenski et al. 2012).

Respondent – 6 also stated that he’s an extrovert. He answered: *“I’m more like an extrovert ever since. I like to be open with anyone.”* In his opinion about how to have a good performance as an insurance agent, few about personality is mentioned, instead, about trust, stability, focus and the never ending learning. He’s a very flexible person when dealing with clients, and leisurely have a conversation with the clients. And he thinks that it’s best when the clients ask not the other way around, then he will explain about the product. Although he admitted that he finds it hard at the beginning to adapt to the work environment, he said that through the never ending learning he could help himself to excel. He has many methods to deal with the clients, and he can identify the clients, then adapt with their various personalities. He doesn’t know completely about the products in the company, because it has a lot of type of products, but he emphasized about how important is the learning process time to time.

Respondent – 7 identify himself as an extrovert. He said: *“I like to engage in social interaction, I don’t like being alone ever since. I even feel so comfortable and like to establish contact with new people.”* Although he doesn’t have a vast knowledge about extrovert and introvert, he claims himself as an extrovert from the researcher explanation about it. He’s been working as an insurance agent since 2010. He really loves to communicate with the clients. He believes he’s able to succeed in his current job supported by the fine quality products from the company and also he’s been working in the marketing field since before joining the current company. He stated that his job has a target, but it’s not the main purpose instead to fulfill the client needs. So it is important for him to dig in the client needs through the conversations occurred. He mentioned about how he adjusts in approaching every client’s personality and backgrounds. In a day he has a target of minimal two new potential clients, that is to achieve the target set by the company.

Respondent - 3 and Respondent - 4 are different from the above. They have a different perspective on their personality. Respondent – 3 stated that: *“When working in this field, especially working as an insurance agent, we may have a situation that forces us to be a different type of person. So, basically someone who’s usually quiet can actually be active when given to the situation while working as an agent. I was a quiet person. I worked behind the desk and I thought being an insurance agent is not my thing, because I liked to work inside the office.”* He stated about how people may change because of their job. Especially when working as the insurance agent which may require to have the extrovert characteristics, which is to be more sociable and more confident in unfamiliar surroundings and less fearful to meeting new people. He explained that through the field training from leaders in the company, the introverts may change to be more extroverted automatically.

Respondent – 3 was not fond and lack of self confidence when thinking of himself working as an insurance agent. He likes to be told what to do by the superiors and working inside the cubicle. He told the researcher that he was motivated to adjust his personality to work as an insurance agent because of the products and system of his current company, which are excellent and also because of his family and dreams. He wanted to change his life to be successful by that breakthrough. He set a daily target to meet at least two potential clients, and so often two potential clients make a deal in a day. So it’s quite successful.

Respondent - 4 who is one of the leaders in the company said: *“I was an exclusive individual. After school, I used to go directly to my room which was installed with many toys and amusements because I didn’t like to go out to socialize. But now, my job changed me into a different person.”*

Judging from how confident Respondent – 4 is and how comfortable he and the researcher had the interview, Respondent – 4 seemed to be one of the extrovert. But he admitted that once he was so different and more introverted. He stated that through self-learning and the inspiration from his leaders in the insurance company who have a fine income, he got the motivation to do the breakthrough. The achievement Respondent – 4 has made is rather fruitful.

Respondent – 3 and Respondent – 4 are found to be basically introvert. The researcher found that the motivation to work as an insurance agent to help people cover their finance has made them from having a strong tendency of being introvert to be like of the extroverts, because they are content with their current work environment.

The ability to easily react to any situation is considered to be one of extrovert characteristics, yet, from the observations, it's also possible for the introverts to have the same quality. This situation means that it is possible for the introverts to work in the active work environments where many extroverts can be found, to do exactly the same job.

Klang (2012) stated that there are some skills and characteristics that are required by a good sales person, and the characteristics of introvert are unlikely to limit the employees, or in this case the agents, to obtain the characteristics needed to be a qualified agent. Frager and Fadiman (2005:58) also strengthened the result through their statement about the ideal to be flexible and to adopt whichever attitude that is more appropriate in a given situation-to operate in terms of dynamic balance between extrovert and introvert.

There is an assumption that the most productive salesperson are dominated by the extroverts. But there is also a term to conclude the interview in this research that are offered by Grant (2013), which is called ambivert. The ambiverts can naturally involve in a flexible pattern of talking and listening. They are likely to show enough assertiveness and enthusiasm to persuade and close a sale, but are more inclined to listen to customers' interests and less vulnerable to be appeared too excited or overconfident.

4. CONCLUSION AND RECOMMENDATION

Conclusion

After examining the result and discussing it on the previous chapter, the conclusions related to the research problems and objectives are: (1) when the employee is an introvert, the performance is rather good. All of the respondents who claimed themselves as introvert have been successful in meeting the daily target. The researcher also found that the leaders in the company were once more introverted; (2) when the employee is an extrovert, the performance is also good. Particularly the same with the more introverted employees, but there are some differences spotted by the researcher. Not in the performance, though, but in the responses throughout the interview. More extroverted employees sometimes responded with more opinions or answers towards a question or topic that was given by the researcher.

It can be concluded that the performances of all respondents are rather excellent in doing the sales activity regardless of their basic personality. Also, the researcher found out that the respondents who are the leaders in the company were once more introverted. To put it in another way, an extrovert or introvert employee may change when faced with the job requirement and training. Their performances are standardized to conform the duty and to achieve the goal of the company.

As a matter of fact, the people who have a balance or is able to balance extrovert and introvert features can be categorized as ambivert. Ambiverts seem to be in between because ambiverts

exhibit qualities of both introvert and extrovert. Therefore, the respondents have been successfully manage to use both qualities of introvert and extrovert to exhibit a good sales performance and give a good contribution to the company.

Recommendation

The result shows that the respondents are rather unfamiliar with the terms and the understanding towards it is not quite profound. Thus, it is recommended for the next research to study more about the subject's personality through in-depth observation or test. Also, there is a recommendation for the next research, that it might be better to have more respondent to see a more various type of people. It could be more respondents from different businesses or industries. Also, assessment of the implication of the personality could be added to be another aspect other than sales performance.

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