

**ENHANCING SALES PERFORMANCE THROUGH HUMAN
RESOURCE INTERVENTIONS: TRAINING, COACHING, AND
COMPETENCY DEVELOPMENT IN CONSULTATIVE SELLING**

(A Practical Study At Telkom Yogyakarta)

Final Assignment

Acc untuk ujian tugas akhir.
Yogyakarta, 19 September 2025



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Field of Interest	: Human Resource Management

FACULTY OF BUSINESS AND ECONOMICS

UNIVERSITAS ISLAM INDONESIA

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INTERVENTIONS: TRAINING, COACHING, AND COMPETENCY
DEVELOPMENT IN CONSULTATIVE SELLING

(A Practical Study At Telkom Yogyakarta)

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of Business and Economics, Universitas Islam Indonesia

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BERITA ACARA UJIAN TUGAS AKHIR

TUGAS AKHIR BERJUDUL

**ENHANCING SALES PERFORMANCE THROUGH HUMAN
RESOURCE INTERVENTIONS: TRAINING, COACHING, AND
COMPETENCY DEVELOPMENT IN CONSULTATIVE SELLING (A
PRACTICAL STUDY AT TELKOM YOGYAKARTA)**

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PLAGIARISM FREE STATEMENT

"I hereby declare that in this final assignment, there is no work that another person has ever submitted to obtain a graduate degree at a university, and to the best of my knowledge, there is also no work or opinion that has ever been written or published by another person, except in writing referred to in this manuscript and mentioned in the references. If this statement is later proven untrue, I am willing to accept any punishment/sanctions by applicable regulations."

Yogyakarta, 19 September 2025

Writer,



A stylized handwritten signature in black ink.

Hanung Satria Sakti

APPROVAL PAGE

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(A Practical Study At Telkom Yogyakarta)

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ABSTRACT

This study aims to analyze the implementation of consultative selling strategies in the sales of IndiBiz products at Telkom Yogyakarta, with a focus on the role of the Human Resources (HR) department in supporting the development of sales team competencies. The research employs a qualitative approach utilizing in-depth interviews, observations, and documentation, with participants comprising the HR Manager, Sales Supervisor, and members of the sales team. The findings indicate that the role of the HR department is crucial, not only as a provider of training but also as a change agent that facilitates the transformation of the sales mindset from transactional selling to a consultative approach. The inhibiting factors identified include competency gaps, low self-confidence among sales staff, an incentive system that emphasizes quantity over the quality of interactions, and the price-sensitive characteristics of the MSME market in Yogyakarta. Support in the form of training, coaching, monitoring, and evaluation has been proven to enhance sales competencies, although consistent follow-up is still required for effectiveness in practice. With continuous improvements in training, incentive systems, and the utilization of CRM, the consultative selling strategy has the potential to increase customer value and drive sustainable sales growth for IndiBiz.

Keywords: consultative selling, IndiBiz, human resources, training, Telkom Yogyakarta

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CHAPTER I

INTRODUCTION

1.1 Company Profile

PT Telekomunikasi Indonesia (Telkom) is a state-owned enterprise engaged in providing telecommunications and network services, and it is the largest company of its kind in Indonesia. As part of Telkom Regional III Central Java and the Special Region of Yogyakarta, Telkom Witel Yogyakarta plays a significant role in delivering telecommunication services, including internet networks, data, and digital solutions for both individual and corporate customers.

The Witel Yogyakarta office oversees several work units, including the Kandatel Sleman Unit, which focuses on customer service and market development through the provision of Telkom's products and services. One of the flagship products currently prioritized in marketing efforts is IndiBiz, an internet-based digital service designed for the micro, small, and medium enterprise (MSME) segment as well as corporate clients. This product is intended to support customers' business activities by providing stable internet access, communication solutions, and additional digital-based services.



Figure 1.1 Logo of Telkom Indonesia

Vision of Telkom Yogyakarta

“To become the preferred digital telco in advancing society.”

Mission of Telkom Yogyakarta

1. To accelerate the development of intelligent digital infrastructure and platforms that are sustainable, affordable, and accessible to all communities.

2. To develop outstanding digital talents that drive the nation's digital capabilities and adoption levels.
3. To orchestrate the digital ecosystem in order to deliver the best digital customer experience.

1.2 Background

In the era of increasingly intense digital competition, telecommunications companies are required to continuously innovate their sales strategies to remain relevant and achieve sustainable growth. One approach that has been increasingly adopted is consultative selling, a sales method that focuses on a deep understanding of customer needs before offering product solutions. This approach is considered more effective, particularly in marketing new products that require more intensive market education (Nasution & Siregar, 2021).

Telkom Indonesia is the largest telecommunications and digital service provider in Indonesia with a significant market presence and a broad range of products and services. Studying Telkom is particularly valuable because of its pivotal role in Indonesia's digital infrastructure and its ongoing efforts to develop innovative digital platforms like IndiBiz that cater specifically to emerging market segments like MSMEs. Telkom's substantial organizational structure, especially its HR Department in Yogyakarta, provides a rich environment to examine how consultative selling is supported by human resource practices—an angle that can provide insights applicable to other large telecommunications firms undergoing digital transformation.

Previous studies have addressed consultative selling effectiveness mostly from the sales strategy or customer perspective, with limited focus on the critical role of human resource practices in enabling sales teams to implement consultative selling successfully. There is a gap in understanding how HR departments, through training, coaching, motivation, and performance evaluation, directly influence the readiness and competence of sales teams in adopting consultative selling, especially for new and innovative products like IndiBiz. This research explicitly addresses this gap by examining the HR Department of Telkom Yogyakarta's strategies to support and enhance the sales team's capabilities in consultative selling, thus providing

empirical evidence on the organizational role in bridging competency gaps and ensuring sales effectiveness.

IndiBiz requires consultative selling compared to other Telkom products because it targets the MSME and corporate segments with diverse and complex needs. Unlike traditional Telkom products, IndiBiz is a relatively new internet-based digital service that demands intensive market education and a solution-oriented sales approach. The conservative nature of the market in regions like Yogyakarta and the varied customer requirements mean that a transactional sales approach is insufficient. Consultative selling enables a deeper understanding of customer challenges, allowing the sales team to tailor solutions effectively and build long-term relationships, which is critical for IndiBiz's success.

Consultative selling requires not only persuasive skills but also human resource capacity in terms of competence, product knowledge, and the ability to build long-term relationships with customers. In many cases, the effectiveness of this strategy depends on the readiness of the sales team, which is managed through HR practices such as training, communication skills development, and an appropriate incentive system (Ingram et al., 2008; Flaherty et al., 1999). Limitations in these aspects often become obstacles for companies in optimizing consultative selling strategies, especially when launching new products that demand intensive market education.

Another challenge that arises is the competency gap between market demands and the actual capabilities of the sales team. Studies show that a lack of deep understanding of products and customer needs can hinder the success of consultative selling (Geiger & Turley, 2005; Moncrief & Marshall, 2005). The HR Department of Telkom Yogyakarta plays a crucial role in bridging this gap through continuous training programs, coaching, and monitoring of strategy implementation in the field.

Furthermore, the shift in mindset from a transactional to a consultative approach also requires organizational support, both in the form of leadership that promotes collaboration and HR policies that emphasize customer-oriented

competency development (Rentz et al., 2002). This highlights that the successful implementation of consultative selling in marketing IndiBiz products is not only influenced by the sales strategy itself but is also strongly determined by how the HR Department of Telkom Yogyakarta equips, directs, and evaluates the performance of the sales team comprehensively.

1.3 Problem Statement

Based on the background described above, the main problem lies in the role of the organization in this case, the human resources department in ensuring the readiness and competence of the IndiBiz sales team to implement consultative selling for a new product. The challenges that arise include limited training, insufficient product mastery, and a lack of follow-up on performance evaluation results, all of which affect human resources in terms of competence, product knowledge, and the ability to build long-term relationships with customers. These issues constitute the primary problems identified in this research.

1.4 Research Question

Based on these considerations, this study formulates the following main research questions:

1. How does the organization, in this case the Human Resources (HR) Department of Telkom Yogyakarta, ensure that the sales team possesses the appropriate competencies in implementing consultative selling strategies for the new IndiBiz product?
2. What factors impede the successful implementation of consultative selling in the launch of the new IndiBiz product?
3. How does the organization evaluate and measure the impact of the implemented policies on improving the performance of the sales team and achieving the IndiBiz sales targets?

1.5 Research Objectives

This study aims to:

1. analyze how the Human Resources (HR) Department of Telkom Yogyakarta supports the development of sales team competencies in implementing consultative selling for the new IndiBiz product,.
2. identify organizational factors within the HR Department of Telkom Yogyakarta (training, coaching, motivation, and performance evaluation) that influence the success of consultative selling implementation, and.
3. evaluate the effectiveness of organizational policies within the HR Department of Telkom Yogyakarta in enhancing the competencies of the sales team in marketing the new IndiBiz product.

1.6 Research Implication

A. Theoretical

1. Reinforce the importance of organizational investment in the HR Department of Telkom Yogyakarta (training, coaching, and monitoring) for enhancing sales competencies.
2. Demonstrate how the unique capabilities of the HR Department of Telkom Yogyakarta can serve as a source of competitive advantage in product marketing.
3. Strengthen empirical evidence that the success of consultative selling is influenced by a combination of technical competencies and soft skills managed by the HR Department of Telkom Yogyakarta.

B. Practical

1. Provide strategic input for the HR Department of Telkom Yogyakarta in designing more effective training, mentoring, and performance evaluation programs for the sales team.
2. Serve as a reference in strengthening human resource competencies, particularly within the sales team, to enable more optimal application of the consultative approach.
3. Offer organizational policy recommendations for the HR Department of Telkom Yogyakarta that focus on enhancing the competencies, motivation, and performance evaluation of the sales team in marketing the new IndiBiz product.

CHAPTER II

RESEARCH METHODOLOGY

2.1 Research Approach

Every research study requires a method or approach to investigate the phenomena or facts found in the field. The research procedure must be based on a scientific method to ensure that the results are reliable and accountable. This study employs a qualitative approach. According to Creswell (2014), qualitative research is a method used to explore and understand the meaning that individuals or groups ascribe to social or human problems. Qualitative research aims to understand phenomena experienced by the research subjects holistically such as behavior, perceptions, motivations, and actions through descriptions in the form of words and language, within a specific natural context, and by utilizing various natural methods (Moleong, 2007).

In qualitative research, several approaches may serve as guides, including ethnography, case study, grounded theory, phenomenology, and narrative (Dessler, 2009). This study adopts a phenomenological approach. A phenomenological study is a scientific approach that examines and investigates events experienced by an individual, a group of individuals, or other living beings. Such events become significant and are part of the lived experiences of the research subjects (Moleong, 2018).

This study employs a phenomenological approach because its focus is to deeply understand the meaning and experiences of research subjects related to the implementation of consultative selling in the IndiBiz product. Phenomenology allows for a holistic and essential description of participants' lived experiences, unlike case studies which emphasize describing an organization or event as a whole. Although the research is focused on one company, Telkom Yogyakarta, the main goal is to thoroughly understand the perceptions and experiences of sales team members in applying the consultative selling method. Therefore, phenomenology is more appropriate for exploring subjective meanings than a conventional case study.

Creswell (2015) further explains that phenomenological studies describe the common meaning that several individuals attribute to their lived experiences regarding a concept or phenomenon. The primary aim of phenomenology is to reduce individual experiences with a phenomenon to a description of its universal essence. In phenomenological research, experience is understood as what is consciously experienced by an individual, a group of people, or other living beings. Human experiences are studied in phenomenological research through comprehensive descriptions of the individuals examined (Yusanto, 2020). Geertz (1973) explains that phenomenology seeks to understand how and what meanings are constructed by subjects concerning the events or phenomena in their daily lives, which then shape their reality (Ahmadi, 2016).

2.2 Research Subjects

Research subjects are individuals who hold an essential position in a study, as information regarding the phenomena occurring in the field can be obtained through them (Moleong, 2018) (Moncrief & Marshall, 2005). The selection of participants in this study was conducted using purposive sampling. Purposive sampling is a sampling technique in which informants are chosen based on specific considerations. Through this technique, participants are typically selected because they are considered the most knowledgeable about the subject matter (Creswell & Poth, 2018); (Yin, 2003); (Merriam & Tisdell, 2016), 2019). The purposive sampling technique was deemed appropriate for this study, as the determination of subjects was based on the researcher's objectives in uncovering the issues examined.

This study involved three participants purposively selected based on their experience and direct involvement in selling IndiBiz using the consultative method. This number aligns with the data saturation principle in qualitative research, where after the third interview no new significant information was found. The focus is more on the quality and depth of information obtained from participants rather than the sample size.

This approach ensures that the data collected truly comes from individuals with direct and meaningful experiences related to the phenomenon under

investigation, namely the *Implementation of Consultative Selling of New Products within the Sales Team to Increase Sales of IndiBiz Products: A Practical Study at Telkom Yogyakarta*. The criteria used to determine participants in this research are as follows:

1. Members of the IndiBiz sales team at Telkom Yogyakarta.
2. Directly involved in selling new IndiBiz products using the consultative selling approach.
3. Have a minimum of one year of experience in the sales team to provide in depth insights into the strategies applied.
4. Have participated in training or evaluation programs organized by the Human Resource Department of Telkom Yogyakarta that support sales competencies.

Participants meeting the established criteria will undergo in-depth interviews to explore their experiences, perceptions, and interpretations related to consultative selling implementation and HR support mechanisms. In phenomenological research, participants are not selected to represent the population but rather to provide a rich and comprehensive understanding of a phenomenon based on their direct lived experiences (Creswell, 2015).

2.3 Research Instrument

According to Creswell (2015), in qualitative research, researchers serve as the primary instrument of data collection and analysis. Researchers personally collect data through interviews, observations, and documentation with participants. Although protocols or instruments may be employed to guide data collection, the researcher ultimately serves as the sole instrument in gathering and interpreting information.

2.4 Sources of Research Data

The purpose of the research is to gather data relevant to the phenomenon under investigation. Sekaran & Bougie (2013) state that data may be derived from primary or secondary sources. Primary data refer to information directly obtained by the researcher for the specific purpose of the study, while secondary data refer to information collected from existing sources.

A. Primary Data

According to Sekaran & Bougie (2013), primary data refer to information obtained firsthand by the researcher for specific research purposes. Individuals provide such information when interviewed, given questionnaires, or observed. The sources of data in this study are informants directly related to the research topic, namely the HR manager, the sales supervisor, and members of the sales team. The total number of participants in this study is three, consisting of one main subject and two supporting subjects. However, the number of participants was not predetermined; rather, it was based on the principle of data saturation, which occurs when the information obtained becomes repetitive and no longer provides new insights (Guest et al., 2006).

B. Secondary Data

According to Sekaran & Bougie (2013), secondary data refer to information collected from existing sources. These may include books and journals, government publications on economic indicators, census data, statistical abstracts, databases, media, company annual reports, and others. In this study, secondary data were obtained from the author's observations as well as from a literature review.

2.5 Data Collection Techniques

According to Creswell (2015), qualitative researchers collect data themselves through documentation, behavioral observation, interviews, and audiovisual information. The researcher then summarizes all the data obtained, interprets them, and processes them into categories or themes that cut across all data sources. The data collection methods used in this study include interviews, observation, and documentation.

A. Interview

An interview is a face-to-face conversation conducted between the interviewer, who poses questions, and the interviewee, who provides responses. In practice, the researcher uses pre-prepared questions to ensure that the answers align with the research problem (Gunawan, 2017). According to Yin (2003), there are three types of interviews. The most frequently used is the open-ended interview, which asks respondents both factual questions and their opinions about events. The second type is the focused interview, in which respondents are interviewed within a shorter period, such as one hour. The third type is the structured interview, similar to formal survey questionnaires. In this study, participants were given open-ended questions to obtain responses related to their preferences.

B. Observation

According to Prastowo (2012), observation is a deliberate and systematic process of monitoring the activities of individuals or other objects under investigation. Observation refers to the activity of accurately paying attention,

recording visible events or phenomena, and considering the relationships between aspects of those phenomena (Creswell, 2015). In this study, the researcher employed non-participant observation, where the researcher did not take part in the participants' daily activities but instead acted as an independent observer.

C. Documentation

Documentation refers to information that can be obtained from various forms of records and must be an explicit object of the data collection plan. Documents may include letters, memoranda, meeting agendas, announcements, administrative records, progress reports, newspapers, and articles (Bowen, 2009). In this study, the researcher used supporting data in the form of interview transcripts as documentation. These documents serve as additional information to complement the case study, where the main data sources are participant observations and interviews.

2.6 Data Validation Testing

A. Credibility Test

The credibility test refers to the assessment of trustworthiness in qualitative research data (Prastowo, 2012). Moleong (2018) states that this test has two main functions: first, to conduct examinations that determine the level of trustworthiness that can be achieved in the findings, and second, to demonstrate the degree of trust in the results through validation against the multiple realities being studied.

1. Triangulation

In this study, triangulation was used as a technique to ensure credibility. Moleong (2018) explains that triangulation is a validity checking process that utilizes sources outside the primary data for verification purposes, often referred to as data comparison. Creswell & Poth (2018), Yin (2018), and Merriam & Tisdell, (2016) also describe triangulation as a technique for verifying the validity of data by combining various data collection methods and sources. Source triangulation was conducted by comparing interview data with observations made during the internship and supporting internal Telkom

documents. This comparison helped verify the consistency and credibility of the data collected from different sources.

This process involves cross checking data with alternative sources to validate or compare findings. The triangulation technique applied in this research was source triangulation. Creswell & Poth (2018), Yin (2018), and Merriam & Tisdell, (2016, 2019) state that source triangulation involves comparing and rechecking the trustworthiness of information obtained across different times and instruments in qualitative research. This method was applied by comparing observational data with interview results and documentation. In practice, it involved cross-checking participant behavior with their interview statements, supported by documentary evidence such as photographs, previous studies, scholarly journals, and relevant theories.

2. Member Check

According to Creswell (2015), member checking is carried out by bringing research findings or descriptions back to participants to verify their accuracy and credibility. This can also be conducted through follow-up interviews, allowing participants to review and comment on the findings to ensure that the researcher's interpretation reflects their intended meaning.

Member checking was carried out by sending interview summaries back to participants for confirmation. This process ensured the accuracy and appropriateness of the researcher's interpretations of the meanings conveyed by participants. Member checking was done directly through follow-up discussions or online communication.

3. Thick Description

Creswell (2015) defines thick description as presenting findings with detailed descriptions that allow readers to vividly experience the social phenomena being studied. In this research, the researcher sought to provide data in as much detail as possible so that the social phenomena could be described comprehensively and realistically.

B. Transferability Test

According to Moleong (2018), transferability differs from external validity in non-qualitative research. The concept of validity implies that a generalization of findings can be applied across all contexts within the same population, based on results obtained from a sample that representatively reflects that population.

Moleong (2018) further explains that transferability, as an empirical matter, depends on the similarity between the sending and receiving contexts. To enable such transfer, researchers must seek and gather empirical evidence of contextual similarities. Therefore, the researcher bears responsibility for providing sufficiently detailed descriptive data to allow others to make informed judgments about the transferability of the findings. For this purpose, the researcher may need to conduct smaller studies to verify and ensure the feasibility of such transfer.

In this study, the researcher conducted the transferability test through several procedures. First, sub research questions were designed as guidelines for interviews, followed by an initial observation or preliminary study before conducting the interviews. Subsequently, the researcher carried out in-depth interviews and documentation to obtain data. Once the data aligned with the research objectives, additional interviews were conducted with supporting informants to strengthen the findings.

2.7 Data Analysis Techniques

A. Data Analysis Prior to Fieldwork

According to Creswell & Poth (2018), Yin (2018), and Merriam & Tisdell (2016, 2019), qualitative research involves conducting data analysis even before the researcher enters the field. The analysis was carried out on preliminary study results or secondary data, which were then used to determine the research focus. However, this research focus remains tentative and will continue to evolve as the researcher engages in fieldwork and after the fieldwork is completed.

B. Data Analysis in the Field

Miles & Huberman (1994) state that activities in qualitative data analysis are conducted interactively and continuously until completion, reaching the point of data saturation. Data analysis is carried out both during the process of data collection and after the completion of data collection over a certain period of time. During interviews, the researcher analyzes participants' responses. If the analytical responses provided by participants are deemed insufficient, the researcher continues to probe further until the data at a particular stage are considered credible (Creswell & Poth, 2018; Yin, 2018; Merriam & Tisdell, 2016, 2019).

The main activities in data analysis include:

1. Data Collection

The data obtained from observations, interviews, and documentation were recorded in field notes consisting of two aspects: description and reflection. Creswell & Poth (2018), Yin (2018), and Merriam & Tisdell (2016, 2019) explain that data collection refers to natural data containing what the researcher sees, hears, feels, witnesses, and personally experiences regarding the phenomenon under study, while reflective notes contain impressions, comments, and interpretations made by the researcher about the findings, as well as plans for subsequent stages of data collection. To obtain these notes, the researcher conducted observations, interviews, and documentation with several participants. In the initial stage, the researcher collected the data and then examined its completeness and clarity to ensure the validity of the data obtained.

2. Data Reduction

According to Creswell & Poth (2018), Yin (2018), and Merriam & Tisdell (2016, 2019), data reduction is the process of selecting, focusing, simplifying, and abstracting raw data collected from the field. This process occurs throughout the research, from fieldwork to the drafting of the final report. Data reduction is part of data analysis that sharpens, categorizes, directs, discards unnecessary data, and organizes the data so that final conclusions can be drawn and verified. In this stage, the researcher selected the data obtained and systematically organized it in a structured manner.

3. Data Display

Creswell & Poth (2018), Yin (2018), and Merriam & Tisdell (2016, 2019) state that data display involves organizing the data and information collected in the field into a matrix or similar format, allowing the researcher to master the data and avoid misinterpretation during analysis and conclusion drawing. The purpose of data display is to simplify complex information into a more straightforward form, making it easier to understand. Once the data were

systematically arranged, the researcher processed them and, if necessary, revised any data that did not meet the research needs. Such revisions involved correcting errors or supplementing missing information through additional data collection or by integrating complementary data.

4. Conclusion Drawing/Verification

Following the data display, the next step was drawing conclusions. Creswell & Poth (2018), Yin (2018), and Merriam & Tisdell (2016, 2019) emphasize that conclusion drawing is the process of identifying meaning, recognizing regularities, clarifying patterns, and understanding causal relationships or propositions. The conclusions drawn must then be verified by revisiting and cross checking the field notes to achieve a more accurate understanding. At this stage, the researcher analyzed and described the data to ensure that the findings were clearly understood and aligned with the research objectives.

CHAPTER III

RESEARCH FINDINGS

In this study, the researcher presents qualitative findings regarding the role of the Human Resources (HR) department in implementing a consultative selling strategy within the IndiBiz sales team at Telkom Yogyakarta. These findings were obtained through in-depth interviews with the HR Manager, Sales Supervisor (SPV), and members of the Sales Team who were directly involved in applying the sales strategy for the newly launched IndiBiz product.

The data collection process was further supported by field observations and relevant documentation to ensure the validity of the information. The findings of this research focus on the role of the HR department at Telkom Yogyakarta in implementing consultative selling for the new IndiBiz product, the inhibiting factors encountered, as well as the department's evaluation of the sales team's competencies.

3.1 Profile of Informants

In September 2025, the researcher conducted interviews. The following section presents the interview and observation schedule carried out by the researcher. In-depth observation methods and data collection through interviews were employed to obtain the findings of this study.

Table 3.1 Profile of Informants

Name of Informant	Date of Interview	Interview Location
Nunuk Eny Kristanti (*R1)	September 3, 2025	Telkom Sleman
Dhany (*R2)	September 3, 2025	Telkom Sleman
Thari (*R3)	September 3, 2025	Telkom Sleman

*R = Respondent

The research participants consisted of three informants selected using purposive sampling, namely two primary subjects (the HR Manager and the Sales Supervisor) and one supporting subject (a member of the Sales Team).

- **HR Manager (R1):** responsible for human resource development policies, training, and the performance evaluation of the sales team.
- **Sales Supervisor (R2):** responsible for directing the sales team in the field and overseeing the implementation of the consultative selling strategy.
- **Sales Team Member (R3):** directly executes the sales of IndiBiz products in the field using a consultative selling approach.

The following are the interview questions used during the data collection process with the informants:

Table 3.2 Data Collection

Interview Topics	Questions
The Role of the HR Department at Telkom Yogyakarta in the Implementation of Consultative Selling	1. How does the organization, in this case the Human Resources (HR) Department of Telkom Yogyakarta, ensure that the sales team possesses the appropriate competencies in implementing consultative selling strategies for the new IndiBiz product?
Barriers to the Implementation of Consultative Selling	2. What factors hinder the successful implementation of consultative selling in the launch of the new IndiBiz product from the perspective of both the organization and the sales team?

	3. What challenges are experienced by the sales team despite the support provided by the HR Department at Telkom Yogyakarta?
Evaluation and Measurement of the Impact of HR Department Policies at Telkom Yogyakarta	4. How can the organization evaluate and measure the impact of the policies implemented on improving the sales team's performance and achieving IndiBiz sales targets?
Coaching by the HR Department of Telkom Yogyakarta in Daily Sales Practices	5. How does the HR Department at Telkom Yogyakarta provide coaching in day-to-day sales practices?
Monitoring by the HR Department of Telkom Yogyakarta on the Implementation of Consultative Selling	6. What is the monitoring mechanism of the HR Department at Telkom Yogyakarta regarding the implementation of consultative selling in the field?

Based on the above questions, interviews were conducted directly with the informants. During the interview process, the researcher engaged in discussions with the participants and recorded the information obtained throughout the process. The results of data reduction in this study are presented in Table 3.1.

3.2 The Role of the HR Department at Telkom Yogyakarta in the Implementation of Consultative Selling

Based on the interviews with the HR Manager (R1), Supervisor (R2), and members of the IndiBiz sales team (R3), it was revealed that the HR Department of Telkom Yogyakarta plays a highly strategic role in supporting the implementation of consultative selling.

One of the informants, the HR Manager (R1), explained that the HR Department of Telkom Yogyakarta designed a training program using a blended learning approach, which consisted of a kick off workshop, microlearning, and role play practices tailored to the customer context in Yogyakarta, such as SMEs in the restaurant, retail, and educational sectors, as emphasized by Respondent 1:

“We organized a one-day kick-off workshop to build an understanding that IndiBiz is not merely a household internet service but a business solution. After that, there

were microlearning sessions and role play exercises with SME customer scenarios, such as restaurants or small shops. In addition, there was also field coaching directly supervised when sales visited customers.” (Respondent 1, personal communication, September 03,2025)

Meanwhile, Respondent 2, who serves as Supervisor, added that the role of the HR Department at Telkom Yogyakarta is not limited to developing training materials but also functions as the designer of competency development programs. According to the Supervisor (R2), the HR Department ensures that the curriculum covers consultative communication skills, problem-solving, and an understanding of the customers’ business contexts. This was expressed by Respondent 2 as follows:

“The HR Department at Telkom Yogyakarta does not stop at training. They act as change agents, helping the sales team shift their mindset from merely selling products to becoming business partners for customers. In fact, we incorporated consultative behavior indicators into the performance appraisal system.” (Respondent 2, personal communication, September 03, 2025)

In addition, the HR Department of Telkom Yogyakarta also carries out monitoring and evaluation functions by integrating consultative behavior indicators into the performance appraisal system and providing special rewards and incentives for team members who consistently apply this strategy. Thus, the contribution of the HR Department at Telkom Yogyakarta not only strengthens technical skills but also builds sustainable human resource capabilities.

This demonstrates that the HR Department at Telkom Yogyakarta plays a vital role as a driver of mindset transformation for the sales team, shifting from a transactional orientation to a consultative orientation, which aligns with the needs of the IndiBiz market in Yogyakarta.

Table 3.3 Research Data Reduction Results The Role of the HR Department

1. How does the organization, in this case the Human Resources (HR) Department of Telkom Yogyakarta, ensure that the sales team possesses the appropriate competencies in implementing consultative selling strategies for the new IndiBiz product?	
Respondent 1	The HR Department of Telkom Yogyakarta organizes blended learning training, which includes: • A one-day kick-off workshop to build understanding that IndiBiz is a business solution, not merely a household connectivity service. • Microlearning on business WiFi needs and IndiBiz WiFi features (unlimited access without FUP, 1:1 ratio, and packages starting from IDR 400,000 per month). • Role play exercises using scenarios of SMEs in Yogyakarta, such as restaurants, shop houses, hotels, or small retail stores. This also involves local offices and educational institutions (schools/universities) in Sleman Regency, emphasizing stable connections and security. • Field coaching supported by the Supervisor (SPV) during customer visits (e.g., SME business owners in Yogyakarta as referred to in point 3). The training design, which uses a <i>blended learning</i> approach (workshop, <i>microlearning</i>, <i>role play</i>, and <i>field coaching</i>), proved effective because it was contextual and relevant. Why Effective? The role play and practice scenarios were specifically tailored to the customer context in Yogyakarta (e.g., restaurant and retail SMEs). This approach addresses the gap between theory and practice in the field. Furthermore, the Supervisor-supported field coaching ensures that theoretical understanding is immediately applied and feedback is given in real-life situations. Thus, this training not only improved <i>knowledge</i> (product understanding) but also <i>skills</i> (questioning and listening abilities) and <i>attitude</i> (patience and confidence).
Respondent 2	The role of the HR Department at Telkom Yogyakarta in implementing the consultative selling strategy for IndiBiz goes beyond providing training materials. It extends further as a manager and developer of human resources within the sales team.

	1. The HR Department at Telkom Yogyakarta acts as the designer of competency development programs by ensuring the training curriculum includes consultative communication skills, problem-solving, and an understanding of customer business contexts. 2. It serves as a coaching facilitator by providing coaching guidelines for supervisors so that daily assistance is more structured and consistent. 3. The HR Department carries out performance monitoring by integrating consultative behavior indicators into the sales team's performance appraisal system, ensuring that new behaviors are fully absorbed and internalized. 4. The primary effectiveness of the HR practice lies in its shift in role from merely a training provider to a program designer and change agent. Why Effective? HR did not just provide material, but strategically integrated consultative behavior indicators into the performance appraisal system. This sends a clear message to the sales team that consultative competency is a core organizational value, not just a temporary program. This is a crucial step in transforming the team's orientation from transactional to consultative. 5. The HR Department instills the value that sales personnel are not merely product sellers but also business partners for customers. 6. This role is reinforced through a reward system consisting of incentives and special recognition for sales team members who successfully and consistently apply consultative selling practices. 7. Consequently, the HR Department's contribution focuses on building sustainable human resource capabilities, which not only enhance the effectiveness of sales strategies but also strengthen the organization's long-term competitiveness.
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Source: *Processed Data* (2025)

3.3 Barriers to Consultative Selling

Based on the interviews with the Supervisor (R2) and members of the sales team (R3), one of the main barriers to implementing consultative selling is the existence of competency gaps among some sales team members. Several informants

mentioned that although training had been provided, not all sales personnel felt confident enough to fully act as business consultants for customers. This was particularly evident when dealing with corporate or SME clients who tend to be critical and demand detailed technical explanations of the product, as stated by Respondent 3:

"We have received consultative selling materials, but honestly, some of us were still not confident when asked to provide complex business solutions. Sometimes, we feel we are not expert enough to become true consultants for large customers." (Respondent 3, personal communication, September 03, 2025)

The Supervisor (R2) further added that this lack of confidence is influenced by the sales team's prior habits, where they were more accustomed to transactional approaches. Transitioning towards consultative selling requires a lengthy adaptation process and continuous support from the HR Department at Telkom Yogyakarta, as emphasized by Respondent 2:

"There is still the old mindset: what matters most is closing quickly. So when asked to listen more, explore customer needs, or provide solutions, some salespeople find it difficult to adapt." (Respondent 2, personal communication, September 03, 2025)

In addition, the current incentive system also poses a challenge. Incentives remain largely focused on sales volume achievement rather than on the quality of interactions or the depth of customer relationships. This condition has led some sales personnel to continue prioritizing sales numbers, despite the organizational directives to apply consultative selling, as expressed by Narasumber/Informant 3:

"Our reward system is still dominated by the number of closings. So even though we have been taught to focus on customer needs, many still revert to focusing on numbers because that's what determines the bonus." (Respondent 3, personal communication, September 03, 2025)

These barriers demonstrate that the implementation of consultative selling requires more than just technical training. It also necessitates improvements in HR systems, including long-term competency development support and adjustments to the incentive scheme, so that greater emphasis is placed on the quality of customer interactions rather than purely on sales figures.

Table 3.4 Barriers from the HR Department Perspective

2. What factors impede the successful implementation of consultative selling in the launch of the new IndiBiz product from the perspective of both the organization and the sales team?	
Respondent 1	Most of the time, there is a limited opportunity for in-depth discovery, and SME customers usually want tangible proof first. Therefore, I encourage the team to bring simple micro demos and case examples from fellow business owners in Yogyakarta to make the offering more convincing.
Respondent 2	Sometimes customers already have competitor pricing in hand and demand quick decisions. The challenge is maintaining the pace to remain consultative in explaining business benefits rather than merely engaging in price comparisons. Another challenge is adjusting technical language into simpler terms that SME owners can easily understand.

Source: *Processed Data* (2025)

A. Barriers Experienced by the Sales Team Despite Support from the HR Department at Telkom Yogyakarta

When asked more specifically about their direct experiences, the sales team informants revealed that although the HR Department at Telkom Yogyakarta had provided support through training and coaching, there were still practical challenges they encountered. One of these was the difficulty of adapting the theoretical knowledge provided by the HR Department to real conditions in the field, as expressed by Respondent 3:

“The training is indeed helpful, but when meeting customers, the situation can be very different from the role-play scenarios. Sometimes customers are more interested in discounts than in long-term solutions.” (Respondent 3, personal communication, September 03, 2025)

In addition, the Sales Team (R3) also felt that there was still a competency gap in terms of understanding the deeper needs of business customers. Several team members admitted they were not yet fully confident to act as business consultants, as they were still accustomed to transactional sales patterns, as expressed by Respondent 3:

“We have been equipped with consultative techniques, but to be honest, there is still a lack of confidence when it comes to truly acting as a consultant for major clients. Especially when customers ask many technical questions.” (Respondent 3, personal communication, September 03, 2025)

This indicates that although support from the HR Department at Telkom Yogyakarta has been provided, the implementation of consultative selling requires a longer adaptation process in order to become fully embedded within the sales team’s work culture.

Table 3.5 Barriers Sales Team

3. What challenges are experienced by the sales team despite the support provided by the HR Department at Telkom Yogyakarta?	
Respondent 3	a) When dealing with SME customers who tend to bargain on price or compare the offer with household packages, not all team members are able to immediately apply the consultative questioning techniques that were taught. b) The sales team feels that the reward and incentive system does not yet fully emphasize the quality of consultative interactions but remains more focused on sales volume. This sometimes causes some sales personnel to shift their focus back to quantity rather than the quality of relationships with business customers. c) The organizational incentive system was found to be not fully aligned with the goals of the consultative selling strategy. Why Less Effective? Incentives and the reward system are still dominated by sales volume achievement (quantity) and do not fully emphasize the quality of consultative interactions or the depth of customer relationships. Consequently, even though the sales team has been trained consultatively, they often revert to transactional

	patterns (quick closing) because they are driven by a reward system that focuses on quantity bonuses. This creates a conflict between the organizational value taught by HR (consultative) and the behavior rewarded by the system (transactional). d) Maintaining consistent work behavior, such as discipline in recording customer data or conducting timely follow ups. Although the HR Department has emphasized the importance of these practices, their implementation in the field is still inconsistent.
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Source: *Processed Data* (2025)

3.4 Evaluation and Measurement of the Impact of Organizational Policies within the HR Department of Telkom Yogyakarta

In an interview with the HR Manager (R1), it was revealed that the HR Department of Telkom Yogyakarta applies competency-based indicators to evaluate the success of consultative selling implementation. The evaluation is carried out by assessing the aspects of knowledge, skills, and attitude of each member of the sales team, as stated by Respondent 1:

“We evaluate the program from three perspectives. Knowledge: whether the sales team understands the IndiBiz product and its segmentation. Skills: whether they are able to conduct probing and engage in consultative communication. Attitude: whether they are disciplined for recording customer data and maintaining good relationships with clients.” (Respondent 1, personal communication, September 03, 2025)

The Supervisor (R2) added that the evaluation is not limited to formal reporting but is also conducted through daily coaching and customer feedback. Thus, the assessment is comprehensive and continuous, as highlighted by Respondent 2:

“Supervisors usually accompany sales directly, providing input after they meet customers. In addition, customer feedback also serves as an important indicator, for example, whether they feel they have been well served.” (Respondent 2, personal communication, September 03, 2025)

The results of this evaluation were utilized by the HR Department of Telkom Yogyakarta to improve future training programs and also serve as the basis for providing incentives and recognition.

Table 3.6 Evaluation and Measurement

4. How can the organization evaluate and measure the impact of the policies implemented on improving the sales team's performance and achieving IndiBiz sales targets?	
Respondent 1	The HR Manager monitors performance through the CRM system to ensure that customer data genuinely represents business clients. Monitoring is conducted through: (a) Field notes, (b) Feedback from the sales team, (c) Comprehensive assessments using a checklist during business customer surveys. The impact of these initiatives demonstrates that the training not only improves understanding of the IndiBiz product but also strengthens the core competencies of the sales team's human resources. From the knowledge perspective, the team has developed a deeper understanding of business customer segmentation, the differentiation between IndiBiz and residential packages, as well as digital needs trends among SMEs in Yogyakarta. From the skills perspective, they have mastered techniques such as consultative questioning, active listening, and designing business solutions tailored to customer needs. From the attitude perspective, the team shows significant behavioral changes: they are more patient in exploring customer needs, more confident in engaging with business owners, and more consistent in documenting customer data in the CRM system.
Respondent 2	The impact of training on the team can be observed not only in improved technical ability to sell IndiBiz products but also in overall human resource development. In terms of knowledge, the team now better understands how to position IndiBiz as a business solution rather than just a standard internet service. In terms of skills, they have demonstrated enhanced consultative communication abilities, such as open-ended questioning, active listening, and tailoring solutions relevant to business customers' needs. In terms of attitude, a noticeable shift is evident: they are more confident in engaging with business owners, more patient

	during the discovery process, and more disciplined in recording customer data in the CRM system. Although the evaluation identifies competency gaps (especially the lack of confidence to act as a complex business consultant), HR does not yet have a consistent mechanism to provide additional training or intensive individual <i>coaching</i> for underperforming staff. This gap slows down competency improvement and makes it difficult for the team to adapt to field situations that are very different from <i>role play scenarios</i>. The HR Department of Telkom Yogyakarta has successfully instilled a new mindset that sales competence is not only about achieving numbers but also about building quality interactions with customers.
Respondent 3	a) Training and coaching provided by the HR Department of Telkom Yogyakarta directly enhanced their competencies as sales representatives. From the knowledge perspective, they now understand that IndiBiz is designed specifically for business owners and its differentiating features compared to residential packages. b) From the skills perspective, they have become more capable of uncovering customer needs using appropriate questioning techniques and linking them to IndiBiz benefits, such as network stability for digital cashiers or business operations. c) From the attitude perspective, they feel more professional no longer merely offering prices, but striving to act as business partners for customers. This has not only earned them greater respect from clients but also increased their confidence in applying a consultative approach. d) The evaluation mechanism used by Telkom Yogyakarta's HR is effective because it is holistic and continuous. Why Effective? The assessment does not solely focus on sales figures, but also on three aspects of competence (knowledge, skills, and attitude). The attitude assessment, in particular, includes discipline in recording customer data in the CRM system and consistency in <i>follow-up</i>. This ensures that behavioral changes (<i>mindset</i> shift) are truly internalized and not just an act.

Source: *Processed Data* (2025)

3.5 Coaching by the HR Department of Telkom Yogyakarta in Daily Sales Practices

In daily practice, coaching serves as one of the main strategies employed by the HR Department of Telkom Yogyakarta to ensure the consistent implementation of consultative selling. Based on the interview with the Supervisor (R2), coaching was conducted not only in formal sessions but also through direct field mentoring, as stated by Respondent 2:

"We often accompany the sales team directly in the field. From there, we can provide real time feedback, for example on questioning techniques, listening skills, or how to explain the IndiBiz product." (Respondent 2, personal communication, September 03, 2025)

In addition, weekly coaching sessions were also organized, during which the supervisor reviews the achievements of the sales team and the strategies used. The sales team (R3) perceived these sessions as valuable in helping them recognize their mistakes while learning from the experiences of their peers, as expressed by Respondent 3:

"In the weekly coaching, it's more like a reflection session. We shared our experiences, and then the supervisor provided feedback. So, we learned together." (Respondent 3, personal communication, September 03, 2025)

Through coaching, the sales team felt more guided in applying consultative selling strategies, while also gaining motivational support from both the supervisor and the HR Manager.

Table 3.7 Coaching by the HR Department

5. How does the HR Department at Telkom Yogyakarta provide coaching in day to day sales practices?	
Respondent 1	In practice, the HR Department prepares a coaching guideline that outlines the competency indicators to be mastered, such as the ability to ask open-ended questions, active listening, and designing solutions based on business needs. As a supervisor, I play the role of ensuring that coaching is carried out consistently through weekly one-on-one sessions, shadowing during customer visits, and debriefing sessions after meetings. In addition, the HR Department emphasizes the importance of <i>work behavior reinforcement</i>. This means that coaching is not only intended to correct technical mistakes but also to shape professional attitudes, such as discipline in recording discovery results in the CRM system, patience in dealing with MSME customers, and the ability to build long-term trust.
Respondent 2	Thus, Coaching and monitoring are reported to still tend to be oriented toward achieving sales targets. Consequently, the feedback provided potentially only directs the team to hit numbers, not to reinforce crucial soft skills such as empathy, in-depth analysis of customer needs, or persuasive communication. This exacerbates the team's lack of confidence when dealing with critical business customers who demand complex technical solutions.

Source: *Processed Data* (2025)

3.6 Monitoring by the HR Department of Telkom Yogyakarta on the Implementation of Consultative Selling

Monitoring has become an essential aspect carried out by the HR Manager (R1) and the Supervisor (R2) to ensure that the consultative selling strategy is effectively implemented in the field. Based on the interviews, the HR Department conducts periodic monitoring through performance reports, training evaluations, and customer satisfaction surveys, as stated by Respondent 1:

“We checked the sales performance reports every month to see whether there was an improvement in CRM usage, closing rates, and also customer satisfaction.”

(Respondent 1, personal communication, September 03,2025)

Meanwhile, the Supervisor (R2) conducted daily monitoring by directly supervising the interactions between sales staff and customers. This was done to ensure that each salesperson genuinely applied a consultative approach rather than merely offering a product, as expressed by Respondent 2:

“In the field, I could immediately see whether the sales staff were truly listening to customers or just focusing on selling. From there, I could give immediate feedback.” (Respondent 2, personal communication, September 03,2025)

The key indicators of this monitoring include improved product knowledge proficiency, consultative communication skills, consistent use of CRM utilization, and achievement of IndiBiz sales targets. This monitoring ensures that the strategy does not stop at the training stage but becomes an integral part of the sales team’s work culture.

Table 3.8 Monitoring by the HR Department

6. What is the monitoring mechanism of the HR Department at Telkom Yogyakarta regarding the implementation of consultative selling in the field?	
Respondent 1	The HR Department of Telkom Yogyakarta applies success indicators for consultative selling not only based on sales figures but also through the measurement of the sales team’s competencies. First, from the knowledge perspective, HR assesses whether the sales team has a deep understanding of the IndiBiz product, business customer segmentation, and the ability to communicate the product differentiation compared to residential packages.
Respondent 2	From the skills perspective, the HR Department of Telkom Yogyakarta evaluates the practical abilities of the sales team, such as conducting need analysis, asking open-ended questions, active listening, and designing solutions tailored to the specific needs of business customers. These skills are typically assessed through sales simulations, field shadowing, or recorded customer interactions.

	From the attitude perspective, the HR Department emphasizes work behavior indicators, such as professionalism, consistency in recording customer data in the CRM system, discipline in conducting follow-up, and the ability to build long term relationships with business customers.
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Source: Processed Data (2025)

3.7 Summary of Research Findings

The findings of this study emphasize that the role of the HR Department of Telkom Yogyakarta is highly crucial in the successful implementation of the consultative selling strategy for IndiBiz products. The research findings can be summarized into several key points as follows:

1. Strategic Role of the HR Department of Telkom Yogyakarta

The HR Department of Telkom Yogyakarta not only function as a training provider but also acts as a program designer for competency development, a change agent in transforming the sales mindset from transactional to consultative, and a facilitator of coaching and monitoring. HR ensures that the sales team is equipped with the necessary knowledge, skills, and attitudes aligned with the needs of the IndiBiz market.

2. Barriers to the Implementation of Consultative Selling

The main barrier arises from the competency gap, where sales personnel still lack confidence in acting as business consultants. Another obstacle lies in the incentive system, which continues to emphasize sales quantity rather than the quality of consultative interactions, thereby hindering the internalization of the consultative selling strategy in the field.

3. Challenges Faced by the Sales Team

Despite the support from the HR Department of Telkom Yogyakarta in the form of training and coaching, the sales team still struggles to align theory with field realities. The MSME customers in Yogyakarta, who tend to be highly price sensitive, present a unique challenge, requiring consultative

strategies to adopt more time-intensive and tailored approaches to achieve success.

4. Evaluation and Measurement by the HR Department of Telkom Yogyakarta

The evaluations conducted by the HR Department already cover indicators of knowledge, skills, and attitude, complemented by coaching from supervisors and customer feedback. However, the weakness lies in the fact that the evaluation results are not yet systematically followed up. There remains a gap between evaluation outcomes and subsequent development programs, resulting in slow improvement of sales competencies. A suggested improvement is the establishment of a more consistent evaluation system, accompanied by follow-up actions such as additional training or individualized coaching for underperforming sales staff.

5. Coaching and Monitoring

The coaching and monitoring practices conducted by Supervisors and HR Managers are already in place, yet they remain somewhat normative and still heavily oriented toward achieving sales targets. This limitation causes the feedback provided to fall short in fully guiding sales personnel to strengthen their role as business consultants. It is recommended that coaching be directed more toward soft skills such as persuasive communication, empathy, and the ability to analyze customer needs, while monitoring should evaluate the consistency of consultative behavior rather than focusing solely on sales figures.

CHAPTER IV

THEORETICAL REVIEW

4.1 Concept of Consultative Selling

Consultative selling is a sales approach that emphasizes understanding the needs, problems, and objectives of customers before offering product solutions (Adamson et al., 2012). Unlike transactional selling, which is product and price oriented, consultative selling focuses on building long-term relationships and creating value (Moncrief & Marshall, 2005). In the context of new products such as IndiBiz, this approach is considered particularly relevant as it enables the sales team not only to sell but also to educate MSME and corporate customers on the strategic benefits of the product (Ingram et al., 2008).

Implementing consultative selling also requires active listening, market understanding, and strong interpersonal communication skills. Previous research has shown that the success of consultative-based sales depends more on the sales team's ability to provide solutions than merely explaining product features (Geiger & Turley, 2005).

Mullins et al. (2023) indicate that companies encouraging sales to focus on solution selling aligned with consultative selling achieve higher customer engagement and long-term loyalty. Additionally, Razmak et al. (2023) found that combining communication skills with product knowledge increases sales confidence in acting as business consultants rather than mere sellers. HubSpot (2024) also confirms that most modern sales professionals prioritize building relationships and understanding customer needs over quickly closing deals.

4.2 Sales Competency as a Strategic Human Resource

Sales competency is a fundamental pillar for the successful implementation of sales strategies, particularly consultative selling. The foundation of successful consultative selling is **Sales Competency**, defined as the combination of **knowledge, skills, and attitude** required for effective performance (Spencer & Spencer, 1993). High competency in interpersonal skills, active listening, problem-solving (Ingram et al., 2008) , and the ability to combine **product knowledge with**

soft skills (Razmak et al., 2023) enhances **sales confidence** in acting as a business consultant. This confirms that sales success is a function of the quality of human resources, making competency a strategic HR investment.

Consistent with research findings, the HR department plays a crucial role in developing these competencies through training, coaching, and monitoring. According to Ingram et al. (2008), the success of consultative selling is significantly influenced by sales ability in interpersonal skills, active listening, and problem solving. In other words, sales success is determined by the quality of human resources, not just marketing strategies. Chakrabarty & Brown (2021) emphasize that highly competent salespeople in communication and business solutions can more easily build customer trust. Research by Razmak et al. (2023) also shows that combining product knowledge with soft skills increases sales confidence in performing as business consultants. Hence, sales competency is a strategic HR investment for the company.

Therefore, the role of HR is to measure and develop these competencies. Employee Development through Training & Development becomes the main HR mechanism for equipping the team with the necessary knowledge and skills (Linando, 2020, p. 192).

4.3 The Role of Training in Enhancing Product Knowledge

Training is the primary tool used by the HR Department of Telkom Yogyakarta to improve sales competency, particularly in product knowledge. Adequate product knowledge allows sales to explain product differentiation, relate features to specific business customer needs, and build confidence in their role (Flaherty et al., 1999).

In this study, the HR department employed a blended learning approach, including workshops, microlearning, and role-playing exercises simulating MSME customer cases. This aligns with Noe (2017) view that effective training integrates theory with practice, enabling participants to apply learning in real-world situations.

Lack of product understanding often reduces sales confidence when facing critical customers. This aligns with Geiger & Turley (2005), who found that sales

need a combination of product knowledge and soft skills to function as business consultants rather than mere sellers. Razmak et al. (2023) further show that role playing exercises in training improve sales confidence in dealing with demanding customers. Therefore, training not only enhances technical knowledge but also builds sales self-assurance in selling new products.

4.4 Coaching as Reinforcement of Sales Team Competency in the Field

Beyond formal training, coaching is an effective HR strategy to ensure that sales skills are properly applied in the field. Ellinger et al. (2003) note that coaching helps sales improve their capabilities through direct guidance, real-time feedback, and reinforcement of work behaviors.

At Telkom Yogyakarta, supervisors actively perform shadowing in the field and provide feedback after customer interactions. This not only improves technical skills but also cultivates professional behaviors such as patience in discovering customer needs and discipline in recording data in the CRM. Consequently, coaching serves as a sustainable HR development tool, rather than merely a short-term sales enhancement measure.

Humphreys & Leach (2022) state that regular coaching improves sales capability in implementing consultative selling, particularly in listening to customer needs. Mullins, Swain, & Friend (2023) add that when coaching is supported by appropriate incentives, salespeople are more motivated to perform their roles as consultants rather than simply sellers.

4.5 Competency Based Performance Evaluation

Evaluation is a critical element in the HR development cycle. Armstrong & Taylor (2014) argue that competency based performance evaluation allows HR to assess not only results (outputs) but also the behaviors (processes) demonstrated by sales. In this study, the HR Department of Telkom Yogyakarta evaluates sales based on three dimensions: knowledge, skills, and attitude. **Knowledge:** Assesses the extent to which sales understand IndiBiz products and the business market segmentation. **Skills:** Evaluates abilities in probing, asking open ended questions, active listening, and designing solutions based on customer needs. **Attitude:**

Measures discipline in recording customer data, patience during consultations, and professionalism in building long term relationships.

This approach supports Bande et al. (2021), who assert that competency based evaluation is more effective in improving performance than evaluation based solely on sales figures. Verbeke et al. (2022) emphasize the importance of evaluation focusing on listening skills and empathy, which have been proven to enhance customer relationship quality.

4.6 Sales Incentive and Motivation System

In addition to training and coaching, the incentive system plays a crucial role in guiding sales behavior. Research findings indicate that the incentive system at Telkom Yogyakarta still emphasizes sales quantity, leading some salespeople to revert to transactional behavior. However, the success of consultative selling is strongly influenced by the quality of interactions with customers (Moncrief & Marshall, 2005).

Deci & Ryan (2020) argue that intrinsic motivation, such as pride in being a business consultant and the satisfaction of helping customers, is more sustainable than extrinsic motivation based on sales numbers. Similarly, Bergers et al. (2023) find that incentive systems rewarding quality interactions enhance customer loyalty. HubSpot (2024) also confirms that most modern sales professionals prioritize building relationships over merely meeting targets. The importance of adjusting this system is emphasized in the concept of Performance Management (Linando, 2020, Chapter VIII, p. 201) where the scheme of rewards and punishments must be an integral element designed according to the organizational strategy.

Therefore, the HR Department of Telkom Yogyakarta needs to adjust the reward system to emphasize consultative behaviors, such as depth of customer discovery, consistent CRM use, and customer satisfaction.

4.7 Previous Research

In this study, which focuses on the Implementation of Consultative Selling of New Products within the Sales Team to Increase Sales of IndiBiz Products (A Practical Study at Telkom Yogyakarta), the review of previous research is directed

toward studies discussing the role of consultative selling and the support of the HR Department of Telkom Yogyakarta in enhancing the competencies of the sales team. Prior to this research, several studies have been conducted on similar topics, as summarized below:

Table 4.1 Table of Previous Research

Researcher Name	Title of Study	Research Variables	Research Findings
Melati et al. (2024)	Analysis of Sales Promotion on Interest in Using Brain Academy by Ruangguru Through Consultative Selling	Independent: Sales Promotion Mediating: Consultative Selling Dependent: Interest in Using Brain Academy	Sales promotion has a significant effect on consultative selling. Consultative selling mediates the effect of sales promotion on interest. The direct effect of sales promotion on interest is not significant.
(Widyana & Navisa, 2024)	The Influence of Personal Selling on Purchase Decisions of IndiHome Products at PT. Telekomunikasi Indonesia Regional III Bandung West Java	Independent: Personal Selling Dependent: Purchase Decision of IndiHome Products	Personal selling has a very high influence on purchase decisions of IndiHome products, reaching 75.67%.
(Muhlisin, 2025)	The Influence of Marketing Ability, Innovation Ability and Learning Ability on the Performance of SMEs in the Province of DIY	Independent: Marketing Capability, Innovation Capability, Learning Capability Dependent: Performance of SMEs	Marketing, innovation, and learning capabilities all have a positive and significant effect on the performance of SMEs in DIY.

Friess (2024)	Gamification in virtual sales training: Evidence from a field experiment	Independent: Training Method (gamified vs. non-gamified) Dependent: Engagement, learning outcomes, sales performance	Gamification in virtual training increases engagement, knowledge acquisition, and short-term sales performance. Relevant to HR designing effective sales training.
Emerald Article (2024)	The effects of salesperson involvement on training design	Independent: Salesperson involvement in training design Dependent: Training effectiveness, field implementation, target achievement	Involving sales in training design makes programs more relevant and applicable, improving effectiveness and target achievement. Relevant to HR supporting IndiBiz sales through need based training.

CHAPTER V

DISCUSSION

5.1 Research Discussion

Based on interviews with the HR Manager, Supervisor, and members of the IndiBiz sales team at Telkom Yogyakarta, this study found that the implementation of consultative selling still faces several challenges. These obstacles include limited time to thoroughly explore customer needs, low self-confidence among sales staff in acting as business consultants, incentive systems that emphasize sales volume rather than the quality of interactions, and suboptimal use of the CRM system. From the customers' perspective, most SMEs in Yogyakarta remain highly price sensitive, making it more difficult to educate them on the value of IndiBiz.

These findings were compared with existing theories and prior research to determine whether field conditions align with theoretical concepts or reveal gaps.

5.2 The Role of the HR Department at Telkom Yogyakarta in Supporting Consultative Selling

The findings indicate that the HR Department at Telkom Yogyakarta has provided support through training and coaching; however, this support is insufficient to fully instill confidence in sales staff to act as business consultants. This aligns with theory, which suggests that consultative selling requires active listening, understanding customer needs, and providing relevant solutions rather than merely explaining products (Moncrief & Marshall, 2005; Adamson et al., 2012).

However, short-term training alone is not sufficient. Recent studies have proven that training conducted in stages and accompanied by field coaching is more effective in enhancing sales skills in daily practice (Nguyen et al., 2022). This implies that the HR Department of Telkom Yogyakarta does not only serve as a training provider, but must also ensure that the materials taught are effectively transferred into practice through continuous mentoring and evaluation. This was emphasized by Respondent 2, who stated:

“The HR Department of Telkom Yogyakarta does not stop at training alone. They act as change agents, helping the sales team shift their mindset from merely selling products to becoming business partners for customers. In fact, we have incorporated consultative behavior indicators into the performance appraisal system.” (Respondent 2, 03/09/2025)

5.3 Sales Competency Gaps and Self-Confidence

A key finding is that many sales staff feel insufficiently confident when acting as business consultants. They are more comfortable explaining products based on features and price rather than linking them to business benefits. This is particularly evident when dealing with corporate or SME customers who critically inquire about technical product details, as noted by Respondent 3:

"We have received consultative selling material, but honestly, some of us still lack confidence when asked to provide complex business solutions. Sometimes we feel we are not expert enough to be consultants for large clients." (Respondent 3, 03/09/2025)

Literature shows that consultative selling success is strongly influenced by the self-efficacy or confidence of sales staff in providing business solutions (Bandura, 1997; Brown et al., 2021). Recent research also emphasizes that product knowledge alone is insufficient; sales must connect products to tangible business impacts to deliver a convincing message (Rahman & Prabowo, 2021). Therefore, Telkom Yogyakarta's HR Department should provide more contextual training modules, such as case studies demonstrating the use of IndiBiz for specific SMEs, to help sales link features to real customer benefits.

5.4 Incentive System Limitations

Field findings indicate that the current incentive system still emphasizes sales quantity over the quality of customer interactions. This encourages sales staff to rush to meet targets without thorough exploration. As Respondent 3 stated:

"Our reward system was still dominated by the number of closings. So even though we were trained to focus on customer needs, many eventually reverted to a

numbers oriented approach because it determine their bonus." (Respondent 3, 03/09/2025)

Recent studies suggest that when reward systems focus solely on quantity, sales behavior adjusts accordingly, and the quality of interactions tends to be neglected (Rodríguez, 2024). Therefore, the HR Department and management should balance evaluation indicators, including CRM data quality, post-implementation customer satisfaction, and depth of needs analysis, to ensure that consultative behaviors are internalized.

5.5 Suboptimal CRM Usage

Interviews revealed that some sales staff perceive CRM as an administrative burden, resulting in incomplete customer data. Consequently, supervisors struggle to monitor sales progress. Theoretically, CRM is a critical tool to support consultative selling strategies as it stores detailed information about customer needs and preferences (Buttle & Maklan, 2019). As Narasumber/Informant 1 noted:

"We checked sales performance reports every month to see if there were improvements in CRM usage, closing rates, and customer satisfaction." (Respondent 1, 03/09/2025)

Recent research indicates that CRM adoption failures often result from perceptions that the system is too complicated or does not directly aid sales tasks (Ali et al., 2022). Recommended solutions include simplifying CRM forms, providing a practical mobile version, and offering specialized training on CRM benefits for sales success.

5.6 Characteristics of the SME Market in Yogyakarta

Findings also reveal that most SMEs in Yogyakarta remain price sensitive, posing a significant challenge as sales must educate customers to recognize the long term value of IndiBiz. Recent studies indicate that Indonesian SMEs tend to be price sensitive but are more easily convinced when shown practical benefits and short term ROI (Susanto & Wibowo, 2023). Respondent 1, HR Manager, explained that the HR Department designed a blended learning training program, including kick-

off workshops, microlearning, and role-playing exercises tailored to the context of Yogyakarta SMEs:

"We conducted a full day kick-off workshop to emphasize that IndiBiz is not just home internet service but a business solution. This was followed by microlearning and role play exercises with SME scenarios, such as restaurants or small shops. Field coaching was also provided with supervisors accompanying sales during customer visits." (Respondent 1, 03/09/2025)

Thus, the HR Department and sales team should prepare supporting materials, including local case studies or simulations relevant to Yogyakarta SMEs. This strategy will help sales persuade customers who remain price-focused.

5.7 Evaluation and Recommendations for the HR Department at Telkom Yogyakarta

Overall, it is clear that the HR Department plays a crucial role in supporting the successful implementation of consultative selling. Evaluation considers the knowledge, skills, and attitude of each sales member, as noted by Respondent 1:

"We evaluate from three aspects: knowledge whether sales understand IndiBiz products and market segmentation; skills whether they can conduct probing and consultative communication; attitude whether they are disciplined in recording customer data and maintaining good customer relationships." (Respondent 1, 03/09/2025)

However, this support should be reinforced through:

1. Structured, Tiered Training Focusing on Both Product Knowledge and Consultative Skills

Structured, tiered training is a learning program conducted progressively and continuously, from basic to advanced levels. In the context of this study, the training emphasizes not only mastery of product information (product knowledge) but also consultative skills such as active listening, problem solving, and solutions based on customer needs. The goal is to enable sales staff to act as business consultants rather than merely product sellers.

2. Routine Field Coaching to Enhance Sales Confidence

Field coaching involves direct guidance from supervisors or managers while sales staff carry out their daily sales activities. This process is conducted regularly to provide direction, feedback, and motivation. Through field coaching, sales staff can learn from real experiences, gain greater confidence, and reduce hesitation when interacting with customers.

3. Improvement of the Incentive System by Balancing Quantity and Quality of Interactions

Incentive systems are forms of recognition given to sales staff based on their performance, usually in the form of bonuses or commissions. However, incentives often focus solely on sales volume (quantity). This recommendation emphasizes that the quality of interactions should also be an evaluation criterion, such as how well sales staff understand customer needs, build relationships, and provide appropriate solutions. Consequently, sales motivation will not only focus on achieving sales numbers but also on cultivating long-term customer relationships.

4. Simplification of CRM for Easier Use by Sales Staff

Customer Relationship Management (CRM) is a digital system used to record customer data, track interactions, and develop data-driven strategies. However, CRM is often perceived as complicated and time-consuming by sales staff. Simplifying CRM means making it more practical, user-friendly, and relevant to the needs of sales in the field, so that its use is not seen as an administrative burden but as a tool that supports the consultative selling strategy.

5. Local Case Study Based Educational Materials to Assist Sales in Dealing with Price-Sensitive SMEs

Local case study based educational materials are training resources developed from real examples of the local market conditions. For instance, these materials illustrate how to handle SME customers in Yogyakarta who are highly price sensitive. By using local case studies, sales staff can better understand the mindset of customers in their area, identify appropriate

negotiation strategies, and demonstrate the added value of IndiBiz beyond price considerations.

This discussion indicates that the implementation of consultative selling in IndiBiz at Telkom Yogyakarta has not yet fully aligned with the concept. Although the HR department has provided training and coaching, there remain competency gaps, an incentive system that does not sufficiently support consultative behavior, and challenges in dealing with price sensitive SME markets. By improving HR aspects such as training, incentives, coaching, and the CRM system, it is expected that the sales team can enhance their confidence and consultative capabilities, thereby delivering added value to customers and supporting the sustainable growth of IndiBiz sales.

CHAPTER VI

CONCLUSION AND RECOMMENDATION

6.1 Conclusion

Based on the research findings and theoretical review discussed in the previous chapter, the following conclusions can be drawn:

1. The HR department of Telkom Yogyakarta plays a crucial role in the implementation of consultative selling. The HR department not only functions as a facilitator of training but also acts as a guide, ensuring that the sales team possesses adequate competencies in product knowledge, communication skills, and the confidence to act as business consultants.
2. The main barriers to the implementation of consultative selling include competency gaps among sales personnel, low confidence in providing consultative solutions, and an incentive system that remains more focused on sales quantity rather than the quality of customer interactions.
3. Support from the HR department through training, coaching, monitoring, and evaluation has proven effective in enhancing the implementation of consultative selling, although continuous adjustments are still required to optimize this strategy in local contexts such as Yogyakarta, which has a highly price-sensitive SME market.

6.2 Suggestion

Based on the findings of this study, the following recommendations are suggested for consideration by the organization:

1. For the HR Department of Telkom Yogyakarta, it is recommended to place greater emphasis on training programs that are based on the actual needs of the sales team, particularly in enhancing their confidence in positioning themselves as business consultants for SMEs.
2. For HR Managers and Supervisors, it is advisable to be more consistent in utilizing the CRM system as a monitoring tool that can support the consultative selling strategy.

3. For the Sales Team, it is important to improve self motivation and interpersonal skills to better build long term relationships with customers, rather than focusing solely on achieving short term sales targets.

6.3 Recommendations

Based on the findings of this study, the following recommendations are proposed for consideration by the organization:

1. HR Department of Telkom Yogyakarta: Emphasize training programs tailored to the actual needs of the sales team, particularly to enhance their confidence in positioning themselves as business consultants for SMEs.
2. HR Managers and Supervisors: Consistently utilize the CRM system as a monitoring tool to support the consultative selling strategy.
3. Sales Team: Improve self motivation and interpersonal skills to build long term customer relationships, rather than focusing solely on short term sales targets.

6.4 Research Limitations

This study has several limitations that should be considered:

1. The number of participants was limited to HR personnel, supervisors, and a small portion of the sales team, which means the findings may not fully represent the entire sales population at Telkom Yogyakarta.
2. The research focused solely on one region (Yogyakarta), so the results may not be generalizable to other regions with different market characteristics.
3. This study did not explore in depth the role of HR policies at Telkom Yogyakarta regarding incentive systems, employee retention, and career development, even though these aspects also influence motivation and the successful implementation of consultative selling.

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ATTACHMENT

1. How does the HR Department of Telkom Yogyakarta play a role in implementing the consultative selling strategy for the new IndiBiz product within the sales team?

N : The HR Department of Telkom Yogyakarta plays a strategic role in developing the competencies of the sales team to effectively implement the consultative selling approach. The department does not merely focus on employee administration but also designs training programs and provides coaching to ensure that the sales team understands customer needs before offering the IndiBiz product. The HR Department ensures that sales personnel have sufficient product knowledge and communication skills to build long term customer relationships. As stated by N: *When it comes to consultative selling, the HR Department of Telkom Yogyakarta cannot just sit behind a desk. We must actively accompany the sales team in the field, ensuring they truly act as business consultants, not merely as product sellers.*

2. How does this affect the sales team's competencies?

D : The HR Department of Telkom Yogyakarta's training and coaching programs have a significant impact on improving the competencies of the sales team. Sales personnel become more confident in presenting IndiBiz and are able to probe customer needs with appropriate questions. However, there remains a gap, particularly regarding the confidence of new sales staff who are not yet accustomed to acting as business consultants. D explained: *There has indeed been an improvement, especially after the training. But some salespeople still feel hesitant when engaging in deeper conversations with business owners. So, their confidence still needs to be strengthened.* This indicates that while the HR Department has helped enhance competencies, there is still room for improvement, particularly in soft skills.

T : The training and coaching provided by the HR Department of Telkom Yogyakarta directly impacted my competencies as a salesperson. In terms of knowledge, I now understand that IndiBiz is specifically for business owners and how it differs from residential packages. In terms of skills, I have become more adept at probing customer needs with the right questions and linking them to the benefits of IndiBiz. In terms of work attitude, I feel more professional not just offering prices, but striving to be a business partner to the customer.

3. How does the HR Department of Telkom Yogyakarta provide coaching in daily sales practices?

D : Coaching is delivered directly in the field, both through accompaniment during customer meetings and in weekly evaluation sessions. The HR Department of Telkom Yogyakarta collaborates with supervisors to provide feedback to the sales team, particularly regarding communication techniques, proposal preparation, and CRM usage. D stated: *I usually accompany them during customer presentations. Afterward, we discuss what was lacking and what could be improved. The HR Department of Telkom Yogyakarta also frequently participates in evaluation sessions to identify which development needs should be addressed. In this way, coaching is not merely theoretical but is truly experienced by the sales team in their daily practices.*

4. What indicators are used by the HR Department of Telkom Yogyakarta to assess the success of consultative selling?

D : It was explained that the indicators of success are not measured solely by the number of sales, but also by the quality of interactions between sales representatives and customers. The HR Department of Telkom Yogyakarta evaluates how effectively the sales team is able to identify customer needs, the quality of data entered into the CRM system, and their ability to build long term relationships. D stated: *We no longer focus only on sales figures. If a salesperson can build good relationships, customers feel supported,*

and the data is neatly recorded in the CRM, this is also considered a success. Thus, the HR Department of Telkom Yogyakarta has begun to shift its focus from purely quantitative targets to the quality of interactions.

5. What obstacles do the sales team face despite support from the HR Department of Telkom Yogyakarta?

T : Revealed that one of the biggest obstacles is the incentive system, which still emphasizes sales volume over the quality of customer interactions. As a result, some sales representatives tend to rush to achieve targets rather than conducting in depth consultations. T stated: *Our incentives are still more focused on the number of closings, so sometimes salespeople think more about how to sell quickly rather than how to explore customer needs.* In addition, some sales personnel still struggle with using the CRM because it is perceived as adding administrative burden.

6. How does the HR Department of Telkom Yogyakarta monitor the implementation of consultative selling in the field?

N : The HR Department of Telkom Yogyakarta evaluates the success of consultative selling not only based on sales figures but also through assessing the competencies of the sales team. From a knowledge perspective, the HR Department assesses whether the sales team thoroughly understands IndiBiz products, the business customer segments, and can communicate the product's differentiation compared to residential packages.

D : From a skills perspective, the HR Department evaluates practical sales abilities, such as conducting need analyses, asking open ended questions, active listening, and designing solutions tailored to the specific business needs of customers.

N : From an attitude perspective, the HR Department emphasizes work behavior indicators, including professionalism, consistency in recording

customer data in the CRM, discipline in follow ups, and the ability to build long term relationships with business customers.