

## COGNITIVE STYLE AND COMPOSITION OF EMPLOYEES IN SHAPING INTELLECTIVE SALES TEAM AT PT ASURANSI JAKARTA

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***Abstract:** Sales teams are faced with complex tasks in a rapidly changing world. As they must be able to manage the business information, then the sales team should be able to integrate business information with the sales challenges. The sales team should be able to become an effective team through effective cognitive style to support information openness among their members. However, it is questioned on the best way for sales teams in processing information and understanding the factors that determine the effectiveness of their work. In accordance to that, it is doubted regarding the design and diversity of sales team on their performance. This research is based on quantitative study. The sample is done on the employee of insurance sector in Jakarta Indonesia. The samples were taken by purposive sampling. This study was conducted by using path analysis using AMOS SEM. The results of this study showed that there were influence of cognitive style, teamwork process, team composition and knowledge on the sales activities effectiveness. The sales knowledge and experience has shaped the different sales team into conventional and intellectual sales team. This study has a novelty on the aspect of both sales teams. This research is expected to provide input for the development of human resource management especially for the insurance sectors in Indonesia*

***Keyword:** conventional, intellectual, sales team, cognitive style*

### INTRODUCTION

Sales team has faced with many task of sales performance target, growth and the time completion of sales tasks (Geiger, *et al.*, 2009). Their knowledge development among sales team members is also important in the sustainability of the team performance (Bragg, 2000; Hultink, 2000). Many studies showed that sales team also faced with information integration into their work practice (Hultink, 2000). This resulted in more demand to establish intellectual team as a challenge to work faster and efficient. Knowledge transfer among team members also related to their cognitive style which determines the type of tasks completion (Bhagat, *et al.*, 2002).

Many studies showed that sales team also faced with more diverse cognitive style aspect which can hamper the quality of decision-making in the team and

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demographic differences that can hinder a faster coordination among them (Kauer., et. al., 2007; Miron, 2011). Besides these factors, there are other attributes associated with the job and salespeople characteristics which impact on their interaction (Thakor, 2005). Personality, values, and attitudes also regarded as individual factors that shaped cognitive style among the team member which impact on their interaction especially with the technology (Basadur, 2001; Shin, et al., 2012). These diversity of tasks and jobs also demanded technology as the facility to improve their performance.

When the team member are not adapted to deal with the technology and better knowledge, they can experience difficulties in the teamwork and task completion (Majchrzak., et al., 2000). Their cognitive style and task orientation also vulnerable to work faster in various situations and coupled with dependency, they are burdened with their sales target (Sorrentino, 1986). Thus, it is necessary to study the factors affecting the effectiveness of sales teams in diverse types of cognitive style (Sadler, 1998). In addition, it is also questioned on the team members in carrying out the sales task and information processing especially through online interaction and group formation process in order to achieve sales targets (Simatupang, 2005). In fact, it is also questioned how the sales team can manage their interaction through technology facilitation such as online interaction and discussion to improve their sales growth (Bhatt, 2001).

Many managers fail to share the most current information they need to do so. In fact, the openness of online knowledge is often not yet a central process in the team formation and management of intellective sales performance (Kämmerer, 2015). Thus, the collective judgment utilizing the resources available knowledge into practice is still considered rare and weak. The openness of knowledge is also difficult to be implemented (Soliman, 2000). Even though the sales team has cohesion and integration of knowledge into the decision of knowledge but, it is still lack of task demonstrability and the manager effort to optimize the practice. It does require hard work effort of managers and their members in the practice. To achieve openness in sharing knowledge sales team takes effort distribution of knowledge and understanding of the intellectuality of each member to perform knowledge processing and formation of a cohesive team.

## **2. LITERATURE REVIEW**

### **(a) Cognitive style**

Several researches showed that team with certain cognitive style can get higher sales performance growth (Corr, 1995; Ahearne., et al., 2005; McIntyre., et al., 2000; Verbeke., et al., 2008). This can be explained since certain style may be a more flexible in the team interaction or with the customer interaction. However, it is argued that sales team can simultaneously establish a more flexible position

in the sales performance. Daft, *et al.* (1998) has found that a sales team with higher cognitive style will have a more accurate preference for logical, analytical, and impersonal in information processing. For sales team with intensive knowledge seekers, they tends to have strong analytical skills, both in logical reasoning, looking for accuracy, and faster in decision making based on a facts and figures and also the efficiency of the workload (Davenport, 1998). However, sales team which low on knowledge exchange tends to be more interested in structure of assignment and task designation (Wenger, 2002; Davenport, 1998). They are looking for certainty, and prefer well-organized environment. They tend to make decisions in a structured way and are mostly related to routine work process (Mintzberg, 1976).

Their cognitive style also impact on how they connect with other team member (Basadur, 2001; Hambrick, 1984). Their ability to perform typical and consistent action in information processing requires an inspection and information from their manager or supervisor to guide their behavior. Therefore, cognitive style is considered to appear explicitly through how the employee think, feel, and acts.

In the intellectual sales team, team manager has effect on the knowledge distribution among their members. This is especially important for the new information in the work interaction. The structure of the team members and the recruitment process also dictates the formation of the sales team and sales information which practiced among them. However, to achieve the necessary practice, it must be balanced with the improvement in the recruitment process. In addition, it must be carried out on the basis of the needs of entire team members in finding and integrating all knowledge of their member to united and integrated team knowledge.

This showed that sales team had various result based on their cognitive style. It then impacted on how they connected with other sales team. Their ability to perform typical and consistent action in sales growth will guide their result. Therefore, how the type of cognitive style must be understood by each team member in order to improve their performance.

People with certain cognitive style can be easier to work in a way that is flexible which expose more flexible and creative decision making. This is also supported by a psychology researcher. Gordon Allport (1937) stated that certain people had tendency to identify the type of distinctive personality or type of behavior to support their work process. It also considered that certain cognitive style also impacted on the relationship between cognitive style and performance as the focal point of work (Eastman, *et al.*, 2010). Sense, (2007) argued that their cognitive style also impact on their preparedness on the work competition. Since cognitive style also related to the intuition and feelings, it also impacted on the sales teams decisions making of using objective information and data (Kickul,

2009). Some industrial psychologists considered cognitive style as the fundamental factors that determined the behavior of individuals in organizations (Armstrong, 2012; Hodgkinson 2003; Hodgkinson and Sparrow 2002; Streufert and Nogami 1989). It also was considered as an important variable affecting the business and management practices (Hayes and Allinson 1994). Based on several arguments above it was arranged H1:

H<sub>1a</sub>: Cognitive style has effect on conventional sales team performance

H<sub>1b</sub>: cognitive style has effect on intellective sales team performance

### **(b) Teamwork processes**

In order to understand the process of team work in sales industry, it given two fundamental dimensions of the underlying dynamics of the sales team e.g. task oriented assignment and relational assignment (Jackson, 1995; Eby, 1997). For the knowledge-intensive team such as intellective team, they are more tasks oriented on their assignment (Watson., *et al.*, 1998). For the conventional team without intensive knowledge development, they tends relational and more emotionally expressive and interpersonal (Arnison, 2002). This is different than knowledge-intensive or so-called intellective sales team which tend to be more task-oriented, analytic and autonomously impersonal. Chen, (2007) stated that promoting cooperation in an open process and cooperative climate could encourage greater use of the knowledge resources to the entire team members. Thus, the openness of online knowledge also requires experience of digital work that changed the way sales teams communicate their business information (Ardichvili, 2008). Therefore, it is important to observe the openness of the online knowledge and the experience in the intellective sales team and how they operated under a variety of configurations of teamwork. The extent to which the team members can understand their work process will improve their knowledge to coordinate and implement sales task (Geiger, 2009). In fact, there are doubts about how individuals perform the knowledge exchange and acquisition since it involves process complex operating environment of high intellective tasks (Davenport, 1998). This is increasingly important when considering the structure of the network of sales teams that sell high-tech products with complex specifications. Thus there is the issue of how the knowledge and experience of each member can be used and combined effectively together both inside and outside even though the different teams are interdependent in the intellective sales team (Murthy, 2000).

Other findings indicated that intellective and conventional also considered as analytical thinker which tend to feel uncomfortable with old system and can bring change when there is a mismatch in their cooperation (Horii, 2005). They found that the characteristics of salespeople in the information collection tend to deal with other diplomatic sales tasks, because they prioritize the work alignment

(Hultink, 2000). Regarding the type of assignment preferences, it appears that the intellectual and conventional sales team prefers to have task planning than receiving short instruction. When there is a failure to achieve sales targets, the type of employees tend to be oriented on the challenging task than ordinary tasks (Kämmerer, 2015). Such people also spread their aspects of interaction and organizing patterns that will be followed by their peers (McIntyre, 2000). Therefore the composition of the sales team can be shaped by their cognitive styles especially on how they manage the creativity task among their members.

H<sub>2a</sub>: team work processes has effect on conventional sales team performance

H<sub>2b</sub>: team work processes has effect on intellectual sales team performance

### **(c) Composition of sales team**

The composition of sales team is also important on how fast they can reach sales target (Ingram, 2012). For conventional sales team which indicated with autonomous learning and training, they tend to work in comfort zone and unfamiliar with intelligence business data (Thomas, 2008). They need longer time to finish their target-based sales due to their comfort zone. In addition, the task orientation and team composition were also important which determine their capability in finishing prioritized task (Basadur, 2001). It was questioned how the composition of the team may affect the performance of their members (Watson, 2008). Regardless of their working period, it was indicated that sales teams which can use their intelligence knowledge can be more task-oriented rather conventional sales team (Kämmerer 2015). This is also supported by Piercy, (2005) argued that conventional sales team is being considered faster in completing their tasks. However, showed no correlation between the composition of the sales team and their task orientation (Shin, 2012). In conventional sales team, members considered had similar cognitive styles and comes from similar background.

Sales teams often carry out complex tasks that require various types of interaction between them and customers. In addition, they are also faced with the challenge of cognitive style and composition among their team members which impacted on their sales targets (Shin, 2012). Diversity among their team members can drive them to change the team composition. Work processes and ultimately the performance of diverse teams (Mannix, 2005). Shin, (2012). Thus, the ideal composition of the sales team and how this relates to cognitive tasks also has not been analyzed in depth. Regarding the conventional concept, the satisfaction of teamwork become a unique phenomenon which compensated by many aspects. The team composition is also linked with their work task.

In the work setting, it also contained other aspects such as team experience in collecting such experience to develop high-performance sales teams to get the

right kind of tasks. Because many companies have shifted from the traditional sales performance model characterized by mass sales practice into individual sales practice characterized by executive teaming, they have an urgent need to establish team-based sales approach (Mathieu, 2010; Armstrong, 1994). Today, as many as 75% of companies selling in the executive teaming model than mass sales practices (Cummings, 2007). Team-based sales model must be modified in order the companies can achieve sales target through coordinated strategies, cross selling and customer adaptation (Moorman and, Albrecht 2008).

The research on the effects of the composition of sales team at work and how it can improve the sales process are important. However, it is not clear about which team can achieve higher sales growth, e.g., conventional versus intellectual sales team (Lawrence, , 2009). Limited work in the sales industry still rare to specifically explore the evidence that the composition planning and the membership practice in the conventional sales team can influence their work performance. Based on the above research, it is compiled H3:

H<sub>3a</sub>: composition of team members has effect on conventional sales team performance

H<sub>3b</sub>: Composition of sales team member has effect on intellectual sales team performance

#### **(d) Openness of online knowledge**

Knowledge acquisition and intellectual practices has been considered important to strengthen sales performance growth and team work cooperation (Guzzo, 1996; Goyal, 2007). As the information and knowledge is going online, the sales practice and human resource practice is also change (Watson, 1998). Online knowledge practice by conventional sales team has been influenced by many factors such as activity-based intuitive knowledge and information sharing and openness through internet (Smith, 2001). However, less is observed on how the team practiced their knowledge openness and get benefit from the collective knowledge processing. In addition, it is still rare to know the process of knowledge sharing among sales team (Watson, 1998). In addition, the group formed by the flow of knowledge accumulated members also has not been widely studied. The openness of knowledge and the team focus on the sales process also considered to be related to the practice of processing knowledge to complete sales tasks and reduce redundant tasks demonstrability experienced by the team members (Moon, 1994). It means that the openness of online knowledge can help the team members to reduce task redundancy task (Sivakumar, 2004). As task redundancy is a resemblance or similarity task which runs repeatedly, it will inhibit the sales activities (Kauer, 2007). However, it is questioned on how the effects of online knowledge against knowledge openness. It is thus necessary for sales team to know how the openness of online knowledge can push the sales team performance.

The openness of online knowledge is defined as the uniqueness of sharing knowledge to fellow team members (Sivakumar, 2004). It can be defined more

broadly as the knowledge and experience exposed to other members who can drive sales team cohesion to gather ideas and insights on sales task (Basadur, 2001). It also shapes the socio-emotional cohesion for all members. However, there is lack of knowledge on how intellectual sales team can promote openness of their unique knowledge to build up the stock of knowledge available and increase the yield of sales achievement (Kämmerer, 2015). Openness is also linked to the performance, although it is difficult to explain (Laurson, 2006). This openness of online knowledge even indirectly promotes the employment relationship and allows members to have greater trust from other members. Online knowledge openness allows more in-depth knowledge processing, thus improving the quality of the sales team decisions intellectual (Zhang, 2010). Thus the knowledge owned by sales teams with intensive learning (intellectual team) can bring unique knowledge thus promoting the quality and performance of their sales results. But there is still little research exploring the openness of online knowledge (Smith, 2001). Openness is considered to represent the dynamics of the team and their understanding of the sales aspects and the utilization of shared knowledge to improve sales team effectiveness. In addition, the openness also relates to the action which situational retrospective self-reports. In addition, this requires more explanation of how the actual dynamic of the openness can encourage team's performance.

Study by Li (2005) brought a finding that the openness of online knowledge also generated distrust among the sales team that hindering the use of knowledge as a joint decision. This is because knowledge is shared online often do not have limits on the privacy or secrecy of the information (Duguid, 2005). In addition, it also contains certain copyright which impact on the legal consequences. Thus, a more balanced set of criteria of openness in the shared knowledge is important for both team leaders and their members. In fact research showed that the performance of sales team was not only affected by the openness, but the extent to which they could accommodate the differences in knowledge among members and the subjective judgment that led to team decision-making (Kämmerer, 2015). In addition there is a pattern of behavior that affects team cohesion (Simatupang, 2005). Thus, the openness of online knowledge is also shaped by non-online behavior that affects the success of intellectual and conventional sales teams. Therefore, hypothesis 4 is proposed below.

H<sub>4a</sub>: Openness of online knowledge has effect on conventional sales performance

H<sub>4b</sub>: openness of online knowledge has effect on intellectual sales team performance

## **RESEARCH METHODS**

The study design was cross-sectional with quantitative Analytical cross sectional approach because data taken at the same time. It is also used measurement instrument of questionnaires and observation. This study was conducted in

December 2015 until March 2016 in PT Asuransi Jakarta Indonesia. The study population was all employees of PT Asuransi Jakarta. The questionnaire and observation sheets had been distributed to the respondents. The questions items were first tested for validity and reliability. The validity test formula used product moment correlation (DeVon, 2007) with the reliability test of Cronbach's Alpha value > 0.60. Validity test was conducted on 100 salespeople at PT Asuransi Jakarta. In this study, the data were analyzed with path analysis with AMOS was also analyzed to determine the influence of knowledge and attitude towards other variables.

## RESULT

Data was collected from questionnaires filled out by respondents. It provides an overview of respondents by sex, age, education and their working lives.

**Table 1**  
**Respondents Characteristics**

<i>Respondents Indicator Characteristics</i>	<i>Total People</i>	<i>%</i>
Respondents' Gender		
• Men	41	41%
• Women	59	59%
Respondents by Employment Tenure		
• <5 years	43	43%
• 5-10 years	22	22%
• 11-20 years	21	21%
• > 21 years	14	14%
Respondents by Age		
• <30 years	40	40%
• 31-40 years	31	31%
• 41-50 years	19	19%
• age > 51 years	9	9%
Respondents by Highest Education		
• SMA	18	18%
• S1	60	60%
• S2, S3	22	22%
Respondents by sales practices		
• Online sales	88	88%
• non online sales	12	12%

Based on the data above, the women respondents were 67 people with working tenure more than five years. 43 respondents under the age of 30 years were 40 people with tertiary education background.



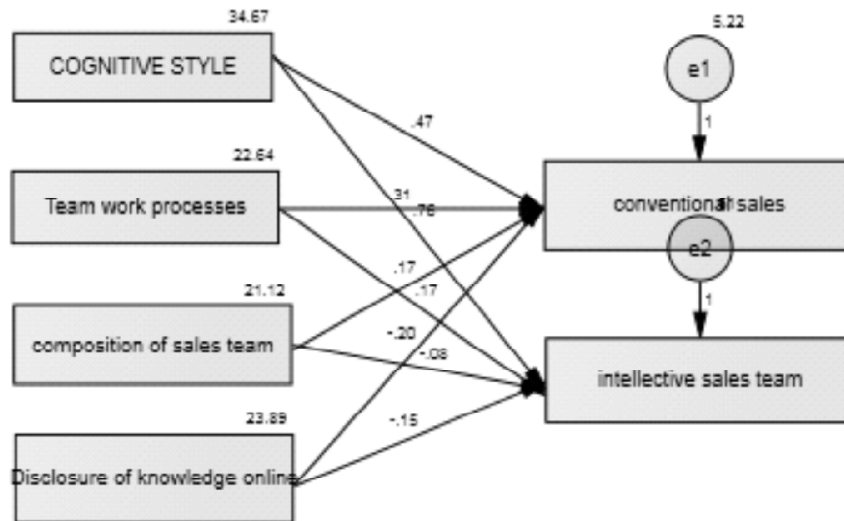


Figure 1: Cognitive style, team work processes, openness of online knowledge for both conventional and intellective sales teams

Test Results Goodness-of-fit-Model

Testing process with SEM approach was done gradually. It means, it needs to revise it before get the right model (fit). The revision of the model SEM was conducted to reduce the problems that arise from the pre-testing process. The problem that may arise is the inability of the data to produce significant estimates. If such problems arise in the SEM approach, it indicates that the research does not support the structural model as formed. Thus the model needs to be revised to develop the existing theory to establish a better structure.

Analysis of the data processing at the stage of a full model SEM was conducted to test the suitability and statistical meaning. The test results give goodness-of-fit model as described in Table 2.

Table 2  
Testing Results of Goodness-of-fit model

No	Index	Critical Value	Results	Evaluation Model
1	Chi-Square	Near zero	407.334	Poor
2	Probability level	≥ 0, 05	0, 000	Poor
3	CMIN/DF	≤ 5, 00	3, 542	Good
4	CFI	≥ 0, 90	0, 815	Marginal
5	RMSEA	≤ 0, 08	0, 846	Poor
6	TLI	≥ 0, 90	0, 781	Poor
7	GFI	≥ 0, 90	0, 923	Good
8	AGFI	≥ 0, 90	0, 931	Good

Source: SEM analysis result

These results indicated that the models were acceptable. Value CMIN / DF, TL, GFI and AGFI of 3.54 indicated a good structural equation model. Although RSMEA measurement index and TLI was in bad condition, it showed that the model is feasible if at least one of the test methods are met the model. Gerbing, (1993) In an empirical study, the model was not required to meet all the criteria of goodness of fit, but it depend on the judgment of each value. Chi-Square value in this study was 407 334. Mantel, N. (1963) it means that Chi-Square can not be used as the sole measure of the overall suitability of the model since chi-square sensitive to the sample size (Bentler, 1990).

When the sample size increases, the chi-square value will increase as well and lead to reject the models even though the value of the difference between the covariance matrixes of the sample with covariance matrix models has been minimal or small. Chi square is also closely linked to the value of degree of freedom. Aa greater degree of freedom will affect the value of Chi Square. Values of the degree of freedom in this study result is big enough that 100 thus affecting the value of chi square. From the results of the model output in Table 1 for the test criteria fitness model, some of the criteria that are in marginal value. Marginal value is the condition of the suitability of the measurement model under the criteria of absolute fit and well as incremental fit (Spiegelhalter, 2002)

## HYPOTHESIS TESTING RESULTS

The Goodness of fit criteria in the estimated structural model can be met. It helps to explain the analysis results of the structural relationship model (hypotheses) from Figure 2. The constructs relationships in the hypotheses were indicated by the regression weights (Bentler, 1990) The constructs relationship of the variables (e.g., the effect of cognitive style, team work processes, and openness of online knowledge) in conventional and intellective sales performance is given in table 3 below.

**Table 3**  
**Regression Weights**

			<i>Esti- mate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>	<i>Label</i>
conventionalsales	<--	Cognitivestyle	.471	.074	6.331	***	par_1
conventionalsales	<--	Teamworkprocesses	.310	.129	2.402	.016	par_2
conventionalsales	<--	compositionofsalesteam	.169	.087	1.933	.053	par_3
conventionalsales	<--	Opennessofknowledgeonline	-.201	.116	-1.729	.084	par_4
intellectivesalesteam	<--	Cognitivestyle	.756	.025	29.762	***	par_5
intellectivesalesteam	<--	Teamworkprocesses	.168	.044	3.826	***	par_6
intellectivesalesteam	<--	compositionofsalesteam	-.081	.030	-2.733	.006	par_7
intellectivesalesteam	<--	Opennessofknowledgeonline	-.152	.040	-3.831	***	par_8

Explanation about  $H_{1a}$ : Cognitive style has effect on conventional sales team performance

Based on the survey results, it revealed that the influence of team members' cognitive style on conventional sales performance was indicated from CR value of 6, 331 ( $p \leq 0.05$ ), then  $H_0$  is rejected and  $H_a$  accepted, meaning that there are positive influence between the cognitive style with conventional sales performance. Therefore,  $H_1$  was accepted.

Explanation about  $H_{1b}$ : cognitive style has effect on intellective sales team performance

Based on the survey results, it revealed that cognitive style and intellective sales team contained CR value of 3, 826 ( $p < 0.05$ ), then  $H_0$  is rejected and  $H_a$  accepted. It has meaning that there are positive influence between the cognitive style and intellective sales team. Therefore, Hypothesis  $H_5$  which stated that cognitive style has effect on intellective sales team is accepted.

Explanation about  $H_{2a}$ : team work processes impacted positively on conventional sales team performance

Through statistical calculations using SEM Amos 21, it indicated the influence of team work processes on conventional sales performance with CR value of 2, 402 ( $p = 0.016 \leq 0.05$ ), it means there was a positive influence between team work processes with conventional sales performance, then  $H_0$  was accepted and  $H_a$  was rejected. therefore, Hypothesis  $H_2$  was accepted.

Explanation about  $H_{2b}$ : team work processes has effect on intellective sales team performance

Through statistical calculations using SEM Amos 21, it indicated that team work processes also impacted the intellective sales team performance with CR value of 3, 826 ( $p < 0.05$ ). this has meaning that a positive relationship is found between both variables. It also gives explanation that  $H_0$  is accepted and  $H_a$  rejected. Therefore, Hypothesis  $H_6$  which stated that team work processes has effect on the intellective sales team is accepted.

Explanation about  $H_{3a}$ : composition of team members has effect on conventional sales team performance

Through statistical calculations using SEM Amos 21, it indicated that the effect of the composition of the sales team to conventional sales performance has gained CR value of 1, 933 ( $p = 0.50 < 0.05$ ), it means the composition of the sales team has impacted the conventional sales performance, then  $H_0$  is rejected and  $h_a$  is accepted. Therefore, Hypothesis  $H_3$  is accepted.

Explanation about  $H_{3b}$ : Composition of sales team member has effect on intellective sales team performance

Through statistical calculations using SEM Amos 21, it indicated that composition of the sales team members and intellectual sales team performance has resulted CR value of -2733 ( $p = 0.06 < 0.05$ ). It means that both variables have positive relationship, therefore H7 is accepted.

Explanation about  $H_{4a}$ : Openness of online knowledge has effect on shaping conventional sales performance

Through statistical calculations using SEM Amos 21, it indicated that openness of online knowledge on intellectual sales performance gained -1.729 CR ( $p = 0.084 > 0.05$ ). It means that there is no positive effect of openness of online knowledge to intellectual sales performance. The value of  $p$  values of openness of online knowledge on intellectual sales performance is not significant. Based on the research results  $H_0$  is accepted and  $H_a$  is rejected, meaning that there is no significant value between the openness of online knowledge to intellectual sales performance. Hypothesis H4 which stated there is significant openness of online knowledge on the conventional sales performance is not accepted.

Explanation about  $H_{4b}$ : openness of online knowledge has effect on the intellectual sales team performance

From the statistical analysis result using SEM Amos 21, it indicated that openness of online knowledge impacted on the intellectual sales team with CR value of -3831 ( $p = < 0.05$ ). It also explained about both variables has positive relationship. In addition, it showed that H8 which tested the openness of online knowledge and intellectual sales team can be accepted.

## CONCLUSION

The attributes associated with the sales team characteristics and their performance had been tested in this study. It was found that the characteristics of sales team member were affected by their cognitive style. In addition, the cognitive style were higher for intellectual sales team due to their activities in the information sharing. Even though both teams have diversity of tasks and jobs, they also have cognitive diversity. Cognitive style on both teams and their members has been influenced by their openness and composition of their sales team especially in the recruitment planning process and how they open their business information to entire team members.

From the analysis result above, it found that both conventional and intellectual sales teams have different performance due to their cognitive style. It is supported by Shin (2012) that the presence of cognitive style characterized by the ability to feel, think, learn, solve problems, and connects with other members contributed to their team performance. In addition, by cognitive style, sales team can perform typical and consistent action in information processing to guide their behavior.

Cognitive style is considered to appear explicitly through how they practiced and open the information among the team members through thoughts, feelings, and acts as form of cognitive style.

As sales team also faced with high sales target, they must improve their sales practice by working together with their team. This will determine the type of tasks and eventually recruiting and staffing practice. In addition, the quality of their decision-making and demographic differences can hinder coordination among team members. This is evidenced from this study result that which actively spread their information as indicated by their cognitive style can have higher ability to compete and reach higher performance.

From the analysis result above, it gives explanation about how the composition of the team may affect the sales team performance. Regardless of the business knowledge of each team members, it indicated that sales teams with more task-oriented will prioritize to open their information to other members which drives them to work faster in completing their tasks. This is reasonable since the intellectual sales team has been more active in the online interaction as the part of their working process.

The practice of online knowledge on the team performance was influenced by many factors such as openness and cognitive style. Both aspects had ultimately give benefit for the team in the collective knowledge processing. The information practice had been found to affect cognitive style. However, the diversity of tasks and jobs did not tested toward the team performance. This study also did not compare short-term and long-term goals for their sales performance growth.

For the comparison of team type, it found that Intellectual sales team has higher performance than conventional sales team. This was explained by the analysis result which showed that intellectual team has higher activities than conventional sales team to spread business information and working together.

Even though many factors operated to promote the openness of knowledge in the online intellectual sales team, in this study, it only observed the openness of online knowledge on two sales teams. These factors have been tested among the members and its impact to drive the success of sales team. The study result showed that the openness of online knowledge has impacted for both sales team performance.

## **SUGGESTION**

This study is an effort to study how cognitive style has effect on the knowledge distribution among tea member to united and integrated their knowledge. The study result also showed that cognitive style must be understood by each team member in order to improve their performance. Since cognitive style affecting

the business and management practices, it is important to study further its impact on the sales team performance in another setting.

Collaboration intention is also important to drive the openness of knowledge and how it can mediate a team to improve knowledge acquisition and interaction among the members. However, Shin (2012) stated that openness of online knowledge involved demonstrability of task or work structure through many mediating variables. Thus, it is necessary to observe the factors supporting the existence of a moderator in the relationship with the openness of knowledge to drive online sales team performance. Therefore it is important to observe the relationship between the openness of the online knowledge and team performance through cooperation and interaction.

For team work process, it contributed on how sales team can do intensive knowledge development and encourage greater use of the knowledge resources to the entire team members. For sales team with high intensive sales tasks. They must be able to combine effectively together both inside and outside knowledge to establish better intellectual sales team. They must integrate their business intelligence data with the information collection practice. In addition, they must know how to organize their team composition in order to sustain their sales performance. The team composition also impact on the task orientation and finally target achievement. Even the target always increased each year, through coordinated strategies, sales team can restructure their team composition by planning and better knowledge acquisition through intellectual practices to strengthen sales growth and team work cooperation.

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