

Determinants of Closing Success Among Residential Property Salespeople in Influencing Customer Trust and Purchase Decisions

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ABSTRACT

This study aims to examine the effects of adaptive selling, consultative selling, transparency, and responsiveness on closing success at PT Zanubah Saudara Properti. A mixed methods approach with an exploratory sequential design was employed, combining qualitative analysis using NVivo 12 Pro and quantitative analysis using PLS-SEM with SmartPLS. Qualitative data were collected through interviews and Focus Group Discussions, while quantitative data were obtained through customer questionnaires. The qualitative findings indicate that successful salespeople demonstrate effective communication, consistent follow-up, transparent product education, customer-oriented approaches, and adaptive selling behavior. However, the quantitative results reveal that adaptive selling, consultative selling, transparency, and responsiveness do not have significant effects on closing success. These findings suggest that closing success in the residential property industry is also influenced by external factors, including customers' financial capacity, mortgage approval, property legality, location, and family considerations in purchasing decisions.

INTRODUCTION

The residential property sector in Indonesia is currently facing increasingly challenging economic dynamics. According to Bank Indonesia's Residential Property Price Survey (SHPR) Report for the first quarter of 2026, the Residential Property Price Index (IHPR) recorded moderate annual growth of 0.62% year-on-year (yoy), slowing compared to the previous quarter. In terms of primary market sales volume, a significant contraction of -25.67% (yoy) was recorded. This condition is influenced by high mortgage interest rates, rising construction material costs, licensing constraints, and increasingly stringent banking financing assessment processes (BI Checking). Meanwhile, approximately 69.87% of consumers still rely on mortgage financing as their primary source of funding for home purchases. This situation suggests that property developers must increase their

competitiveness through more effective sales strategies to maintain sales performance amid the ongoing market slowdown.

Amidst these macroeconomic pressures, competition among property developers for market share is intensifying. This situation demands a high level of operational effectiveness from the frontline sales function, namely the sales and marketing staff. However, an interesting phenomenon has emerged at PT Zanubah Saudara Properti. All of the company's sales staff offer the same property products: subsidized housing and housing plots, with relatively similar locations, product specifications, pricing schemes, and market segments. Theoretically, this situation should provide relatively equal sales opportunities for each salesperson.

However, field observations revealed a significant gap in sales performance among the company's sales force. High-performing salespeople were consistently able to achieve daily and monthly closing targets. Conversely, moderate-performing and newly recruited salespeople struggled to acquire customers, had higher transaction cancellation rates, and frequently failed to reach the closing stage. This phenomenon suggests that sales success is determined not only by the characteristics of the product offered, but also by the individual salesperson's ability to build relationships with potential customers.

Preliminary interviews with the management and marketing team at PT Zanubah Saudara Properti revealed that the primary cause of failed closings was not the quality of the product offered, but rather the sales force's ability to execute the sales process. High-performing salespeople tended to employ adaptive selling, combining digital communication through social media and personal door-to-door approaches, maintaining transparency when explaining the legality and quality of the property, and acting as consultants, providing solutions tailored to the potential customer's needs. Conversely, lower-performing salespeople tended to employ a more passive approach, provide less transparent information, and have limited ability to convince potential customers when faced with doubts or comparing prices with competitors. These findings suggest that sales capability is a key factor in differentiating closing success rates among salespeople.

Sales capability refers to the sales force's ability to identify customer needs, adapt communication strategies, provide appropriate solutions, build trust, and maintain long-term relationships with customers. According to Spiro and Weitz, the sales force's ability to adapt to customer characteristics (adaptive selling) is one of the key competencies that determines sales success because it allows salespeople to adjust their communication approach according to customer needs and situational conditions. Furthermore, sales capability also includes the ability to provide consultation (consultative selling), convey information transparently, and respond quickly to customer needs, thus building relationships based on trust. In the residential property industry, where purchasing decisions involve a relatively high level of risk, the sales force's ability to build customer trust is considered one of the most important factors influencing customer purchasing decisions.

Sales capability is defined as the ability of salespeople to identify customer needs, adapt communication strategies, provide appropriate solutions, build trust, and maintain long-term relationships with customers. In the context of the residential property industry, which is characterized by high purchasing risk, the ability of salespeople to build customer trust is one of the most crucial factors influencing the customer decision-making process.

Various previous studies have demonstrated the importance of sales capability in increasing sales success. Kim and Yoo (2021) found that adaptive selling behavior positively impacts sales performance, customer satisfaction, customer loyalty, and relationship quality. Their findings suggest that a salesperson's ability to adapt their sales approach to customer characteristics can enhance interaction effectiveness and increase the likelihood of successful transactions. Similar findings were reported by Hu, Chuang, and Lin (2021), who explained that adaptive selling behavior is a crucial mechanism for improving salesperson performance through the use of social media and the ability to tailor communication strategies to customer characteristics.

Furthermore, Lee et al. (2022) found that customer-oriented selling behavior and adaptive selling behavior have a positive influence on sales performance. These findings confirm that salespeople who focus on customer needs and are able to adapt their sales approach tend to achieve higher sales performance compared to salespeople who rely on a standardized sales approach. In the context of building customer trust, Pratondo, Marsudi, and Wijaya (2023) showed that customer trust has a significant influence on purchase decisions and acts as a mediating variable between information quality and purchasing decisions. These findings are further strengthened by Novita and Soeparto (2023), who stated that consumers with a higher level of trust in salespeople and the information provided will be more confident in making purchasing decisions. Furthermore, Setiawan and Keni (2023) also proved that customer trust is one of the main factors influencing purchasing decisions, indicating that the higher the level of customer trust in the company and its salespeople, the greater the likelihood of a purchase transaction.

Other studies further reinforce the importance of various dimensions of sales capability in enhancing sales success. Lussier et al. (2023) explain that adaptive selling increases the effectiveness of interactions between salespeople and customers. Matsuo (2022) found that adaptive selling positively impacts sales performance, while Haas et al. (2021) demonstrated that consultative selling strengthens customer relationships by providing added value during the sales process. Paschen et al. (2024) emphasize that communication transparency enhances salespeople's credibility, while Homburg et al. (2021) demonstrate that salespeople's responsiveness contributes to building customer trust. Furthermore, Sharma and Klein (2025) demonstrate that customer trust plays a crucial mediating role in high-value purchasing decisions.

Although various previous studies have examined adaptive selling, consultative selling, customer trust, and sales performance, most of these studies were conducted in the retail,

service, cosmetics, and e-commerce sectors. Research specifically investigating the determinants of closing success among salespeople in the residential property industry is still relatively limited. Furthermore, previous studies generally only examine the direct effect of sales capability on sales performance without including customer trust as a mediating variable in the customer purchasing decision-making process. Previous studies also paid limited attention to comparing salesperson characteristics based on their performance level: top performers, moderate-performing salespeople, and newly recruited salespeople. Therefore, this study seeks to fill this research gap by analyzing the influence of adaptive selling, consultative selling, transparency, and responsiveness on customer trust and closing success at PT Zanubah Saudara Properti.

This research offers research novelty in three main aspects. First, the study was conducted in the residential property industry, a sector that has received relatively little attention in sales capability research compared to the retail, service, and e-commerce sectors. Second, the study integrates four dimensions of sales capability—adaptive selling, consultative selling, transparency, and responsiveness—into a single research model by positioning customer trust as a mediating variable leading to successful closing. Third, the study compares the characteristics of salespeople based on their performance levels—top performers, moderate-performing salespeople, and newly recruited salespeople—thus providing a more comprehensive understanding of the factors determining successful closing in the residential property industry.

Based on the observed phenomena, theoretical foundations, and identified research gaps, this study aims to analyze the influence of adaptive selling, consultative selling, transparency, and responsiveness on customer trust and closing success at PT Zanubah Saudara Properti. Furthermore, this study also aims to identify sales capability factors that are the main differentiators between high-performing salespeople, average-performing salespeople, and newly recruited salespeople, so as to provide strategic recommendations to improve sales effectiveness.

RESEARCH METHODS

This study employed a mixed methods approach with an exploratory sequential design. Qualitative data were collected and analyzed first to explore the sales capabilities of salespeople, followed by quantitative analysis to validate the relationships between research variables. The qualitative phase aimed to identify sales capability characteristics that differentiate high-performing salespeople, average-performing salespeople, and new salespeople. The quantitative phase examined the influence of these capabilities on customer trust and closing success.

This research was conducted at PT Zanubah Saudara Properti. The research subjects consisted of the company owner/director, marketing coordinator, sales personnel categorized as high-performing, medium-performing, and new sales personnel, as well as customers who

had interacted with the company's sales personnel. The research objects included sales capability, which consists of adaptive selling, consultative selling, transparency and responsiveness, customer trust, and closing success.

Data were collected using several techniques. In-depth interviews were conducted with company management to obtain information on operational conditions, sales targets, and the characteristics of successful salespeople. Focus Group Discussions (FGDs) involved three groups of salespeople representing different performance levels to identify differences in sales approaches, customer handling, and closing strategies. Furthermore, questionnaires were distributed to customers to measure perceptions of customer trust and the effectiveness of marketing services. To strengthen the analysis, a documentary study was also conducted using secondary data derived from the Residential Property Price Survey (SHPR) published by Bank Indonesia in the first quarter of 2026, as well as the company's historical reports on sales closings.

Qualitative data were analyzed using the Miles and Huberman interactive model, which consists of data reduction, data display, and conclusion drawing. In the qualitative data processing process, this study used NVivo 12 Pro software as a tool for organizing, coding, grouping, and visualizing interview and Focus Group Discussion (FGD) data. The analysis phase was carried out by coding the interview data to identify themes and subthemes relevant to sales capability, sales performance, and sales effectiveness. The coding results were then grouped into nodes and sub-nodes based on predetermined themes and themes that emerged from the data. Next, the coding results were analyzed based on the number of reference codes and visualized using an Overall Hierarchy Chart and a Hierarchy Chart to see the structure and dominance of the themes and subthemes found. The visualization and coding results were then interpreted to identify characteristics and differences in sales force capabilities based on performance levels. The findings from the qualitative stage were then used as a basis for developing and validating a quantitative model. Quantitative data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationships between latent variables and evaluate the role of customer trust in influencing closing success. The quantitative analysis was conducted using SmartPLS software.

RESULTS AND DISCUSSION

Based on the NVivo analysis results, the Sales Effectiveness theme showed the largest coding proportion compared to other themes. This finding indicates that the majority of interview data focused on marketing strategies related to sales effectiveness, including the process of acquiring potential customers, conducting follow-up activities, offering promotions and discounts, and overcoming various obstacles encountered during the sales process. Therefore, sales effectiveness emerged as the most dominant issue in marketing activities at PT Zanubah Saudara Properti.

The second-largest coding proportion was found in the Sales Performance theme. The numerous references in this theme indicate that informants frequently described the characteristics of high-performing salespeople, moderate-performing salespeople, and newly recruited salespeople. The information obtained primarily related to promotional activities, responsiveness to potential customers, consistency in follow-up, and the ability to achieve sales targets.

Furthermore, the Consultative Selling theme also showed a relatively high number of coding references. This finding indicates that providing consultations to potential customers is a crucial component of the company's marketing activities. Informants explained that salespeople provide information on land legality, location, product quality, promotional programs, and assist potential customers in selecting alternatives that best suit their needs.

The Sales Capability theme was classified as a moderately coded theme. These findings indicate that individual salesperson capabilities, such as communication skills, loyalty, dedication, product knowledge, and the ability to explain product information to potential customers, were also discussed quite frequently, although at a lower frequency than sales effectiveness and sales performance.

The Customer-Oriented Selling theme had a relatively smaller proportion of coding references. This finding indicates that customer-oriented practices are implemented through clear information delivery, honest communication, and efforts to understand customer needs. However, these aspects were discussed less frequently than the previous themes.

Meanwhile, Adaptive Selling was the theme with the fewest coding references. This finding suggests that while the ability of salespeople to adapt their sales approach to the characteristics of each prospect emerged in the interviews, this aspect received far less attention than the other themes discussed in this study.

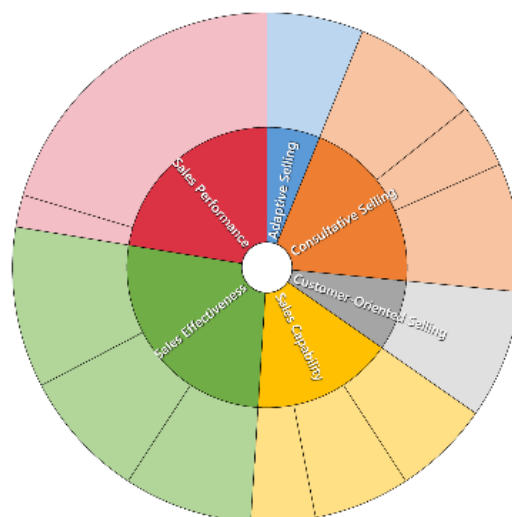


Figure 1. Overall Hierarchy Chart of Coding Results

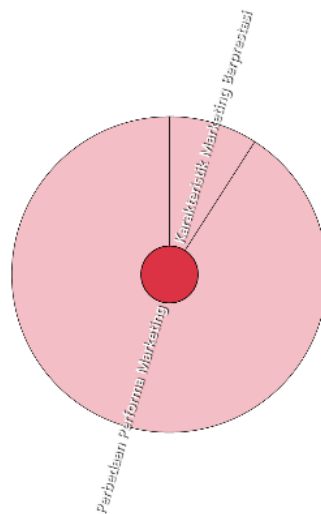


Figure 2. . Hierarchy Chart of Sales Performance

Based on the analysis conducted using NVivo 12 Pro, the Sales Performance theme shows that the Differences in Marketing Performance subtheme has the highest number of coding references. This is reflected in the significantly larger node size compared to its child nodes. This finding indicates that most informants discussed performance differences among salespeople more than other aspects included in the Sales Performance theme.

The findings indicate that informants paid considerable attention to the differences in characteristics between high-performing salespeople, moderate-performing salespeople, and newly recruited salespeople. During the interviews, these differences were reflected in the ability to achieve sales targets, the intensity of promotional activities, the speed of follow-up, the ability to build communication with potential customers, and experience in handling customer objections. Therefore, sales success is influenced not only by individual abilities, but also by the consistency of marketing activities carried out by each salesperson.

The company director explained that the main factors that differentiate high-performing salespeople from lower-performing salespeople are:

"Focus on achieving target market."

In addition, the director also stated that successful salespeople have the following characteristics:

"Loyalty, communication skills, dedication, and responsibility."

On the other hand, the Characteristics of High-Performing Salespeople node showed a smaller proportion of coding references than the Differences in Marketing Performance subtheme. This finding suggests that although informants described characteristics of successful salespeople, such as effective communication skills, honesty, loyalty, responsibility, and consistency in follow-up, these characteristics were discussed more to explain differences in marketing performance than as the main focus of the interviews.

This finding is also supported by the results of interviews with high-performing salespeople:

"Follow-up, fast response, honesty, and trustworthiness."

"Offering property products through personal networks, consistently uploading stories on social media, and conducting door-to-door marketing."

Overall, the visualization results show that the main focus of the Sales Performance theme is the comparison of performance among salespeople, while the discussion of the characteristics of high-performing salespeople serves as an explanatory factor regarding why these differences in performance can occur.

In contrast, moderate-performing salespeople stated:

"Through door-to-door marketing and uploading posts on social media."

However, potential customers often abandon purchases because:

"The location is not suitable."

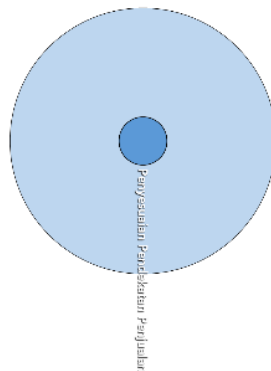


Figure 3. Hierarchy Chart of Adaptive Selling

One newly hired salesperson explained that approaching potential customers begins with establishing a relaxed and comfortable conversation.

"I usually start by engaging the customer in casual conversation first, then in the middle of the conversation I offer a housing plot."

Based on the analysis conducted using NVivo 12 Pro, the Adaptive Selling theme is represented by the Sales Approach Adjustment subtheme. The Hierarchy Chart visualization shows that all coding references in this theme are concentrated in one subtheme, namely Sales Approach Adjustment. This finding indicates that all information related to Adaptive Selling obtained from the interview data primarily focuses on how salespeople adjust their communication approaches and sales strategies according to the characteristics of potential customers.

A high-performing salesperson explains:

"I gently persuade customers to get them interested in buying land."

Meanwhile, a newly recruited salesperson stated:

"I usually start by engaging the customer in casual conversation first."

These findings indicate that the implementation of Adaptive Selling at PT Zanubah Saudara Properti is carried out through the ability of sales personnel to adjust their communication style, build good relationships (rapport) with potential customers, and choose the most effective sales approach to increase the likelihood of a successful transaction. Informants explained that the sales approach is not applied uniformly, but rather adapted to the conditions and characteristics of each potential customer. For example, sales personnel use a more relaxed communication style, personal interactions, or leverage existing personal relationships to build customer trust.

The lack of visual division into additional subthemes indicates that during the coding process, all interview excerpts related to Adaptive Selling were classified into one main node. Therefore, the primary focus of this theme is the salesperson's ability to adapt their sales approach, rather than a more detailed discussion of adaptive selling strategy variations.

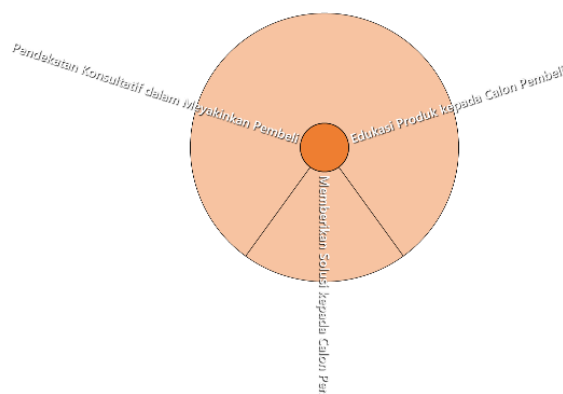


Figure 4. Consultative Selling

Based on the analysis results conducted using NVivo 12 Pro, the Consultative Selling theme consists of three sub-themes, namely Product Education for Prospective Customers, Consultative Approach in Convincing Prospective Customers, and Providing Solutions to Prospective Customers. The Hierarchy Chart visualization shows that the sub-themes Product Education for Prospective Customers and Consultative Approach in Convincing Prospective Customers have the highest proportion of coding references compared to the sub-theme Providing Solutions to Prospective Customers.

One of the salespeople explained:

"Explains in detail about land documents that are safe and have official certificates."

Another salesperson added:

"Provide evidence in the form of testimonials and offer easy-to-choose options."

The dominant subtheme of Product Education for Prospective Customers indicates that most informants emphasized the importance of providing comprehensive product information to potential customers. This information includes land legality, location, environmental conditions, pricing, and investment benefits. This educational process aims to provide potential customers with a better understanding of the product before making a purchasing decision.

Furthermore, the subtheme "Consultative Approach in Convincing Prospective Customers" also recorded a high number of coding references. This finding indicates that salespeople not only provide product information but also strive to build trust with potential customers through persuasive, transparent, and customer-oriented communication. This approach involves explaining the legal security of the property, the benefits of investing, and answering various questions raised by potential customers.

Meanwhile, the subtheme "Providing Solutions to Potential Customers" had a smaller proportion of coding references than the other two subthemes. This finding indicates that providing solutions, such as offering alternative payment methods, promotional programs or discounts, and sharing testimonials from previous customers, is also carried out by salespeople. However, these activities were discussed less frequently than product education and consultative selling practices.

Overall, the analysis results show that the implementation of Consultative Selling at PT Zanubah Saudara Properti mainly focuses on providing product education and building the confidence of potential customers through a consultative approach.

"Provide evidence in the form of testimony."

"Explain the advantages of the property we are selling."

Meanwhile, providing solutions functions more as a supporting strategy in the sales process.

"Offers easy options to choose from."

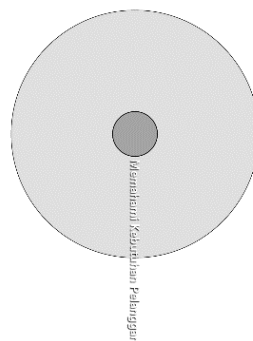


Figure 5. Customer-Oriented Selling

Based on the results of the analysis conducted using NVivo 12 Pro, the Customer-Oriented Selling theme is dominated by the subtheme Understanding Customer Needs.

"Promotional prices, discounts, and land quality."

"Price, size, and location."

"The availability of water supply and whether the land is stable or prone to landslides."

The Hierarchy Chart visualization shows that all coding references in this theme are concentrated in one subtheme, which indicates that the interview data mainly focuses on the importance of understanding the needs, preferences, and conditions of potential customers during the marketing process.

Based on the interview results, the customer needs most frequently expressed by prospective buyers include:

"Promotional prices, discounts, and land quality."

as well as:

"Price, size, and location."

These findings indicate that salespeople at PT Zanubah Saudara Properti focus not only on product offerings but also on identifying potential customers' needs before making recommendations. Informants explained that each potential customer has different goals, such as purchasing land for investment purposes, building a home, or acquiring long-term assets. Therefore, salespeople strive to tailor information and product offerings to these needs, ensuring that the solutions provided are more relevant and targeted.

The dominant subtheme, Understanding Customer Needs, demonstrates that customer orientation is one of the key principles underlying the company's marketing activities. Salespeople first identify potential customers' needs through communication and discussion before providing information on products that best meet those needs. This approach aims to increase customer trust and increase the likelihood of a successful sales transaction.

Overall, the results of the analysis show that the implementation of Customer-Oriented Selling at PT Zanubah Saudara Properti mainly emphasizes the ability to understand customer needs as a basis for providing appropriate product recommendations and building long-term relationships with potential customers.

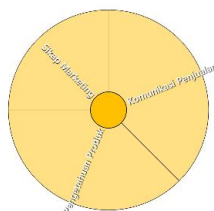


Figure 6. Sales Capability

Based on the analysis results conducted using NVivo 12 Pro, the Sales Capability theme consists of three main subthemes, namely Sales Communication, Salesperson Attitude, and Product Knowledge. Hierarchy Chart visualization shows that Sales Communication has the highest number of coding references. This finding indicates that most informants emphasize communication skills as the main factor that determines the success of salespeople in carrying out the sales process.

The company director stated:

"What is the most important skill a salesperson should have? Communication."

The director then explained further:

"The most important skill a salesperson can have is communication."

Sales Communication subtheme indicates that the ability to convey information clearly, build relationships with potential customers, respond to customer inquiries, and convince potential customers are the skills most frequently emphasized by informants. Salespeople with good communication skills are seen as better able to gain customer trust and increase the likelihood of successful sales transactions.

The Salesperson Attitude subtheme also has a relatively high proportion of coding references.

"Loyalty, communication skills, dedication, and responsibility."

These findings indicate that professionalism, honesty, responsibility, discipline, and friendliness are considered important characteristics for successful marketing activities. Informants explained that the way salespeople interact with and serve potential customers also influences the level of customer trust in the company.

Meanwhile, the Product Knowledge subtheme recorded a relatively smaller number of coding references compared to the other two subthemes.

"Promotional prices, discounts, and land quality."

"Land ownership documents and land size."

These findings indicate that while mastery of product information—such as land legality, location, price, amenities, and investment prospects—is considered important, these aspects are discussed less frequently than salespeople's communication skills and attitudes. Product knowledge primarily serves as a supporting competency, enabling salespeople to answer customer questions and provide accurate explanations to potential customers.

Overall, the analysis results show that Sales Capability at PT Zanubah Saudara Properti is primarily determined by the communication skills of the sales force, which is supported by a professional attitude in serving customers and adequate product knowledge as a complementary competency in the sales process.

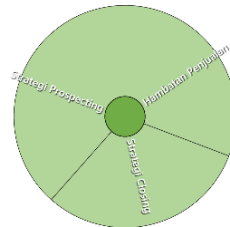


Figure 7. Sales Effectiveness

Based on the NVivo analysis, the Sales Effectiveness theme exhibited the largest proportion of coding references. This finding is supported by informants' statements explaining that various strategies are used to acquire potential customers.

One high-performing salesperson stated:

"Offering property products through personal networks, gently persuading people to be interested in buying land, consistently uploading stories on social media, and conducting door-to-door visits to customers' homes." (High Performance Sales Force)

In addition, other informants emphasized that sales success is influenced by consistency in following up and providing quick responses to potential customers.

"Follow-up, fast response, honesty, and trustworthiness." (High Performance Sales Force)

This statement was supported by the Director of PT Zanubah Saudara Properti, who stated:

"The most successful salespeople demonstrate loyalty, communication skills, dedication, and responsibility."

The Sales Effectiveness theme consists of three main subthemes: Prospecting Strategy, Sales Barriers, and Closing Strategy. The Hierarchy Chart visualization shows that Prospecting Strategy has the highest number of coding references. This finding indicates that most informants focus on acquiring potential customers as a key factor in increasing sales effectiveness at PT Zanubah Saudara Properti.

The dominance of the Prospecting Strategy subtheme is reflected in statements such as:

"Offering property products through personal networks."

"Door-to-door marketing."

These findings indicate that identifying and approaching potential customers is the most frequently performed marketing activity by salespeople. Informants explained that prospecting activities are conducted through social media, digital promotions, word-of-mouth communication, and by leveraging personal networks and customer referrals. These strategies

are considered the initial and most crucial stage in the sales process, as the more potential customers successfully reached, the greater the likelihood of a sale.

The Sales Barriers subtheme also had a relatively high number of coding references. These findings indicate that informants frequently discussed various barriers encountered during the sales process, including potential customer doubts, limited financial capacity, competition with other property developers, and administrative procedures such as financing eligibility assessments (BI Checking). These barriers represent challenges that salespeople must overcome to ensure an effective sales process.

The director explained:

"BI Checking potential customers."

The salespeople explain:

"Customers are still hesitant."

"Waiting for payday."

Meanwhile, the Closing Strategy subtheme had a smaller proportion of coding references compared to the other two subthemes. This finding indicates that while discussions about closing techniques remain an integral part of the sales process, this aspect is mentioned less frequently than discussions about prospecting strategies and sales obstacles. Informants explained that the closing process is carried out through intensive follow-up activities, providing more detailed explanations, and offering solutions tailored to the prospective customer's needs.

Overall, the analysis shows that sales effectiveness at PT Zanubah Saudara Properti is primarily influenced by the sales force's success in prospecting, followed by their ability to overcome various sales obstacles. Meanwhile, the closing strategy serves as the final step that supports the success of a sales transaction.

Quantitative Findings

Hypothesis testing was conducted using the bootstrapping procedure in *SmartPLS* to examine the direct influence of *Adaptive Selling*, *Consultative Selling*, *Transparency*, and *Responsiveness* on Closing Success (*Sales Performance*). A hypothesis is stated as supported if the *T-statistic value* is greater than 1.96 and the P-value is less than 0.05 at a significance level of 5%. Conversely, if the *T-statistic value* is less than 1.96 and the P-value is greater than 0.05, then the hypothesis is declared unsupported.

The results of the study show that *Adaptive Selling* has a path coefficient (Original Sample) of 0.180, indicating a positive relationship with Closing Success (*Sales Performance*). However, the *T-statistic value* of 0.505 and P-value of 0.614 indicate that the relationship is not statistically significant. Therefore, *Adaptive Selling* does not have a significant effect on Closing Success (*Sales Performance*), so H1 is not supported.

Consultative Selling variable has a path coefficient of 0.141, with a T-statistic of 0.345 and a P-value of 0.731. These results indicate that *Consultative Selling* does not significantly influence Closing Success (*Sales Performance*). Therefore, H2 is not supported.

Transparency variable has a path coefficient of 0.071, with a *T-statistic* of 0.223 and a P-value of 0.824. These values indicate that *Transparency* does not significantly influence Closing Success (*Sales Performance*). Therefore, H3 is not supported.

Meanwhile, the *Responsiveness* variable has a path coefficient of 0.469, the largest coefficient among all independent variables. However, the *T-statistic* of 1.554 and P-value of 0.121 still do not meet the criteria for statistical significance. Therefore, *Responsiveness* does not significantly influence Closing Success (*Sales Performance*), so H4 is not supported.

Overall, the results of the hypothesis testing indicate that all independent variables, namely *Adaptive Selling*, *Consultative Selling*, *Transparency*, and *Responsiveness*, have a positive relationship with Closing Success (*Sales Performance*). However, none of these relationships are statistically significant because each *T-statistic* value is smaller than 1.96 and each P-value is greater than 0.05. Therefore, all research hypotheses (H1, H2, H3, and H4) are declared unsupported.

Table

Table 1 . Bootstrapping Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y1	0.180	0.153	0.357	0.505	0.614
X2 -> Y1	0.141	0.208	0.409	0.345	0.731
X3 -> Y1	0.071	0.105	0.318	0.223	0.824
X4 -> Y1	0.469	0.392	0.302	1,554	0.121

Based on the bootstrapping results, the following findings were obtained.

1. The Effect of *Adaptive Selling* on Closing Success (*Sales Performance*)
The results of the study show that the *Adaptive Selling* variable has a path coefficient (Original Sample) of 0.180, which indicates a positive relationship with Closing Success (*Sales Performance*). However, the *T-statistic* value of 0.505 is smaller than the threshold value of 1.96, and the P-value of 0.614 is greater than 0.05. These results indicate that *Adaptive Selling* does not have a statistically significant effect on Closing Success (*Sales Performance*). Therefore, the first hypothesis (H1) is not supported.

2. The Influence of *Consultative Selling* on Closing Success (*Sales Performance*)
The results of the study show that the *Consultative Selling* variable has a path coefficient of 0.141, which indicates a positive relationship with Closing Success. (*Sales Performance*). However, the *T-statistic* value of 0.345 is still below the minimum threshold value of 1.96, and the P-value of 0.731 is greater than 0.05. Therefore, *Consultative Selling* does not have a statistically significant effect on Closing Success (*Sales Performance*). Thus, the second hypothesis (H2) is not supported.

3. The Effect of *Transparency* on Closing Success (*Sales Performance*)
The results of the study show that the *Transparency* variable has a path coefficient of 0.071, indicating a positive relationship with Closing Success (*Sales Performance*). However, the *T-*

statistic value of 0.223 and the P-value of 0.824 indicate that the relationship is not statistically significant. Therefore, *Transparency* does not have a statistically significant influence on Closing Success (*Sales Performance*). Thus, the third hypothesis (H3) is not supported.

4. The Effect of Responsiveness on Closing Success (*Sales Performance*) The results of the study show that the *Responsiveness variable* has a path coefficient of 0.469, which is the largest coefficient among all independent variables. This finding indicates that *Responsiveness* has a positive relationship with Closing Success (*Sales Performance*). However, the T-statistic value of 1.554 is still lower than the threshold value of 1.96, and the P-value of 0.121 is greater than 0.05. Therefore, *Responsiveness* does not have a statistically significant effect on Closing Success (*Sales Performance*). Thus, the fourth hypothesis (H4) is not supported.

Discussion

The results of hypothesis testing using SmartPLS show that *Adaptive Selling*, *Consultative Selling*, *Transparency*, and *Responsiveness* have positive path coefficients on *Closing Success (Sales Performance)*. However, none of these relationships are statistically significant. This finding indicates that the salesperson's ability to adjust their sales strategy, provide consultative services, communicate information transparently, and respond to customer needs has not been able to directly increase closing success (sales performance) at PT Zanubah Saudara Properti.

The Influence of Adaptive Selling on Closing Success (Sales Performance)

The results of the study indicate that *Adaptive Selling* does not significantly influence *Closing Success (Sales Performance)* . Although it has a positive path coefficient (0.180) , its significance level does not meet the required testing criteria. This finding indicates that the salesperson's ability to adapt their communication approach to potential customers has not been a major factor determining transaction success at PT Zanubah Saudara Properti .

This finding differs from the research of Kim and Yoo (2021) and Matsuo (2022) , which found that *adaptive selling* can improve *sales performance* . This difference is likely due to the characteristics of the residential property industry, which involves a higher level of customer involvement (*high-involvement product*) compared to many other industries. When purchasing property, customers consider not only the salesperson's communication approach but also factors such as the property's legality, financial capability, location, investment security, and the mortgage (KPR) approval process . Therefore, *closing success* is more influenced by factors beyond the salesperson's ability to adapt their sales approach.

Qualitative findings obtained through *NVivo analysis* also indicate that salespeople implement *adaptive selling by adjusting their communication style to suit the characteristics of potential customers*. However, the *Adaptive Selling theme* has a relatively smaller proportion of coding references compared to other themes, indicating that this aspect is not yet a dominant factor in determining *closing success* .

The Influence of Consultative Selling on Closing Success (Sales Performance)

The results of the study show that *Consultative Selling* does not significantly influence *Closing Success (Sales Performance)*. Although the resulting relationship is positive, the consultative approach implemented by salespeople has not been able to directly increase *closing success*.

This finding differs from research by Haas et al. (2021) , which states that *consultative selling* creates value for customers and increases sales effectiveness. At PT Zanubah Saudara Properti , consultative activities such as explaining land legality, property location, investment benefits, and payment schemes are indeed carried out by sales staff. However, property purchase decisions generally require a longer decision-making process because they involve considering the family's economic situation, the customer's ability to obtain financing, and approval from other parties. Therefore, the quality of *consultative selling* alone does not automatically result in a successful purchase transaction.

NVivo's further analysis shows that *consultative selling activities* primarily focus on product education and consultative approaches aimed at building potential customers' confidence. However, these activities serve more as a means of developing long-term relationships with customers than as a direct determinant of *closing success*.

The Influence of Transparency on Closing Success (Sales Performance)

The results of the study indicate that *transparency* does not have a significant effect on *closing success (sales performance)* . Although the positive path coefficient indicates that information transparency has a positive relationship with *closing success (sales performance)*, the effect is not statistically significant.

This finding is not entirely consistent with the research by Paschen et al. (2024) , which states that communication transparency increases salesperson credibility. In the context of PT Zanubah Saudara Properti, transparency regarding land legality, pricing, and property amenities is a standard of service provided to all potential customers. Because nearly all salespeople implement a relatively similar level of transparency, this variable is no longer a differentiating factor in *closing success* between salespeople.

This finding is further reinforced by interviews, which showed that information transparency has become part of the company's standard operating procedures. Therefore, transparency is viewed more as a basic service requirement than as a factor capable of directly improving sales performance.

The Influence of Responsiveness on Closing Success (Sales Performance)

The results of the study indicate that *Responsiveness* has the largest path coefficient (0.469) among all independent variables. However, this effect remains statistically insignificant. This finding suggests that responding quickly to customer inquiries, conducting follow-up activities, and providing solutions to potential customers tend to increase the likelihood of *closing success*; however, the statistical evidence obtained in this study is not sufficient to conclude that this effect is statistically significant.

This finding differs from the research by Homburg et al. (2021) , which reported that salesperson *responsiveness increases customer trust* and leads to improved purchase outcomes. This difference is likely due to the nature of property transactions, which involve a longer decision-making process compared to purchasing everyday consumer goods. Even though salespeople respond quickly, purchasing decisions are still influenced by the customer's financial preparedness, BI Checking results , and family considerations.

Although the effect is not statistically significant, the fact that *Responsiveness* having the largest path coefficient indicates that this variable has the greatest potential influence among the variables tested in this study. Therefore, improving salespeople's ability to follow up , provide information quickly, and respond effectively to customer needs remains a crucial strategy for increasing the likelihood of future *closing success* .

Overall Discussion

Overall, the findings of this study indicate that *closing success* At PT Zanubah Saudara Properti, the success of a sale is not solely determined by the individual capabilities of the salesperson. Property purchases are high-involvement decisions , *and are* therefore influenced by various other factors, including the customer's financial capabilities, home ownership loan (KPR) approval, economic conditions, property prices, property location, property legality, and family considerations. Therefore, even though the salesperson has implemented *adaptive selling, consultative selling, transparency, and responsiveness*, *closing success* is still influenced by a combination of internal and external factors beyond the variables examined in this study.

Based on qualitative and quantitative findings, *closing success at PT Zanubah Saudara Properti* Sales success is not only determined by the individual capabilities of the salesperson, but also by various external factors, including the customer's financial capabilities, the mortgage (KPR) credit approval process , the property's location, the property's legality, and family considerations in the purchasing decision-making process. Although the salesperson has implemented *adaptive selling, consultative selling, transparency, and responsiveness* throughout the sales process, quantitative analysis shows that these four variables do not have a statistically significant influence on *closing success* . These findings indicate that in the residential property industry, *sales capability* functions as a supporting factor whose effectiveness is influenced by external conditions that shape customer purchasing decisions.

The integration of qualitative and quantitative findings further strengthens this conclusion. *NVivo analysis* shows that sales effectiveness is primarily influenced by *prospecting strategy, communication quality, responsiveness , and consistency in conducting follow-up activities*. However, *SmartPLS analysis* shows that these abilities do not have a statistically significant direct effect on *closing success* . This finding suggests that although effective selling behavior is important to attract and maintain the interest of potential customers, the final purchase decision is still influenced by various factors beyond the salesperson's control. Therefore, *closing success* in the residential property industry is the

result of the interaction between the salesperson's abilities and the external conditions faced by the customer.

From a theoretical perspective, this study contributes to the growing *sales capability literature* by demonstrating that the direct relationship between *sales capability* and *sales success* is not always significant for high *-involvement products*, such as residential properties. This finding suggests that *sales success* is influenced not only by salesperson capabilities but also by external factors related to customer conditions and the characteristics of the buying process. Therefore, this study broadens our understanding of the application of *sales capability theory* in the context of the residential property industry and provides empirical evidence that the effectiveness of *sales capability* is context *-dependent*.

From a practical perspective, the findings of this study provide implications for the management of PT Zanubah Saudara Properti, indicating that the company should not only focus on improving the capabilities of its sales force through *adaptive selling*, *consultative selling*, *transparency*, and *responsiveness training*, but also need to strengthen its organizational strategy to overcome external obstacles faced by potential customers. These efforts can include assisting customers during the home ownership loan (Kredit Milik Rumah/KPR) application process, providing more comprehensive information regarding property legality and financing schemes, improving the quality of the follow-up system, and strengthening *customer relationship management (CRM)* to maintain ongoing communication with potential customers. An integrated approach that combines improving the capabilities of its sales force with support for customer needs is expected to increase *customer trust* and increase the likelihood of *successful closings* in the future.

Based on qualitative and quantitative findings, *closing success* at PT Zanubah Saudara Properti is not only determined by the individual capabilities of the salesperson, but also by various external factors, including the customer's financial capability, the Home Ownership Loan (KPR) credit approval process, the property's location, the property's legality, and family considerations in the purchasing decision-making process. Although the salesperson has implemented *adaptive selling*, *consultative selling*, *transparency*, and *responsiveness* throughout the sales process, quantitative analysis shows that these four variables do not have a statistically significant influence on *closing success*. These findings indicate that in the residential property industry, *sales capability* functions as a supporting factor whose effectiveness is influenced by external conditions that shape customer purchasing decisions.

The integration of qualitative and quantitative findings further strengthens this conclusion. *NVivo analysis* indicates that sales effectiveness is primarily influenced by *prospecting strategy*, *communication quality*, *responsiveness*, and *consistency in follow-up activities*. However, *SmartPLS analysis* indicates that these abilities do not have a statistically significant direct effect on *closing success*. This finding suggests that while effective sales behavior is important for attracting and retaining potential customers, the final purchase decision is still influenced by various factors beyond the salesperson's control. However,

because the original text stops at the word "*although*," the rest of the sentence is unavailable for translation.

Effective sales behavior is crucial for attracting and retaining potential customers, but the final purchase decision is still influenced by factors beyond the salesperson's control. Therefore, *closing success* in the residential property industry is a result of the interaction between the salesperson's skills and the external conditions faced by the customer.

From a theoretical perspective, this study contributes to the development of *sales capability literature* by demonstrating that the direct relationship between *sales capability* and *sales success* is not always significant for high *-involvement products*, such as residential properties. This finding suggests that *sales success* is influenced not only by the salesperson's skills but also by external factors related to customer conditions and the characteristics of the buying process. Therefore, this study broadens the understanding of the application of *sales capability theory* in the context of the residential property industry and provides empirical evidence that the effectiveness of *sales capability* is context *-dependent*.

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CONCLUSION

This study aims to analyze the influence of *adaptive selling*, *consultative selling*, *transparency*, and *responsiveness* towards *customer trust* and *closing success* at PT Zanubah Saudara Properti using a *mixed-methods* approach that combines qualitative analysis using NVivo and quantitative analysis using *Partial Least Squares Structural Equation Modeling (PLS-SEM)*. The results of the study indicate that from a qualitative perspective, high-performing salespeople are characterized by their ability to build effective communication, carry out consistent *follow-up activities*, provide transparent product education, understand customer needs, and apply an *adaptive selling approach*. These findings indicate that *sales capability* is an important aspect in supporting the effectiveness of the sales process.

However, quantitative analysis shows that *adaptive selling*, *consultative selling*, *transparency*, and *responsiveness* do not have a statistically significant effect on *closing*

success. These findings indicate that transaction success in the residential property industry is not only determined by the salesperson's skills, but also by various external factors, including the customer's financial ability, the home ownership loan (KPR) approval process, the property's legality, the property's location, and family considerations in the purchase decision-making process.

This research's contribution to the development of economics and business lies in providing empirical evidence that the effectiveness of *sales capability* is context -dependent, particularly in the residential property industry, which is characterized as a high -involvement market. This research demonstrates that improving sales force capabilities needs to be accompanied by an organizational strategy aimed at managing external factors that influence customer purchasing decisions. Therefore, the findings of this study provide a basis for developing a more comprehensive marketing strategy while enriching the literature on *sales capability* and *closing success* in the context of the residential property industry.

Suggestion

Based on the research results, several suggestions that can be given are as follows.

1. For PT Zanubah Saudara Properti

Companies are advised to focus not only on improving salespeople's skills through training in *adaptive selling*, *consultative selling*, *transparency*, and *responsiveness*, but also on strengthening support systems that can help customers overcome purchasing obstacles. This is important because research shows that external factors play a role in determining *closing success*.

2. Improve the quality of prospecting and follow-up

Based on NVivo results, *prospecting strategy* is the most dominant subtheme in *sales effectiveness*, while consistent follow-up and quick response are also characteristics of high-performing salespeople. Therefore, companies are advised to create a more structured *prospecting* and follow-up system, for example, through recording potential customers, classifying prospects based on their level of readiness to buy, scheduling follow-ups, and evaluating the conversion rate of each salesperson.

3. Strengthening customer support in the mortgage process

Companies are advised to provide more intensive support to prospective customers during the *home ownership loan (KPR) application process*, including providing information on financing requirements, required documents, application stages, and factors that may influence the approval process. This step is crucial because financial capacity and the KPR approval process are among the external barriers that can influence purchasing decisions.

4. Improve the quality of information regarding legality and products

Although *transparency* hasn't been shown to significantly impact *closing success*, it remains a crucial element of customer service. Companies are advised to provide more comprehensive and easily understood information regarding land legality, location, price,

size, amenities, environmental conditions, payment schemes, and investment benefits. This information can help alleviate customer uncertainty during the decision-making process.

5. Prioritize increasing *responsiveness*

Responsiveness variable has the largest path coefficient, at 0.469, although it is not statistically significant. Therefore, companies are still advised to improve their salespeople's ability to respond quickly, follow up consistently, answer customer questions, and provide solutions tailored to their needs. This could be a potential strategy to increase the likelihood of successful closings in the future.

6. Strengthen *Customer Relationship Management (CRM)*

Companies are advised to strengthen their *Customer Relationship Management (CRM)* implementation to ensure ongoing communication with potential customers. A CRM system can be used to record communication history, customer needs, prospect status, follow-up schedules, purchasing issues, and transaction progress. This allows salespeople to provide more targeted service tailored to each potential customer's individual circumstances.

7. For sales staff

Salespeople are advised to maintain communication skills, professionalism, honesty, responsibility, product knowledge, and the ability to understand customer needs. NVivo results indicate that communication is the most dominant aspect of *sales capability*, so the ability to build relationships and convey information clearly needs to be continuously developed.

8. For further researchers

Future researchers are advised to develop the research model by incorporating external variables not yet tested in this study, such as *customer financial capacity, customer trust, property price, location, risk perception, ease of financing, mortgage approval, economic conditions, and family considerations*. The addition of these variables is expected to provide a more comprehensive understanding of the factors determining *closing success* in the residential property industry.

Furthermore, further research could utilize a larger sample size, involve multiple property companies, and compare salespeople with varying levels of performance. This approach could broaden the generalizability of the research results and provide a deeper understanding of the relationship between *sales capability* and *closing success*.

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