



The Impact Of Sales Strategies Using The NUP Model On The Performance Of Property Agents (A Case Study In Surabaya, Sidoarjo And Gresik)

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ABSTRACT

This study investigates the effectiveness of the NUP (Ordering Number) sales method used by property developers to market housing units before official launch or project completion. While some developers report strong sales outcomes using this model, others fall short of targets. The research aims to examine whether compensation, training, experience, product knowledge, and competitive advantage influence the sales performance of property agents involved in NUP-based sales. A quantitative approach was employed, involving 123 property agents from Surabaya, Sidoarjo, and Gresik, selected through purposive sampling based on criteria such as experience with NUP sales, product knowledge training, and tenure in the property sector. Data collection was conducted via online questionnaires during March–April 2025, and analysis was performed using Multiple Linear Regression with SPSS 25.0. Results show that, simultaneously, all five variables—compensation, training, experience, product knowledge, and competitive advantage affect sales performance. However, in partial testing, only compensation, training, and experience have a significant positive impact, while product knowledge and competitive advantage do not. The coefficient of determination (R^2) indicates that 27% of the variance in sales performance is explained by the five tested variables, leaving 73% attributed to other factors not covered in this study.

INTRODUCTION

Properties with a focus on housing development and construction are one of the sectors that absorb a large workforce and have a long multiplier effect, thereby having a significant impact on attracting and driving the development of other economic sectors (Yusmaniarti et al., 2021). In facing intense competition in the property industry, developers are seeking effective strategies to increase sales. A company, organization, or institution is made up of multiple people, each of whom has different interests (Rhamadona et al., 2023). One important strategy is

human resource management, particularly sales personnel, who play a vital role in the success of a company. Therefore, optimising HR management is key to improving sales performance. Compensation is one strategy used by companies to improve the performance of sales personnel. Research by Sudiardhita et al. (2018) and Zebua & Oktafiani (2024) shows that compensation has a significant effect on improving sales performance. However, different results were found by Pradita (2016), who revealed that compensation can actually decrease performance when accompanied by an increase in workload or targets. In line with this, Riandi & Kurniawan (2021) state that although high compensation can increase employee satisfaction, this does not always have a positive impact on their performance.

Sales training, work experience, and product knowledge are three important factors that influence sales personnel performance, although researchers' findings show diversity. Subyantoro et al. (2022) emphasise the importance of training as a strategic effort by companies to improve sales personnel competence. Hidayat & Helmy (2024) and Hapsari et al. (2017) found that sales training significantly improves sales personnel performance. However, Hernanto et al. (2022) and Minarni (2019) state that training does not have a direct effect on performance. Regarding work experience, Basir et al. (2010) define it as the accumulation of skills and knowledge through practice. Larantukan (2022), Hidayat & Helmy (2024), and Afrilla et al. (2020) indicate that work experience has a positive influence on performance. Conversely, Hernanto et al. (2022) found that work experience does not directly influence sales personnel performance. Regarding product knowledge, which is a crucial aspect in building a salesperson's credibility, Siagian et al. (2020) and Ahmad et al. (2022) found to have a significant influence on sales performance. This knowledge helps in the process of convincing customers. However, Kertocahyono et al. (2021) found that product knowledge no longer has a significant influence on performance, as digital information channels develop and can replace the need for in-depth knowledge from salespeople.

Developing competitive advantages is one of the main strategies for increasing product sales. Research by Setiawan & Daromes (2019) on property companies in Makassar shows that competitive advantages have a positive and significant impact on company performance. Additionally, innovation has been identified as a crucial element in shaping such advantages, both in the form of products and intangible assets. However, the findings of Darroch (2005) in New Zealand's industrial sector, as cited by Merakati et al. (2017), indicate that innovation does not have a significant impact on company performance, neither in financial aspects nor in non-financial aspects such as market share and sales growth. Meanwhile, Raharjo (2007) through research in Central Java Province found that differentiation strategies based on Fornell's (1992) model which includes product uniqueness, suitability, and reliability significantly influence marketing performance improvement, which ultimately strengthens competitive advantage.

Based on previous research findings, inconsistencies were found in the factors affecting sales force performance, which became the basis for the research gap in this study. A phenomenon relevant to this context is the property marketing system using the NUP (Nomor Urut Pemesanan or Order Number) method, which is widely used by developers to sell units before a project is officially launched. NUP enables developers to gauge market interest and secure initial sales, while offering buyers benefits such as initial pricing and unit selection. In practice, this marketing approach involves property agents as sales personnel who receive compensation in the form of commissions and rewards. In Ciputra Group projects in Surabaya, Sidoarjo, and Gresik, the use of the NUP system has yielded varying sales results: some projects exceeded targets, while others failed to meet them despite high agent participation rates. This variation in performance raises the main research question regarding the factors influencing the sales performance of real estate agents in marketing developers' products.

Table 1. Sales and Contributions of Property Agents

Year	Project Name	Product	City	Sales	Number of Units	Sold Agent	%
2018	A	House, Shop House	Surabaya	432 M	244	220	90%
2018	B		Surabaya	257,8 M	314	294	94%
2019	A	Apartment	Surabaya	444,7 M	346	311	90%
2019	B		Surabaya	6,2 M	10	9	90%
2019	C	House	Surabaya	44,9 M	82	74	90%
2020	A		Surabaya	112,6 M	78	63	81%
2022	D	Apartment	Gresik	102,7 M	127	122	96%
2022	C		Surabaya	492,8 M	132	118	90%
2022	E	Apartment	Sidoarjo	31,7 M	37	13	35%
2023	F		Gresik	45,4 M	28	21	75%
2023	A	House	Surabaya	322,2 M	116	98	85%
2023	G		Sidoarjo	25,7 M	13	1	8%
2023	A	House	Surabaya	115,3 M	80	68	85%
2023	C		Surabaya	420,5 M	98	94	96%
2023	D	House, Shop House	Gresik	46,1 M	77	58	75%
2024	A	House	Surabaya	211,0 M	76	68	89%

Source: Personal documents (from several sources compiled), 2024

This study aims to analyse the influence of compensation, training, experience, product knowledge, and competitive advantage on the sales performance of real estate agents in the context of the NUP (Order Number) marketing system in Surabaya, Sidoarjo, and Gresik. This study has added value because the related topic is still rarely researched, thereby potentially contributing theoretically to the development of knowledge in the fields of marketing, management, and business. Practically, the results of this study can assist property developers in understanding the factors influencing agent performance, enabling them to formulate more effective marketing strategies and improve sales performance.

LITERATURE REVIEW

Goal Setting Theory

The Goal Setting Theory developed by Locke and Latham (1990, 2002) emphasises that setting specific, clear, and challenging goals can significantly improve individual performance, including that of salespeople. Goals act as attention-directing and motivating factors, both internally and externally (Locke et al., 1981; Locke, 1996; Locke & Latham, 2006). In the context of sales, this theory highlights the importance of goal specificity, realistic challenge levels, commitment to goals, and the provision of feedback and incentives to encourage target achievement. Additionally, acceptance of goals by sales personnel is crucial to maintaining high motivation. The application of these principles is believed to enhance productivity, strategy effectiveness, and overall sales outcomes.

Sales Performance

Sales performance reflects the extent to which salespeople's behaviour is aligned with organisational goals. According to Dessler (2006), performance is the actual result of work compared to established standards. Spiro & Weitz (1990) emphasise that sales performance is

the result of the implementation of the strategic role of salespeople, especially in their approach to and service of customers (Mulatsih, 2011). Baldauf et al. (2001) state that sales performance is the contribution of sales personnel in achieving company targets, measured through indicators such as sales growth, target achievement, and sales targets (Hapsari et al., 2017). On the other hand, Ferdinand (2000) defines marketing performance as a measure of the success of a company's strategy, reflected in sales value, sales growth, and market share. Hartanty & Ratnawati (2013), referring to Ferdinand, mention three indicators of marketing performance: sales volume, growth in the number of customers, and profitability or profit obtained from product sales.

Compensation

Compensation, as a form of financial and non-financial reward for employee contributions (Kadarisman, 2016), plays a strategic role in improving motivation and performance. Claro et al. (2023) indicate that goal-based incentives enhance sales personnel commitment to achieving targets, supporting goal-setting theory and positively impacting sales performance (Basu et al., 1985; Cespedes, 1990). Sudiardhita et al. (2018) also prove that compensation, both direct (salary, incentives) and indirect (allowances, pensions), significantly affects performance. This is reinforced by the findings of Zebua & Oktafiani (2024), which show that compensation and work motivation simultaneously have a positive impact on employee performance at PT. Solomon Indo Global. Based on these findings, the hypothesis proposed is:

H1. Compensation factors influence sales performance.

Training

Training is a strategic step for companies in developing employee competencies through improving knowledge, skills, and work behaviour (Subyantoro et al., 2022). Research by Hidayat & Helmy (2024) shows that sales training has a positive and significant effect on the performance of Bank BNI sales staff in Kebumen, supported by indicators such as material, methods, instructors, and suitability for the job. These findings are reinforced by Oktaviana & Wardoyo (2020), Rois et al. (2023) at PT. Astra Honda Motor NTB, and Winoto et al. (2023) at PT. Hino Motors, which demonstrate the significant impact of training on performance. The research by Herminingsih & Kreestianawati (2016) and Wicaksono (2016) also emphasises the importance of the quality of delivery and the relevance of training materials. Hapsari et al. (2017) add that the intensity of training is directly proportional to the improvement in sales personnel performance. Based on these findings, the hypothesis proposed is:

H2. Training factors influence sales performance.

Experience

Sales experience involves various activities such as the sales process, product presentation, and failure to close a contract, which cumulatively improve the skills and professionalism of sales personnel (Khaeruman; et al., 2021). Larantukan (2022) found that experience had the greatest influence on the performance of sales personnel compared to other variables at BRI Surabaya. Hidayat & Helmy (2024) and Purwantini et al. (2021) also showed that the broader the sales experience, such as handling diverse products and customers, the higher the performance. Similar findings were reported by Jumarni et al. (2023), who stated that work experience increases the productivity of sales personnel at PT. Yamaha Suraco Jaya Abadi Motor. Situmeang (2017) reinforced these results by showing that length of service, skills, and mastery of tools affect performance in the spare parts sales industry. Based on these results, the following hypothesis can be formulated:

H3. Experience factors influence sales performance.

Product Knowledge

Product knowledge is a crucial aspect in supporting the effectiveness of sales personnel, as it enables them to answer customer questions accurately and convincingly, thereby encouraging purchasing decisions (Siagian et al., 2020). Research by Chaerudin & Pakkanna (2024) on Bank Muamalat sales personnel shows that knowledge of sharia products has a positive and significant effect on sales performance. Similar results were also found by Ahmad et al. (2022) among sales employees at PT. Honda Bintang Motor, who stated that product knowledge had a significant impact on marketing performance and affective commitment. Siagian et al. (2020) identified that understanding product specifications and the ability to explain information in detail also improved sales performance at PT. Intiland Grande Surabaya. Furthermore, Sahariyah & Shoimah (2020) found that product knowledge among beauty advisors at CV. Bin Wahab Group positively increased sales of Pond's products. Based on these findings, the following hypothesis was formulated:

H4. Product knowledge influences sales performance.

Competitive Advantage

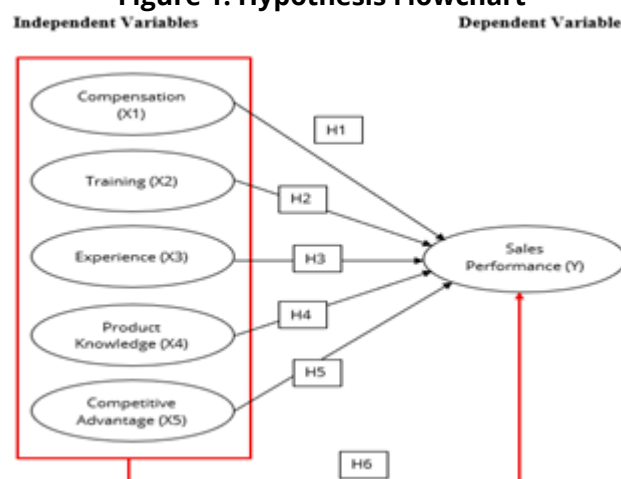
Competitive advantage, as stated by Porter (1985), is the ability of an organisation to outperform its competitors through strategies such as cost leadership, differentiation, or market focus. In the property industry, this can be achieved through process efficiency and product innovation. Varadarajan (1986) and Raharjo (2007) indicate that differentiation strategies, such as product uniqueness and reliability, have a positive impact on marketing performance. Setiawan & Daromes (2019) affirm that competitive advantage significantly influences the performance of property companies, with innovation as the primary factor. Hartanty & Ratnawati (2013) add that innovation and entrepreneurial orientation also strengthen competitive advantage. Similar findings were reported by Astana & Dewi (2020), Andayaningsih et al. (2022), and Ningrum et al. (2020), who show that creating uniqueness in design, packaging, and marketing strategies significantly improves sales and marketing performance.

H5. Competitive Advantage Factors influence Sales Performance.

H6. Compensation, training, experience, product knowledge, and competitive advantage together influence sales performance.

Based on previous studies, the variables of compensation, training, experience, product knowledge, and competitive advantage have been extensively studied for their influence on sales performance, but the results show significant differences. Therefore, it is necessary to conduct a re-examination to determine whether these differences also apply in the context of sales performance of real estate agents in the NUP sales model system of developers. As a result, these variables become the focus of this research model.

Figure 1. Hypothesis Flowchart



METHODS

This study uses a quantitative approach to test the hypothesis regarding the influence of five independent variables compensation, training, experience, product knowledge, and competitive advantage on the dependent variable, namely the sales performance of property agents. The research model aims to obtain evidence of causal relationships between variables based on previous research findings. The research population includes property agents from several offices in the Surabaya, Sidoarjo, and Gresik areas. Since the population size is unknown, the sample size was determined following Hair et al. (2010) guidelines, which recommend a minimum of five times the number of indicators; with 21 indicators, at least 105 respondents were required. The sampling technique used was non-probability sampling with a purposive sampling approach, based on criteria tailored to the research objectives.

- Familiar with and have participated in sales using the NUP model
- Have participated in product knowledge training to learn about the products being sold
- Have participated in training in the field of real estate
- Have experience working as a real estate agent

Sampling in this study was conducted by distributing questionnaires using Google Forms shared online. The questionnaire included primary data on property agents such as gender, age, education, length of employment, office, and location, as well as questions about the research variables, which were written in easy-to-understand language. Data measurement was conducted using a 1–5 Likert scale, ranging from 'strongly disagree' (1) to 'strongly agree' (5). The collected data were analysed using Multiple Linear Regression Analysis with the assistance of SPSS 25.0 software. The analysis techniques include descriptive analysis, validity testing (Product Moment), reliability testing (Cronbach's Alpha), classical assumption testing (normality, multicollinearity, and heteroskedasticity), as well as multiple regression testing, F-test (simultaneous), and t-test (partial).

RESULTS

Based on the questionnaire distribution results, descriptive analysis shows that 59% of respondents are male and 41% are female, with the majority aged over 42 years (61%), followed by those aged 36–41 years (20%). Most respondents have a bachelor's degree (79%), and 20% are high school graduates or equivalent. Respondents came from various real estate agencies such as Brighton, Propnex, Xavier Marks, Galaxy, Mansion, Raywhite, and DB Property, with the majority working in Surabaya (93%), and the rest in Sidoarjo and Gresik. A total of 72% of respondents had worked as real estate agents for more than 4 years. The instrument validation process included validity and reliability tests to assess the accuracy and reliability of the questionnaire. The validity test used Pearson's correlation (Product Moment) showed that all items were valid because the correlation coefficient (r) exceeded the table value of 0.1771, making the instrument suitable for use in this study.

Table 2. Sales and Contributions of Property Agents

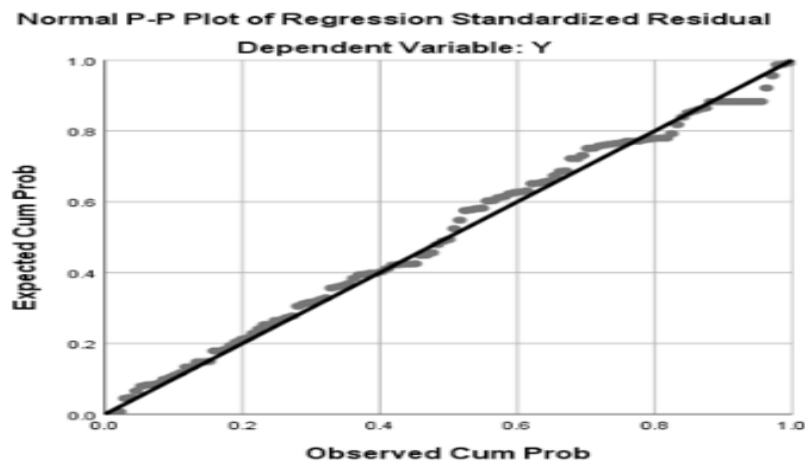
Variable	Item	Validity Coefficient (r Calculated)	Criteria (r Table)	Explanation
Compensation (X1)	X1.1	0.803	0.1771	Valid
	X1.2	0.893	0.1771	Valid
	X1.3	0.875	0.1771	Valid
Training (X2)	X2.1	0.880	0.1771	Valid
	X2.2	0.938	0.1771	Valid
	X2.3	0.894	0.1771	Valid
Experience (X3)	X3.1	0.699	0.1771	Valid
	X3.2	0.672	0.1771	Valid
	X3.3	0.777	0.1771	Valid
	X3.4	0.728	0.1771	Valid
Product Knowledge (X4)	X4.1	0.722	0.1771	Valid
	X4.2	0.867	0.1771	Valid
	X4.3	0.816	0.1771	Valid
	X4.4	0.843	0.1771	Valid
Competitive Advantage (X5)	X5.1	0.812	0.1771	Valid
	X5.2	0.844	0.1771	Valid
	X5.3	0.749	0.1771	Valid
	X5.4	0.792	0.1771	Valid
Sales Performance (Y)	Y1	0.911	0.1771	Valid
	Y2	0.890	0.1771	Valid
	Y3	0.534	0.1771	Valid

Table 3. Instrument Test Results (Reliability Test)

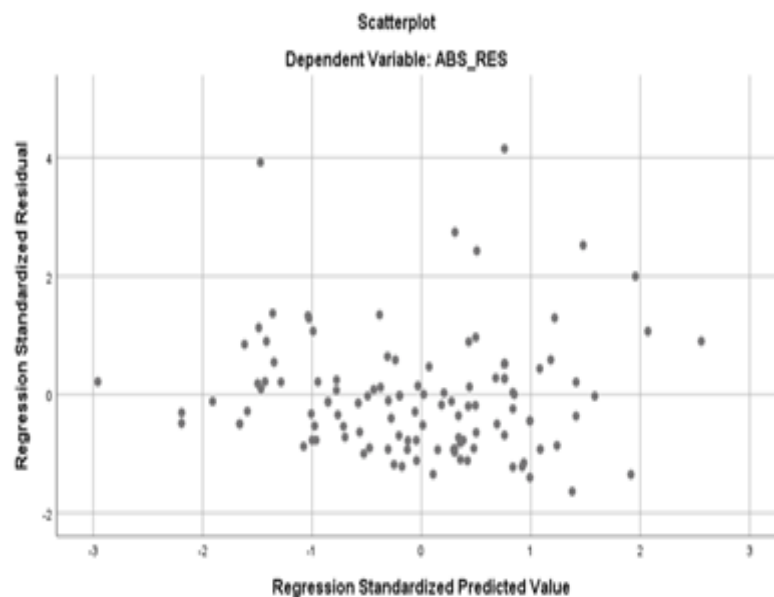
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.625	0.581		1.075	0.285
	X1	0.227	0.069	0.276	3.304	0.001
	X2	0.231	0.109	0.195	2.123	0.036
	X3	0.312	0.098	0.292	3.191	0.002
	X4	0.111	0.200	0.078	0.556	0.579
	X5	-0.147	0.196	-0.098	-0.751	0.454

a. Dependent Variable: Y

The classical assumption test in this study was conducted to analyse the effect of compensation (X1), training (X2), experience (X3), product knowledge (X4), and competitive advantage (X5) on the sales performance (Y) of property agents using multiple linear regression with SPSS 25.0. Normality tests were conducted using the *Normal P-P Plot of Regression Standardised Residual* analysis, which showed that most residual points were close to the diagonal line without extreme deviations, indicating that the residual data were normally distributed and the normality assumption was met in this regression model.

Figure 2. Normality test using P-Plot

Heteroscedasticity was tested by examining the scatter plot between the Regression Standardised Predicted Value and the Regression Standardised Residual to evaluate whether there were symptoms of heteroscedasticity, namely residual variance that was not constant across the entire range of predicted values.

Figure 3. Detecting Heteroscedasticity through Scatter Plots

Based on the scatter plot, the residual points appear to be scattered randomly and evenly around the horizontal zero line without forming a specific pattern such as a fan or funnel, so there is no indication of heteroscedasticity. The distribution pattern shows relatively constant variance (homoscedasticity), so the linear regression assumption regarding the consistency of residual variance is fulfilled. Furthermore, a multicollinearity test was conducted to ensure that there was no high correlation between independent variables, as a good regression model should not contain multicollinearity.

Table 4. Regression Model Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.625	0.581		1.075	0.285
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	X3	0.312	0.098	0.292	3.191	0.002
	X4	0.111	0.200	0.078	0.556	0.579
	X5	-0.147	0.196	-0.098	-0.751	0.454

a. Dependent Variable: Y

Based on the results of calculations at a significance level of 5%, it was found that the variables of compensation (X1), training (X2), and experience (X3) had p-values < 0.05, thus significantly influencing sales performance and hypotheses H1, H2, and H3 were accepted. This means that the higher the compensation, training quality, and work experience, the higher the sales performance of real estate agents, consistent with the findings of Claro et al. (2023), Sudiardhita et al. (2018), Subyantoro et al. (2022), Hidayat & Helmy (2024), and Larantukan (2022). Conversely, the variables of product knowledge (X4) and competitive advantage (X5) have p-values > 0.05, indicating that they do not significantly influence sales performance, and hypotheses H4 and H5 are rejected. These findings are consistent with Kertocahyono et al. (2021), who stated that digital information access reduces the role of product knowledge, as well as Darroch (2005), who showed that innovation as part of competitive advantage does not significantly influence performance in the industrial sector.

DISCUSSION

From the calculation results (Table 7) using a significance level of 5%, it was found that the p-value of compensation (X1), training (X2), and experience (X3) < level of significance ($\alpha=,5$), so that all three have a significant effect. This means that hypotheses H1, H2, and H3 can be accepted. The hypothesis regarding compensation (X1), which states that compensation has a positive effect on sales performance, means that the higher the compensation, the higher the sales performance of real estate agents. This result is in line with previous studies conducted by Claro et al. (2023), Sudiardhita et al. (2018), and Zebua & Oktafiani (2024). The hypothesis regarding training (X2), which states that training has a positive effect on sales performance, meaning that the higher the training value, the higher the sales performance of real estate agents. This result is consistent with previous studies conducted by Subyantoro et al. (2022), Hidayat & Helmy (2024), Oktaviana & Wardoyo (2020), Hapsari et al. (2017), Rois et al. (2023), Winoto et al. (2023), Herminingsih & Kreestianawati (2016), and Wicaksono (2016). The hypothesis regarding experience (X3) states that experience has a positive effect on sales performance, meaning that the higher the experience, the higher the sales performance of real estate agents. This result is consistent with previous studies conducted by Larantukan (2022), Hidayat & Helmy (2024), Jumarni et al. (2023), and Situmeang (2017).

Meanwhile, the p-value for product knowledge (X4) and competitive advantage (X5) is > the significance level ($\alpha=,5$), indicating no significant influence. Therefore, H4 and H5 are rejected. The hypothesis testing on product knowledge (X4) and competitive advantage (X5) is considered to have no effect on the sales performance of property agents. The results of this study are also consistent with previous research conducted by Kertocahyono et al. (2021) that there is no significant relationship between product knowledge and salesperson performance, explaining

that currently information channels are very open, product knowledge can be displayed in the form of videos and other digital presentations, which reduces the demand for salespeople to have product knowledge. The research findings of Darroch (2005) in the industrial sector in New Zealand revealed that innovation (which is crucial for competitive advantage) does not influence performance, whether measured by financial performance or non-financial performance such as market share and sales growth.

CONCLUSION

The results indicate that, partially, the variables of compensation, training, and experience have a significant effect on the sales performance of real estate agents, while the variables of product knowledge and competitive advantage have no effect. However, simultaneously, all five variables together influence sales performance. The order of influence starts from experience, training, compensation, product knowledge, and competitive advantage as the least influential. This study has limitations in terms of the short duration of the research and the limited number of respondents, as well as only explaining 27% of the variables that influence sales performance. Managerial implications suggest the importance of improving compensation strategies, training, and experience in supporting sales performance under the NUP scheme. Recommendations for developers include increasing incentives (commissions, BLT, and bonuses), strengthening training through quality materials, methods, and instructors, and expanding agents' experience through product variety and customer segments.

LIMITATION

1. Geographical Limitation, this study focused solely on property agents operating within the regions of Surabaya, Sidoarjo, and Gresik. Consequently, the findings cannot be directly generalized to other regions in Indonesia, which may exhibit different market dynamics, organizational cultures, or incentive structures.
2. Specific Sales Model (NUP), the research exclusively investigated sales performance within the context of the NUP (Nomor Urut Pemesanan) model, a distinctive sales strategy in the property sector. As a result, the conclusions derived from this study are not automatically transferable to other conventional sales approaches, such as standard pre-orders, aggressive selling techniques, or open sales events.
3. Restricted and Non-Random Sampling, the sampling technique employed purposive sampling, targeting 123 property agents who met specific criteria related to prior involvement in NUP-based sales. Therefore, the sample may not comprehensively represent the broader population of property agents, particularly those lacking formal experience or familiarity with the NUP model.

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