

# CUSTOMER SHOWROOMING BEHAVIOR AND THE EFFECT ON SALESPERSON PERFORMANCE

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## ABSTRACT

Indonesia has become the biggest market for e-commerce, as it has 250 million inhabitants. Growth of internet and online shopping has made retailers expand their business via smartphone. Shopping channel via internet has given customer another channel to get the information and buy products without visiting brick-and-mortar store. This channel multiplicity potentially leads customer to do showrooming. In this research, showrooming in Indonesia will be explored with sunglasses as research object and optic salesperson as research subject. There are 178 samples collected in total for the research which 154 of them can be used. Primary data is taken from optic salesperson at prominent optics store in Jakarta. Partial Least Square (PLS) is used as data analysis method. The research results show that perceived showrooming behavior has positive and significant effect on self-efficacy dan salesperson performance. Moreover, salesperson self-efficacy also has positive and significant effect on salesperson performance. Meanwhile, coping and cross-selling strategies have moderate positive but not significant effect. These results reflect that salesperson do not response negatively to customer's showrooming behavior such as price comparison, window shopping, product information, product availability, shopping via smartphone in front of salesperson. Salesperson feel optimistic and confident when customer comes because they have been trained for customer orientation, availability of supervisory support, and belief that customer will do transaction in brick-and-mortar stores if they give good explanation about the product.

Keyword: showrooming behavior, self-regulation, coping approach, coping avoidance.

## ABSTRAK

*Indonesia telah menjadi pasar E-Commerce terbesar yang memiliki 250 Juta pengguna pertumbuhan Internet dan online shopping telah menjadikan Retailer berkembang bisnisnya melalui smart phone. Berbelanja melalui saluran Internet telah memberikan pelanggan untuk mendapatkan informasi dan membeli produk-produk tanpa mengunjungi toko secara fisik. Dengan cara ini pelanggan berpotensi untuk melakukan Showrooming. Pada penelitian ini akan diteliti mengenai showrooming di Indonesia Produk yang akan diteliti adalah kaca mata sebagai objek dan tenaga penjual di optik sebagai subjek penelitian. Dari 178 sample yang dikumpulkan untuk penelitian ini hanya 154 yang dapat digunakan, data Primar diambil dari tenaga penjual di toko kaca mata di Jakarta. Hasil penelitian menunjukkan bahwa Perceived Showrooming Behavior memiliki pengaruh positif dan signifikan, terhadap self efficacy dan Kinerja tenaga penjual. Dan juga Self Efficacy memiliki pengaruh signifikan dan positif terhadap Kinerja tenaga penjual Toko Kacamata, sementara itu Coping dan Cross Selling Strategies memiliki pengaruh yang moderat positif namun tidak berpengaruh signifikan. Hasilnya menunjukkan bahwa tenaga penjual tidak menanggapi secara negatif terhadap showrooming yang dilakukan oleh Pelanggan antara lain seperti perbandingan harga, window shopping, informasi produk, ketersediaan barang, berbelanja online didepan tenaga penjual, Tenaga penjual tetap optimis dan percaya diri ketika kedatangan pelanggan karena mereka telah di latih untuk berorientasi terhadap pelanggan ketersediaanya dukungan dari Supervisi dan percaya bahwa pelanggan akan bertransaksi pada toko fisik apabila mereka menjelaskan dengan baik terhadap produk yang di jual.*

*Kata kunci: perilaku showrooming, regulasi diri, pendekatan mengatasi, menghindari mengatasi.*

## 1. Introduction

The growth of Indonesia as a country with a population of over 250 million people, has made Indonesia a major market for e-commerce. This condition is supported by a growing middle class that in 2013 Indonesia has been 74 million people and is expected to rise to 141 million within a period of five to ten years to come. Also according to the publication of the Association of Indonesian Internet Service User in 2015, internet users in Indonesia by the end of 2014 increased 34.9% from the total population of Indonesia, or about 88 million people. The growth of e-commerce Indonesia when compared to three other ASEAN countries, namely the Philippines, Thailand, and Malaysia is much higher. Thus, Indonesian excellence in e-commerce market is supported by a growing number of people and the middle class.

Opportunity for online shopping penetration is also bigger with residents outside Jakarta. The area outside Jakarta is rarely contained shopping center, so it can be used by online retailers to reach new market segments with delivery free of charge (Mitra, 2014; Li, 2015). As rapid development of the internet and online shopping, retailers can take advantage of smartphone as a new sales channel in order to provide better services to costumers.

Although the development of the internet and online shopping in Indonesia has grown rapidly, according to a survey conducted by Bank DBS Group Division of Research in 2015 it is shown that online retail sales in Indonesia only contributed 0.7% of total retail sales. This is caused by Indonesians who still have poor image to online shopping. Purchase through online shopping means they can not try or know the quality of the product directly. Moreover, there is payment issues that are less safe.

Internet sales channel has given customers' paths to obtain the information they need and make transactions without visit the store. It commonly referred to as a multiplicity channel or a doubling of sales channels. Channel multiplicity is defined as multiplying sales channels to provide information, send, and / or provide after-sales service to customers (Van Bruggen et al., 2010). Sales channels in retail is defined as brick-mortar store, kiosk, customer service center (call center), product catalogs, websites, sales strategies, and so forth (Lariviere et al., 2010; Bilgicer et al., 2015). Multi channel retailing gives customers easy access to obtain information and conducts transactions in accordance with comfort, needs, decision making, and the ability to use technology. Increasing number of retail sales channels potentially lead customer showrooming behavior.

Showrooming is a form of research shopping, whereby customers will be collecting information from brick-and-mortar stores but make purchases through other sales channels, mostly online channel (Neslin et al., 2014). Research shopping is a phenomenon where customers have high tendency to seek information about a product in a sales funnel and make purchases through other sales channels (Verhoef, Neslin, and Vroomen, 2007).

According to a survey conducted by GfK in 23 countries, 40% of visitors brick-and-mortar stores to compare prices and ask for recommendations on a friend or relative when buying the product. While 36% of visitors a brick-and-mortar outlet to store the data only to photograph the product to be purchased (GfK, 2015). Based on these data it is known that the population of Indonesia who do showrooming by 24%. Thus retailers should conduct real-time

approach to competitors (especially the online shopping site) and immediately take action to anticipate. It also becomes important when the growth of e-commerce in Indonesia is in the first rank of Asia Pacific (Mitra, 2014).

## 2. Literature Review

Showrooming behavior occurs for some reasons, such as inadequate salesperson knowledge about the products, unsatisfactory service, and less competitive price (Cooper, 2012; Zimmerman, 2012; Galgey, 2013). If the salespersons can provide good service and information to customers, it will reduce showrooming behavior occurrence (Clancy, 2012; Cooper, 2012; Inside Retail Asia, 2013).

In addition showrooming can also weaken the role of salespersons and the perception of the salespersons to be able to meet its sales target (Spaid & Flint, 2014). Thus, customer's showrooming behavior weakens self-efficacy of the salespersons. Self-efficacy reflects the extent individuals believe they are capable of achieving effective performance (Maddux et al., 1986; Rapp et al., 2015).

The role of salespersons against showrooming also influenced self-regulation. Self-regulation is the ability to organize itself in achieving the objectives with the conditions and time are constantly changing (Porath & Bateman, 2006). Forms of self-regulation for the salespersons there are two coping and cross-selling (Rapp et al., 2015).

According to the E-commerce Association of Indonesia (IDEA) in 2014 there were 78% of buyers in Indonesia who purchase fashion category via e-commerce. One of the products in fashion category is sunglasses. Sunglass is also included in the eight most frequently bought products online (Cai & Xu, 2011). Therefore, the risk of

sunglasses to be purchased through online channel is very high (Bhatnagar et al., 2000; Coker et al., 2011).

Moreover, sunglasses is also one category of fashion that requires interaction (high-involvement) with customers (Verhagen et al., 2014). The reason is because when people buy sunglasses she had noticed comfort based on the length of the nose bridge (the part that connects the right and left lens) and the type of lens and frame materials (Moon et al., 2008). Additionally, sunglasses belong to sensory product category (Herhausen et al., 2015). Sensory product is a product that gives users information about the perception, ability, and experience when the two interact. The interaction between the customer and the product creates a wide range of feelings towards customers such as anger, fear, or love (Schifferstein & Desmet, 2008).

Coping approach is a strategy done by changing people's circumstances and environment by ignoring negative feelings or stress (Krohne, 2001; Rapp et al., 2015). Things included in the coping approach strategy is to minimize the feeling of stress, not expressing feelings that are depressed, and positive thinking. Coping avoidance is a strategy to solve problems that are done by not doing things that can cause the desired state. What is included in the coping avoidance strategy is excessive and dreamily anxiety (Krohne, 2001). The use of coping approach and coping avoidance strategies is not only a self-defense mechanism when under stress, but also as a strategy to solve problems and control emotions (Folkman et al., 1986; Folkman & Lazarus, 1988).

Cross-selling is a combine sales strategy consumer purchases with complementary items that are still appropriate (Kamakura, 2007; Schmitz, 2013). Many companies use cross-selling

strategies as a way to deliver value to consumers. Using the MOA (Motivation-Opportunity-Ability) framework, store employees can only cross-sell if this has become the culture of the store's employee team (Schmitz, 2013).

A cross-selling strategy can be done based on the function and complexity of the product or service offered (Liu & Cai, 2008). Cross-selling in the event that a product or service is offered in the form of bundling, additional products or services provided to replace other products or services that are not available, the consumer previously has an interest in purchasing the product or service, the product or service being offered originates from a third party or from the same company (but divisions may be different or same), and the offered products or services may be sold at once (Sun, 2011; Jasmand et al., 2012).

Cross-selling strategy has three functions: increasing consumer loyalty, increasing sales efficiently, and increasing retailer profits (Sun, 2011).

Self-efficacy is the ability where one believes that he is capable of doing things to the maximum (Maddux et al., 1986; Rapp et al., 2015). A person can have high self-efficacy when a job is possible to do and can deliver good results (Williams, 2010). The ability of self-efficacy in a person greatly affects career and academic success, as it relates to perseverance (Multon et al., 1991). Self-efficacy can affect job satisfaction because it has an association relationship with one's success in doing a job. Individuals with high self-efficacy can solve problems effectively and not give up easily when faced with failure. Therefore, this individual will have a greater chance to succeed and ultimately lead to job satisfaction for the success he has achieved (Judge & Bono, 2001).

## **2.1 Hypothesis Development**

### **2.1.1 Multichannel Retailing and Showrooming**

In 2003 the number of customers who shop through multichannel has reached 65%, whereas in 2012 the number has reached 80% (Bilgicer et al., 2015). This can happen because retailers have realized that multichannel retailing is an important part of corporate strategy (Rapp et al., 2015; Verhoef et al., 2007; Pauwels & Neslin, 2015; Neslin et al., 2006; Cao & Li, 2015; Lariviere et al., 2010; Vinhas et al., 2010). Initially multichannel retailing is used service industry and served as a means to distribute goods. Growth and development of technology has made multichannel retailing as a manner for customers to search product information (Van Bruggen et al., 2010; Lariviere et al., 2010; Neslin et al., 2006; Neslin et al., 2014; Vinhas et al., 2010).

The phenomenon of research shopping can be seen from nearly half of customers who use the Internet to search for product information on the Internet, and then make purchases in brick-and-mortar stores. Research shopping is caused by three drivers: the attribute-based decision making, lack of channel lock-in, and cross-channel synergy. Attribute-based decision making is the customer perception of the existence of channels that are only used to search for information and other sales channels are only used to make purchases of products. Lack of channel lock-in is the setting where a person or company must deal only with one particular channel. Cross-channel synergy is a positive synergistic effect on the process of finding and purchasing information in two different sales channels (Verhoef et al., 2007).

### **2.1.2 Showrooming and Salesperson Performance**

Showrooming is a phenomenon in which customers visit a brick-and-mortar store to find information, then make an online purchase. This shows that customers visiting brick-and-mortar stores and then exit without making a transaction. The role of salesperson contributes to reducing the likelihood that customers will walk out of stores without any transaction (Cooper, 2012). In addition, customers also get into brick-and-mortar stores to evaluate the product (Thau, 2013; Inside Retail Asia, 2013), since customers would probably make purchases online (Krywulak, 2012; Zimmerman, 2012; Millward, 2015). This situation can lead to reduced sales in brick-and-mortar stores and salesperson's targets are not achieved. Both of these conditions salesperson will experience greater job insecurity (Sharma & Gassenheimer, 2009) and this condition characterizes as a declining self-efficacy (Rapp et al., 2015). Based on the explanation of these concepts, it can be led to the following predictions:

- H<sub>1</sub> : Showrooming behavior is negatively related to salesperson self-efficacy.
- H<sub>2</sub> : Showrooming behavior is negatively related to salesperson performance.

### **2.1.3 Self-Efficacy and Salesperson Performance**

Several studies have shown that self-efficacy has a positive influence on salesperson's performance (Judge & Bono, 2001; Multon et al., 1991; Stajkovic & Luthans, 1998). The higher salesperson's self-efficacy, the higher possibility that salesperson will perform well (Cervone & Peake, 1986). This is caused by self-efficacy that can shape one's motivation to achieve the goal.

Employees who have more confidence in their ability will show greater effort and resilient to face obstacles. In addition, employees who have high self-efficacy also sets high standards in achieving goals and does not give up when the goal is not achieved (Cervone et al., 1991). The hypothesis for this phenomenon is as follows:

- H<sub>3</sub> : Self-efficacy is positively related to salesperson performance.

### **2.1.4 Self-Regulation and Coping with Showrooming**

In this research, the effect of salesperson's self-regulation will also influence showrooming. Self-regulation is the ability to maintain the behavior, words, and mind to meet the social demands (Porath & Bateman, 2006; Bauimester & Vohs, 2007).

Each person has a limited self-regulation, and therefore unpleasant conditions would make one's self-regulation decreases (Rapp et al., 2015). In this study, salesperson's self-regulation will decrease if he is constantly faced with customers who do showrooming. Salespersons can reduce the declining self-regulation with two strategies, approach-avoidance coping strategy and cross-selling strategy.

Coping is a form of response or reaction is given by a person when he is feeling pressured or threatened (Folkman, 2009). Under pressure or threatened conditions, usually a person will experience a variety of emotions (Folkman & Lazarus, 1988). For example, when a student is preparing an exam, she will find herself facing two kinds of emotions: fear and challenged. This condition is referred to approach-avoidance coping.

Approach coping is a strategy that is done by changing the state of the people and the environment by ignoring

negative feelings or stress faced. Avoidance coping strategy is a strategy to cope with problems that do not do things that could lead to the desired state (Krohne, 2001). Approach coping strategy that can be done by salesperson is to greet (Rapp et al., 2015) and persuade customers to make purchases in brick-and-mortar stores (Tode, 2012). While avoidance coping strategy can be shown by salesperson who neglect and stay away from customers who do showrooming (Rapp et al. 2015). Based on the explanation of this concept, it can be led to predictions as follows:

H<sub>4a</sub> : Coping strategies moderate the negative relationship between showrooming and salesperson self-efficacy; such that the relationship is less negative when an approach coping style vs. an avoidance coping style is used.

H<sub>4b</sub> : Coping strategies moderate the negative relationship between showrooming and salesperson performance; such that the relationship is less negative when an approach coping style vs. an avoidance coping style is used.

Another strategy that can be used to reduce the possibility of a decrease in self-regulation in the salespersons is to do cross-selling. Cross-selling is a sales strategy that combines the purchase of customer goods that are still appropriate complementary (Kamakura, 2007; Schmitz, 2013). Cross-selling will reduce the possibilities for customers to compare price. This is caused by the ability of salesperson to combine several types of products at lower prices, so that customers will purchase in brick-and-mortar stores (Tuttle, 2012).

Cross-selling can be considered as approach customers who do

showrooming, so that cross-selling is a form of self-regulation salespersons. If the salespersons believe bring cross-selling can increase sales, then the cross-selling can also reduce a decrease in self-efficacy salespersons (Rapp et al., 2015). Based on the explanation of this concept, it can be arranged hypothesis is as follows:

H<sub>5a</sub> : Cross-selling moderates the negative relationship between perceived showrooming and salesperson self-efficacy, such that the relationship is less negative as cross-selling strategies increase.

H<sub>5b</sub> : Cross-selling moderates the negative relationship between perceived showrooming and salesperson performance, such that the relationship is less negative as cross-selling strategies increase.

### 3. Research Methods

This research is categorized as cause-and-effect study due to independent variable that affects the dependent variable (Sekaran & Bougie, 2013). This research is directed at identifying the influence of independent variables, showrooming behavior moderated by coping strategies and cross-selling as well as mediated by self-efficacy variable on the dependent variable is the performance of the salespersons.

The research was conducted in 51 well-known optical outlets in Jakarta. The population in this study is salespersons who work in the optical outlets in Indonesia. In this study, subjects are employees of optic stores that sell products with well-known and high-end brands.

Employees who will be observed in this study are excluding administrative employees. This research was held in Jakarta, as Jakarta is the capital city of Indonesia where almost all developments, trends, and innovations that originated from this city; thus showrooming behavior is also assumed to be seen at most in Jakarta.

Samples were collected for this study of 178 respondents, only 154 respondents whose answers can be used for data analysis. In this study, data-processing technique used is Partial Least Square (PLS) with SmartPLS 2.0.

Showrooming behavior, coping strategy approach, avoidance coping strategies, cross-selling strategies, salesperson self-efficacy, and salesperson performance are measured in this research. This research was adapted from research Rapp et al. (2015) with Likert scale of 5 measurement.

## 4. Results and Discussion

### 4.1.1 Sample Characteristics

In Table I can be seen the characteristics of the 154 respondents are obtained.

Table I. Sample Characteristics

Characteristics	Samples	Percentage
1. Gender	154	100%
Male	57	63%
Female	97	37%
2. Age	154	100%
<25 years	95	62%
25-35 years	58	38%
36-45 years	1	1%
45-55 years	0	0%
>55 years	0	0%
3. Education	154	100%
Middle/High School	140	91%
Diploma	13	8%
Bachelor	1	1%
Others	0	0%
4. Working Experience	154	100%
1-5 years	121	79%
6-10 years	31	20%
11-15 years	2	1%
>15 years	0	0%

Source: Data Analysis, 2016

### 4.1.2 Measurement Model Evaluation

Measurement model was performed in the early stages PLS method. At this stage, validity and reliability for reflective model will be tested. Reflective model is a model that assumes that the covariance of measurement is affected by the underlying constructs. Model measurement evaluation is usually done with convergent validity, discriminant validity, and internal consistency

reliability using SmartPLS 2.0 as the software (Ghozali, 2006).

In Table II, it can be seen that the AVE (Average Variance Extracted) for all variables must be above the value of 0.5 and a factor loading value for each item variable must be above 0.7. These are rule of thumb for convergent validity. Regarding this rule, there are some items that are not valid and discarded. Item variables are SCAP3, SCAP4, SCAV 2, SCAV3, SCAV4, SCAV6, SCS3, and SCS4.

Table II. Convergent Validity Test Results

Variable	Variable Item Code	Variable Item	Factor Loading	AVE
<i>Showroomin Behavior (PS)</i>	PS1	Customers look at the products in our store while using their mobile devices.	0,80	0,64
	PS3	My customers often use mobile devices to investigate products in the store.	0,70	
	PS4	Customers use technology-enabled devices to find better prices for products online.	0,83	
	PS5	Customers using technology devices while still in our store.	0,85	
<i>Strategy Coping Approach (SCAP)</i>	When thinking about customers using their smartphones to collect information on the internet, I typically:			0,71
	SCAP1	Stand my ground and fight for the sale.	0,85	
	SCAP2	Know what has to be done, so I redoubled my efforts to make things work.	0,90	
	SCAP5	Come up with a couple of different solutions to the problem.	0,76	
<i>Strategy Coping Avoidance (SCAV)</i>	When thinking about customers using their smartphones to collect information on the Internet, I typically:			0,63
	SCAV1	Take it out on other people. (R)	0,74	
	SCAV5	Don't let it get to me; refuse to think about it too much. (R)	0,85	
	SCAV7	Go on as if nothing happened. (R)	0,73	
<i>Strategy Cross-Selling (SCS)</i>	SCS1	I usually offer an additional product which meets the customers' needs best.	0,76	0,73
	SCS4	I hardly neglect a good opportunity to advise customers of a product which they could benefit from.	0,94	
<i>Employees Self-Efficacy (SEKT)</i>	SEKT1	My job is well within the scope of my abilities.	0,85	0,66
	SEKT3	I feel confident that my skills and abilities equal or exceed those of my colleagues.	0,77	
	SEKT4	I feel I am overqualified for the job I'm doing.	0,80	
	SEKT5	My past experiences and accomplishments increase my confidence that I will be able to perform successfully.	0,83	
<i>Employees Performance (KKT)</i>	KKT1	I am contributing to store sales volume.	0,84	0,66
	KKT2	I am selling high profit margin products.	0,79	
	KKT5	I am assisting the supervisor in meeting his or her goals.	0,81	

Source: Data Analysis, 2016

Discriminant validity and internal consistency reliability will be measured. Rule of thumb of discriminant validity is the correlation value of items in the same variable must be greater than the value of the item correlation with other variables.

Rule of thumb for internal consistency reliability is that composite reliability must be greater than 0.7 (Ghozali & Latan, 2015). Table III presents the value of cross-loading and composite reliability.

Table III. Cross Loading and Composite Reliability Test Results

Variable Item	Cross-Loading						Composite Reliability
	<i>Showrooming Behavior</i>	<i>Strategy Coping Approach</i>	<i>Strategy Coping Avoidance</i>	<i>Strategy Cross-Selling</i>	<i>Employees Self-Efficacy</i>	<i>Employees Performance</i>	
PS1	0,81	0,04	-0,01	-0,07	0,68	0,69	0,87
PS3	0,71	0,18	0,06	-0,07	0,60	0,57	
PS4	0,84	0,12	-0,05	0,05	0,72	0,72	



PS5	0,85	0,10	-0,02	-0,02	0,65	0,72	
SCAP1	0,12	0,85	0,35	0,32	0,06	0,04	0,88
SCAP2	0,13	0,91	0,31	0,29	0,10	0,09	
SCAP5	0,08	0,76	0,32	0,30	0,08	0,05	
SCAV1	0,01	0,31	0,75	0,36	-0,07	-0,07	0,87
SCAV5	-0,05	0,19	0,84	0,16	-0,07	-0,09	
SCAV7	0,02	0,46	0,75	0,34	-0,03	-0,08	
SCAV8	-0,01	0,25	0,85	0,10	-0,03	-0,06	
SCS1	0,00	0,35	0,30	0,76	-0,01	-0,05	0,84
SCS4	-0,04	0,30	0,26	0,94	-0,05	-0,08	
SEKT1	0,71	-0,03	-0,12	-0,09	0,85	0,73	0,88
SEKT3	0,59	0,12	-0,07	-0,07	0,78	0,67	
SEKT4	0,72	0,15	-0,01	0,10	0,80	0,65	
SEKT5	0,68	0,09	-0,01	-0,08	0,83	0,72	
KKT1	0,69	0,02	-0,06	-0,03	0,70	0,84	0,85
KKT2	0,66	0,10	-0,09	-0,07	0,65	0,79	
KKT5	0,71	0,06	-0,09	-0,09	0,72	0,81	

Source: Data Analysis, 2016

#### 4.1.3 Structural Model Evaluation

After measurements model evaluation, the next stage will be structural models evaluation. Structural models evaluation is made to explain the substantive effect of exogenous latent variables to the endogenous latent variables. In this stage, the R-square of any endogenous latent variable will be observed. R-square value can be seen as the predictive power of the structural model. In this study, there are four exogenous variables and two endogenous variables. Exogenous variables are showrooming behavior, coping strategy approach, avoidance coping strategies,

and cross-selling strategy, while self-efficacy and salespersons performance an endogenous variable. Coping approach, coping avoidance, and cross-selling strategy also act as a moderating variable. Moreover, self-efficacy salespersons act as mediating variables.

Testing R-square is used to measure the change in the dependent variable to the independent variables. R-square value is high indicates that the model is good enough in predicting the object of research. In Table IV it can be seen the R-square value of the data processing is done.

Tabel IV. R-square

Variable	R-square
Employees Self-Efficacy	0,69
Employees Performance	0,78

Source: Data Analysis, 2016

Furthermore, the level of significance of the relationship between variables will be measured. The significance level is indicated by the value of T-Statistics, while the influence between variables indicated by the value in column Original Sample. Variables influence the behavior of the self-efficacy showrooming salesperson

amounted to 33.837. This shows that the higher the showrooming behavior by the customer, the salesperson self-efficacy will also be higher. This influence is significant because the value of T-statistics that are above 1.65 is 33.837. This result means supportive and significant impact on the behavior

showrooming  $H_1$  is a positive effect on self-efficacy salespersons.

Showrooming influence salespersons performance amounted to 34.198. This shows that the higher the showrooming behavior by the customer, then the performance of the salespersons will also be higher. This influence is significant because the value of T-statistics that are above 1.65 is 34.198. This result means supportive and  $H_2$  are significant.

The influence of salesperson self-efficacy to salesperson performance is amounted to 6.468. This indicates the higher self-efficacy which is owned by the customer, the performance of the salespersons will also be higher. This influence is significant because the value of T-statistics is above 1.65 (6.468). The results support  $H_3$  as self-efficacy has a positive and significant impact on the salesperson performance.

Showrooming behavior towards self-efficacy is moderated by approach coping strategy is amounted to 0,033. This shows that using coping strategies approach the higher customer behavior showrooming, then the salesperson self-efficacy will also be higher. However, this effect is not significant because the value of T-statistics that are under 1.65 (0.033). This result is not supportive and has no significant effect on  $H_{4a}$ .

Showrooming influence salesperson self-efficacy and is moderated avoidance coping strategy amounted to 0,305. This shows that by using the higher avoidance coping strategies, customer will show more showrooming behavior and the salesperson self-efficacy will be higher. However, this effect is not significant because the value of T-statistics under 1.65 (0.305). This result means  $H_{4a}$  is not supported and has no significant effect on moderating the negative effects of coping strategies between salesperson

self-efficacy and showrooming. In addition, it can be seen also that the avoidance coping strategies provide more powerful influence on behavior towards salesperson self-efficacy.

Showrooming influence the salesperson performance and is moderated by coping strategy approach amounted to 1.003. This shows that by using the higher approach coping strategies that do showrooming behavior of customers, the salesperson self-efficacy would be lower. However, this effect is not significant because the value of T-statistics that are under 1.65 is 1.003. This result means no support and no significant effect on  $H_{4b}$  ie positive coping strategies moderating influence among showrooming behavior with employee performance shop where its influence will become stronger when the salespersons using avoidance coping strategies rather than coping strategy approach.

Showrooming influence salesperson performance and moderated by avoidance coping strategy to 0.060. This shows that by using the higher avoidance coping strategies showrooming behaviors that do customers, the salesperson self-efficacy would be lower. However, this effect is not significant because the value of T-statistics that are under 1.65 is 0.060. This result means no support and no significant effect on  $H_{4b}$  ie positive coping strategies moderating influence among showrooming behavior with employee performance shop where its influence will become stronger when the salespersons using avoidance coping strategies rather than coping strategy approach. Moreover, it can also be seen that avoidance coping strategies not give a more powerful influence on behavior showrooming on the performance of the salespersons.

Showrooming influence salesperson self-efficacy and is moderated by cross-selling strategy amounted to 0,072. This shows that the higher the showrooming behavior by the customer, the salesperson self-efficacy would be lower. However, this effect is not significant since the value of T-statistics that are under 1.65 is 0.072. This result means no support and no significant effect on H5a the strategy of cross-selling moderate the negative effects of behavioral self-efficacy showrooming with salespersons, where its influence will become stronger when the salespersons rarely use the strategy of cross-selling.

Showrooming influence salesperson performance and is moderated by cross-selling strategy amounted to 0,260. This shows that the higher the showrooming behavior by the customer, the salesperson performance will be higher. However, this effect is not significant because the value of T-statistics that are under 1.65 (0,260). This result is not supportive and has no significant effect on H5b. Figure I represents the result of hypothesis testing using Partial Least Square method.

#### 4.1.4 Moderating Effects

Table V presents the calculation of the moderating effects in this study. Calculations for moderating effects is using Equation I. Effects from arising moderation is moderate, where F is between .02 to .15. When the F value

below 0.02 then the moderating effects are weak, while the value of F above 0.15 indicates the moderating effects are strong (Ghozali & Latan, 2015).

#### 4.1.5 Discussion

Based on the research results obtained for H<sub>1</sub> can be seen that the showrooming behavior (PS) provides a positive effect on self-efficacy salespersons (SEKT) with T-statistics values greater than 1.65 is 33.837. This is not in line with research from Rapp et al. 2015 stating that showrooming behavior negatively affects self-efficacy salespersons. On observations and interviews with salespersons who performed during data retrieval, it is known that the salespersons feel confident that they can perform their job well. When there are customers who come just to look around or show of sunglasses by cell phone, salespersons do not feel desperate and continue to serve customers well even though they do not intend to buy. This is done by employees of the store, because they are serving customers well is the responsibility of the job (Rapp et al., 2015). One of the characteristics of Generation Y are optimistic and like to socialize (Hobart, 2014). Both of these characteristics have enabled employees aged under 25 years to keep the spirit in dealing with customers who come in, although customers often use a cell phone in the booth.

Table V. Moderating Effects

Variable	R-square without Moderating Effect	R-square with Moderating Effect	F	Moderating Effect
PS*SCAP->SEKT	0,688498	0,688625	0,020196	Moderate
PS*SCAV->SEKT	0,688498	0,692588	0,115346	Moderate
PS*SCAP->KKT	0,781688	0,784482	0,11386	Moderate
PS*SCAV->KKT	0,781688	0,785648	0,13592	Moderate
PS*SCS->SEKT	0,688498	0,688695	0,02156	Moderate
PS*SCS->KKT	0,781688	0,783646	0,095131	Moderate

Source: Data Analysis, 2016

Based on the research results obtained for H<sub>2</sub>, it can be seen that the behavior showroaming a positive influence on employee performance shops with T-statistics values greater than 1.65 is 34.198. These results are not in line with research from Rapp et al. 2015 stating that showroaming negatively impact the salesperson performance. Results of research shows that when customers show showroaming behavior in the form of cell phone usage while inside the store did not make salesperson feel that sales will decline and the sales target is not reached. It is also due to that performance is determined by the salesperson knowledge and experience of working employees (Ellinger et al., 2013). In addition, It is also caused by a product sunglasses are high-involvement product so that customers certainly require a visit to the booth to brick-and-mortarly see sunglasses that will be purchased (Moon et al., 2008; Verhagen et al., 2014; Herhausen et al., 2015). Therefore, salesperson always optimistic and confident in delivering services to the customers who come in spite of these customers initially only see or ask course, when salesperson is able to persuade and explain it well then it is likely customers will make transactions in store (Rapp et al., 2015).

Based on the research results obtained for the H<sub>3</sub> can be seen that salesperson self-efficacy has a positive influence on employee performance shops with T-statistics values greater than 1.65 is 6.468. This result is in line with research from Rapp et al. in 2015 which declared that self-efficacy salesperson has positive influence on salesperson performance. Salesperson who has high job satisfaction and confidence, will show greater effort and resilient in the face of various obstacles (Rapp et al., 2015). When salesperson

with excellent capabilities placed in an environment with a high pressure job, then they would have the urge from within to be able to solve existing problems. Urge within the employee would enable them to complete the work efficiently, improve performance, and spur employees to find innovative ideas so that problems can be resolved. Thus, the achievement of sales would be more likely to occur (Harris *et al.*, 2013).

The results of hypothesis H<sub>4b</sub> states that coping strategies will moderate positive effect on showroaming to salesperson performance, where the influence of coping strategies approach is more debilitating than the effect of avoidance coping strategies with T-statistics values smaller than 1.65 is 0.305 (coping approach) and 1.003 (avoidance coping). Based on observations and interviews made known that in addition to salary, employees also get a bonus every time achieve the sales target given. Thus, employees of the store will continue to strive to achieve sales targets by always serve customers who enter into the booth even though they're not necessarily buying. Salespersons said that most customer who go into stores to look around, eventually make a purchase because they was given an explanation informative products such as the type of sunglasses that are suitable for a particular face shape, sunglasses that are best-sellers, and so forth. In Table V it can be seen that the moderating effect was modest, it can be raised by the possibility when salespersons tried to approach and explain the products, customers become null and buy these products, because they can not do showroaming. But this does not narrow the possibility of customers who feel uncomfortable when employees approached and finally decided to get out

of the store without making a purchase (Kalyanam & Tsay, 2013).

On the results of testing against H5a stating that the cross-selling strategy (SCS) will have a positive influence on the self-efficacy to customers who shops and shows showrooming behavior with T-statistics values smaller than 1.65 (0.072). This is not in line with research from Rapp et al. 2015 stating that that the cross-selling strategy did not result in moderation of relations, but a negative effect on the behavior of the self-efficacy showrooming salespersons. Additional products are usually offered as a form of cross-selling is a sunglasses cleaning solution. When the cleaning solution is less desirable sunglasses, salesperson may also offer another product that can be offered to attract customers such as cosmetic contact lenses and contact lens cleaning solutions (Rapp et al., 2015). In addition, the strategy of cross-selling can be done based on the functionality and complexity of the products or services offered in packages (bundling), products or additional services provided to replace products or other services that are not available, and the products or services that can be offered and sold at the same time (Liu & Cai, 2008; Sun, 2011). In this research, contact lens is a product that can be offered and sold as product cross-selling of sunglasses, because contact lenses (especially soft lens color) is more widely used as a supporting appearance and can be used by people who have normal eyes. The test results of H5b hypothesis which states that cross-selling strategy will moderate showrooming relations to salesperson performance positively with T-statistics values smaller than 1.65 (0,260). This is in line with research from Rapp et al. 2015 stating that the cross-selling strategy increases moderation positive relationship showrooming behavior on the performance of the salespersons.

Cross-selling strategy moderates positive relationship because it can increase sales in the additional product offerings that can not be compared through other sales channels. Thus, a salesperson who uses a strategy of cross-selling to customers who indicate showrooming behaviors will have a better performance (Rapp et al., 2015). Increased sales efficient manner also occurs when retailers using CRM in implementing marketing strategies (Kamakura, 2007). With the CRM, retailers can find out the needs of customers a realistic and potential (Liu et al., 2008). It is also referred to as a marketing strategy 'one-to-one', which offers a direct retailer of specialty products frequently purchased by a customer. This strategy can save marketing costs retailers, because it is done right against the individual who is the target market (Sun, 2011). Increased profits can occur because the retailer sells products to customers will be easier and more profitable than selling products to new customers (Schmitz, 2013). This is a study of the America Academy of Management stating that the cost to acquire new customers is six times higher than the cost of retaining customers. The effort to keep customers do not cost that much and can use resources already held by retailers such as gift vouchers, gimmick, prices directly, and so forth (Kamakura, 2007; Sun, 2011).

## **5. Summary**

This study was conducted to prove the effect of showrooming behavior to salesperson performance moderated by coping strategies and cross-selling, as well as mediated by self-efficacy.

Showrooming has a positive effect on salespersons self-efficacy, so that salespersons feel confident that they can perform their job well though often encounter customers who indicates

showrooming behavior. Optical salesperson in this research mostly aged below 25 years and they are Generation Y whom has optimistic attitude and like to socialize. Thus they always feel enthusiastic in dealing with customers who come, though the customers do not make a purchase.

Showrooming behavior has a positive influence on salesperson performance shows that salespersons performance does not affected by customer behavior, but rather is determined by knowledge and work experience.

Salespersons self-efficacy provide positive and significant impact on the salespersons performance. This condition can occur since salespersons who have high self-efficacy will also have a high performance because the salespersons will be more motivated to achieve sales targets. This indicates that sunglasses are high-involvement product which able to make salesperson sure that customers certainly require a visit brick-and-mortar store to see and try on sunglasses that will be purchased. If salesperson is able to persuade and explain it well, then it is likely that customers will make transactions in store.

Coping strategies moderates showrooming positively to salesperson performance where the effects will be more positive when the salespersons using the coping approach strategy than avoidance coping strategies. Moderating effects that occur are modest. This can occur because the customer is very likely off to buy a product when salesperson approaches to explain or offer products.

Cross-selling strategy moderates positive relation but not significant at showrooming behavior towards salesperson self-efficacy, where the effects will be more positive when the salespersons rarely use this strategy. Moderating effects that occur are

modest. However, cross-selling does not make the salespersons need to offer continuous product and has not yet made the cross-selling strategy as the culture of the company.

Cross-selling strategy moderation moderates the effect is positive but not significant at showrooming on salesperson performance where its influence will be more positive when the salespersons rarely use this strategy. Moderating effects that occur are modest. This can happen because salespersons feel that the optical cross-selling strategy is simply rules or procedures from company and not as a means of self-development opportunity.

Salespersons self-efficacy provides positive and significant impact on the salespersons performance, which shows that this hypothesis is accepted. This can happen because the stores have high self-efficacy will have a high performance, because the salespersons will be more motivated to achieve sales targets.

### **5.1 Managerial Implications**

The development and use of the internet has changed the retail industry and the way customers shop. The use of diverse sales channels continue to be done by the retailers in order to meet the needs of customers with all the limitations that are owned by retailers such as the amount of inventory, number of SKUs (stock keeping unit) held, the number of employees who can serve customers, and so on.

Salespersons performance became the main highlight for retailers who give priority to sales targets and expand the company's network. This can happen when management companies are very concerned the development and welfare of its employees and prioritize values that are believed by the company. Development is done can be training and mentoring on a regular basis, while

improving the welfare retailer could provide a bonus or reward for employees who achieve sales targets.

In addition, retailers also need to equip employees with knowledge of the products or services in order to contribute to higher sales to the company. With the knowledge of a good product, then the employee can be used to perform cross-selling. Management need to use cross-selling strategy to improve product bundling and prevent customers do price comparisons on other optical outlets. Cross-selling is also helping customers re-evaluates products that really want to buy and consider the advice of the salespersons when making a purchase decision. One product that can be used in cross-selling strategies for contact lens sunglasses is the color that is currently supporting performances both for customers who have vision problems and normal vision.

Personality and behavior of salesperson can also determine the success of retailers. Salesperson need to be given mentoring on how to serve and communicate with customers. The use of approach coping strategies, such as persuading customers who come to the store to make a purchase to be done in a subtle way for customers. This needs to be taken by retailer for salesperson who greet new customers into the stores often cause customers reluctant to make purchases at these stores. Nevertheless, salespersons must also not allow customers who come into the store in the absence of any service. Salespersons who do not serve the customer actually has evasion or avoidance coping as a form of inability to communicate with customers who visit the booth. Thus the need for retailers to provide training to salespersons who still have lack of sales and marketing techniques will enable them to do their jobs well. In addition, retailers are also able to provide

mentoring to employees who are young (under 25 years) in order to learn from the experience of more senior employees on how to do a better job.

In this study, retailers especially optical retailer can recruit employees both male and female. This is caused by the product sunglasses neutral (can be purchased by men and women), so that the gender of employees who serve not give a specific effect on customers. Nevertheless, retailers should be able to train its salespersons to have good appearance. Salesperson who has an attractive appearance will look more convincing in the eyes of customers compared with employees who do not look attractive but have the same performance. Furthermore, the number of employees optics derived from Generation Y were more numerous than, the retailer should learn more about how the preparation of career paths and creating the right working atmosphere for Generation Y. Generation Y is usually more confident, wanting a clear career path, more oriented on the results, pleased at the creativity and technology, promoting work-life balance, as well as having an open mind. In the work world, Generation Y always wants to be close to his immediate supervisor. Therefore, we recommend optical retailers also developed a mentoring program between employers and employees in order to create a team engagement and knowledge transfer. For example by supporting the establishment of soccer team, hold or recreational outing together, training through e-learning, as well as specialized mentoring sessions between managers and employees every month.

Optical retailers should make a visual display more attractive and convenient for customers and employees. This can be done by replacing the glass into a table or drawer shelves are

arranged vertically, so that customers can try the sunglasses you want without having to ask for salesperson's assistance. With the rack in the form of visual merchandising, optical employees can be more effective in their work by serving the customers who ask rather than looking for sunglasses in accordance with customers need.

## 5.2 Research Limitations

In this research, there are some shortcomings that data taken only from one product category alone, namely sunglasses. Further research can use this model to research products in the various categories and companies who have products that are more susceptible to their showrooming behavior such as electronic products or products that are less vulnerable to such items of daily needs.

Second, this study focuses only on the behavior and performance of the salespersons. In a subsequent study, preferably showrooming issues from the perspective of the customer. This is necessary for an understanding of the phenomenon of showrooming behavior could be explained better.

Thirdly, the study was conducted on the optical outlets located in shopping centers with a level of SES (Socioeconomic Status) different. Should

in future studies showrooming behavior seen by the type of shopping center. Showrooming behavior that occurs in a shopping center with target customers SES A may be different from the target customers shopping center with SES B or C.

Lastly, this study used a non-probability sampling is convenience sampling. Thus the sample of this study can not be used to represent and generalize the existing population. The results of the study may be different when applied to different conditions, such as the research conducted in the outskirts of Jakarta.

## 5.3 Future Research

Based on the limited research that has been outlined in the previous section, the suggestions can be applied in future studies is to examine the behavior of showrooming from the customer's perspective. This can be executed by finding out how customers do showrooming until finally making purchasing decisions. Moreover, it can be done also research on strategies that must be made to face the showrooming behavior in various types of retail outlets. For example, when stores held a loyalty program, customers will always shop at these outlets and do showrooming to compare prices.

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Skala/Item		
<b>Perilaku</b>		
<i>Showrooming</i>	Konsumen melihat produk di toko sambil memegang telepon seluler	2. baik dan sesuai dengan kemampuan yang saya miliki
1.	Konsumen menggunakan telepon seluler untuk mencari kode produk saat berada di dalam toko	3. Saya mengharapkan agar pekerjaan saya dapat berjalan lancar di perusahaan ini
2.	Konsumen sering menggunakan telepon seluler untuk mencari produk yang ada di dalam toko	4. Saya merasa percaya diri bahwa kemampuan saya sama atau melebihi rekan-rekan yang ada
3.	Konsumen menggunakan telepon seluler untuk mencari penawaran harga terbaik di situs belanja online	5. Saya merasa pekerjaan ini terlalu mudah untuk bisa saya lakukan
4.	Konsumen masih menggunakan telepon seluler ketika berada di dalam toko.	Pengalaman masa lalu dan pencapaian saya telah meningkatkan rasa percaya diri saya, sehingga saya dapat melakukan pekerjaan dengan sangat baik
<b>Strategi Coping</b>		
<i>Coping</i>	Ketika melihat konsumen yang sedang menggunakan telepon seluler untuk mengumpulkan informasi dari internet, maka yang biasanya saya lakukan adalah:	<b>Kinerja Karyawan Toko</b>
<i>Approach</i>		1. Saya memberi kontribusi terhadap angka penjualan toko
1.	Tetap bersikeras mendekati dan membujuk konsumen untuk melakukan transaksi di gerai	2. Saya menjual produk dengan margin tinggi
2.	Melipatgandakan usaha saya untuk membujuk konsumen	3. Saya meningkatkan angka penjualan
3.	Berusaha melakukan sesuatu, walaupun sepertinya hal itu tidak akan berhasil	4. Saya melebihi target penjualan
4.	Menggunakan pengalaman di masa lalu untuk mendekati konsumen	5. Saya membantu perusahaan dalam mencapai tujuan.
5.	Mengatasi hal tersebut dengan berbagai macam cara	
<i>Avoidance</i>		
6.	Menyerahkan permasalahan ini kepada rekan saya (R)	
7.	Menghindari konsumen yang datang (R)	
8.	Menganggap hal ini tidak terjadi (R)	
9.	Menerima keadaan, mungkin hari ini adalah hari sial untuk saya (R)	
10.	Tidak akan saya terlalu pikirkan/permasalahkan (R)	
11.	Berusaha untuk melupakan kejadian tersebut (R)	
12.	Tetap bekerja, seolah-olah tidak ada masalah yang terjadi (R)	
13.	Tidak terlalu menganggap serius permasalahan ini (R)	
<b>Strategi Cross-Selling</b>		
<i>Cross-Selling</i>		
1.	Saya biasanya menawarkan produk tambahan yang tepat untuk memenuhi kebutuhan konsumen	
2.	Saya biasanya menanyakan konsumen apakah ia mau membeli produk tambahan lainnya	
3.	Saya biasanya mencoba menawarkan konsumen dengan produk lainnya yang mungkin dapat memenuhi kebutuhannya	
4.	Saya sering menawarkan produk yang baik kepada konsumen	
<b>Self-Efficacy Karyawan Toko</b>		
1.	Pekerjaan saya dapat dilakukan dengan	

