2017 National Conference in Sales Management
St. Louis, MO
April 19-21, 2017

Hilton St. Louis at the Ballpark
1 South Broadway
St. Louis, MO 63102

PROCEEDINGS

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National Conference on Sales Management
Mission Statement

The mission of the National Conference on Sales Management (NCSM) is to create and disseminate knowledge on professional selling and sales management. This mission has three legs: Research, PSE, and Business Involvement.

Research – The conference should be a focal point for the development and transfer of knowledge on sales and sales management. We should provide a forum for the development of quality research in the sales and sales management area.

PSE – A related leg is to encourage growth that strengthens PSE and its educational component. The NCSM should be designed whenever reasonable to support the PSE faculty advisors. Our activities should be structured in a fashion that recognizes their important role in the dissemination of sales and sales management knowledge as advisors to students.

Business Community Involvement – The final leg consists of our role in recognizing the opinions and contributions of the people who are working in the field of sales and sales management. Business people can make an important contribution in evaluating the research we are doing and in sharing ideas on trends in sales management and selling. NCSM seeks to enhance the practice of professional selling and sales management by fostering the dialogue between academicians and practitioners.

Through adherence to the mission, the National Conference on Sales Management (NCSM) exists to create the premier national conference for disseminating knowledge in the areas of sales management and professional selling.

FOREWORD

This thirty-second volume of the Proceedings from the National Conference in Sales Management contains articles and abstracts of presentations made at the 2017 Conference held April 19-21 at the Hilton St Louis at the Ballpark Hotel. Each article was selected after a blind competitive review process and will be presented at the conference by at least one author. In addition, the three-day Conference devotes three sessions to The University Sales Center Alliance (USCA) sponsored Best Sales Teaching Innovation methods. Based on the success of the Revising Paper Round Table this session is continued with this year's conference and expanded to include a doctoral paper session as well as seven very interesting special session presentations/panel discussions. As always, the 2017 Conference continues to provide the outstanding socializing and networking opportunities that are hallmarks of the NCSM.

As interest in sales research and education has significantly expanded over the years, Conference attendance by both academics and practitioners continues to be strong. The 2017 Conference hosts a total of 73 participants, 19 of whom are doc students. Conference attendance represents nearly a 22% increase over the 2016 Conference. This is possible only by the combined efforts of the PSE Staff, NCSM Executive Board, authors, reviewers, session chairs, sales professionals and special presenters who have contributed their time, effort and expertise to the Conference. Special recognition for this 2017 Conference goes to:

- Joan Rogala, Executive Director of Pi Sigma Epsilon for her expert support and guidance throughout the conference planning process, Kristin Pearson of PSE for supporting the online access of the Proceedings, and all the staff of Pi Sigma Epsilon for all they do behind the scenes.
- The NCSM Executive Board – Michael Mallin of The University of Toledo for his leadership and guidance as the Executive Director of the NCSM; Laura Munoz of the University of Dallas for serving as Competitive Sessions Chair; Nathaniel Hartmann of the University of Hawaii at Manoa and Willy Bolander of Florida State University for serving as Co-chairs of the Doctoral Student Sales Research Program; Stacey Schetzsle of Ball State University for serving as Sales Education Track Coordinator; David Fleming of Indiana State University for serving as Special Sessions Coordinator; Emily Goad of Illinois State University and Catherine Johnson of The University of Toledo for co-coordinating the Revising Roundtable sessions.
- All the paper reviewers (see list in separate document) for their constructive feedback to help authors advance their research.
- The University Sales Center Alliance for its continued support and sponsorship of the Best Sales Teaching Innovative Method award, and reception sponsor.
- Robert Peterson, Editor of the Journal of Selling, for his support of the conference.
- Axcess Capon/Tanner, Honeycutt, and Erffmeyer, for continued sponsorship of the NCSM Best Paper Award.
- Our generous sponsors of our evening networking events.
- The PSE National Education Foundation for sponsorship of doctoral student fellowships.
- And all of the contributors and supporters of the Conference who put their valuable time into making this Conference a success.

The goal of the National Conference in Sales Management is to serve as a forum for professionalizing selling and sales management by bringing together a broad spectrum of academics and practitioners. Thanks to the support and effort of everyone associated with this thirty-second event, this goal continues to be met.

Scott Widmier	Lisa R. Simon
Program Chair	Proceedings Editor
Kennesaw State University	California Polytechnic State University, San Luis Obispo

HERITAGE OF LEADERSHIP FOR NCSM

Year	Program Chair	Proceedings Editor
1986	E. James Randall *Georgia Southern University*	E. James Randall *Georgia Southern University*
1987	E. James Randall *Georgia Southern University*	E. James Randall *Georgia Southern University*
1988	E. James Randall *Georgia Southern University*	David J. Good *Central Missouri State University*
1989	David J. Good *Central Missouri State University*	David J. Good *Central Missouri State University*
1990	David J. Good *Central Missouri State University*	James B. Deconinck *Central Missouri State University*
1991	E. James Randall *Georgia Southern University*	Roberta J. Good *Central Missouri State University*
1992	Ramon A. Avila *Ball State University*	Dan C. Weilbaker *Northern Illinois State University*
1993	Ramon A. Avila *Ball State University*	Dan C. Weilbaker *Northern Illinois State University*
1994	Dan C. Weilbaker *Northern Illinois State University*	Rick E. Ridnour *Northern Illinois University*
1995	Dan C. Weilbaker *Northern Illinois State University*	Timothy A. Longfellow *Illinois State University*
1996	Timothy A. Longfellow *Illinois State University*	Michael R. Williams *Illinois State University*
1997	Timothy A. Longfellow *Illinois State University*	Michael R. Williams *Illinois State University*
1998	Michael R. Williams *Illinois State University*	Michael A. Humphreys *Illinois State University*
1999	Michael R. Williams *Illinois State University*	Michael A. Humphreys *Illinois State University*
2000	Michael A. Humphreys *Illinois State University*	Jon M. Hawes *The University of Akron*
2001	Michael A. Humphreys *Illinois State University*	Jon M. Hawes *The University of Akron*

2002	David A. Reid *The University of Toledo*	Jon M. Hawes *The University of Akron* Scott A. Inks *Middle Tennessee State University*
2003	David A. Reid *The University of Toledo*	Scott A. Inks *Middle Tennessee State University*
2004	Scott A. Inks *Ball State University*	C. David Shepherd *Kennesaw State University*
2005	Scott A. Inks *Ball State University*	C. David Shepherd *Kennesaw State University*
2006	C. David Shepherd *Kennesaw State University*	Mark C. Johlke *Bradley University*
2007	Mark C. Johlke *Bradley University*	C. David Shepherd *Georgia Southern University*
2008	Mark C. Johlke *Bradley University*	Ellen Bolman Pullins *The University of Toledo*
2009	Mark C. Johlke *Bradley University*	Ellen Bolman Pullins *The University of Toledo*
2010	Ellen Bolman Pullins *The University of Toledo*	Concha R. Neeley *Central Michigan University*
2011	Ellen Bolman Pullins *The University of Toledo*	Concha R. Neeley *Central Michigan University*
2012	Concha Allen *Central Michigan University*	Michael L. Mallin *The University of Toledo*
2013	Concha Allen *Central Michigan University*	Michael L. Mallin *The University of Toledo*
2014	Michael L. Mallin *The University of Toledo*	Scott M. Widmier *Kennesaw State University*
2015	Michael L. Mallin *The University of Toledo*	Scott M. Widmier *Kennesaw State University*
2016	Scott M. Widmier *Kennesaw State University*	Lisa R. Simon *California Polytechnic State University, San Luis Obispo*
2017	Scott M. Widmier *Kennesaw State University*	Lisa R. Simon *California Polytechnic State University, San Luis Obispo*

National Conference in Sales Management 2017 Reviewers

Conference Chair: Scott Widmier, *Kennesaw State University*

Competitive Papers Chair: Laura Munoz, *University of Dallas*

Reviewers:

First Name	Last Name	*University Affiliation*
Raj	Agnihotri	*University of Texas - Arlington*
Aaron	Arndt	*Old Dominion University*
Somnath	Banerjee	*North Dakota State University*
Lisa	Beeler	*University of Tennessee*
Jeffrey	Bowe	*Catawba College*
Nawar	Chaker	*Elon University*
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Rich	Gooner	*University of Georgia*
Rajesh	Gulati	*St. Cloud State University*
John	Hansen	*University of Alabama at Birmingham*
Bryan	Hochstein	*University of Alabama*
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Fred	Hong-kit Yim	*Hong Kong Business University*
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Niemi	Jarkko	*University of Helsinki*
Mark	Johlke	*Bradley University*
Desiree	Jost	*Justus-Liebig- University*
Prabakar	Kothandaraman	*William Paterson University*
Christine	Lai	*Laval University*
Matt	Lastner	*Louisiana State University*
David	Locander	*University of Tennessee at Chattanooga*
Bill	Locander	*Loyola University*
Sarah	Magnotta	*Towson University*
Greg	McAmis	*West Kentucky University*
Jessica	Mikeska	*Indiana State University*
Thuy	Nguyen	*Midwestern State University*

Blake	Nielson	*Weber State University*
Corinne	Novell	*Purdue University*
Joon-hee	Oh	*CSU East Bay*
Nikolaos	Panagopoulos	*University of Alabama*
Rebecca	Rast	*Louisiana State University*
Maria	Rouziou	*Vanderbilt University*
Brian	Rutherford	*Kennesaw State University*
Charlie	Schwepker	*University of Central Missouri*
Harish	Sujan	*Tulane University*
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Joel	Whalen	*DePaul University*
Juliana	White	*Louisiana State University*

SPONSORS

The University Sales Center Alliance (USCA)
USCA Best Sales Teaching Innovation-method Award
The winner will receive $1,000 and a plaque.

The Pi Sigma Epsilon National Educational Foundation (PSE NEF)
The PSE NEF is committed to further the teaching and research of sales by supporting current and future generations of sales faculty. The PSE NEF will be sponsoring all Doctoral students to be a part of the NCSM.

Axcess Capon/Tanner, Honeycutt, and Erffmeyer BEST PAPER AWARD. Authors of the NCSM manuscript judged to be the top paper in terms of quality and relevance will receive a $500 award.

EVENT SPONSORS:

Pi Sigma Epsilon is the only professional fraternity in sales, marketing and management

Publisher of the Journal of Professional Selling and Sales Management (JPSSM)

2017 National Conference in Sales Management
St. Louis, Missouri
April 19th - 21st

Wednesday, April 19th

11:00 to 1:00 pm Doctoral Pre-Conference Session and Doctoral Lunch (McArthur room)

1:00 to 1:15 pm Welcome from the NCSM Board

Competitive Paper Session

1:15 to 2:15 pm

"The Ties that Bind: Exploring the Influence of Emotion Exchange on Salesperson-Manager Rapport"
Emily Tanner, West Virginia University

"The Effect of Training on Sales: A Role Theory Perspective"
Gary Schirr, Radford University
Maneesh Thakkar, Radford University

"Does Building an Ambidextrous Sales Force Pay-off? Balancing Customer- and Supplier-Centricity for Improved Performance" *Best Paper Nominee*
Nikolaos Panagopoulos, University of Alabama
Michael A. Pimentel, University of Alabama

Teaching Session

2:30 to 3:15pm

"Students Warm Up to Cold Calls"
Brenda Dockery, Montana State University

"Balloon Furniture Challenge: Teaching Generation Z Face-To-Face Communication Skills Through Engaged Learning"
Stefanie Boyer, Bryant University
Michael Rodriguez, Skema Business School

"Zooley: Critical Thinking Exercise for Sales Students"
Mary Shoemaker, Widener University

Competitive Paper Session

3:30 to 4:15pm

"Investigating the Effects of Implicit Theories of Selling Ability on Salesperson's Selling Confidence, Entitlement, Career Satisfaction, Turnover Intentions, and Sales Performance"
Corinne Novell, Purdue University
Bruno Lussier, HEC Montreal
Karen Machleit, University of Cincinnati

"How Salesperson Expertise and Self-Efficacy Differentially Influence Adaptive Selling Behaviors, Customer Trust and Sales Performance" *Best Paper Nominee*
Bruno Lussier, HEC Montreal
Alain Jolibert, INSEEC
Nathaniel N. Hartmann, University of Hawaii

4:15 to 4:35 pm " Pi Sigma Epsilon", parent organization to NCSM and long-time conference sponsor

4:45 to 6:15pm	**Special Session** Salesresearchtoolbox.com (SRTB) Information Acquisition & Assimilation Project Bryan Hochstein, The University of Alabama Willy Bolander, Florida State University Chris Plouffe, New Mexico State University This session engages attendees in an ongoing project developing a searchable database of salient research factors at a common website called Salesresearchtoolbox.com. This searchable database classifies articles based on a variety of sortable tags. For researchers this will allows for easier search access to foundational literature components including measurement scales, theory development, methodological examples, construct development, and more. In essence, this platform will make the start-up work easier while also allowing for more rapid advancement of research resulting in innovative ideas to the domain. Factors for Success: Activities for Integrating Personal Branding, Professional Development, and Professionalism in Sales Education Rebecca Dingus, Central Michigan University Alex Milovic, Marquette University Hulda Black, Illinois State University This session will provide insight and easily-implementable activities for including professional development components in the sales curriculum that can be instituted at a program level, in a single sales class, or through Pi Sigma Epsilon (PSE) meetings. Topics to be covered include personal branding, interviewing skills, cultivating a professional development-oriented mindset, and encouraging professionalism as a graded component. Using the SAM2WIN Simulation in Advanced Sales or Strategic Account Management Courses Pamela Peterson, University of Nebraska at Omaha Richard Plank, University of South Florida Edmund Bradford, Market2Win SAM2WIN is a computer simulation that deals with managing strategic accounts. Students take one of five teams and compete against one another to increase sales and profitability by managing strategic accounts. The simulation has a simpler and shorter learning curve for the student than the typical marketing strategy simulation, has a significant and relevant amount of data and complexity which mimics well the issues that an organization that manages and sells within a key account structure faces. Panelists will expand on this and provide notes on using it to teach. They deliver an introduction and an example a simulation. In addition, the actual simulation will be made available for the duration of the conference. Individual faculty can compete and get “hands on” experience.
6:30 pm	**Welcome Reception** Welcome Reception for all faculty and sponsors: Come hangout with the PSE Board and corporate sponsors in the 360 Rooftop Bar in the Hilton Hotel.

Thursday, April 20th

8:00 to 8:30 am Breakfast

Competitive Paper Session

8:30 to 9:50 am

"What is Sales Enablement? Definitions, Domain, and Agenda"
Robert Peterson, Northern Illinois University
Howard Dover, University of Texas at Dallas

"Doing Well by Doing Good: Using Direct Selling to Help the Base-of-Pyramid (BOP)"
Scott Widmier, Kennesaw State University
Lance Brouthers, Kennesaw State University
Charles Ragland, Indiana State University

"An Examination of the Interplay Between Emotional Intelligence, Deliberation, and Intuition" *Best Paper Nominee*
David Locander, University of Tennessee at Chattanooga
Jennifer Locander, University of Mississippi

"New Supplier Relationships: Homophily's Impact on Trust and Governance"
Bryan Hochstein, University of Alabama
Larry Giunipero, Florida State University
Duane M. Nagel, Wichita State University

Doctoral Session

10:45 to 11:00 am

"Toward a Measure of Salesperson Job Embeddedness"
Andrew Borodin, University of Memphis

"Competitive Coworkers as a Double-edged Sword"
Ashish Kalra, University of Texas, Arlington
Amin M. Rostami, University of Texas Arlington

"An Integrated Model of Salespeople's Emotional Labor"
Michel Klein, University of Montpellier

11:00 to 11:30 am "Best Paper Award Sponsor" *Axcess Capon/Tanner, Honeycutt, and Erffmeyer*

12:00 to 1:30 pm PSE Awards Luncheon

Meet the Editors

1:45 to 2:30 pm

Conference attendees will have the chance to hear insights from and ask questions of current editors of journals that are receptive to publishing sales research.

Karen Flaherty, Journal of Marketing Theory and Practice
Eric Harris, Journal of Managerial Issues
Doug Hughes, Journal of Professional Selling and Sales Management
Rob Peterson, Journal of Selling

Teaching Session

2:45 to 4:00 pm

"Innovative Selling Project"
Anne Gottfried, University of Southern Mississippi

"A Sales Management Final Assignment That Reinforces Class Material and Connects Students to Industry"
Blake Nielson, Weber State University

"Sales Management Simulation Game"
Gregory Rich, Bowling Green State University

4:15 to 5:15 pm	Competitive Paper Session
	"Exploring the Relationship between Salesperson Influence Tactics, Buyer Trust, and the Buyer Purchase Decision" Nathaniel N. Hartmann, University of Hawaii Joseph A. Cote, Washington State University Chris Plouffe, New Mexico State University Phanasan (Sunny) Kohsuwan, Panyapiwat Institute of Management, International College "Regulatory Focus, Achievement Orientation, Emotions, and Gender: A Comparison of Sales Manager and Salesperson Attributes" Jane McKay-Nesbitt, Bryant University Malcom Smith, University of Manitoba "The Impact of Salespeople's Unbiased and Biased Attributions on Their Job Satisfaction: An Experimental Study" Christine Jaushyuam Lai, Laval University Rene Darmon, ESSEC Business School
6:30 pm	Evening Event
	The Flamingo Bowl: Come enjoy dinner, drinks and competition in a Rat Pack styled lounge setting. Food: All you can eat salad and pizza. Drinks: All you can drink domestic bottled/canned beer, all draught beer, house wines & well drinks. Competition: NCSM Bowling Championship.

Friday, April 21st

8:00 to 8:30 am Breakfast

Special Session

8:30 to 10:00 am

Technology in the Sales curriculum: What, Why, and How?

Howard Dover, UT Dallas
Rich Rocco, DePaul University
Jerome Gafford, University of Northern Alabama
Joel LeBon, University of Houston

In this session panelists will share the following:

1. How technology is used in their programs.
2. Specifics on why they use the technology they use.
3. What the costs are and how easy it is to replicate their model?
4. What academic resources are available by different technology companies.
5. Resources will include Salesforce.com, Netsuite, Microsoft, LinkedIn and others.

Partnering with between Corporations and Universities to Build a Talent Pipeline of Sales Practitioners

Dawn Deeter, Kansas State University
Pamela Peterson, University of Nebraska at Omaha
PepsiCo and Frito-Lay Executives

In this interactive session, Dr. Dawn Deeter, Kansas State University, and Pamela Peterson, University of Nebraska at Omaha, along with PepsiCo and Frito Lay sales executives and frontline sales managers will discuss how Frito Lay has collaborated with Kansas State University and the University of Nebraska at Omaha to increase the development of a pipeline of future sales *practitioners.*

Industry Growth, Needs, Give Back and Student Hiring: A Senior View from Enterprise

Rob Peterson, Northern Illinois University
Mark Groza, Northern Illinois University
Executives from Enterprise Holdings

In this session, panelists will discuss the following:

1. Going global has been an important strategic initiative. What was involved in making this strategic decision and what have been the challenges?
2. What are some of the surprising challenges of operating a $20billion operation?
3. Enterprise is often seen as the best internship, starting job in the industry...how'd that happen?
4. How do you recruit for segments within the salesforce that may be underrepresented (e.g., women, diversity, bilingual speakers)?
5. What are some of the biggest challenges facing sales managers at Enterprise?

Doctoral Session

10:15am to 11:15am

“Salesperson Perceptions – An Examination of Sales Manager Leadership and Salesperson Engagement”
Marleen Pope, Kennesaw State University

“Bringing Moral Identity into Sales”
Omar Itani, University of Texas Arlington

“Inside Sales Operations: Inbound/Outbound and Bilingual/Monolingual Inside Sales Centers as Part of the Inside Sales Ecosystem”
Richard Conde, University of North Texas

Teaching Session

11:30am to 12:15 pm

"The Convergence of Advanced Selling and Personal Selling Classes"
April Schofield, Metropolitan State University of Denver
Scott Sherwood, Metropolitan State University of Denver

"Developing Tomorrow's Global Sales Leaders: Adapting to Cultural Differences in Role Plays"
Michael Rodriguez, Skema Busines School
Stefanie Boyer, Bryant University

"Territory Management – Issues in Assigning Salespeople to New Accounts"
Emily Goad, Illinois State University
Mick Andzulis, Ohio University
Bryan Lilly, University of Wisconsin-Oshkosh
Steve Young, Georgia State

"Reverse Job Fair: Letting the Students Drive the Recruitment/ Selling Process"
Robert Peterson, Northern Illinois University

12:15 to 2:00 pm Lunch on your own

2:00 to 2:15 pm Report from the NCSM Board

2:15 to 2:35 pm "The University Sales Center Alliance" Dr. Dawn Deeter-Schmelz, Kansas State University

Doctoral Session

2:35 to 3:35 pm

"The Salesperson's Linchpin Role on Organizational Effectiveness and Relationship Performance"
Ricky Ferguson, University of North Texas

"Salesperson Implementation of Sales Strategy and its Impact on Salesperson Performance"
Aniefre Eddie Inyang, University of Texas at Arlington

"When Salesperson Opportunity Recognition Increases Salesperson Performance and When Not"
Stephan Volpers, Justus-Liebig University

3:45 to 4:15 pm "Collegiate Sales Competitions" Dr. Terry Loe, Kennesaw State University

Revising Roundtable

4:15pm to 5:45 pm

The Revising Roundtable at NCSM is an opportunity for authors to share in small groups finished research or research in progress and receive valuable feedback to use when moving forward with current or future research. It is equivalent to concurrent sessions in most other academic conferences. In order to help the ideas flow, Wine, Beer, and light snack will be served compliments of the National Conference in Sales Management
Session Chairs: *Emily Goad, Illinois State University, and Catherine Johnson, University of Toledo*

"Managing the Next Generation of Sales, GenZ/Millenial CUSP: A Multi-Study Approach on Measuring the Impact of Grit and Entrepreneurship on Loyalty"
Michael Rodriguez, Skema Business School
Stephanie Boyer, Bryant University
David Fleming, Indiana State University

"Digital Convergence of Sales and Marketing: A Transaction Cost Analysis Approach"
Gregory McAmis, Western Kentucky University
Howard F. Dover, University of Texas at Dallas

"How Corporate Entrepreneurship Affects Sales Performance: The Important Role of Relationship Quality"
Stephan Volpers,, Justus-Liebig University
Desiree Jost, Justus-Liebig University
Alexander Haas, Justus-Liebig University

"Salesperson Brand Ambasadorship: A Social Capital Perspective"
Maria Rouziou, Vanderbilt University
Willy Bolander, Florida State University

Evening Event

6:30 pm	Friday Night will be at Budweiser Brewhouse from 6:30-8:30. We will be having all you can drink craft beer and wine along with appetizers. This will be a mixer including NCSM and USCA members. This is the last official event of the National Conference in Sales Management and is a wonderful time to say goodbye to all your friends and colleagues.

Wednesday 1:15 to 2:15pm

"The Ties that Bind: Exploring the Influence of Emotion Exchange on Salesperson-Manager Rapport"

Emily Tanner, West Virginia University

Relationships are an integral part of everyday life and play a large role in how products are negotiated, delivered, and consumed. As researchers, our understanding of, and ability to predict relationship outcomes is being held back because emotions are complex. Not isolating emotion from the rest of the social exchange process limits our understanding of social exchange relationships. This research begins to address this gap in social exchange relationship research and separates emotion from other forms of communication or information exchange. I describe the development and validation of a parsimonious, generalizable scale that measures emotion exchange in social exchange interactions.

"The Effect of Training on Sales: A Role Theory Perspective"

Gary Schirr, Radford University

Maneesh Thakkar, Radford University

This article explicates the role of training in sales organizations. We use role theory to explain how training affects the ultimate objectives of sales managers, job satisfaction and sales performance. Role theory suggests that the members of an organization are stressed less and perform better when everybody performs their roles as expected. Moreover, role theory suggests that role ambiguity affects performance negatively. The analysis shows that sales training reduces role ambiguity and in turn reduces the negative effect of role ambiguity on the job satisfaction and performance.

"Does Building an Ambidextrous Sales Force Pay-off? Balancing Customer- and Supplier-Centricity for Improved Performance" *Best Paper Nominee*

Nikolaos Panagopoulos, University of Alabama

Michael A. Pimentel, University of Alabama

Despite evidence supporting performance benefits for developing customer-centric and supplier-centric sales force knowledge, skills, and abilities (KSAs), little is known on how firms can simultaneously leverage both to create an ambidextrous sales force, that is, a sales force that can achieve excellence at customer and sales oriented performance objectives. This study investigates how companies create an organizational context through ambidextrous selection, training, and incentivizing practices aimed to develop ambidextrous sales force KSAs (A-KSAs), which we define as the simultaneous high-level development of both customer- and supplier-centric sales force knowledge, skills, and abilities.

Wednesday 3:30 to

"Investigating the Effects of Implicit Theories of Selling Ability on Salesperson's Selling Confidence, Entitlement, Career Satisfaction, Turnover Intentions, and Sales Performance"

Corinne Novell, Purdue University

Bruno Lussier, HEC Montreal

Karen Machleit, University of Cincinnati.

The current research seeks to better understand the role that implicit theories play in selling contexts by testing a model that incorporates salesperson Implicit Theories of Selling Ability (ITSA), selling confidence, entitlement, sales performance, career satisfaction, and turnover intentions. Prior research on ITSA finds that an entity ITSA (ability is unchangeable) vs. an incremental ITSA (ability is changeable) is associated with some unfavorable sales outcomes. Using a unique set of 125 business-to-business salespeople from several industries, the authors provide support for many of the hypothesized relationships and highlight the roles of ITSA and selling confidence.

Thursday 8:30 to 9:50 am

"How Salesperson Expertise and Self-Efficacy Differentially Influence Adaptive Selling Behaviors, Customer Trust and Sales Performance" *Best Paper Nominee*

Bruno Lussier, HEC Montreal
Alain Jolibert, INSEEC
Nathaniel N. Hartmann, University of Hawaii

This research examines the relationships amongst adaptive selling behaviors, expertise, self-efficacy, customer trust, and objective sales performance. The authors propose that (1) expertise positively influences self-efficacy and customer trust, (2) self-efficacy positively influences adaptive selling behaviors and salesperson performance, and negatively influences customer trust (3) customer trust mediate the influence of adaptive selling behaviors on objective sales performance. The authors test, and provide support for, these hypotheses using a unique data set consisting of objective sales performance data and survey data collected from 175 B2B salesperson-customer dyads from several industries. Implications of the findings to theoreticians and practitioners are discussed.

"What is Sales Enablement? Definitions, Domain, and Agenda"

Robert Peterson, Northern Illinois University
Howard Dover, University of Texas at Dallas

Sales Enablement is an emerging concept and function with practitioners, especially in technology industries. The aim is to optimize sale force interaction with clients, at a minimum, or potentially a wholesale realignment of the revenue-generating apparatus within the firm. Organizations are actively eliminating redundancy and inefficiencies relating to uncoordinated activities that hinder revenue development. This paper is a first attempt to review the numerous definitions of sales enablement, outline a framework to understand the domain, and describe the areas where researchers are profoundly needed.

"Doing Well by Doing Good: Using Direct Selling to Help the Base-of-Pyramid (BOP)"

Scott Widmier, Kennesaw State University
Lance Brouthers, Kennesaw State University
Charles Ragland, Indiana State University

Previous research shows the direct selling system benefiting a group of women in South Africa. We ask if direct selling benefits a "base-of-the-pyramid" (BOP) population in a given country with large inequities in income distribution and less economic freedom, could the direct selling industry achieve greater international market penetration by targeting countries with similar characteristics? Using data from a sample of 51 developed and developing countries representing over 90 percent of world GDP, we found that direct selling market penetration is positively related to gender inequality, income inequality, and less financial freedom.

"An Examination of the Interplay Between Emotional Intelligence, Deliberation, and Intuition" *Best Paper Nominee*

David Locander, University of Tennessee at Chattanooga
Jennifer Locander, University of Mississippi

This study explores the relationships between emotional intelligence (EI), intuition, and deliberation and their effect on job performance. Additionally, this study empirically examines Joseph and Newman's cascading model of EI (2010) which proposes that emotional perception leads to emotional understanding, which in turn leads to management of emotion. Our findings, from a sample of 196 business-to-business salespeople, do not support the proposed cascading model because the relationship between emotional perception and emotional understanding was not significant. Additionally, our findings reveal that emotional management and intuition are antecedents to deliberation, which positively affects job performance.

	"New Supplier Relationships: Homophily's Impact on Trust and Governance" Bryan Hochstein, University of Alabama Larry Giunipero, Florida State University Duane M. Nagel, Wichita State University Most prior research on buyer-supplier relationships focuses on established relationships and neglects newer, early-phase relationships. Moreover, while buyer-supplier exchanges provide economic value, the social component often defines the relationship. The current research fills a void in the literature by focusing on newer relationships and assessing the impact of two social dimensions (buyer-supplier homophily and salesperson liking) on both trust and governance structure. Findings from two empirical studies provide support for the positive impact of homophily (value similarity) and salesperson liking on trust in early-phase relationships. Interestingly, homiphily is found to be more impactful on trust than liking in these relationships.
Thursday 10:45 to 11:00 am	"Toward a Measure of Salesperson Job Embeddedness" Andrew Borodin, University of Memphis "Competitive Coworkers as a Double-edged Sword" Ashish Kalra, University of Texas Arlington Amin M. Rostami, University of Texas Arlington This research study proposes the duality of competition and examines its impact on salesperson creativity, emotional exhaustion and ultimately, performance. Testing the model using a dataset of boundary spanning employees and their managers, we find that competition enhances creativity, however it also fuels emotional exhaustion. These effects on creativity and emotional exhaustion then transpire to downstream performance measures such as service efforts and job performance. "An Integrated Model of Salespeople's Emotional Labor" Michel Klein, University of Montpellier The concept of emotional labor refers to the management of felt and displayed emotions, but also to the management of customers' emotions. Research has largely covered service industry employees in contact with customers, but has paid little attention to salespeople. However, they very frequently interact with clients and emotional labor has been shown to improve sales performance. In his review, the author proposes an integrated model for the emotional labor of salespeople. Given that the sales and sales management literature has yet taken little interest in this topic, this review includes contributions from other fields, thus proposing an interdisciplinary approach. The author concludes with some directions for future research. Several managerial implications in relation to emotional labor in sales contexts are also highlighted.
Thursday 4:15 to 5:15pm	"Exploring the Relationship between Salesperson Influence Tactics, Buyer Trust, and the Buyer Purchase Decision" Nathaniel N. Hartmann, University of Hawaii Joseph A. Cote, Washington State University Chris Plouffe, New Mexico State University Phanasan (Sunny) Kohsuwan, Panyapiwat Institute of Management, International College Business-to-business salespeople seek to influence the attitudes and behaviors of buyers. This study seeks to aid understanding of what, and when, salesperson influence tactics should be used. Consistent with prior research, the results suggest that buyer trust in the salesperson is positively associated with their purchase decision. Furthermore, while some salesperson influence tactics are positively associated with buyer trust, others are negatively associated with buyer trust and some have no association. However, several of these relationships are moderated by the match between the regulatory orientation of the salesperson and buyer. Implications for theory and practice are discussed.

Friday 10:15 to 11:15am

"Regulatory Focus, Achievement Orientation, Emotions, and Gender: A Comparison of Sales Manager and Salesperson Attributes"

Jane McKay-Nesbitt, Bryant University

Malcom Smith, University of Manitoba

Differences in the regulatory foci and achievement orientations of 150 sales managers and 180 sales persons in the United States are investigated via an online survey. The study also explores i) sales managers' and salespersons' emotional responses to sales performance and ii) gender differences in regulatory focus and achievement orientations. Results show significant differences in prevention focus, learning-focused achievement orientation, and positive and negative emotions between sales managers and salespersons. Gender differences in performance-focused achievement orientations for both sales managers and salespersons as well as gender differences in prevention-focus for salespersons are also identified. Implications for both theory and practice are discussed.

"The Impact of Salespeople's Unbiased and Biased Attributions on Their Job Satisfaction: An Experimental Study"

Christine Jaushyuam Lai, Laval University

Rene Darmon, ESSEC Business School

This paper investigates an important issue that has not yet been addressed in the sales force literature, namely the impacts of two properties of causal attributions (stability of causality and locus of control) on salespeople's satisfaction. It also considers the impacts of the accurate or biased perceptions of respective causal attributions on job satisfaction. A between-subject experimental study of 188 salespersons shows that the stability of causal attributions that determine the expectancy of success drives job satisfaction. As expected, salespeople with biased attributions for their positive outcomes exhibit an "inflated" satisfaction, a higher job satisfaction than those with unbiased attributions.

"Salesperson Perceptions – An Examination of Sales Manager Leadership and Salesperson Engagement"

Marleen Pope, Kennesaw State University

Employee engagement is vital to organizations because of its relationship with performance and retention. Salespeople pose unique challenges to organizations. However, the literature has given limited attention to salesperson engagement. This proposed study will explore the assertion that managers are the primary source of employee disengagement by examining the perceptions salespeople have of their sales manager and how their perceptions influence salesperson engagement. Job-Demands Resource (J-DR) theory is the theoretical framework used to investigate the proposed model. Hierarchical servant leadership is explored as an important job resource that supports salesperson engagement.

"Bringing Moral Identity into Sales"

Omar Itani, University of Texas Arlington

Since their introduction, salesperson's customer and selling orientations (SOCO) are a major concern to researchers and practitioners alike. In this study, I propose an identity-based formation of SOCO. With this study, a unique contribution to the sales literature is desired by incorporating identity and moral identity theories to sales literature in trying to enhance our understanding of salesperson's SOCO development. Additionally, the possible moderating effect of cultural differences, specifically individualism versus collectivism, is discussed.

Friday 2:15 to 3:45 pm	"Inside Sales Operations: Inbound/Outbound and Bilingual/Monolingual Inside Sales Centers as Part of the Inside Sales Ecosystem" Richard Conde, University of North Texas Recent managerial evidence suggests a shift in sales strategies from the traditional outside sales model to an increased focus on inside sales operations. Despite the increasing importance of inside sales and the shift of consumers sentiment, existing research has not provided a clear picture of the vastness and complexity of inside sales operations. This article introduces as part of the inside sales ecosystem, a summary of B2C inbound/outbound and bilingual/monolingual inside sales functions. With the increased awareness of inside sales organizations, this article should serve as a catalyst for researchers to expand inside sales research.
	"The Salesperson's Linchpin Role on Organizational Effectiveness and Relationship Performance" Ricky Ferguson, University of North Texas The inimitable impact of the salesperson on an organization's customer acquisition and retention remains a pivotal strategic challenge. This paper addresses the call for research into how salespeople achieve effective organizational resource alignment and how firms can facilitate the effective allocation of resources (Evans et al. 2012). While resource advantage theory informs that human capital vis-à-vis the salesperson is an integral influence between buyers and sellers, sparse research attention has been afforded to the salesperson's demand imbalance. This study proposes a conceptual framework that critically explores salesperson's complexity and demand imbalance relative to customer orientation, salesperson performance and organizational effectiveness.
	"Salesperson Implementation of Sales Strategy and its Impact on Salesperson Performance" Aniefre Eddie Inyang, University of Texas Arlington Despite the importance of salespeople to the achievement of organizational strategic goals, there has been a paucity of research in the literature on the role of salespeople in strategy implementation. Drawing on a diverse sample of B2B salespeople in various industries, this study shows when salespeople implement sales strategy, it has a positive impact on sales performance. Additionally, this study shows the chain of effects of sales strategy implementation by showing how sales force control systems can impact performance through salesperson implementation of sales strategy.
	"When Salesperson Opportunity Recognition Increases Salesperson Performance and When Not" Stephan Volpers, Justus-Liebig University Based on the creative cognition approach, this study presents and tests a framework for understanding the impact of entrepreneurial opportunity recognition on salesperson's sales performance. The study finds positive effects of buying center knowledge formation and motivation to learn from customers on adaptive selling and salesperson's sales performance. In line with theory, contextual knowledge formation positively affects adaptive selling and negatively affects salesperson's sales performance. Increasing motivation to learn from customers strengthens the positive effect of contextual knowledge formation on adaptive selling as well as the negative effect of contextual knowledge formation on salesperson's sales performance.

THE TIES THAT BIND: EXPLORING THE INFLUENCE OF EMOTION EXCHANGE ON SALESPERSON-MANAGER RAPPORT

Emily Tanner, West Virginia University

An often-overlooked aspect of relationships is the role emotions plays in the formation and management of the relationship. This research begins to address this gap in social exchange relationship research and separates emotion from other forms of exchange. This separation is important because, emotions make people care about a relationship and help determine a person's willingness to stay in a relationship (Lawler 2001). Emotions are used as a way to convey goals, effect partner behavior, and influence future feelings. In this study, we identify and define emotion exchange, a new construct, and show how it is used to build and strengthen social exchange relationships.

Conceptual Model

Research in social exchange has moved from concentrating on structural determinants of exchange outcomes to investigating the emotional outcomes of social exchange and the role that emotions play in how relationships are structured (Cook et al. 2013). In relationships, emotions can be used to pull partners closer or to push them away (De Rivera 1994).

Positive emotions created by an exchange become a bonding agent and increase commitment to a relationship through "solidarity" (Lawler and Yoon 1996; Lawler 2001). Lawler and colleagues recognized that emotions exist in exchange relationships and are a part of the process that moves parties from transactional to relational partners, but the focus is only on one partner's emotional processes.

Emotions play a role in exchange interactions and not just on the party feeling them. Parties in an interaction may experience multiple emotions in response to situational stimuli or based on their own internal processes (Thagard and Nerb 2002). The expressed emotions of one partner ends up impacting the feelings and behaviors of the other partner, making the emotional responses during an interaction a key factor in the success of the interaction. Emotions are exchanged as a way to communicate intentions, influence partner behavior, and impact future feelings. I define emotion exchange (EEx) as occurring when relational partners send and receive emotions during an interaction.

I propose that EEx is an exogenous dyadic construct that antecedes credibility and benevolence. Consistent with the social exchange framework, I propose that the effect of credibility on performance is mediated both by calculative commitment, affective commitment, and information exchange. The dependent variables tested include, cooperation, rapport, and intent to leave the relationship.

Study

To test the hypotheses, I conducted an online survey with salespeople from a large construction company. The survey instructed the salespeople to answer considering their relationship with their sales manager.

Using scale development procedures outlined by Gerbing and Anderson (1988), an eight-item EEx scale was developed. Credibility and benevolence (Roberts, Varki, and Brodie 2003), calculative and affective commitment (Bansal, Irving, and Taylor 2004), information exchange (Menon and Varadarajan 1992; Voss et al. 2006), cooperation (Heide and Miller 1992), rapport (Gremler and Gwinner 2000), and expectation of relationship continuity (Crosby, Evans, and Cowles 1990) were measured using scales published in the literature.

Because relationships variables, such as trust and commitment, can have a loop of causality (trust begets commitment which begets more trust, etc.) We used 3SLS to estimate the hypothesized relationships to avoid potential problems due to endogeneity.

As predicted, one key finding in this study is that emotion exchange antecedes trust and information exchange between salespeople and their sales managers. By engaging in emotion exchange, salespeople are able to develop emotional bonds which pull them closer to their manager, facilitating future interactions and increasing trust. Additionally, the presence of emotional exchange may allow for sensitive information to be shared without it being used against the salesperson. Unexpectedly credibility trust negatively related to calculative commitment. However, benevolence trust was positively related to affective commitment as expected. Ultimately, information exchange positively influenced the salesperson's perception of rapport with his or her sales manager. Identifying emotion exchange as a predictor of trust and information exchange provides more insight into the understanding of how relationships are built and maintained.

Calculative commitment did not have the expected relationship with the outcome variables. One possible reason for the lack of relationship between calculative commitment with cooperation and rapport is because these outcome variables could be considered more affective in nature.

Implications

Prior research has not adequately accounted for how emotion exchange is involved in social exchange. My findings from this research has several theoretical implications. First we identify emotion exchange as an antecedent to credibility trust, benevolence trust, and information exchange providing more insight into how trust is built in a relationship. Second, we find support for rapport as a relational outcome. Adding emotion exchange and rapport to the social exchange framework, expands understanding of relationships.

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THE EFFECT OF TRAINING ON SALES: A ROLE THEORY PERSPECTIVE

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Maneesh Thakkar, Radford University

Sales organizations realize that training objectives can no longer remain constrained to improving task abilities and job related skills but have to incorporate broader organizational objectives (Cron et al. 2005; Lassk et al. 2012). Lassk et al. (2012) point out that there still exists a gap in sales research addressing the role of use of technology platforms by sales people. CRM effectiveness is dependent on sale people acceptance (Speier and Venkatesh, 2002). Avlonitis and Panagopoulos (2004) found that the most important variables affecting the CRM acceptance were ease of use and accurate expectations about the system's benefits. Research studies (Devraj and Kohli, 2003) have demonstrated that the effect of investments in sales technology on sales performance is not as much significant as the effect of use of sales technologies.

The usage of sales technology depends on the employee orientation towards such technologies (Hunter and Perreault, 2006; Sundaram et al., 2007). Limbu et al. (2014) show that when technology orientation is high the IT infrastructure will have higher impact on job satisfaction as compared to when technology orientation is low.

Role Theory and Role Ambiguity:

Role theory in organizational context suggests how individuals within an organization accept and carry out a variety of roles (Biddle, 1986; Kahn et al., 1964; Katz and Kahn, 1966; 1978). Research in the domain of Organizational Role Theory (ORT) has explored how these roles are assumed, accepted and enacted by various actors within the organization structure. Many studies have identified the impact of such interplays and overlays of various roles within the organization and its impact on organizational success. Broadly, the tenets of ORT depend on four underlying assumptions viz. Role-taking, Role-consensus, Role-compliance and Role-conflict. Researc in the domain of Role-theory addresses how employees within an organization assume variety of roles, how they collectively perceive the roles, how they adhere to the consensual role expectations and delineates the context wherein conflicts within an organization arise. Such contextual cues seems to be overlapping roles and situations wherein employees are required to fulfill contrary expectations arising outof multiple roles. So, in order for an organization to function productively the most basic requirement is to have the role clarity. In a comprehensive meta analysis, Verbeke et al (2011) found that role conflict, role amibiguity and role overload negatively affect sales performance.

Shoemaker (1999) defines role clarity as "the degree to which a sales person is certain about how he or she is expected to the job." She further states that role ambiguity is the opposite of role clarity. Lysonski and Johnson (1983) define role ambiguity as "the lack of clarity in what is expected from an individual or how he or she will be evaluated." Empirical evidence has shown that Role ambiguity, leads to higher burnout tendencies towards company management (Singh, 2000); negatively affects job satisfaction (Behrman and Perreault, 1984; Fry et al., 1986). Hypotheses, derived from the full literature review and discussion are shown below.

Hypotheses – Sales Performance

H1: Sales Training is an antecedent of sales performance.
H2: Sales Training is an antecedent of reduced Role Ambiguity.
H3: Reduced Role Ambiguity is an antecedent of Sales Performance.
H4: CRT orientation is an antecedent of Sales Performance

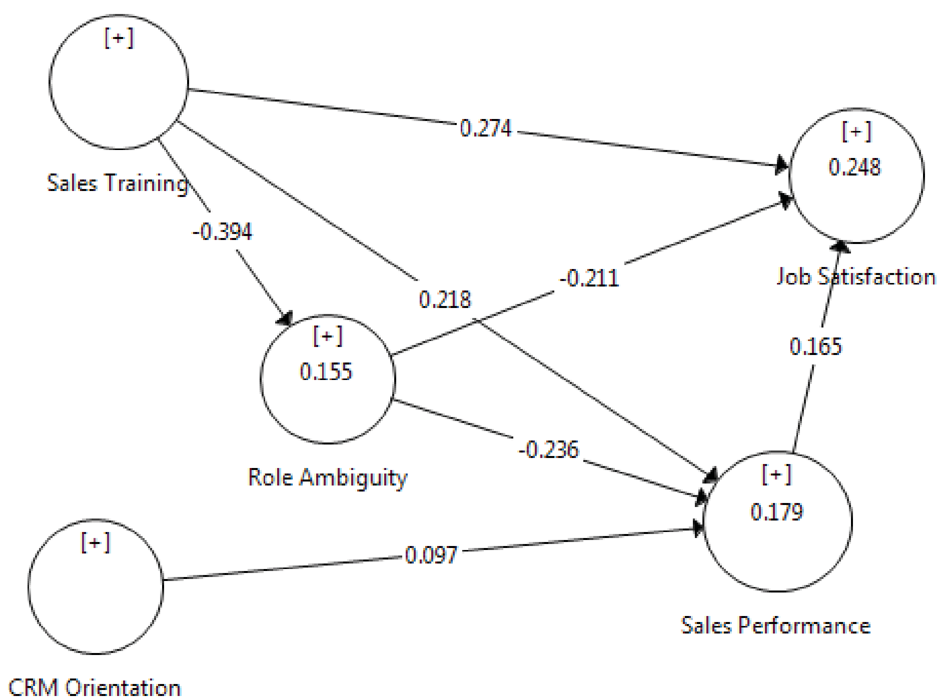
Hypotheses – Job Satisfaction

H5: Sales Training is an antecedent of job satisfaction.
H6: Reduced Role Ambiguity is an antecedent of job satisfaction.
H7: CRT orientation is an antecedent of job satisfaction.
H8: Sales Performance is an antecedent of job satisfaction of a salesperson.

MODEL TESTING

Using standard measures, except for a CRM Training and Orientation measure, which was developed for this study, the model was tested date collected from surveys to over 500 salespersons in diverse industries. PLS SEM was used for a preliminary test of this training model.

Figure 1: Results of Training/Role Theory Model of Sales Performance and Job Satisfaction



All measures had Cronbach Alphas greater than .75. The results are summarized in Figure 1, which also shows the full model.

All paths in the full model had coefficients that test as significant at $p < .05$, thus supporting all eight of the hypotheses.

From the R2 measures, two variables under the control of sales managers, sales training and CRM orientation, seem to explain 18% of the variance in the sales performance and 25% of the variance in the job satisfaction of the nearly 500 salespeople surveyed.

CONCLUSION

One of the key tools available to a sales manager is the amount and type of training and technical support for the salesforce. This article shows evidence that increased training predicts increased sales performance and job satisfaction of salespeople. Higher "CRM Orientation" – a combination of CRM training, organizational support of CRM, and the salesperson buy-in was also an antecedent of sales performance success and job satisfaction on the part of the salesforce. Directly and indirectly through reduced role ambiguity sales training and CRM orientation combined to predict nearly 25% of variation in the job satisfaction and 18% of the variation in sales performance among the 500 salespeople involved in this study.

Sales training was a more powerful antecedent than CRM orientation, in part because such training was a predictor of reduced role ambiguity as well as increased sales performance and job satisfaction on the part of salespeople. The effects of sales training were both direct and indirect through the other variables.

The primary theoretical result of the study is support for the theoretical framework of role clarity: reduced role ambiguity was an antecedent of both job satisfaction and improved sales performance.

MANAGERIAL IMPLICATIONS

Technical training, such as CRM training, is essential to keep salespeople productive and current. This empirical study provides evidence that such training can lead to gains in sales performance.

But an organization should not neglect training in sales skills and practice. The analysis in this article indicates that sales training is a stronger antecedent of sales performance directly and indirectly as well by reducing role ambiguity. Training in selling was also an antecedent of increased job satisfaction, a goal of sales managers eager to reduce the high costs from sales staff turnover.

References available upon request

DOES BUILDING AN AMBIDEXTROUS SALES FORCE PAY-OFF? BALANCING CUSTOMER- AND SUPPLIER-CENTRICITY IN SALES FORCE KSAS

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Michael Pimentel, University of Alabama

Firms invest significant resources in acquiring and developing sales force knowledge, skills, and abilities (KSAs) through selection and training, the two most prominent means for building human capital (Zoltners, Sinha, and Lorimer 2016). Because selecting and training an effective sales force is among the top challenges firms face, practitioners are continuously searching for ways to improve these initiatives. In particular, managers are particularly interested in understanding what types of sales force KSAs should they invest in. Prior work suggests that firms focus their selection and training initiatives on building two, rather antithetical, categories of KSAs.

Under the first category, firms develop *supplier-centric sales force KSAs* – that is, KSAs that serve the purpose of achieving the short-term objectives of the supplier firm. This approach, which is largely rooted in the sales- and product-orientation of a firm's strategy (e.g., Noble, Sinha, and Kumar 2002; Saxe and Weitz 1982), entails exploiting current selling opportunities by maximizing demand for existing products and services. In other words, the KSAs that fall under this category focus on primarily serving the needs of the supplier firm rather than those of the customer firm. For example, cross-selling ability, time management, negotiation skills and closing skills are all examples of KSAs that help suppliers, rather than customers, accomplish their objectives of generating more revenues and profits. Although these KSAs have been identified as important drivers of sales force performance in prior meta-analyses (Churchill et al. 1985; Verbeke, Dietz, and Verwaal 2011), recent research pinpoints the need for firms to move their efforts of building KSAs away from a sales/product-centric to a customer-centric approach (e.g., Kumar, Venkatesan, and Reinartz 2008).

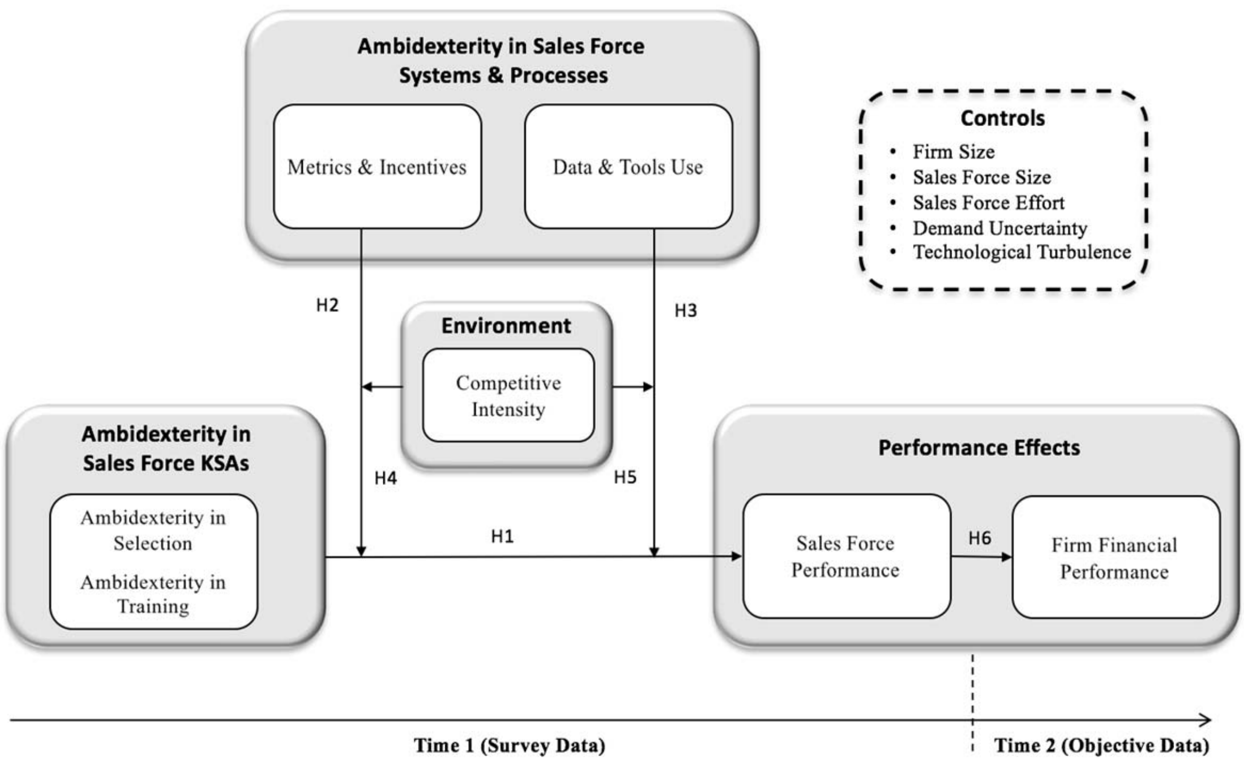
The second and more recent category of developing sales force KSAs, emphasizes instilling customer-centricity in sales force operations by embracing the concept of customer- and market-orientation in a firm's strategy (Kohli and Jaworski 1990; Noble, Sinha, and Kumar 2002). Specifically, this approach concentrates on developing *customer-centric sales force KSAs* –that is, KSAs that serve the objective of better understanding, satisfying, and meeting the needs of customers by putting the customers' – as opposed to suppliers' – interests first. Viewing short-term profits as inadequate, this approach perceives long-term economic success as dependent upon building strong customer relationships and creating value for the customer (Shah et al. 2006). Furthermore, this approach hinges on the idea that the sales force is expected to assist customers in making purchase decisions that are best for them, even if that includes sacrificing immediate sales and commissions (Schultz and Good 2000; Wachner, Plouffe, and Grégoire 2009). Examples of customer-centric sales force KSAs include attributes such as customer needs knowledge, ability to solve customers' problems, and customer service skills. The extant literature offers strong evidence that customer-centric KSAs can improve sales effectiveness through the enhancement of customer experiences (e.g., Homburg, Wieseke, and Bornemann 2009).

Although both approaches to building sales force KSAs have merits, existing research is not clear on which approach is best or to what extent pursuing both paths simultaneously helps improve performance. Some researchers have proposed that a balanced approach is needed – one that moves away from one-party centricity to a two-party centricity that simultaneously zooms in on both suppliers and customers (Gummesson 2008). However, striking a balance between customer- and supplier-centric sales force KSAs or integrating both approaches simultaneously can be challenging for firms due to resource limitations. For example, the KSAs necessary to achieve customer-centric goals, such as the ability to provide exceptional service, are often different from the KSAs required to achieve supplier-centric goals, such as effective time management (Weitz and Bradford 1999). This is because providing exceptional service may come at the cost of optimizing the time spent with customers. While differences are not necessarily bad, they do create "tensions" in the firm as these different approaches serve different goals that often compete for limited resources, such as time and money (March 1991). These tensions are manifested in firms' decisions of which sales force KSAs should be developed through selection and training practices.

Unfortunately, the extant literature does not address how firms can resolve the aforementioned tensions in developing sales force KSAs. Although prior investigators have explored hunting-farming (DeCarlo and Lam 2015) or service-sales ambidexterity (Jasmund, Blazevic, and Ruyter 2012; Yu, Patterson, and Ruyter 2012), academic research has not yet considered the simultaneous development of customer- and supplier-centric sales force KSAs. This neglect is surprising given the difficulty firms face in balancing the tensions created by pursuing vastly different objectives (Gibson and Birkinshaw 2004).

Against this background, our work makes the following theoretically and managerially relevant contributions. First, we draw on recent work on ambidexterity theory, which offers a useful lens on how firms might overcome the aforementioned tensions by creating an organizational context that aligns competing organizational goals (Gibson and Birkinshaw 2004). This alignment is accomplished by implementing a set of systems and practices that equip, motivate and support the sales force to behave ambidextrously and simultaneously pursue seemingly conflicting goals (Raish and Birkinshaw 2008). Accordingly, we conceptualize and empirically validate a measure of *ambidexterity in sales force KSAs* (A-KSAs), which we define as the simultaneous development of customer- and supplier-centric sales force KSAs through selection and training practices (see Figure 1). We thus provide useful managerial insights into what it takes to build an ambidextrous sales force. For theory, we offer insights to a yet unexamined form of organizational ambidexterity in a sales force context, thus contributing to the recent stream of research (DeCarlo and Lam 2016; Jasmand, Blazevic, and de Ruyter 2012). Second, we examine the effect of A-KSAs on subjective sales force performance, and, through it, on objective firm financial performance. Given that our independent variable involves the firm's ability to balance customer- and supplier-centric KSAs, we consider both customer- and supplier-centric dimensions of performance. Specifically, we define sales force performance as both the customer- and supplier-related results achieved from sales force's selling activities. Accordingly, we operationalize sales force performance as a second-order reflective construct composed of two dimensions that reflect both customer- and supplier-centric dimensions of performance: outcome performance such as sales volume (Homburg, Müller, and Klarmann 2011) and customer relationship performance such as customer satisfaction (Hunter and Perreault 2007). Our study documents that firms with higher levels of A-KSAs enjoy increased firm financial performance through increases in sales force performance. Third, we explore whether the performance effect of A-KSAs is moderated by the firms' *ambidexterity in sales force systems and processes*, which we define as the balanced use of both supplier- and customer-centric metrics, incentives, data, and tools. We find that this performance effect is strengthened when firms balance customer- and supplier-centric strategies when implementing sales force systems and processes (two-way interactions). Finally, we explore whether the competitive intensity plays a role in these moderating effects. We find that firms in highly competitive environments are able to enjoy greater performance improvements when they align high levels of A-KSAs with high levels of ambidexterity in sales force systems and processes (three-way interactions).

Figure 1: Conceptual Model



***References available upon request**

SALES FORCE TURNOVER AND SALES PERFORMANCE: INVESTIGATING THE EFFECTS OF IMPLICIT THEORIES OF SELLING ABILITY

Corinne Novell, Purdue University
Bruno Lussier, HEC Montreal
Karen Machleit, University of Cincinnati
Jane Sojka, University of Cincinnati

INTRODUCTION

Undoubtedly, increasing sales performance and reducing turnover are amongst the major determinants of business-to-business (B2B) sales organizations performance. In recognition of this, recent estimates available suggest that B2B U.S. organizations spending accounts for approximately $22.7 trillion (Skousen, 2016). Additionally, the direct cost associated with salesperson turnover – including hiring and training – have been estimated to be 200 percent of their salary (Griffeth and Hom 2001). Given the high rate of turnover among salespeople, these extraordinary costs can be substantial for sales organizations (DeConinck & Johnson, 2009). Understanding the factors that influence performance and turnover is thus of great importance.

One possible influential factor is implicit theories, or a person's belief about whether (selling) ability is an innate (fixed, or entity) or learnable (changeable, or incremental) talent. In a sales contexts, holding a fixed implicit theory leads sales managers to be less inclined to coach their sales representatives because they do not believe improvement is possible (Heslin et al., 2006). Similarly, a belief that selling ability is fixed leads salespeople to adopt avoidance goal orientations and to avoid performance feedback (Novell et al. 2016). The current research examined the relationship between a salesperson's Implicit Theory of Selling Ability (ITSA) and sales performance or turnover intentions, as well as salesperson confidence and entitlement

Implicit Theories and Sales Outcomes

Research finds that implicit theories have important consequences in how a person cognitively, affectively, and behaviorally responds in performance settings (Dweck, 2000). The authors posit that implicit theories should influence a variety of sales outcomes.

First, Hoyt and colleagues (2011) found a causal relationship between implicit theories (of leadership) and confidence, and Novell and colleagues (2016) also found that an entity ITSA prompted lower confidence in selling contexts. Second, there is an implied 'fixedness' to a highly entitled person's expectations that is consistent with an entity theorist's perceived fixedness of an outcome. Both an (entity) implicit theory and entitlement are associated with a marginalization of effort: an entity (unchangeable) theory disregards the role of effort in performance, just as entitlement disregards effort in their expectations for reward. We hypothesize that an entity ITSA will prompt greater entitlement. Third, implicit theories may influence a salesperson's turnover intentions. Research in academic settings finds that when entity theorists encounter failure, they are not resilient and display avoidant behaviors that include quitting the performance domain (Dweck, 2000). Because failure is inevitable in sales, an entity ITSA should lead to greater turnover intentions. Fourth, research suggests that an entity theory leads to lower performance (Dweck, 2000; Novell et al., 2016). Specifically, in selling contexts, an entity implicit theory predicts an avoidance work goal orientation (Novell et al. 2016), which in turn is associated with lower sales performance (Silver, Dwyer, & Alford, 2006). In addition, Dweck and colleagues (2000) find that incremental theorists outperform entity theorists in academic settings because entity theorists do not investment sufficient effort.

Other Hypothesized Relationships

Although entitlement is considered maladaptive, it should not be surprising that both confidence and entitlement stem from positive expectations (Duchon & Burns, 2008). Indeed, *over*confidence may lead to entitlement and we thus expect a positive relationship between them.

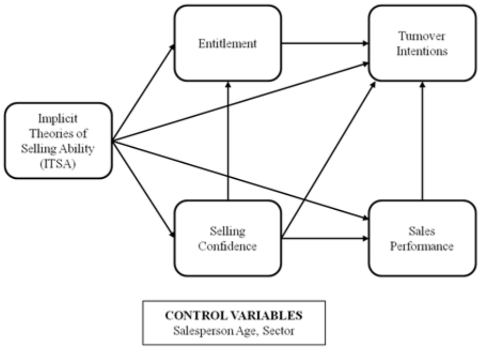
Selling confidence may also be linked to turnover intentions. Confidence in one's selling ability can help serve as a buffer against the adversities than are inevitable in sales careers such as stress and rejection, as well as adjust to unknown circumstances (Lewin & Sager, 2010). Further, confidence can promote resiliency (Krishnan et al., 2002), whereas self-doubt can promote withdrawal from work-related tasks and ultimately the job itself (Lewin & Sager, 2007).

Selling confidence should also be positively related to sales performance. Indeed, sales literature provides clear evidence for a positive relationship between salesperson selling confidence and sales performance (Ahearne, Mathieu, & Rapp, 2005; Fu, Richards, Hughes, & Jones, 2010; Sujan, Weitz, & Kumar, 1994).

Entitlement should be positively associated with turnover intentions. Harvey and Martinko (2009) found a direct relationship between entitlement in workplaces and turnover intentions. Due to their unrealistic expectations for favorable treatment, people with a higher sense of entitlement may be sensitive to potential injustice (Bylsma & Major, 1992), which has also been linked to higher turnover in sales contexts (Brashear, Manolis, & Brooks, 2005).

Finally, research finds a negative relationship between sales performance and turnover intentions in part due to reduced organizational commitment (DeConinck, 2011; Harrison et al., 1996; Pettijohn et al., 2007).

Figure 1. Hypothesized Model



Sample, Method, and Measures

One hundred and twenty-five B2B salespeople (80% male; age *M* = 37.86, *SD* = 12.52; sales experience *M* = 10.91 years, *SD* = 9.59) completed an online survey via Qualtrics Panel. Implicit Theories were measured using the 6-item Implicit Theories of Selling Ability (ITSA) scale developed by Novell et al. (2016) (e.g., "*Your selling ability is something about you that you can't change very much*"). Entitlement was measured using a 4-item entitlement scale adapted from the Psychological Entitlement Scale developed by Campbell et al. (2004) (e.g., "*Great things should come to me*"). Confidence was measured using a 3-item scale (e.g., "*It is hard for me to regain confidence following a selling performance failure* (*R*)." Turnover intent was measured using a 3-item scale (e.g., "*I often think about quitting*."). Sales performance was measured using 4-item self-reported scale (e.g., "*Compared to the typical employee at your level, how would you rate your overall performance?*"). All measures used Likert-type scales.

Data Analysis and Results

Structural equation modeling (SEM) using AMOS 24.0 was employed to test the hypothesized relationships. The nonsignificant pathways were removed stepwise. The measurement model indicates that the fit was within acceptable limits ($\chi2$ (98) = 204.88, $p < .001$; CFI = .91; RMSEA = .08; SRMR = .08). The hypothesized structural model showed satisfactory overall fit ($\chi2$ (137) = 251.19, $p < .001$; CFI = .91; RMSEA = .08; SRMR = .08). Salesperson ITSA was not significantly related to turnover intentions (β=.13, p = ns), nor was selling confidence significantly associated with turnover intentions (β=.08, p = ns), failing to support those hypotheses. To develop a more parsimonious model, the nonsignificant pathways were removed step wise. The revised structural model fit the data well ($\chi2$ (139) = 252.72, $p < .001$; CFI = .91; RMSEA = .08; SRMR = .08), and did not result in diminished overall fit ($\Delta\chi2$ = 1.85; Δdf = 4; p = .76). The structural model explains 10.9%, 14.6%, 18.8%, and 27.9% of the variance in confidence, entitlement, turnover intentions, and sales performance, respectively.

Next, the other hypothesized links where tested. Supporting the hypotheses, ITSA was negatively associated with selling confidence ($\beta = -.31$, $p < .01$), and positively linked to entitlement ($\beta = .38$, $p < .001$). Further, selling confidence was positively related to entitlement ($\beta = .22$, $p < .05$) and sales performance ($\beta = .51$, $p < .001$). Also as hypothesized, entitlement was positively associated with turnover intentions ($\beta = .24$, $p <.05$), and sales performance was negatively associated with turnover intentions ($\beta = -.25$, $p < .01$). Surprisingly, ITSA was positively related to sales performance ($\beta = .21$, $p < .01$).

Discussion and Implications

The proposed model supported many of the hypothesized relationships. Specifically, an entity ITSA was unfavorably associated with several sales outcomes, including a negative effect on confidence and a positive effect on entitlement. Further, confidence was positively linked to entitlement and sales performance. Entitlement was positively linked to turnover intentions, whereas sales performance was negatively linked with turnover intentions. The findings highlight the roles that ITSA, selling confidence, and entitlement have in predicting sales performance and turnover intentions.

The results suggest an important but more nuanced role of ITSA in selling contexts. On the one hand, and consistent with prior research (Heslin et al., 2006; Novell et al., 2016), a fixed view of selling ability prompted unfavorable outcomes including lower selling confidence and higher entitlement; each of which negatively predicted performance. On the other hand, surprisingly, a fixed view was positively associated with performance. Future research should seek to replicate and further investigate these apparently complex relationships to assess mediators and moderators and to determine appropriate managerial strategies regarding ITSA. The results also suggest that managers should employ strategies to increase confidence and attenuate entitlement in their salespeople, as these are significant predictors of sales outcomes.

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HOW SALESPERSON EXPERTISE AND SELF-EFFICACY DIFFERENTIALLY INFLUENCE ADAPTIVE SELLING BEHAVIORS, CUSTOMER TRUST AND SALES PERFORMANCE

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INTRODUCTION

Academic research has repeatedly demonstrated that salesperson adaptive selling behaviors (Ahearne, Mathieu, & Rapp, 2005; Hughes, Bon, & Rapp, 2013), expertise (Doney & Cannon, 1997; Lagace, Dahlstrom, & Gassenheimer, 1991), and self-efficacy (Fu, Richards, Hughes, & Jones, 2010; Sujan, Weitz, & Kumar, 1994), positively influence salesperson performance and relational outcomes. However, understanding regarding the mechanisms through which expertise, self-efficacy and adaptive selling behaviors influence salesperson performance is limited. To aid such understanding, the present study contributes to the B2B sales literature by examining a process (i.e., mediation model) through which this influence may occur.

Conceptual Framework and Hypotheses Development

The conceptual framework is developed on the basis that expertise and self-efficacy *differentially* influence salespeople adaptive selling behaviors, sales performance and customer perceived trust. First, salesperson self-efficacy can be learned by increasing competency levels (Fu et al., 2010). Second, salesperson knowledge and experience may increase the salesperson's belief in being successful in the task of selling (Ahearne et al., 2005). Second, prior sales literature has repeatedly shown the positive relationship between salesperson expertise and customer trust (Palmatier, Dant, Grewal, & Evans, 2006). Third, self-efficacious salespeople have a tendency to see the salesperson–customer relationship too optimistically (Mullins, Ahearne, Lam, Hall, & Boichuk, 2014), leading them to invest less in relationship efforts and more in task-oriented efforts. Next, significant positive link have been found between self-efficacy and adaptability in a B2B context (Ahearne et al., 2005). Additionally, sales literature provides strong support for a positive link between salesperson self-efficacy and sales performance (Ahearne et al., 2005; Sujan et al., 1994). Also, previous literature shows how salesperson adaptive selling behaviors is positively linked to building relationships based on trust in a B2B selling context (Guenzi, De Luca, & Spiro, 2016). Moreover, a meta-analysis shows how adaptive selling behavior increases performance measures including self-rated performance, manager-rated performance, and objective performance (Franke & Park, 2006). Last, research has shown that customer trust exhibits a positive influence on salesperson performance (Palmatier, Scheer, Evans, & Arnold, 2008).

H1a: *Salesperson expertise is positively related to self-efficacy.*
H1b: *Salesperson expertise is positively related to customer trust.*
H2a: *Salesperson self-efficacy is negatively related to customer trust.*

H2b: *Salesperson self-efficacy is positively related to adaptive selling behaviors.*
H2c: *Salesperson self-efficacy is positively related to sales performance.*
H3a: *Salesperson adaptive selling behaviors is positively related to customer trust.*
H3b: *Salesperson adaptive selling behaviors is positively related to sales performance.*
H4: *Customer trust is positively related to sales performance.*

Sample and Measures

We tested the hypotheses using a data set comprised of questionnaires from paired B2B salesperson-customer dyads. After listwise deletion, 175 salesperson–customer dyads remained. Our sample represents salesperson-customer dyads in the following sectors: pharmaceutical ($n = 93$), food and beverage ($n = 38$), industrial ($n = 34$), and financial ($n = 10$). The measures used in this study were adapted from the existing RM literature. All measures were assessed using five-point Likert-type scales, ranging from “strongly disagree” to “strongly agree.” Expertise (Doney & Cannon, 1997) was measured using a well-established three-item scale. Self-efficacy was assessed using a four-item scale (Sujan et al., 1994). Adaptive selling behaviors (Spiro & Weitz, 1990) was measured using a five-item subset, and customer trust (Garbarino & Johnson, 1999) was assessed using a four-item subset. Last, sales performance (Sujan et al., 1994) was assessed using a four-item subset.

Analytical Approach and Results

Structural equation modeling (SEM) using AMOS 24.0 was employed to test the model. To develop a more parsimonious model, the nonsignificant pathways were removed stepwise. The revised measurement model exhibited good fit. Assessments using established techniques provide evidence of both convergent and discriminant validity. Contrary to expectations, adaptive selling behaviors is not significant associated with sales performance (β=.09, p < ns), not supporting H3b. Salesperson expertise is positively associated with self-efficacy ($\beta = .46$, $p < .001$) and customer trust ($\beta = .84$, $p < .001$), supporting H1a and H1b. Second, self-efficacy is negatively associated with customer trust ($\beta = -.32$, $p < .001$), supporting H2a. Self-efficacy is positively associated with adaptive selling behaviors ($\beta = .42$, $p < .001$) and sales performance ($\beta = .62$, $p < .001$), supporting H2b and H2c. In support of H3a, adaptive selling behaviors is positively associated with customer trust (β=.15, $p<.05$). Next, customer trust is positively associated with sales performance ($\beta = 0.13$, $p < .05$). Given the surprising non-significant relationship between adaptive selling behaviors and sales performance, customer trust was examined as a mediator of this relationship. Bootstrap estimates indicate that the effect of adaptive selling behaviors on sales performance is completely mediated (direct effect)=none; β(indirect effect)=.02; $p<.01$).

Discussion and Implications

Our research provides new insight into how salesperson expertise and self-efficacy *differentially* influence adaptive selling behaviors, customer trust, and sales performance. Specifically, salesperson expertise positively influences salesperson self-efficacy and customer trust. Also, self-efficacy increases adaptive selling behaviors and sales performance, but reduces customer trust. These findings are important because they not only provide the insight that salesperson expertise and self-efficacy have different overall influences on both sales performance and customer trust, but also highlight how this occurs. Our findings also show that adaptive selling behaviors positively influence customer trust.

Thus, keeping in mind that self-efficacy can be increased by developing sales competence (Fu et al., 2010), encouraging salespersons by reinforcing positive behaviors should result in increased confidence in their ability to sell and, ultimately, improve adaptive selling behaviors (Ahearne et al., 2005) and sales performance (Fu et al., 2010). Thus, sales managers should not put all their eggs in one basket (e.g., training for self-efficacy only) but rather should adopt a more global approach.

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WHAT IS SALES ENABLEMENT?: DEFINITIONS, DOMAIN, AND AGENDA

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ABSTRACT

Sales Enablement is an emerging concept and function with practitioners, especially in technology industries. The aim is to optimize sale force interaction with clients, at a minimum, or potentially a wholesale realignment of the revenue-generating apparatus within the firm. Organizations are actively eliminating redundancy and inefficiencies relating to uncoordinated activities that hinder revenue development. This paper is a first attempt to review the numerous definitions of sales enablement, outline a framework to understand the domain, and describe the areas where researchers are profoundly needed.

Sales representatives today face many changes in the sales environment when attempting to satisfy buyers' needs and wants. Buyer perspectives have evolved based on new procurement methods and technology innovations, which in turn have changed many of the traditional steps in the buying process. Savvy buyers today tend to conduct more research online, have large buying groups that prevent the sales representative from ever meeting with decision makers personally, stretch the buying process timeline, and demand numerous concessions or customizations, which often ends in a "no decision" outcome. Yet, sales representatives are expected to deliver results in an ever more competitive terrain.

While this sounds difficult, and it truly is, certain firms have been effective at creating a system where the customer facing representatives are integrated into a silo busting culture where the "customer's journey" is catered to in a dedicated and organized manner. Some firms have adopted a "sales enablement" approach to help the cross-functional teams better serve the buyer. While the angst regarding "silos" has been an ongoing battle, sales enablement moves well beyond sales and marketing working more cohesively or CRM being more accommodating. The concept of sales enablement became formalized when Forrester (Santucci 2010) offered a definition, which has been gaining significant momentum with industry professionals, especially in technology sectors.

The purpose of this paper is to introduce the concept of Sales Enablement to academic research in hopes of improving the resources aimed at understanding the complex topography that firms face when attempting to placate buyers. We will first 1) outline and categorize the myriad definitions of the phenomenon, 2) offer a framework of what sales enablement encompasses, and 3) suggest some overarching research areas that might allow an understanding of the construct and the numerous relationships among the variables contained in the customer's journey and how sales enablement might enhance that process.

Sales Enablement Purview and Growth of the Role

The definition of sales enablement is challenged by several conceptual factors. While the notion of "enablement" seems clear, it is the concept of "sales" that must be better defined to understand the various definitions of sales enablement. A clear majority of the definitions consider the concept of sales as a function performed within the firm's sales organization. Thus, these definitions tend to consider sales enablement as a support function for sales and other customer-facing organizations.

However, a few of these definitions allow for consideration of sales in a higher level strategic fashion. Perhaps it is a more holistic perspective, one that is considered the client revenue line on a financial statement. This concept of sales, as the revenue generated from customer interaction with the firm's products and services allows one to consider sales enablement as more than just a function within the sales organization. When one moves to the higher level of customer revenue generation, the concept of sales enablement can become more strategic and cross functional in nature.

Sales Enablement Framework

The functions of sales enablement have a wide range of variation at this time. According to Jordan (2014), sales enablement tasks and tools belong to four categories: 1) recruiting and hiring, 2) training and coaching, 3) equipping, and 4) assessment. Ninivaggi (2013) also observed four reoccurring themes regarding sales enablement functions, but they had a slightly different flavor. First, 78% of respondents believed that guidelines for using sales assets were a function. Next, 73% believed that sharing best practices was a function of sales enablement, and 71% noted building sales assets was the main function. Finally, 68% believed that sales enablement includes developing product training. Brudner (2016) cast a wider net by noting nine different tasks, or functions, that were included in sales enablement: 1) developing strategies, 2) creating materials and assets, 3) systems and support, 4) sales training, 5) performing analysis, 6) integration of new channels, 7) finding cross-selling opportunities, 8) coaching, and 9) onboarding.

The phenomenon is bookended by the Customer's Journey (Richardson 2010) and the selling process. Obviously, the customer is on a quest to satisfy a need and the salesperson is aiming to help them and potentially earn a sale. In between, the typical sales enablement properties include three elements: 1) technology (marketing automation, CRM, and sales tools), 2) content (buyer-seller communication), and 3) people (roles and duties). Each is briefly defined to better comprehend what transpires in each area, to garner more efficient and effective exchanges.

A favorite measure of classic sales enablement (one that sees it as a traditional departmental task) often asks, "did the rep complete his/her training?" However, training should be reclassified to be a permanent, ongoing necessity. Continuous training puts accurate videos, scripts, tips, and support materials right into the CRM system at many firms. Coaching will emerge as a significant differentiator for a sales team. These sessions are not overviews of the CRM sale funnel, but skill-enhancing conversations that make the rep more effective at meeting a host of measures, including revenue. Coaching can be face-to-face or, by using various sales tools, coaching can be remote and even non-asynchronous.

Sales enablement is sometimes seen as a role and, at other times, a function. Either way, it must be part of the corporate culture. Like most other structural changes, e.g., mind-set and teamwork changes, sales enablement must be supported by senior management and truly embraced by the frontline employees. In short, "you're either in sales or sales support" is a hallmark of the sales enablement perspective. All employees are involved in improving sales performance because, in the end, it is the customer who will decide how many people will be employed, and what wages can be afforded. The people within the selling organization will ultimately determine their own revenue fate.

Conclusions

While technology has influenced and affected most organizational functions, selling seems during a new era of automation. This era has led to the emergence of sales enablement, which in its embryonic state is just beginning to holistically define its company-wide purpose. Having various people involved, each with different lenses and objectives, has proven challenging. Firms who were early entrants into the space are still often struggling to arrive at informed consensus.

However, to best serve customers on their buying journey, firms are well beyond the notion of marketing filling the top of the funnel and sales working the prospects through the maze and kicking out results at the bottom in a silo based structure. A true team endeavor requires sage leadership and scientific research energy to optimize the revenue-generating ecosystem.

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DOING WELL BY DOING GOOD:

Using Direct Selling to Help the Base-of-the-Pyramid (BOP)

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Can direct selling companies do well by doing "good" for "base-of-the-pyramid (BOP) populations? Does direct selling offer a long-term viable solution for BOP populations in subsistence markets where economic conditions for "necessity entrepreneurship" abound? Necessity Entrepreneurial activities arise under conditions where disadvantaged groups of people lack mainstream opportunities to make money (Allen et al., 2006, 2007; Reynolds et al., 2003; Bosma et al.,2009). Most enterprises arising out of necessity entrepreneurship are short lived due to a lack of funding, expertise, and/or access to products (Block and Koellinger 2009, DeWald and Gilber 2008). Direct selling offers potential solutions to these issues. In a comprehensive case study of women entrepreneurs in South Africa, Scott et al. (2012) found Avon's direct selling system led to entrepreneurial success among this BOP populations. They attributed Avon's success with the BOP populations to several business practices including capitalization, networking, mentoring and training, and strategy.

Reversing the prism, we ask, if it is true that a BOP populations in a country characterized by large inequities in income distribution and a lack of economic freedom benefit from opportunities presented by the direct selling industry, could it also be true that nations with large numbers of BOP market represents fertile opportunities for international expansion and market penetration for the direct selling industry? We theorize that the direct selling industry can improve its international market penetration by focusing on countries with large BOP populations due to systematic inequities that block entry into the economic mainstream. People in these BOP populations seek alternative methods for earning a living which direct selling, with its minimum capital requirements, quality products, and established business systems, could provide. We propose that this willing and eager work force creates great opportunities for the direct selling industry.

In this study we specifically hypothesize that gender inequality, income inequality and less economic opportunity (represented by low levels of economic freedom) are positively related to the level of market penetration of the direct selling industry within a country. Our research site is a broad sample of 51 developed and developing countries representing over 90 percent of world GDP. Data for this study was collected from the World Federation of Direct Selling Associations (WFDSA), World Bank, CIA.gov, Heritage Foundation and Wall Street Journal, and *United Nations Development Program's* Human Development Report. The WFDSA consists of 58 national Direct Selling Associations.

Hypothesis:

H1: Greater gender inequality in a country is *positively* related the level of market penetration of direct selling within that country.

H2: Greater income *inequality* in a country is *positively* related to the level of market penetration of direct selling within that country.

H3: Less *economic freedom* in a country is *positively* related to the level of market penetration of direct selling within that country.

All three of our hypothesized relationships were supported. The level of market penetration of direct selling within a country was significantly and positively related to the level of gender inequality, income inequality and less economic freedom. Based on these results we can propose that direct selling may represent a viable approach to increasing employment and income in subsistence markets. This study has a few limitations. First, it suffers from the usual shortcomings associated with cross sectional and secondary data research designs (Brouthers, Werner, & Wilkinson, 1996). Second, our study is done at the industry level. Future research may wish to test our hypotheses at the firm level.

References available upon request

AN EXAMINATION OF THE INTERPLAY BETWEEN EMOTIONAL INTELLIGENCE, DELIBERATION, AND INTUITION

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This study explores the relationships between emotional intelligence (EI), intuition, and deliberation and the effects of these relationships on job performance. Additionally, this study empirically examines Joseph and Newman's cascading model of EI (2010) which proposes that emotional perception leads to emotional understanding, which in turn leads to management of emotion. Our findings, from a sample of 196 business-to-business salespeople, do not support the proposed cascading model because the relationship between emotional perception and emotional understanding was not significant. Additionally, our findings reveal that emotional management and intuition are antecedents to deliberation, which positively affects job performance.

Conceptual Background

Deliberation & Intuition In attempting to understand decision-making, researchers continue to explore decision-making as the product of two minds, deliberative and intuitive, capable of analysis and automatic decisions (Bestch T., 2008). Deliberation is defined as "a decision model following explicit evaluation, beliefs and reasons" (Betsch and Kunz, 2008, p. 536). Cognitive processes are recognized as integral to decision-making, which consist of utilizing relevant information, and have been shown to enhance human performance such as job performance (Locander, Mulki, & Weinberg, 2014). An intuition is the result of an "intuiting process" in which the person becomes aware of the intuition, followed by a deliberative process which accepts, rejects, or triggers further investigation into the intuition (Dane & Pratt, 2007). Past research has shown that intuition plays an important role in salesperson decision-making (Locander et al., 2014; Hall, Ahearne, & Sujan, 2015).

Emotional Intelligence Mayer, Salovey, and Caruso (2004) define EI as "the capacity to reason about emotions, and of emotions to enhance thinking. It includes the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth" (p. 197). This conceptualization does not account for noncognitive, automatic processes like intuition. Using Joseph and Newman's (2010) cascading model of emotional intelligence, which provides a sequential causal structure of three dimensions of EI (emotional perception → emotional understanding → management of emotion), this study examines whether intuition is distinct from emotional perception – the perception of emotion without understanding. Ultimately, addressing this question should determine whether intuition should be incorporated into El theory.

Hypothesis Development

Given the sequential structure of the cascading model, one could reason that emotional perception is just the recognition of some stimulus, and that it's not until the emotional understanding stage that the cognitive process of understanding takes place. However, intuition and emotions differ, as emotions result from clear-cut and identifiable stimuli, whereas intuition results from unknown factors at the time of awareness. Thus, intuition is separate from the perception of emotion and should not be included as an input into EI or the cascading model.

H1: Intuition and emotional perception are two distinct constructs.

The cascading model of EI, like other models of emotion, starts with attention. Brackett et al. (2006) state that emotional perception is the foundation of the conceptualization of EI. To engage emotional intelligence, one must first become aware of an emotional stimulus. Given the sequential causal structure of the cascading model, it is reasonable to assume that individuals who are better at perceiving emotions would have higher EI. This assumption is based on the fact that emotional perception is an input into the emotional understanding phase of the cascading model. It is in this emotional understanding phase that the perceived emotion is analyzed and potential outcomes are determined (Mayer et al., 2002). Once an emotion is understood, it is then regulated in the emotional management dimension. The managing of emotions influences one's ability to maintain an internal, neutral emotional state and influence positive emotions within others (Kidwell et al., 2011). Thus, H2 and H3 test the cascading model of EI.

H2: Emotional perception positively affects emotional understanding.

H3: Emotional understanding positively affects emotional management.

Research on emotions and decision-making has provided evidence that emotions influence the decisions people make (Volz & von Cramon, 2006). Emotions can facilitate cognition in a way that allows people to prioritize thinking and assess situations realistically (Zeidner, Matthews, & Roberts, 2012). However, if emotions go unchecked, then the deliberative decision-making process runs the risk of being hijacked or altered by one's emotions (Locander et al., 2014). Similarly, intuition involves gut feelings that influence decision-making and must be managed by the deliberative process. Thus, the deliberative process acts as the "executive function", with emotion and intuition serving as inputs.

H4: Management of emotions positively affects deliberation.

H5: Intuition positively affects deliberation.

Joseph and Newman (2010) identify emotional management as the key dimension of EI that influences job performance. Kidwell et al. (2011) postulates that salespeople who are proficient in managing emotion will be able to maintain composure when dealing with customers, which, in turn, leads to positive job performance. In addition, previous research has supported the notion that cognitive abilities are crucial in determining sensible solutions and are good indicators of work-related performance (Humphreys & Zettel, 2011). Additionally, research has found that salespeople perform better when they utilize higher levels of rational thinking (Schmidt & Hunter, 2004). Thus, management of emotion and deliberation will positively affect job performance.

H6: Management of emotion positively affects outcome job performance.

H7: Deliberation positively affects job performance.

Research Methodology

Sample and Measures The sample for this study consists of 196 business-to-business (B2B) salespeople. Respondents were required to have a minimum of two years' experience.

Respondents were screened on a number of items to ensure data quality. The sample consisted of 113 males (57.7 %) and 83 females (42.3%), and the typical respondent was 45 years old with approximately 16 years of sales experience. Emotional intelligence was measured using the EIME objective ability-based measure of EI (Kidwell et al., 2011). The remaining latent constructs were measured using a 7-point Likert-type scale, ranging from “strongly disagree” to “strongly agree”. Intuition was measured using 4 items from a scale developed by Epstein et al. (1996). Deliberation was measured using 3 items from a scale developed by Norris & Epstein (2011), and job performance was measured using an adapted version of the scale developed by Behrman & Perreault (1982).

Analysis and Results The results from a confirmatory factor analysis indicate good fit indices: χ^2 = 41.5, df = 32, p =.121; CFI= 0.983; RMSEA = 0.039. The model demonstrates good construct reliability with all construct reliabilities over 0.70 as acceptable in the literature (Hair et al. 2010). Both intuition and outcome job performance measures demonstrate good convergent validity using the recommended cutoff of 0.50 (Hair et al., 2010). The AVE for deliberation was 0.43, below the recommend 0.50 level. Also, the average variance extracted for each of the factors was greater than the squared correlations for all, demonstrating discriminant validity. The hypothesized theoretical model was tested using structural equation modeling. The fit indices for the structural model are similar to those reported for the CFA: $\chi 2$ = 110.9, df = 82, p =0.018, CFI= 0.963, RMSEA=0.043. The results support hypothesis 1 with a nonsignificant correlation between the two constructs (0.029). H2 was not supported, as emotional perception was not significantly related to emotional understanding (β =0.01, p = 0.933). H3 was supported, as emotional perception was significantly related to management of emotions (β =0.34, $p < 0.0005$). H4 and H5 were supported, as management of emotions (β =0.14, p = 0.099) and intuition (β =0.43, $p < 0.0005$) were significantly related to deliberation. H6 was not supported, as management of emotions was not significantly related to outcome job performance (β =0.09, p = 0.244). Finally, H7 was supported, as deliberation was significantly related to outcome job performance (β =0.44, $p < 0.0005$).

Discussion of Results

Our findings reveal several interesting insights into the interplay between EI, deliberation, and intuition. First, this study empirically demonstrates that intuition is a distinct construct and should not be incorporated into EI. Second, this study did not find support for the cascading model of EI, and emotional management did not have a direct effect on job performance. Rather, emotional management and intuition serve as inputs into the deliberative process, providing evidence that deliberation acts as the “executive function”. Thus, the decisions of salespeople are not the result of a single process. Ultimately, the combination of EI, deliberation, and intuition influence the actions of salespeople.

***References provided on request**

NEW BUYER-SELLER RELATIONSHIPS: HOMOPHILY'S IMPACT ON TRUST AND GOVERNANCE

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Business exchanges are a combination of economic and social components. From the social side, Gligor and Autry's (2012) study demonstrated the importance of personal communications in facilitating inter-organizational communications. Two important factors impacting the social nature of inter-organizational buyer-seller communications are *liking of the salesperson* and *homophily* (i.e., similarity of values). Liking has been shown to increase the buyer's trust in the salesperson (Rotter, 1980; Swan et al., 1985; Doney and Cannon, 1997). While homophily, has been shown to have positive implications. Nicholson et al. (2001) found support for the positive effects of homophily in inter-organizational relationships and McKnight et al. (1998) found that shared common values (i.e., homophily) create more trusting interactions.

Past research in the area of liking, homophily, and trust has focused on longer term relationships. However, relationships evolve over time as described in Dwyer, Schurr, and Oh's, (DSO's) (1987) model. This model describes the phases that a buyer-seller relationship goes through as it develops over time. We suggest that a gap exists based on the temporal dimension advanced by this past research. Though it is accepted that relationships evolve over time, empirical study of the specific phases of a relationship is largely absent from the literature. For example, Nicholson, Compeau, and Sethi (2001) studied relationships with an average length of 25 years. Given that the phase of the relationship should affect the nature of communications, and that liking and homophily are "sized up" early in a relationship, the first objective of our study is to focus on the early phases of buyer-seller relationships.

Our focus on early relationship phases is timely. With the rapid pace of change in today's business environment, interaction with new suppliers is inevitable. Firms constantly seek to optimize their supply base resulting in the need for new suppliers (Monczka et al., 2016), while sellers seeking to grow or expand their business are continually seeking new customers. Realizing that different industries vary in their supplier approval cycles, we focus on the "newest supplier" in an effort to empirically study "early phase relationships." Borrowing from DSO, we define early phase relationships as *relationships where the buyer and seller have an economic interest in working together and use social interactions to communicate, bargain, and establish the basis of the relationship.* This definition most closely aligns with DSO's exploration phase.

One key to determining if early phase relationships either dissolve, or advance to the next phase, is how risk is managed between the parties. A trusting relationship between the buyer and seller is one method to manage this risk (DSO). However, different levels of trust can be formed between buyers and sellers that allow the relationship to advance. When levels of trust are low but the relationship continues, the parties often choose to manage risk via legal contracts. When levels of trust are high, a more relational form of governance may be chosen (e.g., Williamson, 2008). However, the relationship of trust to selection of governance structure has not been widely studied in the literature. Thus a second objective of this research is to explore how trust formed in early phase relationships affects the selection of governance.

The current research was conducted using a multi-method approach. Study 1 employs survey research and is tested using PLS-SEM. Study 2 employs a scenario based experimental approach to confirm the findings of Study 1. Both studies sample purchasing managers, employed in management positions. The current study tested aspects of early-phase relationships in the buyer-seller exchange. The current study found that buyer-supplier homophily had a positive effect on trust of the salesperson while salesperson likeability did not. Additionally, higher levels of buyer trust in the salesperson resulted in a more relational form of governance.. In each study, it was found that homophily and trust are key to selection of relational governance structures when working with new suppliers. Additionally, salesperson likeability was found to have no effect on trust in these early phase relationships. Trust was found to have a negative relationship with contractual bonds. This indicated that relational bonds were the operative form of governance in trusting relationships. Finally, tests of mediation indicated that trust fully mediates the homophily to governance connection in early-phase relationships. The findings filled gaps in the literature regarding the temporal nature of relationships and the importance of the social aspects of homophily in these newer relationships.

The current research offers three main contributions to the study of early phase buyer-supplier relationships. The first contribution assesses the role of homophily and salesperson likeability in these newer relationships. Doney and Cannon (1997) offered a comprehensive review of the mechanisms that affect buyer-supplier established relationships but did not consider newer relationships. Their findings suggest that likeability and similarity have a positive and significant relationship with buyer trust. The results of the current research suggest that in early phase relationships homophily develops salesperson trust, while salesperson liking does not. This finding is important because it suggests homophily has a greater impact on trust in early phase relationships than salesperson likeability. These finding indicate suppliers who share the buyer’s values will accelerate trust formation and lead to more relational form of governance.

Second, the findings suggest how trust affects the buyer’s choice of governance structure. In addition, in early phase relationships it was found that trust fully mediates the homophily to governance path. This indicates that homophily leads to trust, but trust leads to governance choice. Trust was found to significantly affect the buyer’s choice of governance structure. This addresses a gap in the current literature, which does not consider how the buyer decides to select relational versus contractual form of governance. The findings indicate that higher trust reduces the use of contractual governance. Furthermore, in new relationships, trust is determined to fully mediate the homophily to governance connection.

Third, this research provides implications for managers. Previous research has focused on longer term relationships or ignored the temporal dimension of relationships. Our findings indicate that homophily leads to trust and has been shown that trust leads to a more relational as opposed to contractual governance. Meanwhile, liking was not shown to be a significant predictor of trust in newer relationships. Homophily driven relationships will help the firms accelerate relationship building. Identifying such potential relationships will also maximize the probability of success needed to overcome the initial inertia of the buyer seller exchange and accelerate the formation of trust between the parties. The following prescribes a few techniques that a firm can utilize to identify hemophilic matches.

The present research has shown that for early phase relationships homophily is more important than liking in establishing trust. Several interesting research questions can be studied by future researchers to expand the findings presented. Given the integrative nature of the supply chain does homophily also apply to the supplier's supplier? How can/will these newer relationships evolve longitudinally over time? Does likeability become a more important factor than homophily as the relationship matures? Finally, given the trend toward business consolidation, is there any evidence to show that the new supplier can quickly adapt their networks to various external shocks such as a mergers or acquisitions at their customer firms or would this require re-establishing homophily with the newly formed entity? Future research can build upon the solid foundation of the present research.

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Toward a Measure of Salesperson Job Embeddedness

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Abstract

Within the sales profession, the costs associated with turnover are high, given that rates of turnover in sales are estimated to be double that of most other professions (Richardson 1999). For example, in the insurance sales industry, first year turnover rates have been reported to be 50% (Landau and Werbel 1995), with an overall rate of 29% (Honan 2011). Given the high cost of turnover to organizations, especially sales organizations, many scholars have studied the topic. However, the sales literature has lagged behind current organizational research. Scholars have moved beyond March and Simon (1958) – job satisfaction and organizational commitment – by exploring alternative antecedents to turnover, most currently the multi-dimensional construct of job embeddedness (Mitchell and Lee 2001; Mitchell et al. 2001). Job embeddedness has been shown to explain variance over and above job satisfaction and organizational commitment.

The history of job embeddedness, or as it is sometimes referred to, "stuckness," dates back to the mid-1990s, to the research by Tom Lee and Terence Mitchell. Mitchell and Lee (2001) focused on the context that surrounds an individual during the internal deliberation regarding whether to stay with or leave an organization. They theorized that individuals become embedded within the organization through various links both inside (organizational embeddedness) and outside (community embeddedness) the organization (Mitchell and Lee 2001) They also suggested that individuals become more embedded when they experience a good fit with the organization and their community. Lastly, the level of sacrifice that an individual may experience from leaving the organization and/or the community serves to further deepen an individual's level of embeddedness (Mitchell and Lee 2001).

However, the sales environment has been established as different from typical work environments because salespeople span boundaries between their organization and customer organizations, interacting predominantly with customers. Thus it is proposed that in addition to the dimensions of organizational and community embeddedness, a new dimension of job embeddedness called customer embeddedness, be studied in sales.

Social exchange theory is used to provide a theoretical basis for customer embeddedness. Social exchange theory is a broad framework that explains how individuals and teams form relationships. Since building and maintaining relationships with customers are at the heart of the sales profession, it is an appropriate compelling theory for grounding the current study. The two major tenets of social exchange theory are reciprocity and negotiated rules. First, reciprocity is the idea that individuals should try to repay in kind what another person has provided for them (Cialdini 1987). Second, negotiated rules involve rules that are negotiated between parties involved in an exchange relationship required to reach a mutually beneficial arrangement. In the marketing literature Dwyer,

Shurr, and Oh (1987), though not explicitly using the term social exchange theory, describe the main tenants of the theory in regard to how customer relationships develop. Their proposed phases were a) awareness, b) exploration, c) expansion, d) commitment, and e) disillusion. Because customer relationships develop in phases, it is expected they will be directly related to a salesperson's customer embeddedness.

The combination of customer embeddedness dimensions will collectively be called salesperson job embeddedness. Bradford et al. (2010) proposed the idea of the embedded sales force. They argued that a salesperson spans not only the boundaries between the marketing department and other functional areas, but is also a member of sales teams, and most importantly has many connections with customers. These daily interactions with customers ultimately lead to strong relationships that can serve to bind the salesperson to not only the customer, but also the organization. Likewise, Boles et al. (2012) make mention of the embedded sales force. They noted that salespeople in business-to-business settings are often referred to as customer relationship managers and are thus embedded in not only the selling organization, but also within the buying organization (Boles et al. 2012).

The customer embeddedness dimension is conceptualized in the same manner as the other dimensions of job embeddedness (i.e., organization and community; Mitchell & Lee 2001). Within those domains, there are elements of sacrifice, fit, and links. Likewise, the dimension of customer embeddedness is conceptualized as having the same three elements. Once strong bonds are formed between the salesperson and the customer, leaving the organization can sever those bonds. This would be a sacrifice for the salesperson. Building relationships takes time and effort, and by leaving the organization, all that hard work would be sacrificed. The sacrifice would not only be financial but also personal, as business relationships have elements of friendship and trust.

The element of customer fit is conceptualized as being similar to person-group fit (Kristof-Brown, Zimmerman, and Johnson 2005). This conceptualization focuses on interpersonal compatibility between individuals and is essentially a measure of how well people get along, or the level of *like* between individuals. This is an important element because business exchange relationships do not necessarily require the parties to like each other. However, if the parties involved in the exchange actually enjoy each other's company, then the relationship is stronger, and thus embeds the salesperson more with the customer (Beatty et al. 1996).

Lastly, the element of customer links deals with the number of customers that a salesperson has, as well as the level of contribution of sales from that customer to the salesperson's sales quota. In the business-to-business sales environment, there is a large variance in the number of customers that a salesperson services. Some salespeople have a large number of customers that individually contribute only a small amount towards the attainment of quota, while other salespeople have very few customers, but each one has a large impact on the salesperson's quota attainment. Thus, both facets serve as important attributes of customer embeddedness.

Therefore, the concept of salesperson job embeddedness brings together three contextual elements that can serve to embed the salesperson to their organizations. First are the binding forces that a sales person experiences with respect to the organization. Second are the forces that bind a salesperson within his/her community. Lastly are the customer relationships, which can further embed the salesperson within their current organization.

Now that a justification has been made that job embeddedness must be extended to include customer embeddedness in order to capture the full domain of the sales profession, we turn to the methodology that will be followed to create this new dimension. Job embeddedness and subsequently salesperson job embeddedness are conceptualized as formative constructs. Given this conceptualization, the traditional methods of scale development (e.g., Churchill 1979, DeVillis 1991, Spector 1992) are not applicable. Instead, the process outlined by Diamantopoulos and Winklhofer (2001) will be followed.

Diamantopoulos and Winklhofer (2001) bring to light issues that are unique to the developing formative constructs, specifically content specification, indicator specification, indicator collinearity, and external validity. Given that salesperson job embeddedness has a strong theoretical foundation based on the work by Mitchell and Lee (2001) and on social exchange theory, these issues will be addressed as the items are developed. Once the items for customer embeddedness are fully developed and combined with the job embeddedness construct, the newly formed salesperson job embeddedness scale will be used in a future study, along with established reflective construct, to determine its predictive power (Diamantopoulos and Winklhofer 2001).

REFERENCES AVAILABLE ON REQUEST

COMPETITIVE COWORKERS AS DOUBLE-EDGED SWORD

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INTRODUCTION

Intra-organizational competition and its effects on boundary spanning employees' personal wellbeing, job-related behaviors, and performance have been a challenging issue for theory and practice alike (Brown, Cron and Slocum 1998; Arnold, Flaherty, Voss and Mowen 2009). Specifically, Kohn (1992) has argued that any form of healthy competition is a "contradiction in terms" (p. 9) and hence stresses the role of competitive climate in enhancing employee performance. However, there is dearth of literature analyzing the impact of organizational climate factors affecting performance. We propose a theoretically driven model of the effects of organizational factors on salesperson's outcomes.

This research offers significant contributions to theory and practice. First, past research has attributed individual level factors as the reason behind the differential performance of employees under similar conditions (e.g. Judge, Rodell, Klinger, Simon and Crawford 2013). Second, we contribute to the growing body of research on the effects of boundary spanners' creativity on performance (Agnihotri, Rapp and Gabler 2013; Coelho and Augusto 2010; Wang and Netemeyer 2004). Because creative employees are better able to serve the customers (Agnihotri, Rapp and Gabler 2013; Ahearne, Jones, Rapp and Mathieu 2008), our research holds significant importance in evaluating the situational antecedents of boundary spanner employees' creativity.

Theoretical Background And Hypotheses Development

We follow the conceptualization adopted from Wang and Netemeyer (2004), who define creativity as "the amount of new ideas generated and novel behaviors exhibited while performing specific job activities" (p. 806). It has been argued that competitive climate can sometimes lead to employees trying to break the negative cycle caused due to increased stress (Bakker, Demerouti and Verbeke 2004). From this perspective, competition climate can act as a cue for change (Arnold et al. 2009) and can result in employees working and creating new ideas to break the monotony. Similarly, Miao et al. (2015) argue that exposure to better off peers, whom we define as competitive coworkers, can evoke positive mood in the employees owing to identification-contrast mechanism during the comparison process. Thus, while comparing, employees may identify with people with an upward comparison target which can lead them to perform even better. Similarly, in line with the viewpoint presented by social comparison theory (e.g. Festinger 1954;Arnold et al. 2009), CIC also results in increased comparison with the coworkers which might reduce the motivation of people to perform. This theoretical logic, which can be defined as 'sanction fear', implies that reduced motivation can lead to the feeling of low self-esteem (Arnold et al. 2009).

Creativity, as defined in terms of novel and new ideas, can help the employees serve the customers according to their needs and wants. Literature affirms that customer-oriented behaviors ultimately determine the success of the service encounters (Bitner, Booms and Tetrault 1990). Therefore, it can be argued that employees who use diverse strategies would be better able to serve their customers and have constructive insights into the customers' problems (Bettencourt, Gwinner and Meuter 2001). These insights, then, should transform to higher service efforts and hence job performance (Agnihotri, Rapp and Gabler 2013). On the other hand, motionally exhausted employees hold negative job attitudes which may transform into lower levels of customer service (Mulki, Jaramillo and Locander 2006). Because it has been argued that the negative effects of emotional exhaustion are even more pronounced in the context of boundary spanners (Rafaeli and Sutton 1987), we hypothesize that emotional exhaustion has negative effect on outcomes such as service efforts and performance.

Analytical Procedures

To test the proposed relationships, we collected data from a leading financial service provider. Using SmartPLS (Ringle et al. 2005), a measurement model and a structural was conducted. The findings show evidence of reliability, convergent and discriminant validity. Results find support for most of the hypothesized relationships except that of self-perceived creativity to job performance and that of emotional exhaustion to service efforts.

Discussion

The results found allow additional understanding of the effects of organizational environment on salespersons' outcomes. We found the ambidextrous effects of organizational competition on salesperson's outcomes. Our research highlights the importance of designing appropriate employee training programs in an organization. Training and development programs could be designed which allows employees to view the competitive environment as an opportunity rather than as a threat (Jones, David and Thomas 2015) which can have increase the positive effect on creativity and decrease the negative effect on emotional exhaustion.

REFERENCES AVAILABLE ON REQUEST

AN INTEGRATED MODEL OF SALESPEOPLE'S EMOTIONAL LABOR

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INTRODUCTION

The purpose of this review is to propose a systemic and interactionist integrated model of salespeople's emotional labor. It highlights the main dimensions of the concept of emotional labor, its nomological variables, its impact on customers, and its consequences for sales. Given that the sales and sales management literature has so far taken little interest in this topic, this review includes contributions from other fields, thus proposing an interdisciplinary approach.
Directions for research and practical implications with regards to emotional labor in sales contexts are suggested. Therefore, this review is an interesting contribution to the sales and sales management literature.

Theorical Background

Research has been carried out over the past thirty years on the role of affects (i.e. emotions and moods) in sales and sales management (Erevelles & Fukawa 2013). Nevertheless, critical affective processes in personal selling and sales management have not been studied sufficiently (2013: 7). Mulki et al. (2014: 623) also point out that research on the role of emotions in marketing exchanges remains limited. Emotions and the management of emotions have a vital role to play in sales, since they influence the salesperson's attitude and behavior.
Hochschild (1983: 7) defines emotional labor as "the management of feeling to create a publicly observable facial and bodily display" in the context of face-to-face contact or, at the least, a verbal exchange with the customer. However, emotional labor consists not only of regulating one's own emotions but also of "managing" customers' emotions (Thoits 1996). Therefore, Pugliesi (1999) draws a distinction between "self-focused" and "other-focused" emotional labor.
Mikeska et al. (2015: 54) emphasize that the literature has been mainly focused on the emotional labor of frontline employees, but has not included salespeople. Yet, they state, emotional labor has been shown to improve sales performance.
This integrated model of salespeople's emotional labor, resulting from a literature review, incorporates work in the fields of marketing, services marketing, sales, and sales management. But it also includes research in sociology, organizational behavior, and psychology.

Integrated Model

Structural Determinants The model incorporates structural determinants: cultural norms, social norms, organizational norms, and emotional experience rules. The first two elements of the model (cultural and social norms) may be classified as social influence.

Cognitive appraisal Some of the contributions made by appraisal theories (e.g. Lazarus 1991; Scherer 2001) are also included in the model. The salesperson assesses the input constituted by his/her own emotional display. Thus cognitive appraisal firstly depends on taking this input into account. The salesperson also takes into account the client's emotional display. This therefore constitutes a second input.

A dissonance (i.e. a distortion) may result from this cognitive process if there is an incongruity between the structural determinants of the model and the salesperson's perception of his/her own emotions, or if there is an incongruity between the emotions expressed by the customer and those expressed by the salesperson.

Emotional regulation strategies The concept of "emotional regulation strategy" is based on Hochschild's seminal work (1983). Hochschild identifies two dimensions for emotional labor: surface acting and deep acting. Surface acting consists of keeping the expression of one's emotions in check in a superficial fashion. And deep acting is a process by which employees change their internal feelings. Ashforth & Humphrey (1993: 94) add a third dimension, considered here as a third strategy: "[the] genuine experience and expression of expected emotion". A title is proposed for this third dimension in this integrated model: "genuine acting", which is the sincere expression of emotions. This corresponds to the notion of naturally-felt emotions (authenticity) in the sales context (Schaefer & Pettijohn 2014).

The choice of an emotional regulation strategy will be determined by the existence or absence of cognitive dissonance. In the absence of cognitive dissonance, the salesperson may choose either the expression of naturally-felt emotions, or emotional acting (either surface or deep acting) displaying positive emotions as a "gift" (Bolton 2000). This gift to the client may be driven by specific motives: in the sales contexts, by the expectation of a form of reciprocity on the part of the client.

Emotional display and impression management Expression of emotions is: 1) facial; 2) vocal; 3) postural; 4) verbal (Hareli & Rafaeli 2008: 36). In coherence with the concept of "impression management" (Goffman 1959), "emotions are displayed to influence other people's emotions, attitudes and behaviors" Zapf (2002: 239).

Work event characteristics The interaction between a salesperson and a client may be considered as a "work event" according to the terminology of Weiss & Cropanzano (1996), and may elicit affect-based emotional experience and behaviors.

Thus, in this integrated model, "work event" may be defined as an "event" that puts a salesperson and a client in direct contact with each other. In a sales context, this involves a face-to-face or voice-to-voice interaction between a salesperson and a client, whatever the channel of communication.

Emotional contagion and client's feedback The emotions expressed by the sender (i.e. the salesperson) may induce – or not (in the case of absence of contagion) – the same types of emotions in the receiver (i.e. the client).

The client's emotions are then expressed in a facial, vocal, postural or verbal manner. This constitutes communicational feedback (Hareli & Rafaeli 2008).

Negative effects on the salesperson's well-being The difference between felt emotions and expressed emotions, i.e. emotional dissonance, can be the result of emotional labor (Härtel, Hsu & Boyle 2002) and is part of emotional labor negative effects (Ashforth & Humphrey 1993).

Surface acting correlates positively with emotional exhaustion, and negatively with job satisfaction. The intensity of these two relationships is stronger for those individuals who pay particular attention to naturally-felt emotions in their relations with customers (Pugh, Groth & Hennig-Thurau 2010).

Emotional labor strategies result in burnout for employees who work in direct sales (Mădălina, Dan, Stănescu & Iliescu 2012). The emotional effort of salespeople has a significant influence on emotional exhaustion, one of the dimensions of burnout (Park, Yoo & Rutherford 2015). The tendency to assess customer's emotions may also lead to the salesperson burnout (Verbeke 1997).

Emotional dissonance and emotional effort are good predictors for job stress among department store apparel saleswomen (Yoh 2012). Dysmenorrhea is a consequence of emotional labor among women working in sales and at call centers (Cho et al. 2014).

Vatansever & Karamaras (in press) identify a positive relationship between job satisfaction and naturally-felt emotions among salespeople, and a negative relationship between satisfaction and surface acting. Emotional dissonance has a negative effect on job satisfaction among salespeople (Park, Yoo & Rutherford 2015). However, emotional labor is a predictor of job satisfaction in a retail context (Cho, Rutherford & Park 2013).

The literature also notes the direct or indirect influence of emotional labor on the intention to quit the organization and on turnover (Zerbe 2000; Chau et al. 2009). "Surface acting emotions lead salespeople to experience reduced levels of job satisfaction, an important concept for salesperson retention" (Mikeska et al. 2015: 65).

Impact of emotional labor on the customer and on sales Emotional labor has a positive influence on the customer (Pugh 2001; Zapf 2002). The process of emotional contagion impacts the emotions felt by customers (e.g. McColl-Kennedy & Smith 2006).

The literature emphasizes the relationship between emotional labor and the perception of service quality (e.g. Hennig-Thurau et al. 2006) and also refers to the very positive impact on customer behavior. "Positive affective displays […] are positively associated with important customer outcomes, such as intention to return and to recommend the store to a friend" (Grandey 2003).

Emotional labor has positive effects on interpersonal relations or interpersonal performance, particularly with customers (Grandey & Gabriel 2015), but also on efficiency and response to customers' expectations (Ashforth & Humphrey 1993).

Faking emotions are associated with greater proactivity in helping customers. In addition, deep acting is associated with quality of performance and displayed enthusiasm, but not surface acting (Totterdell & Holman 2003). Groth, Hennig-Thurau & Walsh (2009: 969) highlight the positive effect of deep acting on perceived customer orientation and perceived service quality. "Successful management of emotional labor by employees plays a critical role in the process of customer retention, recovery, and delight" (Ashkanasy & Daus 2002: 279). Moreover, salespersons' deep acting is positively related to adaptive selling behavior and job performance, in the direct selling industry (Wang, Wang & Hou 2016).

The literature identifies a positive relationship between emotional labor and the sales level (Brotheridge 2006; Brotheridge & Zygadlo 2006). Salesperson's deep acting has a direct and positive effect on customer buying decisions as well as an indirect effect on customer decisions (Tang et al. 2013).

Sutton & Rafaeli (1988) nevertheless found a negative relationship between the two variables (i.e. emotional labor and sales level). A high level of sales is often linked to a fast work pace for salespeople, who then display emotional neutrality, or even negative attitudes towards customers.

While the consequences of emotional labor on sales, customer relationship, and service quality appear to be generally positive, some scholars hold that naturally-felt emotions have a greater impact on the customer (e.g. Hennig-Thurau et al. 2006).

Employees in emotional dissonance are likely to not mask their true emotions effectively (Ashkanasy & Daus 2002). A customer's identification of an emotional expression that is not naturally-felt may lead to a poor or even worse perception of service quality. "Surface acting exerts negative effects when customers perceive it as such" (Groth, Hennig-Thurau & Walsh 2009: 969).

Salespeople's surface acting is negatively related to adaptive selling behavior and job performance (Wang, Wang & Hou 2016). Salesperson's surface acting has a direct and indirect negative effect on customer buying decisions (Tang et al. 2013).

Moderators The emotional labor literature has demonstrated that the negative consequences of emotional labor are moderated by job autonomy (e.g. Adelmann 1989; Wharton 1993). Social support also appears to be a moderating variable (Abraham 1998; Grandey 1999). Schaubroeck & Jones (2000) identify two other moderators: emotional adaptability and organizational identification.

Conclusion

There has been very little research on salespeople's emotional labor (Mikeska et al. 2015). Research on emotional labor in sales contexts needs to be developed. In this review, directions are therefore suggested for future research concerning emotional experience rules, client's emotional reaction and feedback, work event characteristics, individual characteristic, intercultural differences, with regards to emotional labor in sales contexts.

Emotional labor has a number of practical implications in several management functions: recruitment, performance management, and training (Ashkanasy & Daus 2002). Several practical implications for sales management are thus highlighted in this review. A specific goal (e.g. to assess emotion contexts, display rules and salespeople's emotional display) is suggested for each practical implication (e.g. training of sales managers). The general aims are to improve both salespeople's well-being and sales performance.

References provided upon request.

EXPLORING THE RELATIONSHIP BETWEEN SALESPERSON INFLUENCE TACTICS, BUYER TRUST, AND THE BUYER PURCHASE DECISION

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INTRODUCTION AND HYPOTHESES DEVELOPMENT

The sales force is the largest driver of revenue for many firms. Given this, many firms make investments attempting to improve the sale force performance. Focal to many investments are attempts to improve upon adaptive selling—"the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation" (Spiro & Weitz, 1990, pg. 62)— and influence tactics—"the mechanism through which salespeople persuade buyers in interactions" (McFarland, Challagalla, & Shervani, 2006, pg. 103).

While literature emphasizes the ability of adaptive selling to contribute to salesperson performance, findings regarding the relationships between influence tactics (i.e., information exchange, legitimation, ingratiation, rational persuasion, apprising, consultation, collaboration, personal appeal, coalition building, pressure, and influence) and salesperson performance are incomplete. For example, Plouffe, Bolander, Cote, & Hochstein (2016) find that the hard-coercive tactic pressure was more predictive of salesperson objective performance that any non-coercive (i.e., rational persuasion, consultation, collaboration, personal appeal) or soft-coercive (i.e., inspiration appeal, apprising, ingratiation, information exchange, coalition building) tactic. Interestingly, Plouffe et al. (2016) find that salesperson-reported pressure placed on customers waspositively associated with salesperson objective performance. However, Plouffe, Bolander, & Cote (2014), using a more restricted set of influence tactics (i.e., information exchange, recommendations, threats, promises, ingratiation, inspiration appeals), find that influence tactics did not explain significant variance in salesperson performance.

These findings may be surprising to some given that whereas non-coercive and soft-coercive influence tactics are casted positively in recent literature, hard-coercive tactics (i.e., legitimation, pressure) are casted negatively (e.g., Rapp et al. 2014). Furthermore, research accentuates the importance of salespeople adopting a relational selling orientation and serving in a relationship building, knowledge brokering, and consulting capacity. Thus, while surprising to some, to others the mixed findings may affirm that selling is inherently a social process that requires salespeople to adapt their behaviors dynamically. Stated differently, any impact of influence tactics may be contingent on characteristics of the buyer, and the salesperson's ability to process such characteristics and alter their behavior so that it is perceived more favorably by the buyer.

An important characteristic is the buyer's regulatory orientation focus. Regulatory focus theory (Higgins 1997) proposes actors have a promotion (i.e., gain seeking) or prevention (i.e., loss avoidance) orientation towards end-states. Whereas buyers with a promotion orientation focus are likely to emphasize desired outcomes when making purchasing decision considerations, buyers with a prevention focus are likely to emphasize undesired outcomes. According to regulatory fit theory, actors desire means that match and therefore sustain their orientation. Hence, salespeople perceived to be using a regulatory orientation focus (i.e., promotion, prevention) that matches the buyer's regulatory orientation focus, may be more likely to have their influence techniques foster desired outcomes such as buyer trust and the decision to purchase.

$H_{1a\text{-}c}$: *(a) non-coercive influence tactics and (b) soft-coercive influence tactics are positively associated with buyer trust of salesperson; (c) hard-coercive influence tactics are not positively associated with buyer trust of salesperson.*

H_2: *Match between buyer regulatory orientation focus and salesperson regulatory orientation focus is positively associated with buyer trust.*

H_3: *Match between buyer regulatory orientation focus and salesperson regulatory orientation focus moderates the effectiveness of influence tactics to explain buyer trust of salesperson such that when salespeople and buyers are matched on their regulatory orientation focus, influence tactics are more effective in explaining buyer trust of salesperson.*

H_4: *Buyer trust of salesperson is positively associated with buyer decision to purchase.*

Sample and Measures

We tested the hypotheses using a data set comprised of 205 questionnaires collected from organizational buyers employed by a U.S. small or middle sized company (fewer than 500 employees) interacting regularly (at least once per week) with salespeople representing logistic service-providing companies (e.g., courier service, inbound or outbound transportation services, freight forwarder services). All measures are based on established scales. All measures were assessed using either five-point or seven-point Likert-type scales. Whereas the scale for salesperson influence tactics ranged from "I can't remember the salesperson ever using this tactic with me" to "The salesperson used this tactic very often with me", the scale for both buyer and seller regulatory orientation and trust ranged from "strongly disagree" to "strongly agree."

Analytical Approach

This research used the critical incident technique. Similar to prior research, respondents were asked to base their responses on a recalled past event. Specifically, after responding to items assessing their regulatory orientation focus, buyers were randomly assigned to one of two conditions (purchase, no purchase). After each condition, buyers responded to the questionnaire items described above. The hypotheses were tested using hierarchical multiple regression analysis.

Results, Discussion, and Implications

A large degree of support is provided for the model proposed. All four of the hypotheses receive some degree of support. The main effects of consultation, coalition building, and pressure are not qualified by interaction terms. Given this, as well as their positive coefficients, salespeople able to increase their influence tactics of consultation and coalition may increase buyer trust. However, given the negative coefficient of pressure, salespeople who adapt their influence behaviors to include lower levels of pressure may generate greater buyer trust.

The findings suggest that when seller's and buyer's prevention, but not promotion, regulatory orientation focus matches, the buyer trusts the salesperson more. Hence, salespeople who can infer that a buyer has a prevention regulatory orientation focus and adapt their regulatory orientation focus to mirror that of the buyer's may reap the rewards of greater buyer trust. The findings suggest tone outcome positively associated with buyer trust of the salesperson is purchasing behavior.

Findings regarding the moderation hypotheses suggest salespeople should use the legitimation influence tactic more when the buyer and salesperson have low promotion focus. Furthermore, when the buyer and salespeople have a low prevention focus, salespeople should adapt their influence tactics to include greater collaboration.

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REGULATORY FOCUS, ACHIEVEMENT ORIENTATION, EMOTIONS, AND GENDER: A COMPARISON OF SALES MANAGER AND SALESPERSON ATTRIBUTES

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INTRODUCTION

While there is a substantial body of research examining the characteristics of salespersons and their performance, there is little literature which has examined the personal attributes of sales managers (see Deeter-Schmelz et al. 2006; Lounsbury et al. 2014) and how these differ from those in from front-line sales positions. The overall purpose of this research is to examine differences between sales managers and salespersons with respect to regulatory foci and achievement orientation. It also investigates differences between these groups in emotional responses to sales performance as well as the impact of gender on regulatory foci and achievement orientation.

Regulatory Focus Theory (RFT: Higgins 1998), a well-established theory of motivation and emotion, has been largely ignored in the sales literature. RFT suggests that people differ with respect to their regulatory focus which guides goal pursuit behaviors. Those with a promotion focus tend to focus on hopes and ideals and are motivated by accomplishments and advancement. They are more concerned about achieving success than avoiding failure. Prevention-focused people focus on duties and obligations and are motivated to prevent losses and have security. Since sales professionals want to maximize sales, in general we predict (H1) that sales managers and salespersons will exhibit higher levels of promotion than prevention focus. Sales managers generally emerge from the ranks of outstanding salespersons (Dubinsky and Ingram 1984) and, given the previous hypothesis, we predict (H2) that sales managers will exhibit higher levels of promotion-focus and lower levels of prevention focus than salespersons, regardless of experience. Additionally, a promotion focus has been shown to be associated with positive emotions while a prevention focus has been associated with negative emotions (Bhatnagar and McKay-Nesbitt 2016). Thus we predict (H3) that sales managers will report more positive emotions and lower negative emotions than salespersons.

The literature also identifies two different achievement orientations by which individuals regulate behavior to become competent in performing a task: learning-focused and performance focused. One exhibits a learning-focused orientation by exerting effort to learn new skills to master a task. A performance-focused orientation is characterized by a focus on outcomes (sales goals) and a desire to received favorable evaluations from others for success. Neither of these have been reported in the literature with respect to sales managers and, consequently, a second purpose of this paper is to begin to examine differences in achievement orientations between sales managers and salespeople. The literature has reported that a promotion focus is positively related to a learning-focused achievement orientation while a prevention focus is positively related to performance-focused achievement orientation (see Gorman et al. 2012). Thus, we predict (H4)

that sales managers are more likely than salespersons to have a learning-focused achievement orientation and salespersons are more likely than sales managers to have a performance-focused achievement orientation.

There has been some reporting of differences between male and female sales managers' control strategies (e.g., Piercy, Cravens and Lane 2001), but there is a dearth of research examining gender differences in sales managers. Thus, the third purpose of this paper is to consider gender differences in regulatory focus and achievement orientations amongst sales managers and salespeople. Previous research has demonstrated that males tend to be more promotion-focused and less prevention-focused than females (McKay-Nesbitt, Bhatnagar and Smith 2012), which suggests that the same may be true of sales managers and salespersons. Therefore, we predict (H5) that male sales managers (salespersons) will be more promotion-focused than female sales managers (salespersons) and female sales managers (salespersons) will be more prevention-focused than male sales managers (salespersons). As previously stated, a learning-focused achievement orientation has been associated with a promotion focus and males are more likely to be promotion-focused and less prevention-focused than females. Our final prediction (H6) is that male sales managers (salespersons) will be more learning-focused than female sales managers (salespersons) and female sales managers (salespersons) will be more performance-focused than male sales managers (salespersons).

Methods

One hundred fifty sales managers (72 males) and 180 salespersons (93 males) participated in this study. Data was collected on-line in the USA using Qualtrics. The mean age of the respondents was 39.2 years (range: 25-61years) and the average years of sales experience was 11.9 years.

Participants provided information about their current sales role and other demographics. They then responded to questions measuring their chronic regulatory focus (Lockwood, Jordan and Kunda 2002) and achievement orientation (Kohli et al. 1998). The questionnaire concluded with questions assessing their feelings/emotions (adapted from Thompson 2007) about their overall sales performance relative to their peers.

Results

Sales managers and salespersons both report higher promotion than prevention scores. Thus, H1 was supported. H2 was tested by comparing sales managers' promotion scores vs. salespersons' promotion scores and also comparing sales managers' prevention scores vs. salespersons' prevention scores. H2 was partially supported. While there is no significant difference between sales managers' and salespersons' promotion scores, the prevention scores for sales managers was significantly lower than that of salespersons. H3 was also supported. Sales managers report more positive emotions regarding their performance relative to their peers and salespersons report more negative emotions regarding their performance relative to their peers. H4 was partially supported. Sales managers report stronger learning-focused achievement orientations than salespersons as predicted. Salespersons, however, did not exhibit stronger performance-focused achievement orientations than sales managers. H5 was not supported. Male sales managers are not more promotion-focused than female sales managers and female sales managers are not more.

prevention-focused then their male counterparts. With respect to salespeople, males and females have the same level of promotion focus. Surprisingly, we found that male salespersons are more prevention-focused than female salespersons. Finally, H6 was not supported. Sales managers are more learning-focused than salespersons regardless of gender and, unexpectedly, male salespersons are more performance-focused than female salespersons.

Conclusion

This research contributes to theory by introducing RFT to research in sales management. The present findings may provide a helpful framework for identifying and understanding differences in regulatory focus of sales managers and those they manage. This research also extends our understanding of learning-focused and performance-focused achievement orientations. This is among the first research to study differences between sales managers and salespersons with respect to achievement orientation. The research is also the first to consider gender differences in these self-regulatory attributes for both sales managers and salespersons.

From a practical viewpoint, this research suggests that there are important differences between sales managers and salespersons regarding regulatory focus and achievement orientations. Sales managers' effectiveness may be improved by understanding that their salesforce may be more prevention-focused and less learning-focused then themselves. Understanding these differences may help managers choose techniques designed to coach salespersons to greater success.

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THE IMPACT OF SALESPEOPLE'S UNBIASED AND BIASED ATTRIBUTIONS ON THEIR JOB SATISFACTION: AN EXPERIMENTAL STUDY

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SUMMARY ABSTRACT

Salespeople's job satisfaction or dissatisfaction (JS/D) has drawn continuous attention from managers and scholars because of its direct and indirect associations with salespeople's performance (Gounaris and Boukis 2013) and sales force turnover (Wang and Ma 2013). A common way that sales managers employ to ensure salespeople's job satisfaction is enhancing its antecedents, such as providing them with effective supports. However, managers have often overlooked a key antecedent of JS/D - salespeople's causal attributions of their performances.

Attribution theory has been widely used for understanding customer satisfaction judgment under different attributions (Tsiros, Mittal and Ross 2004), but has not been thoroughly investigated in a sales force satisfaction context. To fill this gap, this study investigates the impacts of two properties of the causal attributions (i.e., stability of causality and locus of control) salespeople make for explaining the positive/negative gaps between their anticipated and actual sales performances upon their job satisfaction/ dissatisfaction. In addition, salespeople's cognitive attributions are likely to be biased in order to enhance their self-interests such as attributing their sales successes to themselves and failures to non-personal related causes (Dixon, Spiro and Jamil 2001). Accurate or biased, their attributions significantly affect their JS/D levels (Silvester, Patterson and Ferguson 2003). Thus, this study also considers the impacts of salespeople's accurate or biased attributions upon their job satisfaction and organizational commitment. In the next section, a brief literature and the hypotheses are presented. The empirical analysis and results are then outlined.

Theoretical Background

How different attributional dimensions influence consumers' judgments of product or service satisfaction and purchase intention has been widely examined in the consumer satisfaction literature (Weiner 2000). We assess the contribution of attribution theory to sales force research based on 46 studies from 1978 to present. Only one published empirical study has investigated the effect of salespeople's performance attributions on emotional reactions (Badovick 1990). However, it focused on short-term sales failure attributions but not on the consistency of such experience over time. This points to a need to examine the relationship between attributional dimensions and salespeople's emotional responses.

According to Weiner's conceptualization (1985), the three attributional dimensions – locus of causality, controllability and stability can influence a variety of emotional reactions such as anger and pride. Particularly, stability influences expectancy estimates of future successes. Although a positive or negative outcome initiates affective reactions (i.e., the primary appraisal), a cognitive attribution to such an outcome may enhance the feeling of happiness/frustration or hopefulness/hopelessness. Given that subjective expectancy is an important cause of job satisfaction (Locke 1976), one may argue that the stability of a causal attribution, rather than the locus of control, determines job satisfaction.

Attribution theorists claim that individuals tend to make dispositional attributions for their successful performances but make situational attributions for the unsuccessful performances (e.g., Lilly, Porter and Meo 2003). This bias may arise when one's perception focuses on the causes that favor what one is doing rather than the factors surrounding those actions. These biased attributions may result in *inflated* or *deflated JS/D* that may lead to current and future inappropriate behaviors. Whenever salespeople experience *inflated* satisfaction (or *deflated* dissatisfaction), they experience an excess amount of satisfaction with their job than they reasonably should. Alternatively, when salespeople experience *deflated* satisfaction (or *inflated* dissatisfaction) as a result of attribution biases, they may be quickly discouraged with their job, adversely affecting their future performance and increase their intention to quit.

Empirical Analysis and Results

This paper is part of an on-going research project. We conducted a 2 (higher vs lower performance than expected) × 2 (stable vs. unstable causes) ×2 (internal vs. external locus of causality) between-subjects field experiment for testing the hypotheses. All subjects in the study were first exposed to one of the eight hypothetical episodes. Subjects were asked to role play and project themselves into a salesperson's situation and evaluate his job satisfaction and organizational communication. All the episodes and the measures were pretested. Currently, 240 salespeople from pharmaceutical, automobile and insurance sectors participated in the study and 188 questionnaires-were usable.

The results from ANOVA analyses demonstrate that the stability dimension determining the expectancy of success drives salespeople's job satisfaction. This finding is consistent with that in the customer satisfaction literature (Tsiros, Mittal and Ross 2004). In addition, salespeople make attribution biases that are substantial and affect their job satisfaction and organizational commitment levels. When salespeople wrongly attribute the merit of positive outcomes to a stable cause (while the right cause is actually unstable), they enjoy an excess amount of satisfaction or commitment, namely *inflated satisfaction and commitment.*

This study brings a novel insight into the design and implementation of procedures that ensure salespeople's "true" satisfaction - satisfaction based on a right assessment of performance causes. For example, a salesperson may incorrectly ascribe a sales increase to the economic growth in his/her territory and believes this growth will last, say 2-3 years, when in fact the actual cause is unstable (e.g., a competitor's product recall). This salesperson may experience inflated satisfaction and commitment. Because of this inaccurate attribution, he/she may become overconfident and refuse opportunities such as training that may enhance his/her service effectiveness, that could result in increased sales even once the competitor's product recall is over. Once the conditions have changed, he/she may experience a significant drop in satisfaction and commitment. To ensure salespeople's unbiased satisfaction and commitment, managers must have a good appraisal of the true causes of salespeople's performances. Whenever causal attributions are accurate, managers should take every possible step to ensure the stability of causal attributions of the positive outcome that drives JS/D. Wherever attribution biases exist, managers must take necessary steps to make sure that the concerned salesperson develops an accurate assessment of the situation.

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SALESPERSON PERCEPTIONS – AN EXAMINATION OF SALES MANAGER LEADERSHIP AND SALESPERSON ENGAGEMENT

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Only one-third of employees are engaged in their work and a primary cause of their disengagement are managers (Beck & Harter 2014), a surprising and alarmingly low figure given engagement's relationship with the performance and retention of employees (Halbesleben & Wheeler, 2008; Harter, Schmidt, & Hayes 2002). Engaged employees are critical for organizations to have and maintain—they "work hard (vigor), are involved (dedicated), and feel happily engrossed (absorbed) in their work" (Bakker, Schaufeli, Leiter, & Taris 2008, p. 190). Ultimately employee engagement translates into productivity, customer satisfaction, and loyalty, and contributes to the profits of an organization (Harter, Schmidt, Agrawal, & Plowman 2013; Harter et al., 2002; Salanova, Agut, & Peiró, 2005; Verbeke, Dietz, & Verwaal 2011). In essence, the engagement of an employee drastically impacts organizations, both internally and externally, in numerous ways.

Because employee engagement extensively impacts the organization, scholars have started to devote attention to understanding what impacts employee engagement and how employee engagement impacts the business environment. A key focus of this research is the extent to which manager support both directly and indirectly influences subordinate engagement (Breevaart et al. 2014; den Hartog & Belschak 2012; Tims, Bakker, & Xanthopoulou 2011). Reinforcing the impact of managers' influence on subordinate engagement, the Gallup Organization asserts that managers account for at least 70% of the variance in employee engagement (Beck & Harter 2014). This estimate shows the critical importance for employees to feel their needs and interests are being taken care of by their leaders (Harter et al. 2002).
Despite recent developments in employee engagement research, boundary spanning sales employees pose unique challenges for managers. Specifically, manager support in the form of leadership behaviors (Kahn 1990) may be even more important for enhancing salesperson engagement than the traditional non-boundary spanning employee. In part, this is due to most business-to-business salespeople working remotely from other employees, therefore limiting their access to job resources (e.g. work social support) (Crawford, LePine, & Rich 2010; Mulki, Locander, Marshall, Harris, & Hensel 2008). Additionally, business-to-business salespeople deal with both internal and external factors to their organization (Schmitz & Ganesan 2014) resulting in job demands that differ from non-boundary spanning employees.

While sales employees work in an atypical work environment, there is limited attention by researchers focused specifically on employee engagement in the sales context (Medhurst & Albrecht 2011). Present sales research primarily defines salesperson engagement in ways that diverge from the classical definition of employee engagement. For example, Miao and Evans (2013) define salesperson engagement as adaptive selling behavior and selling effort. At the same time, other sales research defines salesperson engagement as the combination of employee satisfaction and organizational commitment (Zablah, Franke, Brown, & Bartholomew 2012). Conceptual research by Medhurst and Albrecht (2011) is the only known research that defines salesperson engagement with the classical definition of employee engagement—"positive, fulfilling, affective-motivational state of work-related well-being that is characterized by vigor, dedication, and absorption" (Schaufeli, Salanova, Gonzalez-Roma, & Bakker 2002, p. 74).

Existing studies also do not address whether sales manager dispositional traits (i.e. personality and other/self-orientation) and leadership can positively influence salesperson engagement. For example, personality traits are regarded as a natural framework for understanding leadership behavior (Strang & Kuhnert 2009). At the same time, other-orientation versus self-orientation is a trait associated with leaders who are concerned about the well-being of their followers (Meglino & Korsgaard 2007). Finally, leadership positively affects employee engagement by placing importance on valuing, empowering, and developing followers (van Dierendonck, Stam, Boersma, de Windt, & Alkema 2014).

Given the importance of sales manager leadership in relation to salesperson engagement, the purpose of this study is to examine the influence of salesperson perceptions of sales manager dispositional traits and leadership on salesperson engagement, performance, and turnover intention. To accomplish the objectives of this study, Job Demand-Resources (JD-R) theory will be used as the theoretical framework. Sales literature has characterized both transformational and servant leadership as leadership orientations (job resources) that are instrumental in motivating salespeople to meet customer needs (Jaramillo, Grisaffe, Chonko, & Roberts 2009a; Jolson, Dubinsky, Yammarino, & Comer 1993). Although conceptually distinct, transformational and servant leadership share many similarities (Graham 1991; Smith, Montagno, & Kuzmenko 2004). To address the challenge of empirically distinguishing these two leadership orientations, this study will build upon the recent work of Grisaffe, VanMeter, and Chonko (2016) that examines hierarchical servant leadership. Hierarchical servant leadership suggests that servant leaders exhibit distinctive behaviors and also exhibit behaviors that overlap with transformational and transactional leadership (Grisaffe et al. 2016). Salesperson perceptions of their sales manager's dispositional traits (extroversion/introversion and other/self-orientation) will be examined as antecedents to salesperson's perceptions of sales manager leadership. Moreover, salesperson performance (in-role and extra-role) and turnover intention will be examined as outcomes of salesperson perceived sales manager leadership and salesperson engagement. To provide additional context to the study, two environmental moderators (job demands) will be examined. First, market dynamism, the level of change or instability that is in a salesperson's market (Jansen, Vera, & Crossan 2009) and second, ethical climate, salesperson's perceptions of their organization's ethical standards and practices (McClaren 2013). Both moderators will aid in better understanding environmental factors that may influence the relationship between salesperson perceived sales manager leadership and salesperson engagement.

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BRINGING MORAL IDENTITY INTO SALES

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ABSTRACT

Since their introduction, salesperson's customer and selling orientations (SOCO) are a major concern to researchers and practitioners alike. IN this study, I propose an identity-based formation of SOCO. With this study, a unique contribution to the sales literature is desired by incorporating identity and moral identity theories to sales literature in trying to enhance our understanding of salesperson's SOCO development. Additionally, the possible moderating effect of cultural differences, specifically individualism versus collectivism, is discussed.

According to identity theory, the more central an identity is to one's self, the stronger is the influence of this identity on one's thoughts and behaviors (Markus and Kunda 1986; Winterich et al. 2009). Moral identity is the integration between morality and identity that leads to an extraordinary level of moral maturity (Bergman 2002). Moshman (2011) posited that moral identity could be an end goal of both identity and moral development.

Since the introduction of the SOCO concept by Saxe and Weitz (1982), an ongoing research stream about both orientations continues to develop in respect to the importance of related research (Bagozzi et al. 2012; Goad and Jaramillo 2014; Zablah et al. 2012). The communal and agentic interpersonal motives (Thomas 1976) can be seen as similar to one's "concern for self" and "concern for others", respectively (Saxe and Weitz 1982). These motives seem to be in line with selling orientation and customer orientation, respectively (Goad and Jaramillo 2014). I propose an identity-based formation of SOCO. With this study, a unique contribution to the sales literature is desired by incorporating identity and moral identity theories to sales literature in trying to enhance our understanding of salesperson's SOCO development.

From a theoretical perspective, the proposed study is said to add much to what we know about SOCO by understanding an identity-based formation of these orientations at the level of salespeople. Finding support to the relationships proposed and answering the research question raised in this study is highly relevant to practitioners and sales organizations.

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INSIDE SALES OPERATIONS: INBOUND/OUTBOUND AND BILINGUAL/MONOLIGUAL INSIDE SALES CENTERS AS PART OF THE INSIDE SALES ECOSYSTEM

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The notion that corporations are transitioning sales efforts to an inside sales organization instead of focusing on outside sales teams is gaining popularity (Gessner and Scott, 2009). This perspective reflects a manager's belief that faced with rapid technological change, increased competition using inside sales forces, and the pressure to decrease operational expenses, companies should choose direct, inside selling alternatives. As reported by Insidesales.com, inside sales are growing 300 percent faster than outside sales, with 42,400 non-retail inside sales jobs created each year. Furthermore, consumer behavior has evolved. Customers feel just as comfortable dealing with a sales person online, over the phone or through chat.

Despite this increasing reliance on inside sales teams, the literature presenting the full array of options, responsibilities, job functions, and approaches of an inside sales team is scant. For example, Johnson and Meiners (1987) offer a summary of telemarketing functions within an organization. Jansen and Callaghan (2014) provide a cursory overview of some call center jobs. Koehl, Poujol and Tanner (2016) cover the impact of sales contests in an inside sales operation. Moreover, the research that addresses inside sales is scattered across descriptions and domains, making it difficult to gather a cohesive view of the complexities that surround inside sales. Hence, as Appendix A illustrates, this article introduces the inside sales ecosystem focusing on inbound/outbound and bilingual/monolingual inside sales centers.

Prior research has acknowledged and reviewed the roles of inbound and outbound inside sales representatives (Jansen and Callaghan, 2004). This research serves as the top of the model, since all inside sales functions begin as inbound or outbound calls. As well, Per Pew Research, the U.S. population is quickly changing. Fourteen percent of the is now foreign-born. Moreover, Latinos currently make up 15% of the country (+55 million residents). Of those individuals, 32% speak only Spanish, or prefer to do transactions in their native tongue. Most call centers therefore allow customers to choose a Spanish-speaking agent. Hansen et al. (2011) focused on a salesperson’s ability to adapt to the cultural background of the customer.

Staffing requirements for an inbound sales organization differ from an outside sales organization. Once a manager decides which venue to follow, he/she will need to focus on operational requirements. An inbound inside sales operation has longer talk time and is bound more to incoming calls, creating greater focus on workforce management technology (Helber and Henken, 2010). Moreover, outbound sales agents generally have shorter talk time due to the low contact rate. There is more schedule flexibility for an outbound inside sales agent, hence, less oversight is required by management (Zapf et al. 1999).
The recruitment of multilingual employees is becoming a clear financial advantage to companies (Noe et al. 2006). As it is cheaper and more practical, for example, to have employees who can

answer phone calls in more than one language. Bilingual agents can service customers in two languages, creating greater operational flexibility. If market strategy includes a diverse target market and reaching this market in their language, the planning process will need to make operational decisions. Corporations can choose to handle bilingual skills as an ethnic attribute, or as a compensable and investable attribute (Heller, 2010).

Previous discussions about inside sales operations have focused on components of the inside sales operation, not the entire ecosystem, thus failing to reflect the vastness and the myriad of options an inside sales operation contains or offers. Therefore, in the process of determining an inside sales strategy, managers should account for the following implication: (1) Staffing requirements for an inbound sales organization differ from an outside sales organization. An inbound inside sales operation has longer talk time and is bound more to incoming calls, creating greater focus on workforce management technology (Legros, Jouini, and Koole, 2014). There is also a need for constant monitoring of call queues to determine the abandonment rate and an agent's average handle time. (2) Similarly, to minimize the cost associated with inside service teams, managers should investigate the option of service agents cross-selling or upselling customers during the service call. (3) The customer's desire to be omnichannel has altered the B2C dynamic (Gessner and Scott, 2009). Managers need to understand that customers are more prepared than ever for the buying and selling transaction (4) In an inside sales operation, people management is critical (Heller, 2003, 2010). Managers must determine the challenges of hiring and leading bilingual staff. Related to bilingual staff members, managers need to create a culture of inclusion, at the same time sourcing for talent that may be at a premium. Due to the value, bilingual agents provide and market demand for their services, a manager should have meaningful employee retention tactics (Batt, Doellgast, and Kwon 2004).

Although the concepts shared here provide a broader understanding of the inside sales ecosystem, this article is not without limitations. First, the goal of the paper was to provide a high-level summary of the critical components that constitute inside sales operations. Therefore, it limited the depth that each topic requires. Second, the paper's conceptual makeup limits the use of empirical data to promote the contrast between inside sales functions. Third, inside sales operations offer an economic benefit compared to their outside sales kin. The objective of this article was conceptual in nature. The transactional cost economics of each inside sales operations thus need additional analysis. Fourth, due to scope, this article focused on B2C inside sales operations without including business to business (B2B) inside sales operations.

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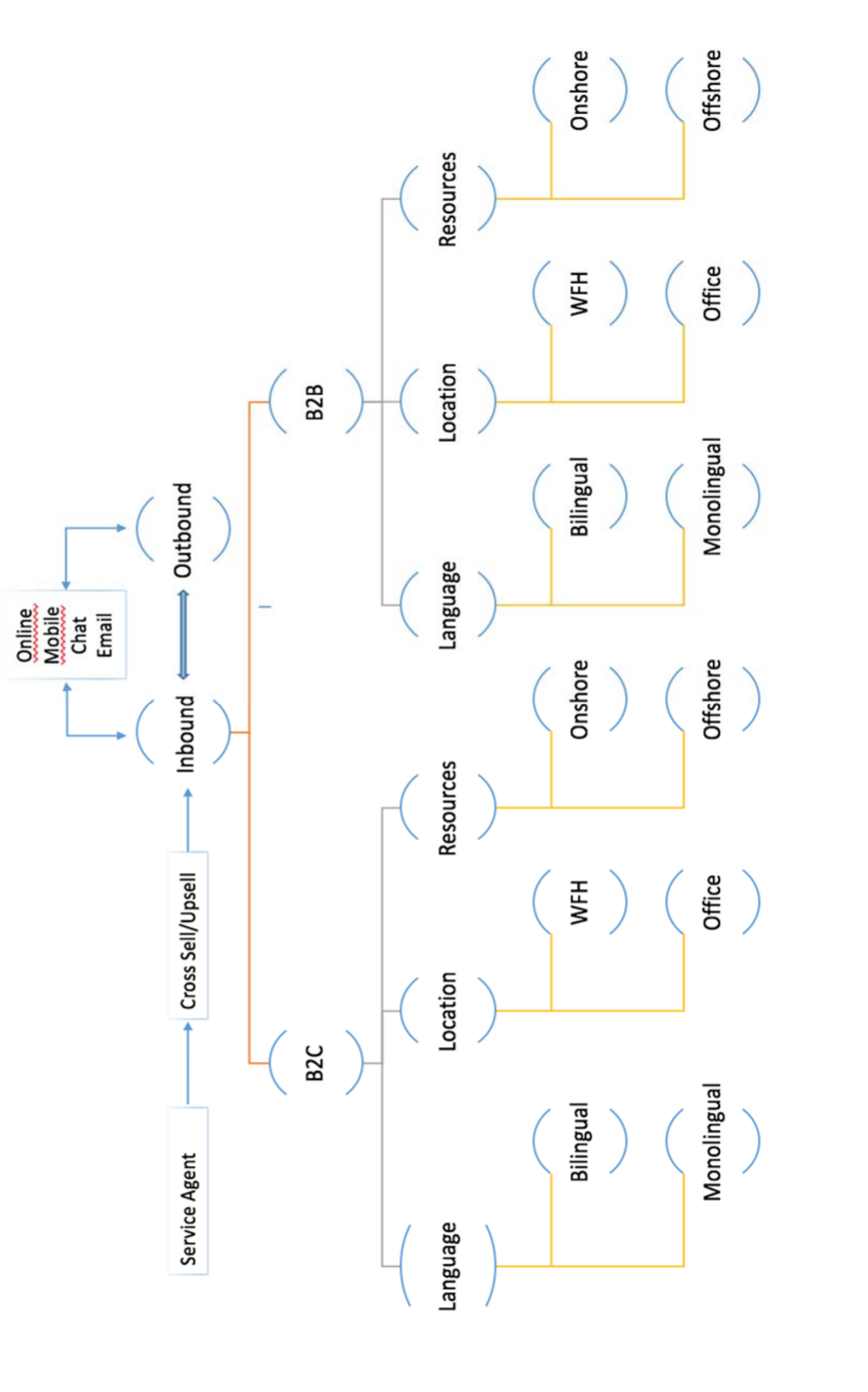
Appendix A


Service Agent
Cross Sell/Upsell
Inbound
Online
Mobile
Chat
Email
Outbound
B2C
B2B
Language
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Resources
Bilingual
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SALESPEOPLE'S LINCHPIN ROLE ON ORGANIZATIONAL EFFECTIVENESS AND RELATIONSHIP PERFORMANCE

Ricky Fergurson, University of North Texas

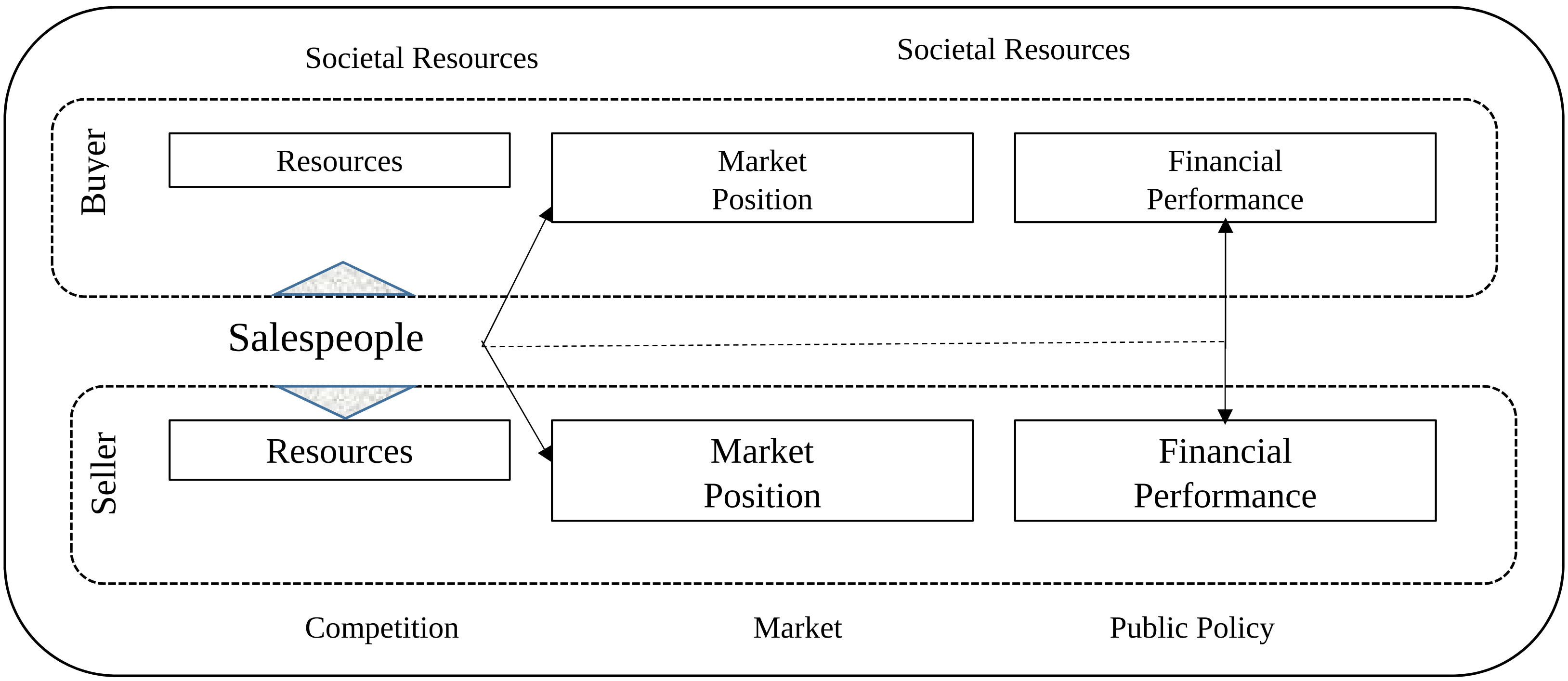
Unprecedented pressures on salespeople to acquire, retain and build enduring customer relationships to enhance organizational bottom-line performance coincides with increasing complexities within the work environment (Schmitz and Ganesan 2014). There exists heightened research attention afforded to the pivotal demands – *both internal and external* – that exist within salespeople's role set. "Managing customer relationships in an ever increasingly complex marketplace with growing evidence of the vital role of customer relationships and solution selling is placing a different set of demands on today's sales force" (Evans et al. 2012, p. 89). In one succinct phrase, Evans and colleagues encapsulate the challenges currently faced by both salespeople and sales management. Given the increasingly changing customer-salesperson relationships, the boundary-spanning role of salespeople positions them in a precarious balance between satisfying the customer and meeting organization performance expectations. Cast against an increasingly omnichannel environment in which the customer choice set is expansive, Terho et al. (2015, p. 9) pointedly note that salespeople remain the "organizations' key actors who implement the firms' sales strategy through their conduct and behavior." Hunt and Morgan's (1995) resource advantage theory addresses the inimitable role of human and relational capital, reifying salespeople's role set as a crucial resource and cost to the firm. Salespeople are the principal source of informational and relational resources to both the firm and its customers. Consistent with Hunt and Morgan's (1995) tripartite typology of resource advantage, this article depicts the inimitable facilitation of salespeople's role on seminal resources used to leverage market position and build a competitive advantage.

Firstly, the author explores resource-advantage theory (Hunt and Morgan 1995) as the theoretical grounding to view salespeople as an essential component of human capital that invariably affects a firm's market position and performance. Resource-advantage theory (Hunt and Morgan 1995) advances the emphasis on salespeople's job complexity (Schmitz and Ganesan 2014). Secondly, the author examines the strategic implications of a customer-oriented salesforce. A conceptual framework is put forth positing that job complexity, performance, and relationship quality relates to both individual and organizational effectiveness. The proposed framework is unique in its positioning of independent variables concurrently at the seller-customer and the seller-organizational interaction. The framework yields testable propositions supporting the impact of demands on salespeople. The paper concludes with a discussion of the implications for marketing theory and practice and identifying directions for future research. Two main contributions are evident in this research. First, the paper uniquely recognizes salespeople as a critical human capital grounded in resource advantage theory (Hunt and Morgan (1995). In this way, it reinforces the intangibility and psychological capital that is conspicuously absent from the firm's balance sheet. Second, the paper highlights the importance of managing the complexities and demands faced by salespeople in improving organizational effectiveness.

Resource-Advantage Theory

A conspicuous absence of research attention exists regarding the singular role set that essentially intermediates human, informational, organizational and relational resources. Moreover, the "tug of war" between firm-customer (vis-a-vis buyer-seller) exchange implicitly reifies the role of salespeople between sets of organizational resources as illustrated in Figure 1.

Figure 1
Intermediation Role of Salespeople in Resource-Advantage Framework



To date, no research literature examines salespeople as a tangible resource through the lens of resource-advantage theory. One of the focuses of resource-advantage theory is the importance of a comparative advantage/disadvantage in resources. As every firm has some unique resources, this uniqueness could lead to a position of advantage in the market through a comparative advantage in resources (Hunt and Madhavaram 2012).

Salespeople as a Resource

As postulated by Hunt and Morgan (1995), resource-advantage theory categorizes resources as financial, physical, legal, human, organizational, informational, and relational. For an organization, salespeople can be not only a human resource but can provide informational and relational resources through their boundary-spanning role. Salespeople are in a unique position to connect organizational resources between the firm and customer by bridging inter-organizational boundaries and increasing the connectivity of human resources in each firm. Salespeople's ability to develop stable long-term relationships with customers allows firms to not only improve the quality of customer information received, but also reduce the cost of obtaining this information.

Implications

Resource-advantage theory provides a theoretical grounding currently overlooked in sales research. Sales organizations possess the unique ability to develop human capital, i.e. salespeople, as a resource to providing a competitive advantage within the marketplace. Working at the periphery of organizations, salespeople are in a position to develop long-term relationships with customers that inherently build value. This paper develops a framework demonstrating how complexity influences demand imbalance and illustrating how customer orientation, performance, and organizational effectiveness are impacted. This deeper understanding of how complexity creates a demand imbalance has theoretical and practical implications. In an academic context, the research expands on previous role conflict, job stress, and salesperson performance literature by examining complexity and its relationship to demand imbalance and customer orientation. The study also incorporates a salesperson level analysis of customer orientation and how it impacts organizational effectiveness. Both aspects enhance existing literature as well as providing a path for future research. The practical implications are even more impactful. Companies spend money every year hiring and training sales people to fill vacated sales positions. The ability to hire and maintain a knowledgeable professional salesforce enables an organization to build a competitive advantage through solid long-term customer relationships. Understanding demand imbalance and minimizing the internal stress felt by salespeople improves customer orientation, salesperson performance, and organizational effectiveness.

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SALESPERSON IMPLEMENTATION OF SALES STRATEGY AND IMPACT ON SALESPERSON PERFORMANCE

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ABSTRACT

Despite the importance of salespeople to the achievement of organizational strategic goals, there has been a paucity of research in the literature on the role of salespeople in strategy implementation. Drawing on a diverse sample of B2B salespeople in various industries, this study shows when salespeople implement sales strategy, it has a positive impact on sales performance. Additionally, this study shows the chain of effects of sales strategy implementation by showing how sales force control systems can impact performance through salesperson implementation of sales strategy.

WHEN SALESPERSON OPPORTUNITY RECOGNITION INCREASES SALES PERFORMANCE AND WHEN NOT

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ABSTRACT

Analogous to entrepreneurs, a salesperson has to recognize opportunities to sell problem-solutions (e.g. Bagozzi et al. 2012; Bonney and Williams 2009). Opportunity recognition is especially relevant, as customers are often unable to articulate their problems (e.g. Tuli, Kohli, and Bharadwaj 2007). Hence, a salesperson has to uncover idiosyncratic needs of various buying center members (Bagozzi et al. 2012), and communicate how offered goods and services solve their explicit and latent problems (Verbeke, Dietz, and Verwaal 2011). In general, companies need entrepreneurial salespeople who recognize new growth opportunities and propose highly tailored offerings which address fundamental but often latent buyer needs (Bonney and Williams 2009). For example, the CEO of Pipeliner Sales describes an entrepreneurial salesperson as a person operating with a big picture for future business, constantly gathering feedback from competitors and customers, and envisioning opportunities from the standpoint of a win-win situation (Kimla 2016).

A lot of studies, foremost entrepreneurship literature, have built conceptual models and investigated drivers of opportunity recognition (e.g. Grégoire, Barr, and Shepherd 2010). Additionally, current research realized that opportunity recognition is a complex phenomenon that relies on different kinds of knowledge (e.g. Bagozzi et al. 2012). The creative cognition approach proposes that opportunities (a) are a natural result of the assimilation and recombination of new knowledge with existing knowledge structures that (b) have to be communicated to a specific customer in a concise and understandable way (Ward 2004), e.g. by applying an adaptive selling approach. Despite the importance of opportunity recognition, research widely neglects the performance outcomes of opportunity recognition and thus the potential benefits for salespeople remain unclear.

Hence, my research questions are as follows: First, to what extend does salesperson opportunity recognition (SOR) affect salesperson's sales performance? Second, to what extend does SOR affect adaptive selling? Third, to what extend does the motivation learn influence the effect that the assimilation and recombination of different knowledge structures have on (a) adaptive selling and (b) salesperson's sales performance? I base my theoretical model on the creative cognition approach and test the hypotheses using a structural equation model with a sample of 380 BtB-salespeople. In addition, I further investigate the moderation effects applying analyses of the simple slopes, Johnson-Neyman (Aiken and West 1991), and moderated mediation (Preacher, Rucker, and Hayes 2007).
The study finds positive effects of buying center knowledge formation and motivation to learn from customers on adaptive selling and salesperson's sales performance. In line with theory, contextual knowledge formation positively affects adaptive selling and negatively

affects salesperson's sales performance. Increasing motivation to learn from customers strengthens the positive effect of contextual knowledge formation on adaptive selling as well as the negative effect of contextual knowledge formation on salesperson's sales performance.

Theoretically, the study contributes to past literature by taking a multi-dimensional view of salesperson opportunity recognition. Doing so. I provide deeper insights into which kind of knowledge is strongly related to salesperson's sales performance. First and in line with the creative cognition approach, I show that opportunities have to be (a) recognized and (b) communicated in a concise and understandable way by adapting the selling style to increase salesperson's sales performance. Second, I show that different kinds of knowledge have either direct positive or negative performance effects. Third, I show to what extend motivation to learn from customers strengthens the (a) positive and (b) negative effects different kinds of knowledge have on adaptive selling and salesperson's sales performance.
Managers benefit from my study in two ways. First, managers should focus the sales force's attention on the generation of specific customer knowledge. Second, salespeople should be trained to use contextual knowledge effectively. The training should enable the salespeople to communicate opportunities to the specific customers by adapting the selling style to them.

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MANAGING THE NEXT GENERATION OF SALES, GEN Z/MILLENIAL CUSP: AN EXPLORATION OF GRIT, ENTREPRENEURSHIP AND LOYALTY

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Stefanie Boyer, Bryant University
David Fleming, Indiana State University
Scott Cohen, NC State University

INTRODUCTION

With the "Silver Tsunami" slowly approaching, Millennials and Generation Z are stepping in to fill employment opportunities. By 2020, Millennials and Generation Z will form over 50% of the global workforce, which will require organizations to focus on one of the biggest challenges sales managers face: recruiting and retention. This comes with the twist of understanding new generations who may be the most difficult to engage and understand because there is minimal research on them.

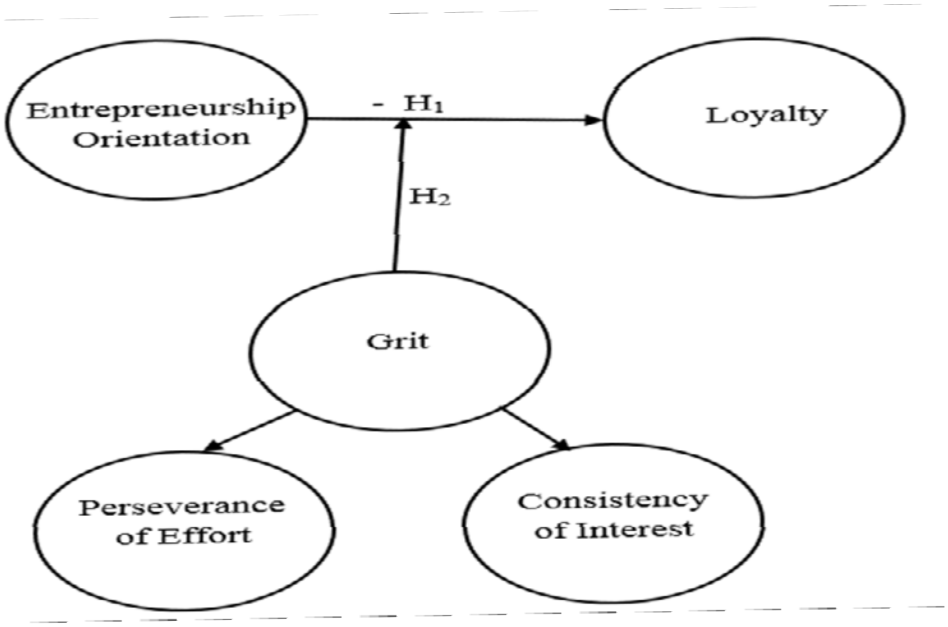
Managers are faced with several challenges when managing these two generations. With a generation that has many choices and has been described as impatient, the turnover challenge not only still exists but has become even bigger with Generation Z entering the workforce. A recent research report by Gallup found that 21% of millennials have changed jobs within the past year and 60% are open to new job opportunities which is 15% higher than non-millennial generation (Adkins 2016). The same report estimates that the millennial turnover costs the US economy over $30 billion annually (Adkins, 2016). Millennials are also the most willing to act on better opportunities: 36% report that they will look for a job with a different organization in the next 12 months if the job market improves, compared with 21% of non-millennials who say the same. Deloitte consulting found a loyalty challenge amongst business organizations. The results showed that 67% of young professionals planned to quit their current jobs by 2020 and more than 40% planned to quit in the next two years (Deloitte 2016).

Turnover among the professional business force can be a significant problem that can be traced back to improper management; especially turnover with millennial hires. It's no secret that millennials have been analyzed and described as “entitled”, “confident”, “impatient”, “tech savvy” and “unable to handle adverse conditions”.

Content Analysis

A content analysis from responses from 51 hiring managers and their views of the advantages and challenges of hiring from the millennial generation yielded patterns focused on grit, loyalty and entrepreneurship. Based on the conversations, we introduce our conceptual model which includes three constructs Individual Entrepreneurship Orientation, Grit and Loyalty. The results from the content analysis suggests Grit moderates the relationship between two constructs: Entrepreneurship and Loyalty. Therefore, the following conceptual model is proposed:

Figure 1: Conceptual Model



Individual Entrepreneurial Orientation According to Roberts and Robinson (2010), entrepreneurs possess certain personality types including risk-taking, responsibility, independence, and self-confidence. In addition to this idea, the Entrepreneurial Attitude Orientation (EAO) scale created by Robinson, Stimpson, Huefner and Hunt (1991) discusses the measurement of different attitudes in business such as (1) Achievement in business (individuals' ability to start and grow a business), (2) innovation in business, (3) perceived personal control of business outcomes (the individuals' ability to control results), and (4) perceived self-esteem or self-confidence in business. Developed by Bolton and Lane (2012), individual entrepreneurial orientation (IEO) measures an individual's level of innovativeness, openness to new experiences and risk in business. According to one hiring manager from the study, he likes hiring millennials because, *"Millennials seem to be more innovative and are always willing to try something new."* Though hiring managers may find these characteristics appealing, future employees who are high in IEO may grow impatient due to personal control of performance and leave their current firm other opportunities.

Grit is the ability of "working strenuously toward challenges, maintaining effort and interest over years despite failure, adversity and plateaus in progress…the gritty individual approaches achievement as a marathon; his or her advantage is stamina. Whereas disappointment or boredom signals to others that it is time to change trajectory and cut losses, the gritty individual stays the course" (Duckworth, 2007, pg. 1087 -1088).

Employee Loyalty At its heart, Podsakoff et al. (2000) defines loyalty in three parts consisting of (1) promoting the organization to those outside the organization, (2) defending it against outside threats, and (3) staying committed to it even in bad conditions. Similarly Graham (1991) defines loyalty as "Identification with and allegiance to organizational leaders and the organization as a whole, transcending the parochial interests of individuals, work groups, and departments (pg. 255)."

P1: Employees with higher levels of entrepreneurial orientation have lower levels of loyalty.
P2: The relationship between entrepreneurial orientation and loyalty is moderated by the employee's level of grit.

Discussion

As both Millennials and Gen Z move into the salesforce, organizations need to consider how to evaluate sales talent. In this exploratory study, we examined the role entrepreneurship from an individual perspective, IEO and Grit impact loyalty. Many companies have invested in changing their culture in order to attract and retain talent but still struggle in understanding the millennials needs (i.e. Goldman Sachs). Based on the responses, hiring managers were impressed with Millennials ability to innovate and be open to try different methods in business process. At the same time though, those managers struggled with millennials inability to handle adverse conditions and adapt; to be GRITTY. Though being entrepreneurial in spirit may be a characteristic valued in sales and linked to performance, it may only lead to short term gains due to lack of organizational commitment. The objective of our research is in no way saying that entrepreneurship spirit is not a valued characteristic. Managers need to be aware that entrepreneurship may also mean that the sales professional is looking for other opportunities and not stay with the organization.

Future Research

Given that this is an initial exploratory study into the Gen Z/Millenial cusp, there are many opportunities for future research in this area. Social exchange theory, social justice theory and role theory will be used in future research to evaluate the model with real world data from sales people and students pursuing sales training.

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DIGITAL CONVERGENCE OF SALES AND MARKETING: A TRANSACTION COST ANALYSIS APPROACH

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There are several emerging and existing trends that are impacting sales and marketing in the Business to Business (B2B) marketplace. First, the application of computerized learning algorithms has moved beyond just the consumer sector and now has entered into the B2B sector. The second major trend is the continued growth of inside sales organizations. This trend is driven by the fact that inside sales has a significant cost advantage over field sales. Third, buyer behavior in the B2B marketplace has been shifting significantly. Today's business buyer has become inundated with phone and email communications, and B2B customers have turned to more consumer-typical information-gathering processes such as finding information online, expecting reputation scoring, and valuing social feedback on brands.

These trends have developed a new environment for sales and marketing for the B2B sector. New tools and methods of gathering data have led to an explosion of sales and marketing data for firms to analyze. With the explosion of data and sales technology, new roles like sales enablement (Peterson and Dover 2016) are emerging to help develop strategies to increase revenue-generating effectiveness of both sales and marketing functions. Incumbent companies are developing digital sales organizations to compete with their legacy silo-based functional teams (marketing, sales, customers service, IT, etc). The purpose of this paper is to analyze these existing trends from a theoretical viewpoint in order to develop an understanding of how sales and marketing can be structured to better address this emerging environment. Utilizing transaction cost analysis, we develop propositions based on the current environment with a focus on the sales and marketing functions of the firm. Support for this theoretical analysis is provided by describing multiple exemplars in the marketplace.

Theoretical Basis

One of the most influential and oft used theories in marketing is transaction cost analysis (TCA). In their seminal review article on the theory, Rindfleisch and Heide (1997) posit a number of assumptions and dimensions of TCA. They propose that the behavior of relevant parties will involve bounded rationality, opportunism, and risk neutrality. Also, they assert that transactions and their associated costs are characterized by the level of asset specificity, uncertainty, and the frequency of those transactions.

Instead of focusing on the relationship between two firms, the context of the current research focuses on the exchange relationship between two departments within the organization: marketing and sales. These two departments exchange various information within the "marketplace" of the organization. Many of the qualities of the relationship between marketing and sales have shifted, particularly when considering the customer environment in which these two entities operate. In our context, we are considering three relevant entities with three distinct relationships. Our focal relationship is that between marketing and sales. The relationship between marketing and sales, though, cannot be viewed in a vacuum. Instead, it must be considered in the context of the relationship with the organization's external customer(s). The customer drives what the marketing and sales departments do. Therefore, we must also consider the influence of the relationships of the customer to marketing and of the customer to sales.

Proposition Development

One of the key assumptions of TCA is the existence of information asymmetry. Given the high value of this asset, one of the most important changes that has occurred recently in business is the shift in information availability. Customers have a great deal more information access than in previous years. The selling organization now has much more access to information about the customer as well. Much of the information needed to qualify or research a customer is now available before the salesperson personally contacts them. This leads to a new information asymmetry between marketing and sales. For example, the marketing department often possesses the data on customer click patterns, but the sales department may or may not have access to that information. Also, the preponderance of information can sometimes mean that one department holds information the other would consider highly valuable, but this value is never realized as the latter never realizes the former even holds that information.

P1: The quality and volume of information has significantly shifted, thus changing the information asymmetry between the customers and selling organization as well as the marketing and sales departments.

Another point of focus for transaction cost analysis is the costs associated with the different governance decisions, particularly adaptation costs and transaction costs. Adaptation costs are those which are generated by shifts in the environment that necessitate a shift in the contract between the two exchange partners (Rindfleisch and Heide 1997). In today's competitive environment of unique customer solutions, each customer solution represents a potential shift in the contract between marketing and sales, thus increasing costs. Transaction costs can be considered to be increasing between marketing and sales as well. As both marketing and sales gather relevant data of both firms and the viable contacts within those firms, the cost of gaining, retaining, and analyzing large amounts of data have increased.

P2: The costs associated with marketing and sales interaction have shifted significantly, primarily due to the availability of information.

One of the central tenets of transaction cost analysis is that the firm will seek out the most efficient solution to its situations (Rindfleisch and Heide 1997). In the past, many selling organizations determined that a salesperson out in the field was the most efficient method of pursuing new customers. Now, however, technology can perform many of those functions on the customer's timetable and with many customers simultaneously.

P3: The concept of efficiency in the sales function has shifted both in terms of risk reduction and asset specific investments.

Case-Based Evidence

Recently, Hewlett Packard Enterprises (HPE) was split off from Hewlett Packard to allow both companies to develop more responsive sales and marketing operations for their various products and services. HPE continued to spin off its various divisions to allow each division to specialize their sales and marketing functions (Clark and Stynes 2016). IBM corporation has formed a digital sales group that is competing alongside its other business units. This team has full access to sales stack technology and is developing a strategy that will allow IBM to compete with some of its own legacy divisions (Ciardi 2016). General Electric is also forming a digital group in the Chicago market based on conversations with one of the authors, with the goal to develop a digitally nimble organization to keep GE competitive in the coming market space. Various presentations were given recently at the Sales Connect Conference (2016), where companies like Qualtrics, IBM, and Microsoft were reporting 1.5x to 3.0x performance increases in overall revenue by deploying the Sales Navigator product (a premium version of Linkedin.com developed to assist sales organizations). Meanwhile, Salesforce.com announced a new initiative to use artificial intelligence to allow firms to better automate redundant functions.

Conclusions

This research represents an initial step in understanding the significant shift that sales organizations are facing. We see that companies are starting their journey to new models to adapt to the changing environment identified in our analysis. Newer companies are deploying technology and experiencing substantial performance increases while incumbent players such as IBM, HPE, and GE are developing digital teams which work more cohesively than their legacy structures. As stated previously, we can see evidence of divergence in pay for entry-level salespeople across the market in the United States. One reason for this change in pay structure could be that some companies have found efficiencies and are therefore changing how they pay and who they recruit as stated in some of our cases.

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HOW CORPORATE ENTREPRENEURSHIP AFFECTS SALES PERFORMANCE: THE IMPORTANT ROLE OF RELATIONSHIP QUALITY

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Top-management formulates strategies to transform established firms through strategic renewals with the intention to pursue new growth opportunities (e.g. Dess, Lumpkin, and McGee 1999) by selling innovative offerings to their customers (e.g. Hornsby et al. 2013). In commoditized markets, firms need to be entrepreneurial to survive and prosper (Dess, Lumpkin, and McGee 1999). For example in order to gain or defend the status as A-supplier, firms provide integrated systems instead of individual parts to enable customers to focus on their core competencies (Ulaga and Eggert 2006). Also top-management promotes entrepreneurial activities at all levels and departments within the company (Hornsby et al. 2013). Entrepreneurial behaviors within established firms have commonly been defined as corporate entrepreneurship (Javalgi et al. 2014). Five different factors determine the organizational preparedness for corporate entrepreneurship, namely management support, work discretion, time availability, organizational boundaries and rewards/reinforcements. Overall, each factor should lead to individual as well as organizational outcomes (Kuratko, Hornsby, and Goldsby 2004). Bierwerth et al. (2015) illustrate in their meta-analysis that impacts of corporate entrepreneurial activities on firm performance remain inconclusive, which may indicate an implementation problem at the individual level.

Within a company, salespeople are responsible for implementing a firm’s strategy in the market (Pelham and Lieb 2004) and the most entrepreneurial employees (Morris, Avila, and Teeple 1990). Entrepreneurial salespeople act as change agents by implementing innovative offerings in their customers’ organizations (Evans et al. 2012). For successful implementation, a change agent has to keep the people undergoing change in mind (van de Ven and Sun 2011). Especially in business markets, salespeople are the face of the firm (Crosby, Evans, and Cowles 1990) and have to keep the relationship quality of their customer portfolio in mind (Palmatier et al. 2006). Overall, excellence in corporate entrepreneurship and sales performance are more important than ever and their relationship from great interest to managers and researches (Javalgi, Hall, and Tamer 2014). However, current research widely neglects the influence of the five different factors of organizational preparedness for corporate entrepreneurship on individual performance outcomes.

Our study focuses on investigating the following two research questions. First, to what extent do the five different factors of organizational preparedness for corporate entrepreneurship increase salesperson’s sales performance? Second, to what extent does relationship quality of the customer portfolio affect the relationship between the different factors of organizational preparedness for corporate entrepreneurship and salesperson’s sales performance? We apply contingency theory of implementing organizational change (van de Ven and Sun 2011) to develop a model of an organization’s preparedness for corporate entrepreneurship (Kuratko, Hornsby, and Goldsby 2004) and its outcomes on an individual level in a sales context. We test our conceptual model with survey data from 215 BtB salespeople using regression analysis.

The theoretical contribution of this study is threefold. First and at the best knowledge to the authors, this is the first study to investigate the effects of organizational preparedness for corporate entrepreneurship on individual outcomes in daily work, apart from R&D. Second, results show that not all five factors of organizational preparedness for corporate entrepreneurship increase salesperson’s sales performance. Third, results underline the importance of relationship quality of the customer portfolio for selling innovative offerings as well as implementing them in the customers’ organizations. Overall, the study shows that organizational preparedness for corporate entrepreneurship does not increase sales performance per se. Thereby; we cast light on inconclusive performance effects of corporate entrepreneurial activities in sales.

The study has important implications for managers. First, our study sensitizes managers to be aware of their salespeople’s customer relationships, when implementing a corporate entrepreneurial strategy. Second, managers should encourage salespeople to craft innovative offerings, if the relationship quality of their customer portfolio is low. In contrast, managers should not support salespeople to craft innovative offerings, if the relationship quality of their customer portfolio is high.

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SALESPERSON BRAND AMBASSADORSHIP: A SOCIAL CAPITAL PERSPECTIVE

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ABSTRACT

An increasing body of sales literature highlights the importance of intra-firm relationships. Sales executives are encouraged to manage salesforces internal relationships to ensure high levels of customer satisfaction and performance. We examine these challenges in the context of BtoB sales organizations, where firms devote their salesforces to small and large added-value activities in order to give their customers a consistent brand experience. In this study, we introduce a new model that specifies how sales organizations can improve their performance by managing the relationships between salesforces. Focusing on three dimensions of social capital (cognitive, structural and relational), we develop propositions detailing how social capital embedded in salesforces relationships can be leveraged and used to increase sales performance.

Most of the research studies examining interunit structures in the marketing literature treat them as a single tie rather than a broad nexus of relationships across units (Zhao and Anand, 2013). However, salespeople very often need to share information, collaborate, and establish relationships with each other (Badrinarayanan et al. 2011). Given that these interactions are crucial to create sales, the lack of research attention to networks of social relationships between sales teams is surprising. Indeed, there is limited sales research beyond studies examining social capital of middle (sales) managers (Ahearne, Lam and Kraus, 2014), social capital in the marketing and sales interface (Rouziès and Hulland, 2014), social capital of global virtual sales teams (Badrinarayanan et al. 2011), social capital of relationship managers (Gonzalez et al. 2014) and social network characteristics in shaping internal dynamics in sales organizations (Ustüner and Iacobucci, 2012; Bolander et al. 2015). Our research addresses how social networks existing within salesforces and their associated assets (i.e., social capital) can be managed to yield higher levels of sales performance. In this study, we use Nahapiet and Ghoshal's conceptual framework (1998) to characterize the three dimensions of a sales organization’s social capital: cognitive (i.e., shared representations, interpretations, and systems of meaning), structural (i.e., configuration of linkages), and relational (i.e., trust, norms and reciprocity).

Accordingly, we suggest that salespeople brand identification fosters salespeople cognitive, structural and relational social capital, thereby improving brand performance. Elliott and Wattanasuwan (1998) argue that brands can act as symbolic resources in constructing social identity. This leads people to appropriate meaning for themselves and communicate that meaning to others (McCracken 1988). There is a rich literature on consumer-brand relationships, but scarce research on the extent to which salespeople identify with the brands. Exceptions include Hughes and Ahearne (2010), Badrinarayanan and Laverie (2011) and Gammoh et al. (2014). In line with these studies, we propose that brands are part of social interactions between salespeople. Further, we posit that salespeople brand identification facilitates their interactions thereby enhancing trust and cooperation (i.e., relational social capital), reinforcing and developing strong ties (i.e., structural social capital), and creating a shared vision (i.e., cognitive social capital). Consequently, we expect salespeople brand identification to generate social capital.

The integration of salesforces is a crucial issue in terms of customer sales experience, especially in terms of brand experience. We extent social capital outcomes, by introducing the brand building behavior as a mediating mechanism of social capital impact on sales performance. In this paper, we argue that social capital is the "relational glue" that underlies sales people performance. When salespeople goals are defined and enacted collectively and when the level of trust between them is high, an environment conducive of cooperation, learning, and information exchange appears ideal for remote and field salespeople to "transform brand vision into brand reality" (Berry 2000). Hence, these factors suggest that salespeople share ideas and values about the brand, implement rules aligned with the brand premise, exchange brand-relevant customer feedback and finally exert higher levels of brand efforts. In keeping with Morhart et al. (2009) and Hughes and Ahearne (2010), we propose that, in these environments, salespeople will display stronger in-role (i.e., salespeople effort to perform their organizational role as brand representatives) and extra-role (i.e., salespeople effort to perform activities that are beyond the scope of the job description but that promote the brand in some way) brand-building behaviors. In other words, we posit that when salespeople trust each other and cooperate (i.e., relational social capital), have strong and multiple ties (i.e., structural social capital), and have a shared vision (i.e., cognitive social capital), they commit to brand efforts.

Additionally, we suggest that salespeople should feel personally responsible for the transmission of the branding strategy whenever they interact with consumers. Brand building behavior is a potential path for sales people to achieve higher performance. Research studies of service delivery and organizational behavior have found that, when employees exhibit positive extra-role behavior (Podsakoff et al. 2000), the outcomes are likely to be explicitly beneficial to their companies' overall performance. Hughes and Ahearne (2010) also focused on the positive benefits of the extra-role behaviors, and although they didn't find a positive relationship between extra-role behavior and brand performance, they argue that this supportive behavior has an impact on the brand in the long run. Therefore, we expect a positive impact of brand building behavior on sales performance.

Finally, we define sales performance as the individual contribution and achievement of salespeople to firm's ultimate goal of maximizing profits. Given the autonomous nature of sales jobs and the resulting difficulty of sales supervisors to monitor salespeople's efforts, individual sales performance reflects the quality and quantity of salespeople inputs.

This article expands the idea of salespeople brand ambassadorship, and proposes that brand centric relationships matter not only with customers but also in the internal sales environment. Our premise is that social capital embedded in the relationships of salesforces is nurtured by firms through salespeople brand identification. Further, we argue that salesforce social capital positively influences salespeople brand building behavior, thereby leading to higher sales performance and value creation. Our primary contribution is to combine both antecedents and consequences of salesforce social capital in a single model.

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