

Title

Salespersons' performance and their reference groups: A synthesis of key determinants of loyalty and turnover intention

Abstract

The objective of our research is to examine the relative significance of reference groups to salespersons' performance compared with institutional and personal factors. Previous arguments concerning salespersons' intentions, behavior, and performance seem to have been developed in isolation, each focusing on its original key determinant(s). Our challenge, then, is a synthesis of existing determinants of desirable sales output with our original focus on salespersons' reference groups. Why do we continue to examine these reference groups? Because our exploratory qualitative research implies that there is no universal stimulus that directs salespeople in a desirable direction. In rather arbitrary ways, they value a certain compensation level, lifestyle, or sales behavior, while they interact with others to set their own codes of conduct. In other words, institutional factors may be effective to draw efforts from some salespersons, but not from others.

We have completed a questionnaire survey of Japanese salespersons and a two-step analysis. The first step is a regression analysis to examine whether the reference group factors are comparable and compatible with institutional and personal factors. The second step is a semantic equation modeling to identify "undesirable" relationships between "desirable" consequences after integrating various dependent variables into four components through an exploratory factor analysis. Our results indicate that the existence of role models in one's workplace increases satisfaction and self-fulfillment activities without increasing perceived performance that lowers loyalty.

Keywords

Salesperson, sales management, employee satisfaction, loyalty, turnover intention, service delivery, reference groups.

Introduction and Objectives

When an organization avoids employee turnover, it benefits by reducing training costs and enriching its employees' knowledge about the organization and its brand. For this reason, it is crucial to foster employee satisfaction and loyalty (Heskett et al., 2008). Especially with regard to employees working in the retail and service environments, one should prevent opportunistic behavior by developing employee loyalty, so as not to harm the firm's brand image. Thus, a marketer, as a principal, has to manage and control salespersons' behavior. For this reason, some academicians and researchers in personal selling and sales management set salespersons' turnover intention as a dependent variable. Independent variables consist of (1) institutional or organizational factors, such as formalization and delegation; and (2) individual and personal attributes of the salespeople. These variables are thought to affect employee satisfaction, service delivery, extra-role performance, and so forth. A marketer cannot neglect any of these factors, as frontline employees and salespersons play a critical role in creating value and increasing customer retention. These are the very "desirable" consequences from which an organization benefits. One of the two major purposes of this research is to synthesize previous fragmentary arguments that employ their own key determinant variable(s) to achieve such desirable consequences.

Another purpose of this research is to test the relative influence of the salespersons' reference groups against other key determinants of their loyalty and turnover intention. The reference groups include colleagues, friends, acquaintances, and families. To introduce our reasoning, we briefly review and discuss compensation practices.

Output-based compensation reduces intra-organizational cooperation, as it facilitates opportunistic behavior among salespeople. However harmful it seems, this compensation mechanism is very common as it draws individual effort from the salesperson. Some may argue that since no one can identify any specific expertise or skill relevant to sales activity, then "good" salespeople must be distinguished from ordinary or bad salespersons by observing how much he or she has sold. Output-based compensation seems pragmatic, although it neglects aspects of efficient sales practice, such as information sharing, specialization in certain tasks, expertise succession, and so on.

Citing doubts about this formula, others claim that compensation should be based on the effort spent by salespeople and/or the difficulty of the tasks in which they are engaged (Matsuo, 2009). This position depends on two premises: (1) that the entire process of closing sales is divisible into tasks; and (2) that each salesperson deals with different tasks and all accept the compensation policy—whether eagerly or reluctantly—in order to reach

consensus. Such consensus seems pragmatic, as well, but it appears impossible to fully detail a complete task-compensation list. It is unrealistic and time-consuming to specify and evaluate all tasks, and to set salary amounts commensurate to each. Therefore, the salespeople (and their managers and executives, too) reach consensus, but no one can specify unwritten contracts in their minds. This is the arbitrariness of selling, which blurs good and bad, skills and trifles, appropriate and inappropriate, meaningful and meaningless. Consensus is very unstable because each agent has his or her own source of motivation in dealing with specific tasks.

In this way, any type of compensation cannot be the sole solution. The expertise and abilities of salespeople are also defined arbitrarily.

Questioning the basis for this arbitrariness, we have done focus interviews with practitioners since 2003 because it is precisely this arbitrariness that holds the key to employee satisfaction and service quality. Through our research, we have found a clue in that salespeople evaluate their own expertise and skills, and also estimate appropriate salary and compensation, by watching the people around them. This statement seems identical to Merton's (1949) findings; at the same time, we insist that plural standards can exist in a single retail setting. Here are some examples from our interview reports.

In an environment where output-based compensation is used, "good" salespeople strive for achievement through rivalry, while others observe their competition with detachment. For these latter, the "good" ones are not to be emulated. Instead, they refer to former co-workers who had spun out to jobs in different business settings. In another case, a sovereign manager identifies "good" salespersons as those who are always obedient, whereas many others insist that "good" ones quit their jobs, saying "no" to a tyrannical manager. Many salespeople start thinking about turnover, independent from the manager and his or her "stupid" servants. This is especially true for persons who are motivated to be "good" throughout their worklives. As they keep on working for the organization, they begin worrying about becoming "stupid." In this example, we cannot say which "good" ones are valuable to the organization. Judgment requires situation-specific consideration. Instead, at this point, let us confirm two propositions: (1) output-, effort-, and task-based compensation can all be valued in arbitrary ways, so it is useless to judge the best among the three for now; but (2) salespersons may evaluate their organization's practice, depending on their reference groups.

This study, as exploratory research, aims to examine the possibility that those reference groups play a significant role to improve salesperson performance, in comparison

with the other determinant variables applied in previous research.

Conceptual Framework / Literature Review / Research Model

Our research question is simplified and depicted in Figure 1. To compare the effects of (1) institutional or organizational factors, (2) individual or personal factors, and (3) reference groups factors with one another, we adopt some contributions of previous research.

Figure 1: Research Model - Fragmental

We employed twelve dependent variables. All of these are desirable consequences and favorable salesperson intention and behavior. These include satisfaction (Hackman & Oldham, 1975); adaptive selling (Robinson et al., 2002; Jaramillo & Grisaffe, 2009); service delivery with extreme customer care (Bettencourt et al., 2005); perceived performance and selling skills; performance for customers, colleagues, and new employees (Netemeyer & Maxham III, 2007); and turnover intention (desirable when low; Dooley et al., 1987). We collected satisfaction scores in more detail than the reference (Mulki et al., 2008).

Determinants of those variables may be grouped into three broad categories, as follows: (1) institutional / organizational factors consisting of autonomy, role clarity, role conflict (Rizzo et al., 1970; Noble, 2008), and fairness of reward; (2) individual / personal factors, such as intrinsic motivation (Oliver & Anderson, 1994), poly-chronic orientation (Arndt et al., 2006; Hunter & Goebel, 2008), and trait competitiveness (Brown et al., 1998); and (3) the effect of reference groups, as a characteristic of our study, which includes the opportunity to talk with colleagues, role model image in the organization, size, and the chance to talk with family (especially family members of a similar age). We employed an item from a corresponding examination of salespersons' relationship building to measure role model image (Menguc et al., 2007). We will examine the relative importance of these variables by comparing each beta value and scores of changing R square. Satisfaction is also adopted as a factor affecting the other dependent variables.

Actually, previous research does not necessarily aim to analyze all these variables simultaneously. Rather, they direct their attention to specific relationships between a few variables. We seek to integrate and synthesize their contributions. There have been similar efforts toward a synthesis of various determinants and various consequences in the argument for creating service profit chains (Heskett et al., 2008). We wish to show quantitative support for this.

Method

For this study, we used a questionnaire survey as a pre-test, with about 20 salespersons and managers, from late 2009 to early 2010. Then, during our 2010 focus interviews to improve the survey, those people who shared our research question gave us permission to send revised questionnaires to their salespeople working at Japanese department stores.

We have received the cooperation of a few apparel manufacturers and one of the leading department store chains in Japan. All respondents were expected to answer, and our research targets were the strategically most important employees of our research collaborators. For instance, one apparel manufacturer identified the best employees at its retail stores that drove annual sales to 200 million yen (approximately 1.8 million euros). From a practical standpoint, such indispensable persons should of course be included in the study. The question of how an organization motivates and benefits from skilled salespersons is of academic interest as well. The survey was conducted from November 2010 to January 2011. We received 113 usable answers after eliminating 13 incomplete responses.

Our sampling policy is distinctive for the following reason. As mentioned above, our samples consist of salespersons employed by manufacturers (71 answers including incomplete ones) and by a department store chain (55 answers). We intentionally include samples that show contrasts with other samples. Full-time workers and part-time workers, male and female, well compensated or not, convenience goods and luxury brands, west and east parts of Japan, and so on. Each is expected to constitute approximately a half of the samples. In total, the vast majority of people working in the service sector is engaged in selling activities, and there are a tremendous variety of people. Around 100 salesperson samples did not provide us any with implications or insights when we chose our samples arbitrarily. So we chose samples that displayed vivid contrasts with each other. When it turned out that these vivid contrasts had no significant influence on the findings, we could then assume our findings to be applicable to salespersons more generally. These considerations mark our sampling policy as distinctive.

Analysis follows a two-step procedure. The first step is to compare the effects of reference groups with those of institutional and individual factors through regression. This examination is as fragmental as previous research, since we run individual regression analysis for each dependent variable. The second step is a synthesis. We integrate twelve dependent variables and six items into four components through exploratory factor analysis.

Then we use semantic equation modeling to identify how these four components are affected by various determinant variables and how they relate with each other.

Findings

Descriptive statistics of our research items are cited in Table 1. All items except the size of reference groups are measured by Likert seven-point scales.

Table 1: Descriptive Statistics of Scale Items

Firstly, we have done linear regression analyses for employee satisfaction (using an average of the six items) and twelve dependent variables. Analysis begins with model 1 employing institutional factors as determinant variables. Then, we added individual factors to model 1 to examine changing R square as model 2. We systematically added other determinants. Employee satisfaction is used as a determinant variable of the other dependent variables. Levels of the variance inflation factors for determinant variables are low enough to avoid a multicollinearity problem (Burns & Bush, 2000).

We picked up nine results in Table 2, to find that the salespersons' reference groups play significant roles in some cases (shaded in the table). Their roles are comparable and compatible with other key determinant variables shown to be valued in prior literature. In other words, institutional or organizational factors and individual or personal factors have significant influence on desirable consequences. On the contrary, and perhaps against expectation, satisfaction does not bring desirable salesperson behavior. It only relates with loyalty. Intrinsic motivation has positive impact on many dependent variables, but overall, various determinants hold the key to various consequences in various logics. Thus, our argument is still fragmentary.

Table 2: Estimated Effects: Regression

Secondly, we conducted an exploratory factor analysis to integrate and group dependent variables into components. We employed maximum likelihood estimation with varimax rotation. (We tried promax rotation as well, to discover that satisfaction with salary and turnover intention are grouped separately. We then chose the model with fewer components for interpretation.) Table 3 shows the result of a factor analysis. Five items of satisfaction correlated with factor 1, which is named satisfaction. Factor loadings of

extra-role performance, service delivery, and self-satisfaction are high with factor 2, named self-fulfillment, because these actions and consequences are not always mandatory. Factor 3 is named perceived performance, i.e. salespersons' self evaluation. Factor 4 refers to loyalty. This component consists of loyalty, ownership, referral, and the reversed score of turnover intention.

Table 3: Factor Loadings of Dependent Variables

Next, we created a hypothetical model as in Figure 2. Since our first step in analysis showed us that satisfaction does not lead to any desired consequences but instead to loyalty, our model follows this finding. Variables of satisfaction, self-fulfillment, perceived performance, and loyalty are reliable, as judged by Cronbach alpha (satisfaction: alpha = .761; self-fulfillment: alpha = .795; perceived performance: alpha = .738; loyalty: alpha = .717). Standardized co-efficients of determinant variables are listed in Table 4. Because reference group size and trait competitiveness turned out to have no significant influence on dependent variables (indicated as analysis 1 in the table), we did an additional analysis without these variables (analysis 2).

Figure 2: Research Model: A Synthesis

Table 4: Estimated Effects: Semantic Equation Modeling

Results indicate that satisfaction and self-fulfillment increase loyalty, whereas perceived performance decreases it. To conclude, three findings look important: (1) Intrinsic motivation seems to have a positive impact on desirable consequences, but it increases the perceived performance that leads to lower loyalty. So we found "undesirable" relationships between "desirable" consequences. (2) Fairness of reward prevents a salesperson from overestimating his or her skill and performance, but it has no significant impact on the other desirable consequences. (3) Role models in one's workplace increase satisfaction and self-fulfillment activities; they have no impact on perceived performance. Hence, role models do not bring undesirable consequences for an organization.

Discussion

Our results show that the influence of salespersons' reference groups is comparable

and compatible with other key determinant variables of desirable consequences and selling activities. It is interesting that the existence of role models in one's workplace increases satisfaction and self-fulfillment activities, such as helping colleagues and customers beyond the call of duty. The higher one evaluates his or her own performance, the more likely that he or she quits. That is why intrinsic motivation may bring undesirable consequences for an organization. A role model has no impact on perceived performance; the chance to talk with family decreases it. While not immediately apparent, the reference groups play a certain role in controlling one's self estimation.

Intrinsic motivation and poly-chronic orientation make salespersons' evaluations higher. Those who are capable of juggling several tasks at the same time may feel bored with unchallenging work (as poly-chronic orientation leads to lower satisfaction). Ironically, such salespersons tend to be too confident in themselves to feel loyal to their organization, especially when they are well-motivated.

To summarize, our findings are contrary to those of previous research, identifying the logics behind bringing desirable consequences through fragmental arguments. However, once we try to synthesize earlier studies to understand the interrelationships between these desirable consequences, we find undesirable relationships between them.

In addition, our contribution is not limited simply to personal selling practices. Indeed, our findings are applicable to sales organizations without personal contact with customers, such as on-line stores. Our findings will be useful especially when it is difficult to measure each employee's contribution objectively. When each person has their own code of conduct and criteria of evaluation, his or her reference groups may play a significant role in improving performance.

Limitations

Our study omits organizational behavior. In part, we have seen the cooperative work of salespersons with their colleagues and customers, but organizational selling practices and strategies are out of scope. This study also lacks mention of the customers' standpoint. All items are evaluated subjectively by the salespersons themselves, so we need objective measures and customer evaluations to validate our argument.

The research was conducted specifically in the Japanese cultural setting. Nonetheless, many key determinants have positive impacts on desirable consequences. Thus, previous research conducted mainly in the United States is very valuable in a different cultural setting, providing us with practical and universal implications. Of course, further international

testing is required.

Sample size and bias stemming from our intentional sampling strategy require further examination, as well.

Further Research

To overcome the limitations mentioned above, variables such as organizational selling, or horizontal and vertical information flow should be added to our argument. For example, the traditional constructs of customer orientation, strategy type, and selling capability (Morgan et al., 2009) seem to be compatible with our research. Since a well-prepared sales management system fosters cooperative work among salespeople (and with managers, too), it is impossible to ignore these impacts on improving satisfaction and motivation. Antecedent items must also be further explored.

We hope our findings contribute to theoretical and academic argument as well. These variables (all institutional, individual, and reference group factors) affect the employees' trust of their organization. Employees are agents, and that trust may dictate the bargaining power or contracting behavior of those agents. We foresee future research, in consideration of the work of Atuahene-Gima & Li (2002) or Fang et al. (2008), to explain and predict the logic of gaining and exploiting power in personal and organizational interactions.

Managerial Implications

An organization is eager to retain skilled salespersons. But skilled salespersons, as they perceive and evaluate themselves as skilled, tend to have less loyalty to an organization. This is the problem.

In comparison with the variables employed in previous research, the reference groups factor is relatively more controllable, since it would be very costly to control institutional factors, and because personal attributes are innate and not easily changed by an organization. Fairness of reward, for example, cannot be easily judged and evaluated in real-world situations. Additionally, it is remarkable that the existence of role models tends to bring desirable results to an organization. Results indicate that the salespersons cannot be introspective without comparing themselves with others. In such a case, our results are desirable.

For an organization to retain a promising salesperson, it may be effective to identify those people that he or she sees, admires, and asks for advice. Internal advertisement, providing information about role models, may also work well. This managerial implication is

cautionary. Managers may make mistakes when choosing whom to promote as a role model. The model may be better chosen from among people already on the salespersons' own rosters, not from a manager's arbitrary list. Also, reference group size has almost no impact on desirable consequence. Socialization must work well to let them find role models, but the mere increase of acquaintances is not beneficial for an organization.

Figure 1: Research Model - Fragmental

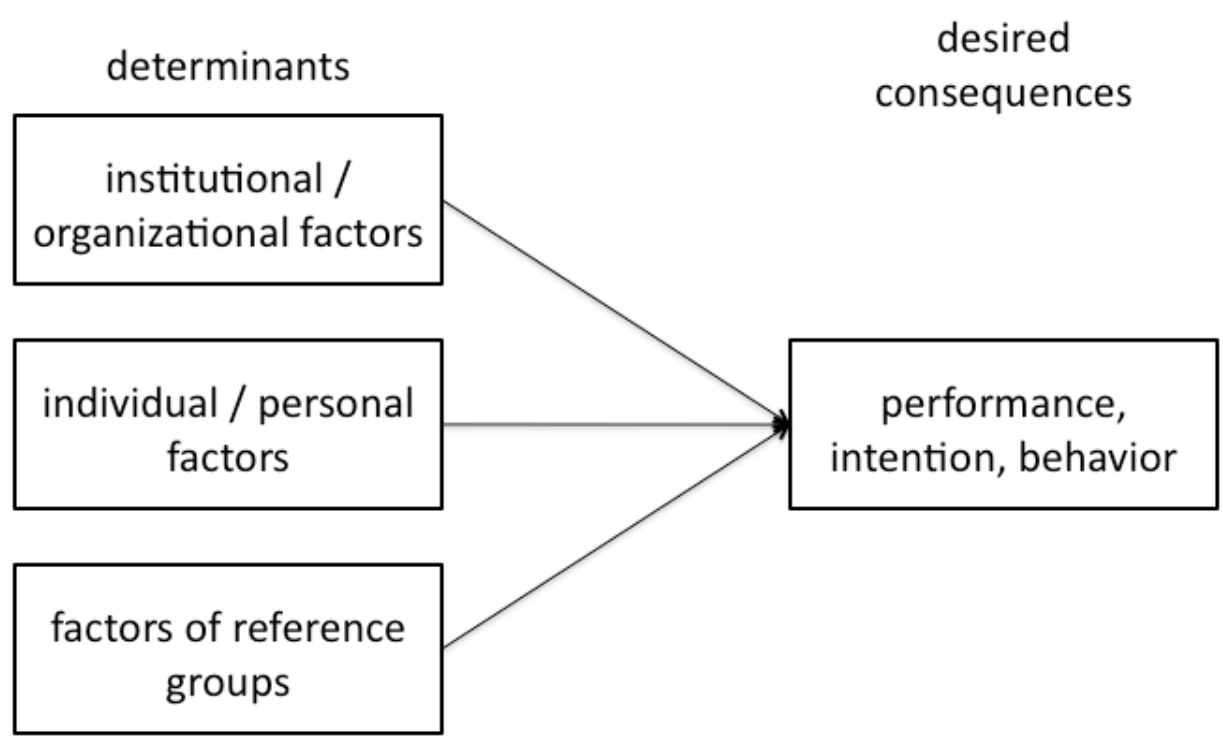


Table 1: Descriptive Statistics of Scale Items

Scale Items		Mean	SD	adopted from
Independent Variables				
Institutional / Organizational Factors				
autonomy	I exercise autonomy in my job.	4.91	1.26	
role clarity	I receive clear explanations of what has to be done.	4.69	1.34	Rizzo et al., 1970; Noble 2008
role conflict	I do things in jobs that are apt to be accepted by one person and not accepted by others.	4.29	1.57	Rizzo et al., 1970; Noble 2008
fairness of reward	The rewards I receive from my organization are fair.	4.39	1.63	Arndt et al. 2006 (arranged)
Individual / Personal Factors				
intrinsic motivation	Becoming successful in sales is something that I want to do for me.	5.28	1.34	Oliver & Anderson 1994; Noble 2008
poly-chronic orientation	I am capable of juggling several activities at the same time.	4.82	1.31	Arndt et al. 2006 (arranged)
trait competitiveness	I enjoy working in situations involving competition with others.	4.09	1.96	Brown et al. 1998
Reference Groups				
opportunity to talk with co-workers	I can find someone to talk about my job in my organization.	5.60	1.36	
role models	I can predict my future career path in this organization by observing other people.	4.39	1.48	Menguc 2007
size *	How many people around you have time to talk about your job?	6.66	4.97	
talk with family (of a similar age)	I often talk with my family at closer age about my job.	3.50	1.86	
Independent / Dependent Variables				
Satisfaction (6 items)				
salary	I am satisfied with my salary.	3.70	1.47	Hackman & Oldham 1975; Mulki et al. 2008
task	I am satisfied with my tasks.	4.88	1.15	
challenge	I am satisfied with the challenge to complete the job.	5.19	1.29	
growth	I am satisfied with the opportunities for change and growth	4.84	1.34	
work environment	I am satisfied with the work environment.	4.95	1.36	
self satisfaction	I am satisfied with myself as a salesperson.	4.89	1.21	
Dependent Variables				
Self Fulfillment				
service delivery	I provide an extreme care for our customers.	4.81	0.97	Bettencourt et al. 2005 (arranged)
extra-role performance	I often go above and beyond the "call of duty" when serving customers.	4.91	1.14	Netemeyer & Maxham III 2007 (arranged)
help to colleagues	I willingly help others with work-related problems.	5.43	1.00	Netemeyer & Maxham III 2007 (arranged)
help to new employees	I help new employees even though it is not required	4.81	1.15	Netemeyer & Maxham III 2007 (arranged)
Perceived Performance				
adaptive selling	I tend to use a wide variety of selling approaches.	5.75	1.04	Robinson et al., 2002; Jaramillo & Grisaffe 2009
perceived performance	I rate myself higher than the average salespeople.	4.84	1.21	
perceived skill	My selling skill has been improved through my experience in the present organization.	4.62	1.37	
loyalty				
loyalty	I feel loyal to the present organization.	5.01	1.31	Heskett et al. 2007
ownership	I feel delighted as if it were my own success, when the organization earns success.	5.16	1.44	Heskett et al. 2007
referral	I recommend goods and services of the organization to my friends and acquaintances.	5.26	1.37	Heskett et al. 2007
turnover intention	I intend to work for the present organization for a long time. (Reversed)	3.46	1.59	Dooley, et al. 1987 (arranged)
* except this, all items are measured by Likert 7-point scales.				

Table 2: Estimated Effects: Regression

model	independent variables	dependent variables									
		satisfaction	service delivery	extra-role performance	help to colleagues	adaptive selling	perceived performance	perceived skill	loyalty	turnover intention	
MODEL 1 institutional / organizational factors	autonomy	0.179 **	-0.021	0.068	0.160 *	0.124	0.171 *	0.159 *	0.045	-0.055	
	role clarity	0.055	0.228 **	0.254 ***	0.157 *	-0.046	0.071	-0.053	0.078	-0.062	
	role conflict	-0.015	-0.084	-0.054	-0.135 *	-0.042	-0.101	-0.015	0.172 **	-0.172 **	
	fairness of reward	0.232 **	0.065	-0.052	0.057	-0.192 *	-0.163 *	-0.096	0.051	-0.115	
MODEL 2 individual / personal factors	intrinsic motivation	0.384 ***	0.298 ***	0.329 ***	0.352 ***	0.070	0.136	0.208 **	0.255 **	-0.330 ***	
	poly-chronic orientation	-0.123	0.158	0.039	0.034	0.112	0.312 ***	0.233 **	-0.063	0.109	
	trait competitiveness	0.158 *	0.014	0.103	-0.023	-0.006	0.047	0.053	-0.069	-0.067	
MODEL 3 reference groups	talk with co-worker	0.011	-0.020	0.009	0.018	0.092	-0.026	0.204 **	0.069	0.011	
	role models	0.093	0.177 *	0.208 **	0.062	0.074	0.283 ***	0.119	0.207 **	-0.171 **	
	size	0.157 *	-0.010	0.118	0.308 ***	0.057	-0.088	-0.025	0.069	0.089	
	talk with family	-0.062	-0.014	-0.063	-0.098	0.013	-0.149 *	0.012	0.094	-0.268 ***	
MODEL 4	department store dummy	0.073	-0.040	-0.055	-0.178 **	-0.289 ***	-0.078	-0.169 *	0.084	-0.055	
MODEL 5	satisfaction	N/A	0.024	0.061	0.003	0.143	-0.059	0.068	0.216 **	-0.124	
MODEL 5	F	5.087 ***	2.857 ***	4.570 ***	5.850 ***	2.225 **	4.937 ***	4.038 ***	3.982 ***	5.150 ***	
MODEL 5	adjusted R ²	0.294	0.170	0.282	0.348	0.120	0.303	0.252	0.247	0.314	
R ²	MODEL 1	0.185 ***	0.116 ***	0.150 ***	0.146 ***	0.055	0.154 ***	0.090 **	0.133 ***	0.150 ***	
AR ²	MODEL 1 -> 2	0.138 ***	0.117 ***	0.146 ***	0.143 ***	0.063 *	0.134 ***	0.176 ***	0.075 **	0.119 ***	
AR ²	MODEL 2 -> 3	0.038	0.027	0.061 **	0.105 ***	0.020	0.083 ***	0.044	0.084 **	0.106 ***	
AR ²	MODEL 3 -> 4	0.005	0.001	0.002	0.027 **	0.066 ***	0.006	0.023 *	0.008	0.004	
AR ²	MODEL 4 -> 5	N/A	0.000	0.002	0.000	0.013	0.002	0.003	0.030 **	0.010	

All co-efficients are standardized.
 *** p<.01 ** p<.05 * p<.10

Table 3: Factor Loadings of Dependent Variables

items	factor 1	factor 2	factor 3	factor 4
satisfaction (challenge)	0.796	0.183	0.266	0.280
satisfaction (task)	0.708	0.089	0.300	0.184
satisfaction (growth)	0.586	0.241	0.326	0.188
satisfaction (environment)	0.448	0.195	-0.033	0.064
satisfaction (salary)	0.385	0.041	-0.132	0.141
extra-role performance	0.207	0.839	0.201	0.027
service delivery	0.041	0.645	0.268	0.243
help to colleagues	0.258	0.523	0.180	0.080
satisfaction (self)	0.405	0.463	0.280	0.252
help to new employees	0.133	0.340	0.283	-0.033
perceived skill	0.098	0.184	0.773	0.051
perceived performance	-0.047	0.207	0.653	-0.048
adaptive selling	0.107	0.134	0.550	0.014
loyalty	0.167	0.118	0.128	0.928
ownership	0.274	0.376	-0.237	0.664
referral	0.156	-0.041	0.037	0.451
turnover intention (reversed)	0.311	0.231	-0.082	0.347
cumulative proportion (%)	13.934	26.685	38.419	49.793
KMO=.804				
Maximum likelihood estimation with varimax rotation.				

Figure 2: Research Model: A Synthesis

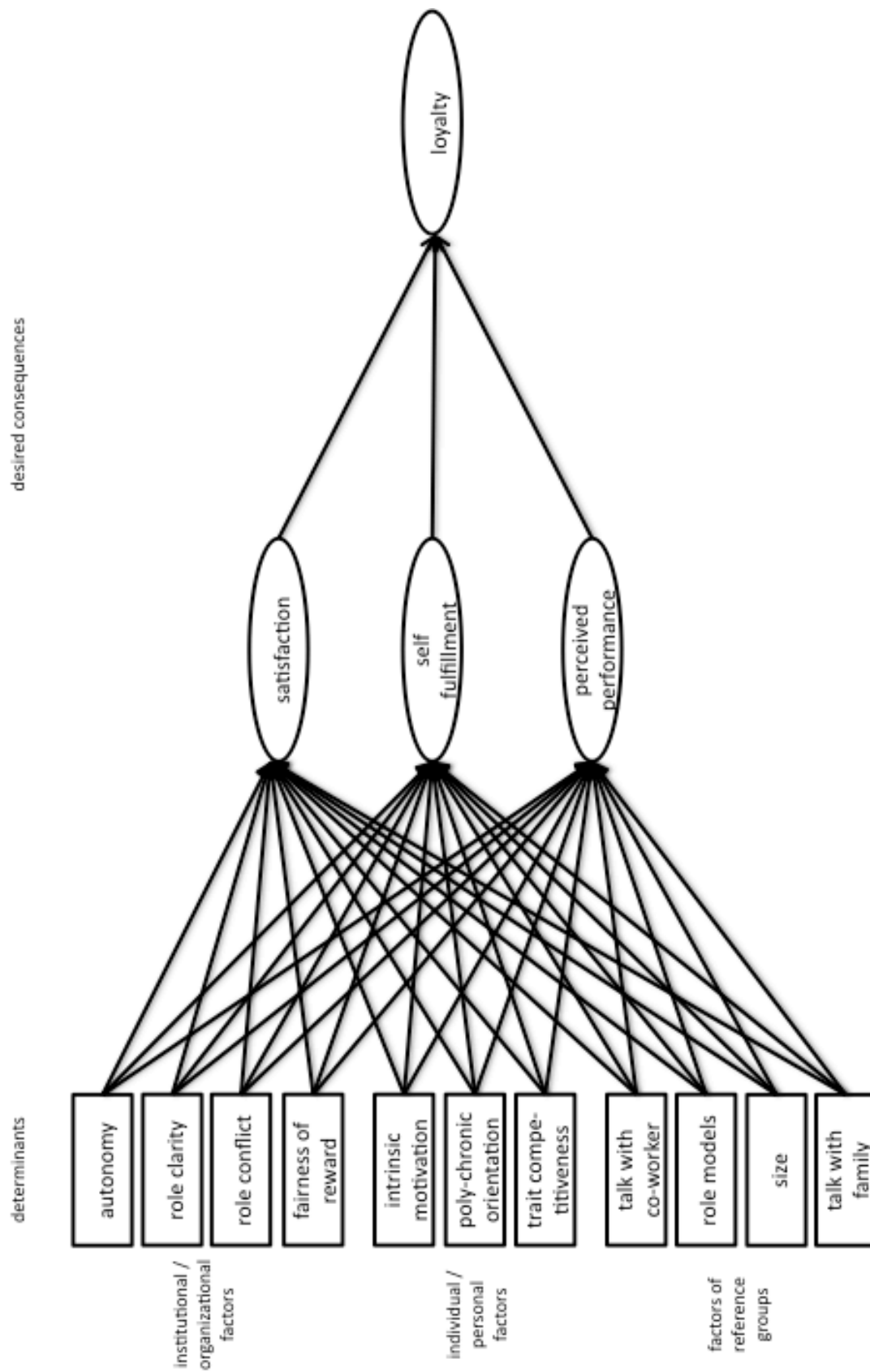


Table 4: Estimated Effects: Semantic Equation Modeling

independent variables			dependent variables	analysis 1		analysis 2	
institutional / organizational factors	autonomy	->	satisfaction	0.209	***	0.215	***
	role clarity	->		0.175	**	0.157	*
	role conflict	->		0.039		0.034	
	fairness of reward	->		0.095		0.062	
individual / personal factors	intrinsic motivation	->		0.477	***	0.477	***
	poly-chronic orientation	->		-0.166	**	-0.122	
	trait competitiveness	->		0.120		N/A	
reference groups	talk with co-worker	->		-0.027		-0.007	
	role models	->		0.120		0.151	*
	size	->		0.126		N/A	
	talk with family	->		-0.012		0.003	
<hr/>							
institutional / organizational factors	autonomy	->	self fulfillment	0.150	*	0.135	*
	role clarity	->		0.323	***	0.299	***
	role conflict	->		-0.081		-0.116	
	fairness of reward	->		-0.051		-0.054	
individual / personal factors	intrinsic motivation	->		0.541	***	0.526	***
	poly-chronic orientation	->		0.052		0.103	
	trait competitiveness	->		0.125		N/A	
reference groups	talk with co-worker	->		0.126		0.142	*
	role models	->		0.245	***	0.289	***
	size	->		0.100		N/A	
	talk with family	->		-0.085		-0.079	
<hr/>							
institutional / organizational factors	autonomy	->	perceived performance	0.257	***	0.285	***
	role clarity	->		0.081		0.075	
	role conflict	->		-0.167	*	-0.125	
	fairness of reward	->		-0.302	***	-0.324	***
individual / personal factors	intrinsic motivation	->		0.230	**	0.243	**
	poly-chronic orientation	->		0.297	***	0.321	***
	trait competitiveness	->		0.147		N/A	
reference groups	talk with co-worker	->		0.126		0.115	
	role models	->		0.060		0.054	
	size	->		-0.056		N/A	
	talk with family	->		-0.174	*	-0.173	*
<hr/>							
satisfaction		->	loyalty	0.365	***	0.413	***
self-fulfillment		->	loyalty	0.754	***	0.703	***
perceived performance		->	loyalty	-0.696	***	-0.672	***
<hr/>							
	chi square			367.815		331.838	
	d.f.			296		254	
	p			0.003		0.001	
	CFI			0.928		0.919	
	RMSEA			0.047		0.052	
<hr/>							
All coefficients are standardized.							
*** p<.01 ** p<.05 * p<.10							

Bibliography

- Arndt, A., Arnold, T. J. & Landry, T. D. (2006). The Effects of Polychronic-Orientation upon Retail Employee Satisfaction and Turnover. *Journal of Retailing*, 82 (4), 319–330.
- Atuahene-Gima, K. & Li H. (2002). When Does Trust Matter? Antecedents and Contingent Effects of Supervisee Trust on Performance in Selling New Products in China and the United States. *Journal of Marketing*, 66 (July), 61–81.
- Bettencourt, L. A., Brown, S. W. & MacKenzie, S. B. (2005). Customer-Oriented Boundary-Spanning Behaviors: Test of a Social Exchange Model of Antecedents. *Journal of Retailing*, 81 (2), 141–157.
- Brown, S. P., Cron, W. L. & Slocum Jr. J. W. (1998). Effects of Trait Competitiveness and Perceived Intraorganizational Competition on Salesperson Goal Setting and Performance. *Journal of Marketing*, 62 (October), 88–98.
- Burns, A. C. & Bush, R. F. (2000). *Marketing Research*. New Jersey: Prentice-Hall.
- Dooley, D., Rook, K. & Catalano, R. (1987). Job and Non-Job Stressors and Their Moderators. *Journal of Occupational Psychology*, 60 (2), 115–132.
- Fang, E., Palmatier, R. W., Scheer, L. K. & Li N. (2008). Trust at Different Organizational Levels. *Journal of Marketing*, 72 (March), 80–98.
- Hackman, J. R. & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60 (2), 159–170.
- Heskett, J. L., Sasser, E. W., & Wheeler, J. (2008). *The Ownership Quotient: Putting the Service Profit Chain to Work for Unbeatable Competitive Advantage*. Massachusetts: Harvard Business Press.
- Hunter, G. L. & Goebel, D. J. (2008). Salespersons' Information Overload: Scale Development, Validation, and its Relationship to Salesperson Job Satisfaction and Performance. *Journal of Personal Selling & Sales Management*, 28 (1), 21–35.
- Jaramillo, F. & Grisaffe, D. B. (2009). Does Customer Orientation Impact Objective Sales Performance? Insights from a Longitudinal Model in Direct Selling. *Journal of Personal Selling & Sales Management*, 29 (2), 167–178.
- Matsuo, M. (2009). The Influence of Sales Management Control on Innovativeness of Sales Departments. *Journal of Personal Selling & Sales Management*, 27 (2), 149–167.
- Menguc, B., Han, S. & Auh, S. (2007). A Test of a Model of New Salespeople's Socialization and Adjustment in a Collectivist Culture. *Journal of Personal Selling & Sales Management*, 29 (4), 321–332.

- Merton, R. K. (1949). *Social Theory and Social Structure*. NY: Free Press.
- Morgan, N. A., Vorhies, D. W. & Mason, C. H. (2009). Market Orientation, Marketing Capabilities, and Firm Performance. *Strategic Management Journal*, 30, 909–920.
- Mulki, J. P., Lassk, F. G. & Jaramillo, F. (2008). The Effect of Self-Efficacy on Salesperson Work Overload and Pay Satisfaction. *Journal of Personal Selling & Sales Management*, 28 (3), 285–298.
- Netemeyer, R. G. & Maxham III, J. G. (2007). Employee versus Supervisor Ratings of Performance in the Retail Customer Service Sector: Differences in Predictive Validity for Customer Outcomes. *Journal of Retailing*, 83 (1), 131–145.
- Noble, C. H. (2008). The Influence of Job Security on Field Sales Manager Satisfaction: Exploring Frontline Tensions. *Journal of Personal Selling & Sales Management*, 28 (3), 247–262.
- Oliver, R. L., & Anderson, E. (1994). An Empirical Test of the Consequences of Behavior- and Outcome-Based Sales Control Systems. *Journal of Marketing*, 58 (October), 53–67.
- Rizzo, J. R., House, R. J. & Lirtzman, S. I. (1970). Role Conflict and Ambiguity in Complex Organizations. *Administrative Science Quarterly*, 15 (June), 150–163.
- Robinson, L., Marshall, G. W., Moncrief, W. C. & Lassk, F. G. (2002). Toward a Shortened Measure of Adaptive Selling. *Journal of Personal Selling & Sales Management*, 22 (2), 111–119.