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"The Relationship Between Job Related Expectations of Salespeople and the Use by Sales Management of a Fulfilment Approach"

ABSTRACT

This thesis is concerned with the job satisfaction, motivation and performance of salespeople. Within this conceptual domain, the study examines the relationship between job-related expectations and the process of their fulfilment / non-fulfilment, in an attempt to account for differences in their job behaviour, job attitudes and performance.

There were two main purposes of this research. Firstly, to determine whether or not, and the extent to which, the behaviour of sales representatives could be attributed to their job related expectations. Second, to develop a conceptual framework, yielding the dynamics and impact of the fulfilment / non-fulfilment process (a pro-active mechanism of uncovering behavioural patterns) on possible action tendencies at the workplace.

The study was field based and exploratory. Field research took place in Greece - the researcher's home country. One of the main reasons underlying this decision was to provide Greek researchers and managers with knowledge where it previously did not exist. In total, forty seven companies participated. These companies allowed the researcher to conduct structured interviews with their salespeople and in all one hundred and seventy salespersons comprised the final sample.

The data from this sample were analysed for purposes of hypothesis testing. In cases where no clear cut points in responses were identified, the data were statistically analysed with the aid of non-parametric tests. The major reason underlying the use of non-parametric tests was that the level of measurement achieved was in ordinal scales.

The findings indicated that the identification of perceived anticipated outcomes of salespeople's job-related expectations is a good predictor of their subsequent behaviour. Strong positive relationships were found between anticipated fulfilment and anticipated job satisfaction and motivation. Conversely, negative relationships were found between anticipated job satisfaction and motivation when fulfilment was not anticipated. The effects of causal attributions made by salespeople about their achieved performance, and the identified feedback loops, were also supported. Finally, the fulfilment approach (a process of a dynamic and directional cyclical nature in determining behaviour) was clearly indicated.

The most important implications of this research are the identification of:

- a) the fulfilment process, and
- b) the major behavioural outcomes that are available to salespeople.

On the one hand, the study found that salespersons' preference amongst different behaviours was associated with job related expectations and their perceived anticipated outcomes. On the other hand, job satisfaction, motivation and performance were also found to be dependent upon the cognitive process termed "fulfilment approach". That is, outcomes which were perceived as being able to either fulfill or facilitate fulfilment, or not to fulfill, job related expectations of sales representatives.

**THE RELATIONSHIP BETWEEN JOB RELATED
EXPECTATIONS OF SALESPEOPLE AND
THE USE BY SALES MANAGEMENT
OF A FULFILMENT
APPROACH**

ANTONIS CONSTANTINOU SIMINTIRAS

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS OF THE COUNCIL FOR
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DEGREE OF DOCTOR OF PHILOSOPHY**

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CHAPTER I

INTRODUCTION

Introduction to the Study

More than ever, science is extending itself beyond laboratory experiments to real settings. This development has put forward an awareness of a number of problem areas. One of them is the complexity of human behaviour within the work environment. The study of human beings in the context of business practice has undoubtedly progressed and expanded, as has the knowledge of the nature of behaviour in organisations.

It is now widely recognised that the individual at the workplace, as a subject of investigation, is of utmost importance to both managers and researchers. Any attempt to understand and explain human behaviour comes together with the problem of identifying what are its causes and constitution. Studies on human behaviour require proper analysis and extensive research which will lead to possible solutions. It is the investigation of causal factors and general principles which influence behaviour, and this is the major concern of this study.

The fundamental issue of this dissertation is the behaviour of salespersons in commercial settings. A

behavioural rather than a mentalistic approach has been employed to accomplish the desired result of understanding why salespeople behave in the way that they do. Beginning with the assumption that individuals have reasons for doing things in order to accomplish anticipated outcomes (purpose) behaviour is regarded as a "means" that serves that purpose. Doing things implies "purpose", and purpose is something that is accomplished by behaviour. This formulation of reasoning does not assume that purpose is the cause of behaviour; purpose is also caused. This point is theorised in the analyses that follow in later chapters.

Many studies have investigated the behaviour of individuals in various occupations. These findings suggest that occupational characteristics influence the behaviour of individuals (Vroom 1964, Morgan 1966). For the purpose of this study, and in order to avoid accounting for possible differences among various occupational categories, it has been decided to investigate only one occupational group. The reasons underlying this decision were that:

- a) the study is exploratory in nature, and
- b) the study would have been too broad and wide ranging if more than one occupational group had been included.

The study is concerned with the sales job and salespeople as these reflected the interests of both the researcher and director of studies. The rationale behind

the choice of this particular type of occupation was based upon two major considerations:

- a) many firms rely heavily on the revenue produced by salespeople, and
- b) their behaviour, as representatives of the company, tends to be free from direct supervision and influence.

From an economic point of view, salespeople in every organisation occupy a unique role as revenue producers. They are constantly reminded of their responsibility to achieve high and "healthy" levels of sales, thus securing their company's survival and growth. From the behavioural aspect alone, they must be able to deal effectively with customers who may have different business experiences, or different social, cultural and educational backgrounds. Thus, in attempting to achieve organisational goals, they have to adjust their behaviour whenever necessary. Clearly, this requires additional effort in order to critically evaluate individual sales situations and properly assess the type of behaviour that is needed. Given that salespeople are generally free from direct supervision, it becomes evident that they have to be self motivated in order to work to their fullest capacity.

The purpose of this empirical research is to increase the knowledge of job satisfaction, motivation and performance. More specifically, the primary concern is to provide an explanation of the behaviour of salespeople. In attempting to achieve this objective (i.e., to identify

the behavioural determinants of sales representatives) a theoretical framework has been developed, which elaborates on the significance of reasoning of job related human behaviour. What is being investigated throughout this study is the fulfilment process of job - related expectations of salespeople and its impact on their behavioural outcomes.

There is a lack of understanding in the literature as this generally concerns the identification of the process of fulfilment / non-fulfilment of job-related expectations and its relationship to specific behavioural outcomes at the workplace. Without adequate knowledge of the impact of job-related expectations and fulfilment processes on job satisfaction, motivation and performance, the behaviour of salespeople cannot be properly diagnosed and thus standards for improvement cannot be established. Consequently, it is important to determine the ways in which this particular variable influences behaviour. Identifying the relationship between the perceived anticipated outcomes of salespeople's job-related expectations and the possible behavioural paths available to them is believed to provide assistance in predicting determinants of their performance.

Statement of the Problem

As noted in the previous section, no work has been

conducted to investigate how the perceived anticipated outcome in terms of fulfilling or not fulfilling certain job-related expectations is related to job satisfaction, motivation and performance. This lack of research has created a void as far as:

- a) the process of anticipated fulfilment or non-fulfilment of salespeople's job related expectations, and
- b) the effect of influence of the fulfilment / non - fulfilment process on the behavioural outcomes of sales representatives is concerned.

This study has attempted to bridge this gap by examining whether or not there is a relationship (either positive or negative) between the anticipated outcomes of salespersons' job expectations and their behaviour and performance. Thus, the general research hypothesis put forward is:

There is a relationship between job satisfaction, motivation and performance of salespeople and the perceived anticipated work outcomes in terms of fulfilling or not fulfilling their job-related expectations.

This study finds its origin in the expectancy / valence approach which has a long history of research and its concepts have continued to dominate in the field of sales management research. This approach concerns the relationship of actions to expectations where:

- " the terms expectations and expectancy are used interchangeably and they are indexed in terms of the perceived likelihood that an action will be followed by a particular consequence - that

is by a subjective probability that the consequence will occur given the response."
(Norman T. Feather 1982, p. 1)

Any attempts to identify the relationship between antecedent events and behaviour does nothing more than add to the conclusion that cognition and action are related. What needs further exploration in order for this to be accomplished is a systematic and coherent approach, based upon a set of principles that makes clear how cognition translates into action. It is also upon this particular problem area that this research focuses.

In investigating the relationship between job expectations and the process of their fulfilment (and how this affects action), it has become necessary to develop a conceptual framework in order to guide analysis.

While developing and constructing a model, an attempt has been made towards identifying possible behavioural paths available to salespeople and diagnosing causal relationships associated with their action. Two dimensions, when fulfilment is or is not anticipated, have been identified and assessed as major determinants of behaviour. Accordingly, possible relationships stemming out of these two perceived outcomes, as early predictors of later behaviour, with each criterion variable (i.e., anticipated job satisfaction, motivation, performance and actual job satisfaction), have been determined. In addition, some causal attributions about achieved performance levels have been identified as being

associated with self efficacy estimates made by salespeople. Finally, the cyclical nature of the process has been indicated together with appropriate feedback loops.

Within the model, a range of variables have been found to be associated with the two main predictive dimensions. These identified relationships should provide a new way of reasoning that has not previously been elaborated in a meaningful manner. Consequently, the proposed model can possibly be used as an aid to diagnosing the causes of behaviour and in revealing factors which contribute to changes in attitudes. Utilisation of the model requires a recognition of all major assumptions made in forming this process.

It has been mentioned earlier that research on salespeople's job related expectations and the process of fulfilment or non-fulfilment (hereafter also called "fulfilment approach") has been limited. It is therefore, the aim of this study to examine the role, nature and impact of these two cognitive processes. Data gathered from salespersons' responses, have been statistically analysed for hypotheses and model testing. These are presented in Chapters V and VI.

Purpose and Reasons for the Study

As part of the marketing function, effective sales

personnel probably offer the greatest potential for success to most companies. Raymond Leon in 1964 (p. 108) wrote:

" the effectiveness of the marketing effort in many companies is dependent on the sales manager and his ability to get results through his sales personnel."

Sales managers' abilities to improve morale and productivity of their salesforce, have multiple advantages to a firm. In creating an effective and productive sales team this is undoubtedly a complex management assignment. Sales managers must constantly try to increase their efforts in creating a better understanding of salespeople's behaviour through investigation of performance related predictive variables. In addition, research efforts must be extended in order to contribute to the development of valid models which will have important implications for managing and motivating the performance of the salesforce.

Nowadays, sales managers are supported by technological advancements when dealing with the tangibles of their own departments (i.e., forecasting, records of sales calls per day, territory sales performance and so on) but little help has been available to them as far as intangibles are concerned. That is, issues such as how to motivate / satisfy or how to get the most out of salespeople have not yet been fully explored or adequately answered. As a result, practising managers' skepticism about the applicability and effectiveness of

different models of solving this problem is understandable. Sales managers' negative attitude towards different motivational theories has been expressed by Robert Whyte in the following way:

" Typically it has consisted of lengthy exposure to the motivational theories of Maslow, Herzberg, and others. In such sessions, almost everything presented is either theory or unrelated to the field manager's business and the realities of their organisations' cultures and policies. So nothing really changes."
(Whyte, R., in Ingram and Laforge, 1989, p. 455)

Considering the above statement, it seems that no theory could easily escape such criticism. Nonetheless, by taking a closer look at recent research practices, it becomes clear that a major part of it is field based (i.e., linked with real work settings). However, it must be recognised that researchers in the field of organisational behaviour try to provide practising managers with a better understanding of behavioural phenomena rather than in producing simple answers to complex questions (although this is often the intention).

This study, by exploring more deeply the variable job related expectations and by identifying the fulfilment process, advocates its contribution at both theoretical and practical levels. As far as the theoretical focus is concerned, the extent to which salespeople's behaviour is ascertained by their job related expectations and the process of their fulfilment or non-fulfilment, have been determined. With regard to the practical implications, sales managers, by considering salespeople's anticipated

outcomes of their job related expectations, will be able to explain and subsequently influence their behaviour. More specifically, the purpose of this research was to specifically determine:

- a) how job expectations are related to behavioural outcomes of salespeople;
- b) what stages does the process of fulfilment or non-fulfilment (fulfilment approach) incorporate? and
- c) how many alternative behavioural outcomes are available to each individual salesperson at the workplace?

The reason for the study was that no previous research had been directed towards identifying the process of salespeople's "job-related expectations" when fulfilment is or is not anticipated. The uniqueness of this research lay in the attempt to empirically explore this as a determinant of different behavioural outcomes at the workplace (i.e., the process termed "fulfilment approach"). To accomplish the above objective, structured interviews, were employed to elicit and measure sales representatives' responses to a set of different stimuli. Non-parametric statistical techniques were then applied to analyse these data. The results of the statistical analysis were used for hypothesis testing, and the research findings compared and interpreted with those derived from the literature in order to provide potential directions for further research.

Above all, the main purpose of the research has been

to provide a new departure point for the business and academic communities in expanding knowledge of how can salespeople be more satisfied and motivated, thus leading to better performance levels.

Rationale for Location of Field Research

In an effort to explain and predict behaviour in work settings, previous research has led to the development of many theories and constructs. Most of this research has studied employees in industrially advanced countries. As would be expected, the problem of motivating employees for improved performance has been a relatively sophisticated phenomenon in developed countries, but this is not necessarily the case for developing countries. For these nations, this problem is still a particularly pervasive one.

Despite heavy borrowing of capital and technology and efforts to develop infrastructures (roads, rail, communication networks and so on), low productivity continues to plague many developing countries. In Greece (the researcher's country of origin) low productivity has recently been highlighted by both political leaders and business entrepreneurs. According to the Greek Institute of Economic and Industrial Research (I.O.B.E.):

" the developments of the last decade, during which productivity remains unchanged, clearly indicates that there are no margins for

improvements unless conditions allowing the more effective use of human resources and changes in the labour market are established. That means, better trained personnel and..."

(Bulletin of the Association of Industries of Northern Greece, 1989, pp. 31.)

Well trained personnel, as a determinant of productivity, offers a great potential for improvement. In all developing countries progress must be made to raise productivity and standards of performance. In the country of focus, one of the most significant reasons for the necessity for an urgent move in this direction is the removal, after 1992, of physical, technical, and fiscal barriers in the European Community, in which Greece is now a full member state.

The elimination of barriers within the community will create an even more competitive business environment. Improved efficiency, and exploitation of economies of scale in organisations will be one of the most important factors in determining success.

In Greece, the impact of this market integration in terms of microeconomic effects is now being felt. This strengthens the belief that effort should also be expended towards increasing knowledge of the factors that influence morale. As a result of these forthcoming economic changes (i.e., removal of trade barriers) a gradual decrease has been observed insofar as the resistance of Greek entrepreneurs are concerned in relation to the needed reformatations on treating and managing human resources. Consequently, one of the greatest responsibilities and

challenges facing management in general and sales management in particular in Greece, is to carry out the implementation of new management approaches which will create desirable behaviours and lead to better performance levels.

To this end, this study has been designed to investigate salespeople's behavioural determinants in Greece, a developing country within European Community (EC), by examining conditions and processes that characterise work behaviour. More specifically, the reasons underlying this decision were:

- a) To provide information on work motivation, job satisfaction and performance of salespeople, for a different region of the EC where such information previously did not exist,
- b) to empirically test a conceptual framework concerning the examination of work related attitudes and behaviour in Greece as an incentive in the exchange of business to organisations, and
- c) to provide insights that would be more likely to enhance local work behaviour and productivity.

It is hoped that this research will prove valuable for both researchers and sales managers in Greece, insofar as it attempts to increase knowledge and gives pointers to ways in which solutions can be advanced.

Definitions

Job related expectations in the context of this thesis are defined as cognitive perceptions of targeted, valuable

and desirable work related outcomes, events, or occurrences associated with prospective attainment.

Fulfilment approach is the process or mechanism which determines behavioural directiveness.

Anticipated fulfilment or non-fulfilment are action orientation stages which condition behaviour by releasing or blocking instigating forces.

Motivation is the process of sustaining positive attitudes and behaviours on what is being, or has to be, done.

Anticipated job satisfaction / dissatisfaction refer to positive / negative emotional feelings experienced at a pre-empirical stage.

Actual Job satisfaction / dissatisfaction are positive / negative emotional feelings experienced at a post-empirical stage.

Performance is the contribution of individuals towards organisational goal achievement.

Salespeople are those employees whose main activity is to negotiate with prospects for the purpose of influencing, persuading and selling the product or service.

Sales managers are the executives in charge of the sales departments to whom salespeople report.

Summary

This chapter has provided an introduction to the study, and has included the purpose and reasons for the research, a statement of the problem, the reasons for conducting field research in Greece and a definition of the terms.

Chapter II presents a review of literature pertaining to salespeople and sales managers, and to job satisfaction, motivation and performance. It is organised to set forth the background for the development of the conceptual framework in Chapter III.

The research hypotheses and feedback loops that have emerged from the proposed model are put forward in Chapter IV. Chapter V describes the design and methodology used for data gathering, together with the statistical procedures and analyses.

Chapter VI contains descriptive statistics about the salespeople who have composed the final sample. Furthermore, all statistical analyses of data, along with the results of the hypotheses testing have been elaborated.

Finally, Chapter VII summarises the findings of the study, presents conclusions for managerial implications based upon the results and provides suggestions for further research.

CHAPTER II

BACKGROUND

Introduction

Many theorists and researchers have attempted to provide insights about organisational behavioural phenomena. The results of such efforts have led to the general conclusion that behaviour is a complex issue to either be explained with simple models or to be dealt in global, fixed and immutable generalisations. The primary focus and concern has been the identification of the main components of such behaviour, ensuring in that way an analysis and synthesis of each, as a basis for understanding and explaining human behaviour at work.

In the specific field of selling and sales management, researchers and practising managers alike have studied salespersons and the sales process in order to explain how to make both managers and salespeople more effective. The fact that today's employees tend to bring more abilities, higher expectations, and a greater desire for self responsibility to the workplace than did their predecessors (Walton, 1972) reflects the increasingly humanistic orientation of modern management by impelling

sales managers to be more interested in job satisfaction and welfare of people comprising the sales force (Baggozzi, 1978).

More than two decades of research on salespeople's job satisfaction, motivation and performance have been based on examining many variables as predictors. Part of this research has been concentrated on financial compensation and incentives. The notion that "compensation is the most important element in a programme for the management and motivation of a field sales force" (Steinbrink, 1978, pp. 111), has been challenged in recent years in both theoretical (Walker et. al., 1977) and empirical grounds ("There has to be a better way", 1979). However, a more recent study by Ingram and Bellenger (1983), found that pay was ranked number one, thus underscoring the well known importance of pay in successful motivation programmes.

The above statement provides a baseline indicator of contradictory research findings concerning the role and impact of different predictor variables. Such indications reveal that some main thrusts of progress in the field of organisational behaviour and the related social sciences are arbitrary and incomplete, and cannot overcome certain limitations. However, careful attention must be given to all findings, and this is the primary concern of this chapter, since they signal directions and trigger synergistic potential.

This chapter specifically reviews the literature

pertaining to sales managers, salespeople, job satisfaction and motivation. First, a brief historical background sketches the ancient nature of selling along with the intradynamics of the human component within the sales department. Next, several research findings relevant to behavioural determinants of salespeople are presented. In the final part, a review of background information and conclusions derived from literature findings of the disciplines of other social sciences is provided.

Personal Selling and Sales Management.

Although personal selling is an ancient activity in that early Greeks and Romans were actively involved and travelled widely to market their products, a formal study did not begin until the early 1900's (Rodney Evans, 1971). Very early thoughts on managing salespeople were based upon the notion of their independence. The growth in business and the complexity of products at later periods, found this conventional management practice inadequate. Consequently, this practice was substituted by a new approach in which salespeople's job had to be regulated and directed from the company. As a result of this, the need for sales management has emerged. Sales management serves as a link between the salesforce and the company. Along with the development of the marketing

concept, personal selling has been considered to be an integral part of a company's effort and the role of sales management has been greatly expanded.

A vital task of every company is to "inform, influence and change the behaviour of potential buyers by turning them into actual buyers of a product, service or idea" (Gross & Peterson 1987, p. 345). For the accomplishment of this general objective, personal selling has a great deal to contribute. It is arguably the most powerful marketing tool available. It is a two way communication process and its value relies in the development of a face to face relationship between seller and buyer. The American Marketing Association has defined personal selling as an oral presentation in a conversation with a seller and one or more prospective purchasers for the purpose of making sales (Marketing Definitions, 1960). Personal selling is a more flexible and operational means of delivering a promotional message than any of the other promotional tools. As a result of this, it may well be regarded as the principal responsibility of marketers.

The role of personal selling varies according to the type of company, its resources, the needs for its products or services, the dimensions of the market and competition in the market where it tries to sell. The fundamental principle of its role is to deal effectively and efficiently with prospective purchasers and to ensure profitability for the company. It interprets customers' needs and attempts to keep both parties (the customer

and the company) satisfied. It should be mentioned that the more sophisticated the criteria for buying, the more important is the role of personal selling.

Sales management is "the management of the personal selling component of a company's marketing program" (Stanton & Buskirk, 1974, p. 17). It involves the design, development, direction, control and evaluation of the sales effort. It is a dynamic function within an organisation and deals with many factors which can influence its performance. One of the factors of utmost importance is the human resources that are available to sales management. It is a vital task of sales management to determine the optimum use of its human resources and this is the subject matter throughout this particular piece of research.

Sales managers and salespersons (who compose the sales team) are both socially interactive. Their jobs require sufficient knowledge of human behaviour reflecting the need to deal effectively with others. Both join in efforts to understand people, their needs and what influences them. However, selling and managing are two different tasks. Salespeople and sales managers have separate roles as they are involved in different activities and operate at different organisational levels.

According to Baggozzi (1980), when considering the overall profiles of sales managers and salespeople, they seem to be relatively homogeneous. He has arrived at this conclusion by looking at aspects such as job

satisfaction, motivation, self-esteem, other directiveness, fatalism, verbal intelligence, role ambiguity and job related tension. Although these results should be considered tentative rather than conclusive, the variety of indications that managing and selling jobs can be either different or similar in many ways according to empirical and literal confirmations, stems from an observation of relevant events of their jobs and considerations of their work related concepts and perceptions.

Within an organisation, the relationship between sales managers and salespeople takes an assembled form where performance standards and task completeness are always emphasised. In a very general sense, performance is the result of organisational activities. It is the employees' contribution towards organisational goal achievement. Achieved high performance levels is a desirable end result of all organisational activity. The extent to which outstanding performance can be valued by sales managers is when salespeople continuously contribute at their maximum capacity because by so doing they are happy and achieve satisfaction. This way of thinking and acting may not be very common among salespersons especially when the consequences of such behaviour is believed to be of lesser value than other types of behaviour.

Each individual salesperson determines a range of behaviours at the workplace. The different versions of

behaviour reflect stimulated responses after an interpretation of the incoming stimuli. One aspect of stimulus interpretation concerns approval or disapproval of different work related matters (i.e., management practices, outcomes being achieved, role positions, and so on). For example, a given sales management decision may well be perceived as being beneficial by one salesperson and harmful by another. This controversial phenomenon of perceptions and subsequent responses could be attributed to individual differences in terms of what had been expected. Many problems and personal disputes, of the same or different nature, between sales managers and salespeople usually arise from their day to day activities. Such problems can detract from the effectiveness of the sales team. They plague the efficient operation of the sales team and fraught both managers and sales representatives with more conflicting opinions, ambiguity and stress. Problems which have significant effects on the physical and psychological well being of individuals should be eliminated or kept to a minimum. When both sides come to appreciate that requirement, then personal vulnerability of avoiding harmful behaviours can be justified and encouraged. In addition, any discrepancy between actual and desired behaviours can be ameliorated when supportive participation is inspired in day to day functional relationships. Consequently, a significant determinant of the effectiveness of a sales team is a promising

relationship in a stimulating work environment which emboldens both managers and salespersons to create strong preventive attitudes towards conflict.

Unique Characteristics of the Sales Job and Salespeople

All salespeople are involved in sales and non-sales activities. Sales activities are those where there is a satisfaction on the part of the salesperson or customer or both. Non-sales activities are those where a salesperson tries to obtain a satisfaction from the organisation in which s/he works (Robertson and Chase, 1971).

The above statement indicates that the selling job is different from non-selling jobs. What really differentiates it is that selling is a "boundary spanning job". That means, sales representatives are expected to establish working relationships between their employers and their customers. Due primarily to this frontier relationship, their job requires many equally competent and crucial roles, which have to be chosen out of many possible alternatives. For example, a salesperson may find difficulty in deciding whether or not to subtly disagree with his or her customers' views and demands towards the company's policies, or to support customers' views and fight for them within the company. Such dilemmas certainly add to role ambiguity and stress. Furthermore, the fact that salespeople spend a considerable amount of time

outside the company dealing with customers, enables them to experience a high degree of autonomy. Perhaps the most pervasive characteristic is the uncertainty that is associated between effort and achieved performance. That means, best efforts from salespeople do not always lead to performance maximisation. The reason is that selling is conditioned by many organisational and environmental factors which make the task of achieving high performance levels very difficult. Attempts to correlate sales performance with many predictor variables have produced inconclusive results. Weitz (1979, p. 83) in a review of twenty-one studies reported after 1950, concluded that:

"the success in predicting sales performance has actually been quite limited."

Considering the importance of selling, and the nature of the sales job, the task of identifying determinants of sales performance is vital. The departure point in any analysis is a clear understanding of the individual salesperson and his/her behavioural determinants. It is impossible to provide a complete appreciation unless the individual is studied and understood. A promising area of investigation has always been the interrelationships between psychological factors and work roles. Research efforts towards this direction have revealed certain personal traits as indicators of sales success. Some of these traits are:

- a) Empathy: The ability to see things in the same

way as others see them,

b) ego drive: A high degree of determination and persistence in a manner of being successful,

c) ego strength: The degree to which a person is able to achieve an approximation of inner drives, and

e) enthusiasm: The strong interest and desire in believing that what is being or has to be done is both exciting and worthwhile.

(Greenberg and Greenberg 1983, Comer and Dubinsky 1985, Moss 1978)

All personality traits and behaviour are jointly influenced by heredity and learning. The learning component indicates the amenable principle and incentive for different variations in personality traits and behaviour. Consequently, at any point of time, they are conditioned to either significant or non-significant changes. No analysis can pose a static view in an attempt to explain behaviour. Contrariwise, how behaviour changes or remains constant must be seen from a dynamic or process point of view.

Although the field of organisational behaviour, which is still in its infancy with regard to specific personality dimensions, is far from yielding a set of comprehensive principles for practising managers, it has provided some insights and guidelines towards resolving such problems. These findings which concern those who are charged with the responsibility of motivating others, are now being discussed. More specifically, variables which have been considered to be either determinants or

moderating variables of behaviour, and the way in which they contribute to employees' performance at the workplace are now considered.

The Determinants of Behaviour and Their Relationship to Performance

The emergence of the academic field of organisational behaviour has been supported by a scientific grouping of disciplines such as anthropology, sociology and psychology. Each of these disciplines is concerned with behaviour and applies its own methodology in order to provide insights into human nature. Organisational behaviour as an interdisciplinary field of inquiry relies both on the principles of science and the application of knowledge to actual organisational settings and problems. This application of knowledge has expanded in all directions, but in a comparison between the sales job and other occupational groups, the former has attracted significantly less attention. According to Davis and Webster, (1968, pp. 111):

"Contributions from behavioural science research have provided a deeper understanding of ...organisational relationships and the motivation of individuals. Very little of this research has been directed specifically at sales force management problems. Only on rare occasions has the salesman been the focal point of such disciplines.. But concepts, theories and empirical research data ... can be effectively applied in the solution of many sales force management problems."

This study is in a complete agreement with the above statement. It attempts to investigate a number of behavioural science findings pertaining to individual personal dimensions in order to provide a solid background to the behavioural determinants of employees, and to relate them in a meaningful manner to sales setting.

Individuals' behaviour requires a multidimensional level of analysis, starting with the very basic question of what energises behaviour. Many scientists have indicated the importance of motives as determinants in relation to action. Atkinson (1958, p. 304) has defined motive as:

"...the disposition within the person to strive to approach a certain class of positive incentives (goals) or to avoid a certain class of negative incentives (threats)."

Motives operate as intervening psychological factors that influence behaviour in response to environmental events and these have traditionally been grouped into two categories:

- i) Motives such as drives, needs, wants and desires, which emerge from within the individual; and
- ii) purposes, interests and aspirations which are imposed to individuals from the environment.

Motives, regardless of whether inborn or acquired (unlearned or learned), attract and influence behaviour. Hunt (1965), has identified seven fundamental roles of motives in influencing behaviour. These influences

concern:

- a) evaluation;
- b) choice;
- c) direction;
- d) instigation;
- e) maintain;
- f) stopping; and
- g) learning.

The first three determine behaviour, whereas instigation, maintain and stopping are related to action. Learning is the judgmental feedback process supplying information for the evaluation and choice of present and future behaviour. The mechanism of sustaining or changing behaviour and action could be partially explained by taking into account the very clear-cut theoretical indication of the role of motives on critical behavioural dimensions.

In addition to investigations on motives, research has attempted to predict behaviour from a knowledge of personality. Differences in personality can determine, to a certain extent, the type of attitudes formed. Personality according to Evans (1978, p. 261) is:

"an individual's ...amalgam of all his characteristics and traits including those perceived by himself (conscious personality or self-image), those of which he is not aware but which still partly determine his behaviour (unconscious personality) and all those observable to other people (social or objective personality)."

It is typical to assume that a person's behaviour is primarily caused by his/her personality and personal characteristics. When only one aspect on the part of an

individual is seen, then there is no real evidence of what causes behaviour. The way a person behaves is, and must be seen as, a function of both situation and the particular characteristics of the individual. The extent to which behaviour is influenced by personality characteristics and situational factors has been clearly indicated by Vroom (1964, pp. 262). He has stated:

"The extent to which a worker strives to perform effectively in a job is not solely a function of his personality or of the nature of his work role but is a complex resultant of both type of variables. This does not mean, in the language of analysis of variance, that there are no "main effects" of either situational or personality variables but rather that there are, in addition, important interactions between these two types of variables."

Thus, the conclusion implies that one cannot make general statements about a person's behaviour across a variety of situations on the basis of personality characteristics alone.

Factors such as motives, personal characteristics and learning are all influenced by perception. Human perception is:

" the mechanisms that operate upon sensory information, interpreting, classifying, and organising arriving information. "
(Lindsay and Norman, 1977, p. 3)

Perception is another form of behaviour which is fundamental to other cognitive activities such as thought and action. However, from an organisational behavioural point of view, the process of perception is particularly

important when considering behaviour and action in response to the stimuli. More specifically, the formulation of behaviour becomes the product of the interaction between perception, situation and the person. Sources of influence on perception are both the characteristics of the person (including motives, learning experience and personality) and the surrounding environment.

Learning, as a last input variable in understanding behaviour, is a continuous process which takes place formally and informally from the time of birth, and this can also be gained (learned) from experience. Hillgard and Bower (1966, p. 2) have defined learning as:

" a process by which an activity originates or is changed through reacting to an encountered situation, provided that the characteristics of the change in activity cannot be explained on the basis of native response tendencies, maturation, or temporary states of the organism"

Learning is a source of change in behaviour because it comes as a result of a person's experience with an environment. That means, learning is a unique determinant of behaviour because it cannot take place unless the learner actually experiences what has to be learned.

Motives, perception, personal characteristics and learning on the part of the individual together with situational factors such as organisational and environmental elements, are all important components of employees behaviour, and their behaviour is one of the

most significant predictor variables of organisational performance. The functional relationship between behaviour and performance relies on the responses of individuals and the outcomes that are in turn dependent upon their responses. More specifically, and from a managerial point of view, responses such as morale, absenteeism, achievement, personal adjustment and so on, are highly correlated with performance thus emphasising the validity of this relationship.

The performance of employees, as a result of their behaviour, must be seen and examined in the context of their responses. The fact that responses are confronted by:

- " a) discrete simultaneous alternatives,
 - b) each of which has discrete, simultaneous outcomes, and
 - c) each of which, in turn, has a probability and value ",
- (Ramond, C., in Britt and Boyd, 1978, p. 108)

indicates that performance is conditioned at any given time by the chosen alternatives. Furthermore, the alternatives that an individual may decide to choose, are also conditioned by his/her personal abilities. Thus, performance determinants are contingent upon the contributions of both selected alternatives and abilities at the workplace. However, although different responses with varying amounts of abilities on the part of the individuals can narrow the range of differences in performance levels (i.e., willingness can compensate for

lesser abilities) a loss in efficiency may occur due to the utilisation of higher performance potential (i.e., discouraging superior individuals).

In addition to job behaviour and abilities as determinants of performance, job attitudes have also been a topic of interest to both managers and researchers. One of the most commonly examined job attitude is job satisfaction / dissatisfaction. Like any other attitude, job satisfaction consists of cognitions, emotions and influences behavioural outcomes. With regard to job satisfaction / dissatisfaction, the next section provides a review concerning its nature and importance.

Job Satisfaction

Job satisfaction has absorbed a great deal of thinking among theorists and researchers. Locke, (1976), had identified more than 3000 studies dealing with one or another aspect of job satisfaction. An explanation for all these efforts stems out from the commonsense association between satisfaction and other behaviour outcomes such as performance. According to Staw (1984) the development of job satisfaction literature has been classified into three major periods.

- a) A peak period of high concern among researchers in the 1960s,
- b) a repulsive period of interest when the performance satisfaction controversy emerged, and

- c) more recent interest to link satisfaction with other behaviours.

Job satisfaction has been defined in many slightly different ways. For example, Smith and Kendall, (1963), stated that job satisfaction is a function of the characteristics of a job in relation to an individual's frame of preference. Locke, (1976, 1984), has defined it as a pleasurable or positive emotional state resulting from the appraisal of one's job. That is, satisfaction is a consequence of the discrepancy between one's perceptions of the job and his/her value standards. This definition derives from the "discrepancy" theories of satisfaction (Locke, 1976), which assume that the key mental processes which determine an individual's satisfaction with external stimuli, involve their needs, values and expectancies. In addition, Ilgen, (1971), has stated that job satisfaction is a function of the gap between what the person expects and what the task offers. Without addressing in detail any particular analytical perspectives of these approaches, it is evident that they share the assumption that job satisfaction is the gap between a person's perceived requirements and what the work environment offers.

Although job satisfaction is believed to have a significant effect on the physical and psychological well-being of individuals, which in turn have consequences for work in organisations (Gruneberg, 1979), it still remains a relatively atheoretical concept (i.e., theory free). Only very few theories have focused on job satisfaction.

These are:

- a) Two factor theory (Herzberg et al., 1959; Herzberg, 1966),
- b) the social information processing model (Salancik and Pfeffer, 1978), and
- c) the opponent process theory of job satisfaction (Landy, 1978).

Herzberg's et al., (1959), dual factor theory suggested the satisfier - dissatisfier dichotomy assuming that people have two sets of needs; their needs as animals to avoid pain, and their needs as human beings to develop psychologically. Based upon this assumption, they identified two separate dimensions. The first is related to job satisfaction and the second to job dissatisfaction with some work related aspects associated with each. The social information processing model argues that job satisfaction does not develop as a function of objective aspects of work, but is a response to social cues present at the workplace. Finally, the opponent process theory proposes that behavioural divergence from hedonic neutrality is escorted by subsequent attempts to eliminate the deviation.

Although job satisfaction is one of the most frequently investigated concepts, Katz and VanMaanen (1977), have pointed out that there is much confusion in relation to conceptualisation:

"There is perhaps no area in the social sciences fraught with more ambiguity, conflicting opinion, or methodological nuance than that of job satisfaction",

(p. 469)

and argued:

"Either the satisfaction formulation is too general, without practical applications, or the calculus is too specific, misleading in diverse work situations".
(p. 470)

Accordingly, they defined satisfaction as:

" a function of situational surroundings accompanying the doing of work rather than a function of the psychological predispositions or demographic characteristics of the doer " (p. 479)

This view holds that satisfaction is an integrated function within situationally constructed frameworks contributing to the development of attitudes. Therefore, the characteristics of the work situation are the determinants of job satisfaction, and any failure to identify and consider the differences between settings across individuals working in different jobs could result in erroneous inferences in explaining satisfaction among employees. Contrariwise, according to Hulin and Blood, (1968) the relationship between job and job satisfaction cannot be assumed to be general, but is dependent to a great extent on the background of employees. A more recent view, which is in accordance to the philosophy of interactional psychology, from Calder and Schurr, 1981, supports the notion that behaviours and attitudes (job satisfaction) are a function of continuous and multidirectional interactions between individuals and

situations.

The attitude, job satisfaction, has been investigated in parallel with other concepts such as rewards, personal characteristics, leadership, individual differences and so on. With regard to various relationships between job satisfaction and other work related aspects, findings concerning sales setting are discussed below.

The job satisfaction of salespeople has been extensively examined in relation to financial compensation and incentives. Some of the findings are:

- a) Greater satisfaction with pay is associated with lower valences attached to it;
 - b) those who are most highly paid are the ones who are most dissatisfied with their pay levels; and
 - c) there is no direct relationship between an individual's income level and the person's valence for more pay.
- (Churchill and Pechotich, 1982)

The existence of a positive relationship between pay and satisfaction has also been reported in Futtrell and Jenkins, (1978). However, most research in the area of salespeople's financial rewards has been based on the different remuneration packages that are available to sales managers (Cebrynski, 1986, Ryckman, 1986, Dalrymple et. at., 1981).

Researchers' interest has been also directed toward the relationship between job satisfaction and supervisory behaviours. More specifically, participation of salespeople in the decision making process and provision

of performance feedback have been found to be positively related to job satisfaction (Churchill et. al., 1976, Teas et. al., 1979). In the area of leader consideration, research indicates that subordinates tend to be more satisfied with their jobs when they have leaders who rate "consideration" highly (O'Reilly et. al., 1978, Teas, 1983). Nonetheless, salespeople tend to be more satisfied with their jobs when they perceive that their immediate supervisor closely directs and monitors their activities on a basis of substantial rather than frequent contacts (Churchill et. al. 1976). As far as the influence of the power base of managers is concerned, it has been found that proper development of a social power relationship between the salesperson and sales manager improves the salesperson's satisfaction with supervision (Busch, 1980). In addition, arbitrary and punitive and contingent approving behaviours are positively related to job satisfaction, whereas upward and achievement orientated behaviours are not (Kohli, 1985).

Other studies relevant to job satisfaction and work related behaviours such as propensity to move jobs, found that improving the work satisfaction of salespeople may reduce labour turnover amongst low performers, but may do little to reduce such turnover among high performers (Futtrell and Parasuraman, 1984). Role clarity can also reduce job tension and propensity to leave a sales position. That is, role clarity decreases the probability of salespeople becoming dissatisfied with their jobs. By

increasing the amount of relevant information s/he perceives as being necessary to perform the job effectively, can increase a person's job interest, satisfaction and tenure (Donnelly and Ivancevich, 1975). Research has also found that greater realism on the part of the salesperson entering the job, leads to greater job satisfaction. Finally, better initiation to the task leads also to greater job satisfaction, and congruence has been found to be strongly related to satisfaction and other desirable work related outcomes (Dubinsky et. al., 1986).

In dealing with organisational behaviour, the relationship between job satisfaction and performance is of primary concern. Hence the centrality of all inquiries implies performance / satisfaction concerns, a causal direction in this relationship has not yet been established. Perhaps, according to literature confirmations, one of the most well known controversies in relation to the study of satisfaction and performance is the direction of their relationships. Over the years it has been argued that satisfaction causes performance; performance causes satisfaction and that both satisfaction and performance are unrelated. Although each claim has its own property of justification, a concluding note from Schab and Cummings, (1970, p. 429) is worth mentioning:

"We are frankly pessimistic about the value of additional satisfaction - performance theorising at this time. The theoretically inclined might do better to work on a theory of satisfaction or a

theory on performance. Such concepts are clearly complex enough to justify their own theories. Prematurely focusing on relationships between the two has probably helped obscure the fact that we know so little about the structure and determinants of each. "

Many years later, Fisher (1980), attributed the lack of consistent findings to associated aggregational difficulties. That is, specific satisfaction attitudes ought to be related to specific behaviours and general satisfaction to the total set of behaviour that is employed at the workplace. However, when considering specific and general satisfaction separately, variables such as expectations and values seem to hold considerable predictive power.

All of the studies above have investigated relationships between job satisfaction and either its determinants (i.e., rewards, supervisory behaviours, role clarity, performance), or its consequences (i.e., turnover, performance). Given the volume of the body of literature, it is necessary to identify and establish appropriate parameters of job satisfaction relevant to this research. In correlational studies, the amount of variance in job satisfaction attributable to any single work aspect, cannot by definition explain a large proportion of it, simply because of over-simplification of the phenomenon as far as the level of analysis is concerned. What has to be mentioned is that satisfaction is not only a function of the objective properties of the work, but also of the idiosyncratic

factors of the individual. This point of view has stated by Morse (1953, p. 27):

"At first we thought that satisfaction would simply be a function of how much a person received from the situation.. It made sense to feel that those who were in more need - fulfilling environments would be more satisfied. But the amount of environmental return did not seem to be the only factor involved. Another factor had to be included in order to predict satisfaction accurately. This variable was the strength of an individual's desires, or his level of aspiration in a particular area. If the environment provided little possibility for need - satisfaction, those with the strongest desires or highest aspirations, were the least happy. "

A more explicit statement on the importance of an individual's inner factors and job satisfaction has been made by Lawler (1971) who has stated that if employees do receive opportunities, values and rewards then regardless of how they have performed, their satisfaction will increase, although how satisfied they will be depends upon their perceived expectations of what is a fair level of opportunities, values and rewards for themselves. Consequently, job satisfaction increases when the difference between actual and expected outcomes decreases. To phrase that differently, what provides satisfaction is the judgement made by individuals, based upon an inner truth of fairness, when what is expected is, or can be, subjectively fulfilled. Support for the above reasoning comes from Schnieder and Bartlett, (1968), who stated that what is psychologically important to individuals is how they perceive their overall job and

—

work environment, and not how others might choose to describe them. Thus, individuals' differences (i.e., perceptions, idiosyncratic factors, self concepts and expectations) can influence the level of satisfaction to be gained at the workplace. All theoretical issues addressed above, have been cross-sectional in nature. All have attempted to identify relationships, but generally have precluded causal interpretations. It is the purpose of this study to try to associate both job satisfaction and performance of salespeople in such a way in which causal inferences can be drawn. More specifically, one of the areas under investigation is the extent to which job satisfaction or dissatisfaction are actually functional or dysfunctional attitudes to salespeoples' performance, by taking into consideration the specification of the full range of behavioural responses and outcomes at the workplace. The role of individual differences as far as their job - related expectations is concerned, along with the perceived anticipated outcomes, will be used to predict the nature and causality of the relationship between performance and satisfaction. The relationship between satisfaction and performance has been considered within a framework that emphasises the following:

- a) everybody develops expectations about future work outcomes;
- b) these expectations act as directional components of behaviour while seeking fulfilment;
- c) the selected behaviours (either imposed or freely chosen) and their reached outcomes, condition job

satisfaction.

The presentation and justification of the identified relationships between job satisfaction and performance will be spelt out in greater detail in the next Chapter: "Conceptualisation of research and proposed model". The remainder of this Chapter is devoted to a presentation of literature findings concerning the nature and importance of motivational theories.

Motivation Theories: Fundamental Principles, Strengths and Weaknesses

Nowadays, an increase in competitive, economic and technological forces makes the need for organisational efficiency more vital than ever. That is, the level of organisational efficiency must be either increased or, at least, maintained at relatively high standards. This requires an effective utilisation of the financial, physical and human resources of the organisation (Steers and Porter, 1975). Since organisations are made up of individuals, the task of developing, stimulating and maintaining an effective work force at all levels is of utmost importance. Stimulating motivation differs from other activities of management because of its indirect nature of application. Due primarily to this, and its effects upon productivity, motivation should be the first factor to be taken into consideration in attempting to

create effective employees.

The need for a deeper understanding of human behaviour has raised researchers' interest to examine more systematically the motivational process and its determinants. From these efforts, many exciting insights have emerged and many theories have been developed. However, little of this research has been directed towards sales management and salespeople, and even less has been conducted in developing countries, especially in Greece which is the country of focus in this study. Thus, albeit the problem of motivating employees for improved performance is a relatively sophisticated phenomenon in developed nations, it is a particularly pervasive one for developing countries. The existence of strong competition and the importance of maintaining highly productive employees, force managers in developing countries towards the recognition of the importance and managerial implications of motivational theories and their related findings.

Motivational theories have been classified into three broad categories:

- a) content;
- b) process; and
- c) reinforcement.

Each category contains theories which attempt to explain motivation under a slightly different theoretical perspective. Some of the most dominant theories are briefly discussed.

The content theories of motivation (Maslow's - Need Hierarchy 1943, Herzberg's - Two Factor 1959, and Alderfer's ERG 1972) focus on the "what" motivates people and are highly concerned with factors which arouse and initiate motivational behaviour. In particular, the need hierarchy theory relies on the principle that individuals' needs are the primary mechanism of motivation and its conceptual framework is based upon three fundamental assumptions:

- a) Individuals are wanting beings and that their needs influence their behaviour (unsatisfied needs act as motivators whereas satisfied needs do not);
- b) individuals' needs are arranged in an order of importance (a hierarchy starting from the basic up to the most complex ones); and
- c) individuals advance to a higher level of needs only when the lower needs are at least minimally satisfied.

The need categories identified by this theory in a hierarchical order from basic to complex are: physiological, safety, love / belongingness, self-esteem and self-actualisation. The two factor theory, focuses also on human beings' needs and distinguishes the motivational factors into satisfiers and dissatisfiers. More specifically, this theory states that there are two basic categories of needs:

- a) psychological needs, which when fulfilled produce satisfaction and when frustrated produce no satisfaction; and
- b) animal needs, which when frustrated produce

dissatisfaction and when fulfilled produce no dissatisfaction.

Two sets of job factors, extrinsic and intrinsic, hold the role of dissatisfiers and motivators respectively.

Alderfer's ERG theory approaches motivation based upon a need framework consisting of three major need categories: existence (E), relatedness (R) and growth (G). The fundamental assumptions underlying this theory are:

- a) The lower the level of satisfaction in a need, the more it will be desired;
- b) the higher the satisfaction in lower-level needs, the greater the desire for higher-level needs; and
- c) the lower the satisfaction in higher-level needs, the greater the desire for lower-level needs.

ERG theory is based upon a dual approach to motivation.

The components in the motivational mechanism are:

- i) satisfaction - progression; and
- ii) frustration - regression.

Without underestimating the value and impact of the content theories, strong criticism has been made about their attempts to explain behaviour solely on needs. This fails to explain what particular actions individuals will choose in order to satisfy their needs (Locke, 1976, Wanous and Zwany, 1977, Miner, 1980, Pinder, 1984).

The choice aspect of particular behaviour of employees has been the major area of investigation in the process theories (McClelland's - Achievement and Power

Motivation 1961, Adams's - Equity 1963, Vroom's - Expectancy 1964, Miner's - Role Motivation 1978, Deci's - Intrinsic Extrinsic 1980, and Hackman and Oldham's Job Characteristics 1980). These provide a process explanation of "how" and "why" employees choose to adopt a particular behavioural pattern.

The "Need for Achievement" theory holds that individuals learn to strive for achievement, affiliation and power. Employees' differences in motivation is attributed to the degree of dominance of each of those needs. Needs in this theory were viewed as largely learned behaviour, rather than innate tendencies activated by cues from the environment. In this context it has been assumed that achievement motivation involves a value rather than a need. Each need (or value) has been considered to be composed of two factors:

- a) a qualitative or directional component which represents the object toward which the motive is directed; and
- b) a quantitative or energetic component which represents the strength or intensity of the motive toward the object.

McClelland's theory has been heavily criticised by Locke et al. 1981, Miner 1980, Cornelius and Lane 1984, in terms of the validity of the measurement instrument TAT (Thematic Apperception Test) and of the domain in which the theory applies.

The Equity theory attempts to explain motivation by proposing that an individual's choice of effort to be

expended at work is the result of a comparison with other individuals' inputs, efforts and outcomes. That is, inequity creates tension in the individual proportional to the magnitude of the discrepancy in terms of subjective perceptions or objective realities. According to Adams (1965), employees use input / output ratios to determine relative equity, and if the two ratios are not in balance, the individual is motivated to reduce the inequity. The individual who perceives to be unequitably treated can change his/her inputs, outcomes, reference person or even leave the situation.

The majority of research studies on Equity theory have been concentrated on pay levels as an "outcome" variable, and effort or performance as an input variable. Certain problems have been found to be associated with this theory (Goodman 1974, Carrell and Dettrich 1976, Miner 1980):

- a) the reference person has not always been specified;
- b) problems with an operationalized definition of overpayment; and
- c) the construct validity of the manipulations of inequity.

Expectancy theory suggests that motivation is a function of a person's anticipation that a particular behaviour will lead to outcomes that s/he values. The fundamental principle of this theory, which is also referred to as VIE (Valence, Instrumentality, Expectancy) theory, is the relationship between effort, performance

and reward as an outcome of performance. More specifically, it has been argued that an individual's motivation depends upon:

- a) the expectancy, or subjective belief in the likelihood that a certain amount of effort will lead to successful performance;
- b) the instrumentality, or the relationship between the act as one leading to a given outcome; and
- c) the valence, or the strength of preference that is associated with each of the possible outcomes of the act.

Since Vroom's initial model, Expectancy theory has undergone many revisions and further developments. For example, research efforts have been expended towards:

- 1) the likely effect of personality variables as determinants of expectancy perceptions;
 - 2) the impact of past experiences on expectancy developments;
 - 3) the influence of role perceptions and environmental conditions in the effort-performance relationship; and
 - 4) the consideration of the variable job satisfaction as an outcome of the performance reward linkage.
- (House et al. 1974, Peters 1977, Porter and Lawler III 1968)

This theory has been extensively criticised by Schmidt (1973), Mitchell (1974), Locke (1975), Campell and Pritchard (1976), Miner (1980), on the grounds of:

- a) the multiplicative relationship between its components (i.e., $E \times I \times V$);

- b) the difficulties in operationalizing and identifying functional measurements for the variables valence and instrumentality; and
- c) that although it is a value-based theory, it does not provide any specification of particular values.

The Role Motivation theory argues that there is a specific set of values related with success between managers in hierarchical organisations. This theory postulates that the behaviour of individuals is usually unlikely to be the result of a single motive, and it attempts to predict behaviour based upon a set of values. Possibilities of success among managers have been established by using a projective test in measuring attitudes concerning:

- 1) authority;
- 2) competition;
- 3) assertiveness;
- 4) independence;
- 5) imposing wishes on others; and
- 6) administrative routine duties.

The sum of all individual scales has been considered to be more important than any of them by themselves (Miner, 1978). Research on the measurement instrument has found consistent validity in relation to predicting success of managers in bureaucratic organisations (Cornelius, 1983).

Deci's Intrinsic - Extrinsic theory is based upon individual desires for competence and self determination. That is, intrinsic motivation suggests that on the one hand, the provision of an individual's sense of self determination towards various work choices and sense of

competence through positive feedback, can facilitate motivation, assuming that competence presupposes self determination. On the other hand, the properties of extrinsic rewards concern two major aspects - control and feedback. When the controlling aspect is important, intrinsic motivation decreases, whereas when the feedback aspect is important and positive, intrinsic motivation increases.

Deci's theory, according to Locke and Henne 1986, needs conceptual development and experimental work to be carried out before it can be considered to be coherent and validated.

Job Characteristics theory is based upon the job, or task characteristics which can satisfy an individual's growth needs. More specifically, it proposes:

- when growth needs at work are met, then:
- a) job satisfaction and motivation increases; and
 - b) it affects job performance.

The five major task characteristics identified in this theory are:

- 1) variety;
- 2) task identity;
- 3) task significance;
- 4) autonomy; and
- 5) feedback.

When the above characteristics are present, they contribute toward the development of three important psychological states. These are:

- a) meaningfulness;
- b) responsibility; and
- c) knowledge of results.

Individuals with high growth need will be more satisfied and motivated when task characteristics are present (the relationship will become stronger, as opposed to individuals with low growth needs.

Criticism of this theory concerns methodological problems such as perceptual bias and restriction of range (O'Connor et al. 1980) leading to inconsistency in the relationship between perceived job characteristics and performance (Arnold and House 1980, Gorn and Kanungo 1980). Furthermore, Locke and Henne (1986), have pointed out the need for some performance standards of goodness or poorness in order to be able to explain the way in which job characteristics lead to high performance.

Thus far, a literature review concerning the content and process theories of motivation has been attempted. All have been examined to the extent of their major fundamental principles and limitations. Another perspective of motivated behaviour examines how it is maintained over time. This is the reinforcement approach which is now discussed.

Reinforcement Approaches

The fundamental idea of the reinforcement approach (Skinner 1969) relies on the consequences of past actions influencing future actions in a pattern of cyclical

learning. The behaviour will or will not be repeated if it is, or it is not, reinforced. Operant Conditioning, which is one of the reinforcement approaches, focuses its attention on:

- a) the objective measurable behaviour of individuals rather than their inner states;
- b) the contingencies of reinforcement (i.e., the stimulus - behavioural response - consequences relationship in learning and maintaining motivated behaviour);
- c) the reinforcement schedule or time interval between response and consequence; and
- d) the perceived size and value of the reinforcer among individuals.

The types of reinforcement identified as being available to managers in influencing employees behaviour and motivation are:

- 1) positive reinforcement;
 - 2) punishment;
 - 3) avoidance or negative reinforcement;
 - 4) extinction.
- (Hamner, W., in Tosi and Hamner, 1974)

Operant conditioning has been heavily criticised on the grounds of its over-simplification of the behaviour of individuals by not taking into account variables such as needs and desires which influence the value of rewards (Hamner 1974). In addition, this approach overemphasises the importance of extrinsic rewards at the expense of intrinsic ones (Szilagyi and Wallace 1983).

Behaviour Modification which emerges from operant conditioning, focuses on positive types of reinforcement.

Its major assumption is that the shorter the time interval between desired behaviour and positive reinforcement, the higher the probability that the behaviour will be repeated.

Finally, two more approaches to motivation are discussed:

- 1) Goal Setting; and
- 2) the Dynamics of Action.

Goal Setting theory (Locke 1968) stresses the relationship between conscious goals and job performance. The term goal according to this theory has been defined and conceptualised as:

"what an employee is trying to accomplish on the job. It is the object or aim of an action. There are many familiar concepts that are similar in meaning to that of goal; e.g., task: a piece of work to be accomplished; performance standard: a measuring rod for evaluating performance (usually referring to a minimum acceptable amount of quality); quota: an assigned amount of work or production; work norm: a standard of acceptable conduct as defined by a work group; objective: the ultimate aim of an action; deadline: a time limit for accomplishing some task; and budget: a spending limit for an individual, project, department, or organisation. ...; thus we use the word goal as an umbrella term. "
(Locke and Latham 1984, p. 5)

With rather a broad, but specifically stated, definition, this theory claims that goals, as a pre-step to action, influence the behaviour of employees. The process of goal setting involves the following steps:

- a) the goal setting process (i.e., assigned, participative, "do your best");

- b) the goal setting attributes (i.e., clarity, difficulty, peer competition);
- c) the goal setting intention (i.e., acceptance, commitment);
- d) the outcomes of goal setting (i.e., task performance, satisfaction); and
- e) the environmental incentives (i.e., the organisation providing the incentives).

Goal setting has been investigated in a number of settings and the findings have demonstrated a positive influence of goal settings on performance. The main findings are:

- 1) difficult goals result in higher task performance than do easy ones;
- 2) specific and difficult goals result in higher performance than do easy goals or "do your best";
- 3) goals direct attention and action, mobilise effort, increase persistence and motivate the search for relevant performance strategies;
- 4) feedback and goals are substantially better than either one on its own;
- 5) goal commitment affects performance, and it is influenced by the expectancy and the value of its success;
- 6) money interacts, and can influence goal setting;
- 7) goals, when assigned, are not consistently related with individual differences.
(Locke and Henne, 1986)

Generally, goal setting theory is related directly or indirectly to many of the previously examined motivational theories. The incorporation of many components (i.e., the concept of self-control on the part of the individual, outcomes to be reached at the

workplace and the valence associated with them, the needs of individuals underlying their goal setting, its foundation to rely upon the "if - then" approach, and so on) has led to an improved effectiveness of goal setting as a determinant of motivated behaviour. However, it must be said that goal setting starts from the point that an individual is determining or has just determined to join in an activity. Inclination to act or behave in a given way is influenced by the anticipated result (goal), the intention (will) which implies effort (will-act) and a strategy to reach the goal (object oriented content). Goal setting has successfully attempted to bridge the gap from an intention to action (behaviour), but has not considered the gap between the likelihood of pursuing a goal to the intention to pursue a goal.

Finally, another approach to motivation, the Dynamics of a Action (Atkinson and Birch 1970) explores the unique characteristics of the motivational sub-system, rather than emphasising the distinctive characteristics of the motivational mechanism. This approach assumes that subsystems such as cognition, emotion and motivation closely interact and influence each other. The fundamental concepts used to back up the conceptual framework in this approach are the instigating and consummatory forces functioning as major determinants of action. With regard to these forces ("motivational processes") Atkinson and Birch (1986, p. 19), have stated:

"we suppose, more generally, that the instigating force (F), which increases the strength of a particular inclination to act, called an action tendency (T), is commonly attributable to exposure of the individual to some discriminable feature of the immediate environment, a stimulus. And we suppose that a consummatory force (C), which reduces the strength of a particular tendency, is attributable to the expression of that tendency in the activity itself. The change in the strength of a particular action tendency during an interval of observation should depend on the relative strengths of instigating force and consummatory force."

The dynamics of action looks at both the cognitive determinants and the behavioural effects of motivational tendencies which over time result in an observable stream of behaviour, as opposed to other theories which merely try to specify cognitive determinants.

Conclusion

Almost all motivational theories addressed in this Chapter have been examined in terms of their fundamental principles and their major limitations. The purpose of this approach has been to reveal the difficulties associated with different theoretical perspectives. Such difficulties cannot be seen or appreciated otherwise, unless previous attempts which have been made towards a contribution to the treatment of the behavioural phenomena at the workplace, have been closely examined. More specifically, a consideration of the conceptual frameworks mentioned above, provides a good understanding for the conceptualisation of the fulfilment process that is

developed and proposed in the next Chapter.

All behaviours are complex, and all kinds of complex behaviours are possible. The appearance of complexity, even when the conceptual contexts have been altered (different theoretical approaches) has remained and this reveals an appreciation of the difficulties associated with attempts to demonstrate the completeness of any logicity. To phrase that differently, in all different approaches, no single factor or process has been found to be a complete explanatory entity in itself. However, motivated behaviour, after considering all approaches, seems to be a function of three entities:

- a) the person;
- b) the self; and
- c) the outcome.

Evidently, motivated behaviour is shaped and maintained by its consequences (outcomes) the inner life of the individual (self) and his/her relations with the social, cultural, technological and economic environment (person). Since the prediction and control of behaviour has been considered as an end in itself in this particular study (and this is almost the case of every study in the field of organisational behaviour) the departure point in the analysis to follow is that individuals are active agents causing effects in their own rights. At the same time they are also influenced by the effects of the action of others. Needs, values, knowledge, intentions, goals and social interactions indicate only

the components or some of the specific requirements that must be met and function for motivated behaviour. Therefore, no theory or approach can afford to exclude any of the determinants or miss out any process or processes if it is to be considered complete and accurate. In addition, from an organisational point of view, any efforts towards explaining behaviour should be solidly based on the thinking that the approach is designed to work in practice.

It is the purpose of this research to try to accomplish the above requirements by providing a conceptual framework in which all components will be deciphered and crystallised into a dynamic and coherent associative behavioural network.

Summary

In this chapter the behavioural foundations as they were developed, have been discussed. These are taken under consideration in the next chapter for the ultimate development of an integrated model to explain the relationship between job related expectations of salespeople and their process of fulfilment or non-fulfilment.

Background information concerning the role and importance of selling and sales management, and the unique characteristics of the sales job has also been

provided, along with the role and significance of the relationship between behaviour and performance.

The literature review of many theories and approaches has been made in order:

- a) to cover major theoretical propositions and their in between relationships; and
- b) to present both the strengths and weaknesses of each approach.

Consideration has been given to how these theories relate to the broader concerns of organisational behaviour.

CHAPTER III

CONCEPTUALISATION OF RESEARCH AND PROPOSED MODEL

Introduction

It has been already mentioned that many theorists and researchers have sought to understand the determinants of salesforce motivation, job satisfaction and performance. Research work has tended to be based on examining many variables as predictors, yet somehow, the findings cannot form a single model which is applicable in all sales settings. A meta-analysis of salespeople's performance found that no single determinant could explain a large proportion of sales performance, and the true determinants tend to be job specific. (Churchill et. al. 1985). This indicates that the investigated variables are too specific in order to provide a total explanation, and as a result of this, they are less practical in terms of application. Consequently, research which is concerned with issues such as performance, motivation and job satisfaction, must be either directed towards frameworks (or "models") which examine multiple determinants of multiple categories of predictors (Churchill et. al. 1985) or must attempt to operationalize single variables as predictors across the

whole spectrum that is under investigation.

In the previous chapter, the literature discussed the various research efforts directed towards specifying the kind of different attitudes and processes that should be related to job performance. In this chapter, the many literature findings are integrated into a conceptual framework or model in an attempt to facilitate resolution of issues such as how can management:

- a) accurately identify and effectively influence the motivational components of salespeople in order to get the most out of them?,
- b) provide them with maximum satisfaction?, and
- c) identify particular courses of action that are needed to affect sales performance?

These issues are further investigated by examining as determinant and operationalizing as predictor, the variable "job-related expectations". More specifically, the aim has been to attempt to form a conceptual model in order to provide an explanation of:

- a) the relationship between job-related expectations and performance of salespeople;
- b) the possible behavioural effects of their process of fulfilment or non-fulfilment; and
- c) the particular relationships which exist between job expectations and job satisfaction, motivation and performance.

The major concern here is to examine whether the proposed model provides a reasonably coherent framework for the prediction and justification of the behavioural

outcomes of salespeople at the workplace.

This chapter is divided into five parts. In the first part, a more detailed review of the most relevant theories and approaches is provided. In the second part, the variable "job-expectations" is defined. In addition, the differences between expectations and expectancies and the relationship between expectations and valence are outlined. The sequential process of job expectations and the impact of the anticipated fulfilment or non-fulfilment on job satisfaction is provided in the third part. The proposed model is presented in the fourth part along with the description of the process when fulfilment is or is not anticipated (i.e., the hypothesised relationships and the feedback loops). The chapter concludes with a discussion of the inherent limitations of the proposed model, and recommendations as to a way in which emerging explanations can be advanced.

Basic Motivational Concepts Guiding the Development of the Proposed Framework

Almost no studies have been conducted in the field of sales performance without considering and emphasising motivation as a predictor. Contrariwise, this concept has absorbed a great deal of thinking, and has become the departure point for most research in this area. (Cotham 1968, Oliver 1974, Walker et. al. 1977, Churchill et. al. 1976, 1979, Bagozzi 1978, Teas 1981, Berry and Abrahamsen

1981, Teas 1983, Futrell and Parasuraman 1984, Weitz 1986, Teas 1986). As was mentioned in the previous chapter, research on sales management has been based upon motivational models which have been borrowed from the behavioural sciences, the social sciences and organisational psychology. Hereafter, motivational concepts relevant to this study are more closely examined.

Most of the research on salespeople motivation has been developed, based upon the expectancy theory (Oliver 1974, Walker et al. 1977, Teas 1981, Tyagi 1982), and it is this theory provides the foundations for the development of the proposed model. It has been mentioned previously that expectancy theory assumes that motivation is a function of a person's anticipation that a particular behaviour will lead to outcomes that s/he will value. In its simplest form, the expectancy theory provides two basic loops. The first is the relationship between satisfaction and rewards, and the second is the relationship between effort and achievement.

Expectancy theory finds its origins in the work of Tolman (1932), Lewin et al. (1944), and Vroom (1964). It is a cognitive model of motivation and emphasises the perceptions of individuals about the environment and their beliefs about successfully performing in the environment. More specifically, motivation depends upon the perceived available rewards which result in the effort to be expended. Accordingly, effort will lead to these rewards, and effort will result in successful achievement. The

valence model, as it has been originally defined by Vroom (1964), states that the valence of an outcome is a function of the valences of other outcomes (second level outcomes) and the instrumentality which is associated with the attainment of these outcomes. Lawler (1973, p. 45) has described the fundamental reasoning of expectancy theory as follows:

"The strength of a tendency to act in a certain way depends on the strength of an expectancy that the act will be followed by a given consequence (or outcome) and on the value or attractiveness of that consequence (or outcome) to the actor."

Essentially, it has been postulated that individuals will choose to behave in such a way which will lead to the highest payoff.

Although the theory predicts that employees will expend greater effort and will have better performance when outcomes have valence (Porter and Lawler 1968) and this is a fundamental prediction towards identifying the process, the problem lies in the area of what particular outcomes employees consider important and valuable. In other words, albeit expectancy theory is a multi-value theory which attempts to predict particular behaviours, it does not specify any values. That is, it does not specify how outcomes acquire qualities for individuals (Locke and Henne 1986, Porter and Lawler 1968). Consequently, valence (i.e., the strength of an employee preference for particular outcomes) lacks origin (Mitchell 1974, Campell & Pitchard 1976).

The evidence suggests that the same managerial tools and outcomes which have created strong motivating forces in some instances have been proved ineffectual in other circumstances (Stanton and Buskirk 1974). Therefore, the question of how can management be accurate and pragmatic in identifying what particular outcomes employees consider attractive and valuable, has not been provided with an answer from expectancy theory.

Dealing with the question posed above, it seems to be appropriate to either consider the content theories of motivation, or merely observe what kind of outcomes have value and then act accordingly. On the one hand, the content theories have approached motivation on the principle of a hierarchy of human needs. The need categories which they have identified have a close correspondence to the kinds of rewards that are being used to motivate employees (Churchill et. al. 1979). The limitation, however, is that various factors such as desires and preferences can result in the disturbance of the hierarchical order of needs. Consequently, by considering the proposed hierarchy of needs we face a great danger as far as the correct correspondence of given and demanding outcomes is concerned. On the other hand, even the observation method has limitations due to the fact that there is no necessarily rationality in human beings' motives. The foregoing statement by Campbell et al. (1970, p. 341), as to the extent of the minimum requirements of any motivational approach, clearly points

out:

"a motivational theory is useful for making predictions only to the extent that it specifies both content and process, that is, to the extent that it specifies the identity of the important variables and the process by which they influence behaviour."

With regard to salespeople, Walker et. al. (1977), have proposed a model of the determinants of their performance. The model states that the performance of a salesperson is a function of the level of motivation, abilities and role perceptions, which are influenced by personal, organisational and environmental variables. The motivational component has been defined in the concept of expectancy as "the salesman's estimate of the probability that expending a given amount of effort on task (i) will lead to an improved level of performance on some performance dimension (j)", and valence for performance dimension (j)-(Vi) as "the salesman's perception of the desirability of attaining an improved level of performance on dimension (j)". This relationship has been expressed with the following equation:

$$M(i) = E(ij) \times V(j)$$

where:

M = Motivation,
E = Expectancy, and
V = Valence.

In addition, the model suggests that the desirability for improved performance is a function of instrumentality (i.e. the perceived probability of the performance -

reward linkage) and valence for reward (i.e. the perception of the desirability of receiving increased amounts of rewards s/he may reach as a result of improved performance). In equation form, the above relationship is:

$$\text{Valence for Performance (j)} = \sum_{k=1}^n V(k) \times I(jk)$$

where:

V = Valence, and
I = Instrumentality.

With regard to the reward valence, the model postulates that it is a function of the level of satisfaction that an employee currently experiences with particular rewards (i.e., externally and internally mediated rewards). An empirical study (Teas, 1980), which has attempted to predict perceived job satisfaction by examining role perceptions variables, has provided support for the Walker et al. (1977) model.

The concepts of expectancy and valence (perceived value), in all theoretical propositions which stem out of the expectancy - value approach, have been framed at the level of subjective reality, and assume that subjective values and probabilities do not necessarily accurately reflect objective realities. Contrariwise, they recognise that biases in information, perceptual or other processes can result in distortions of reality. In addition, with regard to the determinants of subjective reality, Feather (1982, p. 398), has stated:

" ...an emphasis on the subjective reality of events does not deny the importance of finding out how this

subjective reality came about. ...the expectancy - approach must pay close attention both to the determinants of a person's expectations and to what determines the perceived attractiveness and aversiveness of possible events for a person, as these expectations and valences are cognitively represented at any given time within a perceived situation. "

Since expectations and valence are fundamental concepts in the expectancy - value approach, their determinants are of utmost importance. Several research efforts have contributed to this end. Before considering these findings, it must be emphasised that the terms expectancies and expectations have been used interchangeably in the literature; something that is being questioned in the context of this research.

As determinants of expectations (i.e., factors influencing them) a number of different variables have been identified. Some of the most important factors are:

- a) past experience;
- b) present circumstances;
- c) learning;
- d) motives; and
- e) values.

Along with the determinants of expectations which have received considerable attention in the literature, the conceptual definition in terms of their specific characteristics has also absorbed a great deal of thinking among researchers and theorists. For example, Bandura (1977), and Heckhausen (1977) distinguish expectations according to their kind (efficacy, outcome, etc.). Rotter (1982), has differentiated expectations in specific and

generalised expectancies. Bolles (1972), has pointed out the difference between those expectancies concerning the stimulus response contingencies and those related to response outcome expectancies. Furthermore, Mischel (1973), also categorised expectancies according to stimulus - outcome and behaviour - outcome relationships. However, regardless of the different categorisations of expectancies, all have been defined within a framework emphasising the relationship between action and anticipated consequences.

In the next section, an attempt has been made to operationally define job related expectations and to identify their functional relationships with job satisfaction, motivation and performance of salespeople. More specifically, the nature and role of job expectations is explored and differences and relationships between expectancies and valence is provided. To the latter end, expectations and their process of fulfilment or non-fulfilment will serve as determinants of motivated behaviour at the workplace.

The variable "job-related expectations"

The concept of expectations is a relatively sophisticated one in terms of its conceptual analysis. Expectations are being formed and changed in response to various influences (i.e., an individual's perceptions,

personality and personal characteristics, motives, values, learning, past experience and present circumstances). Weiner (1972), has suggested that the formation and change of expectation is mediated by attribution to locus of control causes (i.e., the ease or difficulty of a task), or stable / unstable causes (i.e., ability or lack of ability). In addition, Lewin et al. (1944, p. 367) have stated that expectations are also influenced by psychological predispositions such as wishes and fears. More specifically, they have asserted:

" The structure of the psychological past affects the structure of the psychological future. However, the expectancy or reality level of the psychological future is also affected by the wish and fear (irreality) level of the psychological future... "

Since the determinants (major sources of influence) are of a dynamic nature, expectations are of a dynamic nature too, because they are conditioned to a set of changing factors at any given time.

In a very general sense, it could be said that expectations concern subjective probabilities for anticipated outcomes, events or occurrences. When these subjective probabilities concern a particular task performance situation where the individual is the actor, then considerations and probabilities of several self dimensions are also being made. To phrase that differently, what is to be anticipated at the workplace, is contingent upon the determinants of expectations which, in turn, are influenced by the perceived evidence in an

implicative probabilistic situation at both self and work dimensions. Furthermore, job expectations are functioning at two levels which constitute the basis for two major behavioural directions. One level concerns the judgement and choice among many alternatives (i.e., future orientation) whereas the other refers to specific behavioural paths chosen for immediate action. Following the above reasoning of the nature and role of job expectations, it appears that orientations and evaluations for future outcomes have self-importance and value on the part of the individual. Therefore, job related expectations are multidimensional and multidirectional subjective probabilities about the self and the work environment which concern implications in various considerate settings.

The contribution of this analysis is to define job related expectations and to identify their properties in order to treat them as determinants of behaviour. To accomplish the above objective, a definition of job related expectations along with a consideration of their properties is provided below. Job related expectations can be defined here as:

cognitive perceptions of future orientated targeted valuable and desirable work related outcomes, events or occurrences associated with prospective attainment.

In general, expectations are future orientated affective states which condition the behaviour to be employed. For example, a salesperson who does not like being closely

monitored, a student who does not appreciate a particular course, a working married woman who does not like having a job and so on, are conditions which do not correspond to what they would have expected. Contrary to their expectations, each of the mentioned situations is in opposition to what has been anticipated (i.e., from the sales management, the course syllabus, and married life respectively). It is, of course, clear that such conditions cannot create inclinations and positive predispositions towards the fulfilment of their expectations. Unless otherwise stated, these experiences cannot contribute to the highest possible level of goal setting or justify purposeful positive behaviours on the part of individuals. It is, therefore, important to distinguish between expectations and goals and the level at which they operate. Expectations provide frameworks of affective outcomes to be reached, whereas goals are the final determinations of how these outcomes will be reached. Thus, a goal is only a part of an expectation to be reached.

From this analysis it becomes evident that a job related expectation always refers to what is wanted. That is, expectations will be always desirable, regardless of whether or not they will have any chance of being fulfilled. Consequently, the range of expectations will lie between the " I expect it " (always desirable) to the " I do not expect it " (although desirable). Nevertheless, it should never be in the form of : " I

expect something unwanted or undesirable ". Thus, expectations are wanted and demanded outcomes which, when they are met, provide either a temporary or permanent satisfactory state.

Both salespeople and companies have expectations from each other. With regard to companies, the organisational expectations are synonymous with organisational goals which consist of targeted outputs (outcomes) by intervening input variables expressed in terms of tasks and relationships. In other words, an organisation usually makes precisely clear what it expects of its salespeople. On the other hand, salespeople's expectations, as they have been defined above, are cognitive perceptions which influence behaviour by guiding the confidence level in accomplishment of what is expected, based upon the probability estimate of fulfilment. Fulfilment is the stage in which an expectation has been accomplished. The categories that expectations (often unavowed) can be identified in terms of fulfilment are:

- a) fulfilled; or
- b) Non - fulfilled.

Probability is the likelihood that an expectation has to be met. Consequently, confidence in actual accomplishment will be a function of the associated probabilities of fulfilment. Before going further, it is necessary to distinguish expectations from expectancies.

Differences between expectations and expectancies

According to Teas and McElroy (1986), expectations are significantly different from expectancies. In fact, although these two concepts share many similarities, they have fundamental differences at the conceptual and operational levels. Expectancy, as it has been originally defined by Vroom (1964), is the perception of effort-performance probability, and concerns "the likelihood that given amounts of rewards depends upon given amounts of effort" (Porter & Lawler, 1968, p. 19). Expectation, however, is a broader concept. It is closer to aspirations and anticipates fulfilment or non-fulfilment for valuable and desirable future events or occurrences, with emotions and feelings of hope or frustration respectively. More specifically, job related expectations:

- 1) are multidirectional and multidimensional cognitive perceptions covering the whole spectrum of the desirable work related outcomes. (i.e., expectations about the work itself, overall job, opportunities, rewards, interpersonal relationships etc., expressed with different degrees of preference);
- 2) follow an inner direction of causality and affect the pattern of subsequent perceptions;
- 3) are initially subjective demands (often unavowed) for future outcomes which do not necessarily stem from an effort - performance - reward linkage;
- 4) have inherent characteristics and superiorities which inordinately influence the impediments (increase / decrease) of the alternative behaviours according to their importance and degree of fulfilment or non-fulfilment.

An expectancy is thus only a state of an expectation which primarily deals with simply a part of the process towards the fulfilment of an expectation.

Expectations and Valence

Valence, in the concept of expectancy, is the strength of preference for particular outcomes. More specifically, valence is a two dimensional concept; that is, valence for performance, and valence for rewards. The first concerns the desirability of attaining an improved level of performance, whereas the second concerns the particular rewards which will be the result of that performance level. Thus, valence according to expectancy theory concerns the attractiveness of possible two-level outcomes to individuals.

There is plenty of support from cognitive and motivational theories about the relationship and overlap between motives and values, which both include valences. McClelland (1965, p. 322), in his analysis of motives states:

" ..all motives are learned.. Clusters of expectancies or associations grow up around affective experiences, not all of which are connected by any means with biological needs.. Motives are "affectively toned associative networks" arranged in a hierarchy of strength or importance within a given individual. "

The way in which motives have been conceptualised above, makes the relationship between motives and values very

clear. The need for further conceptual analysis between these two concepts has been pointed out by Feather (1975, p. 300):

"Perhaps, motive should be regarded as the more general concept to be used as one important variable in theoretical accounts of the determinants of the direction, persistence, and amplitude (or vigor) of sequences of purposive behaviour-sequences that can be abstracted from the ongoing stream of activity. Values may then be seen as a particular class of motives... Thus, motive would be the more inclusive and value would be a member of this general class. There may, therefore, be some motives that are not values but no values that are not motives."

With this review of the theoretical context, it seems that motives and values are some of the major determinants of valence. Valence refers to the attractiveness (value) of specific outcomes, events and activities. Since job related expectations are cognitive perceptions of targeted desirable and valuable work outcomes, that means they incorporate valences.

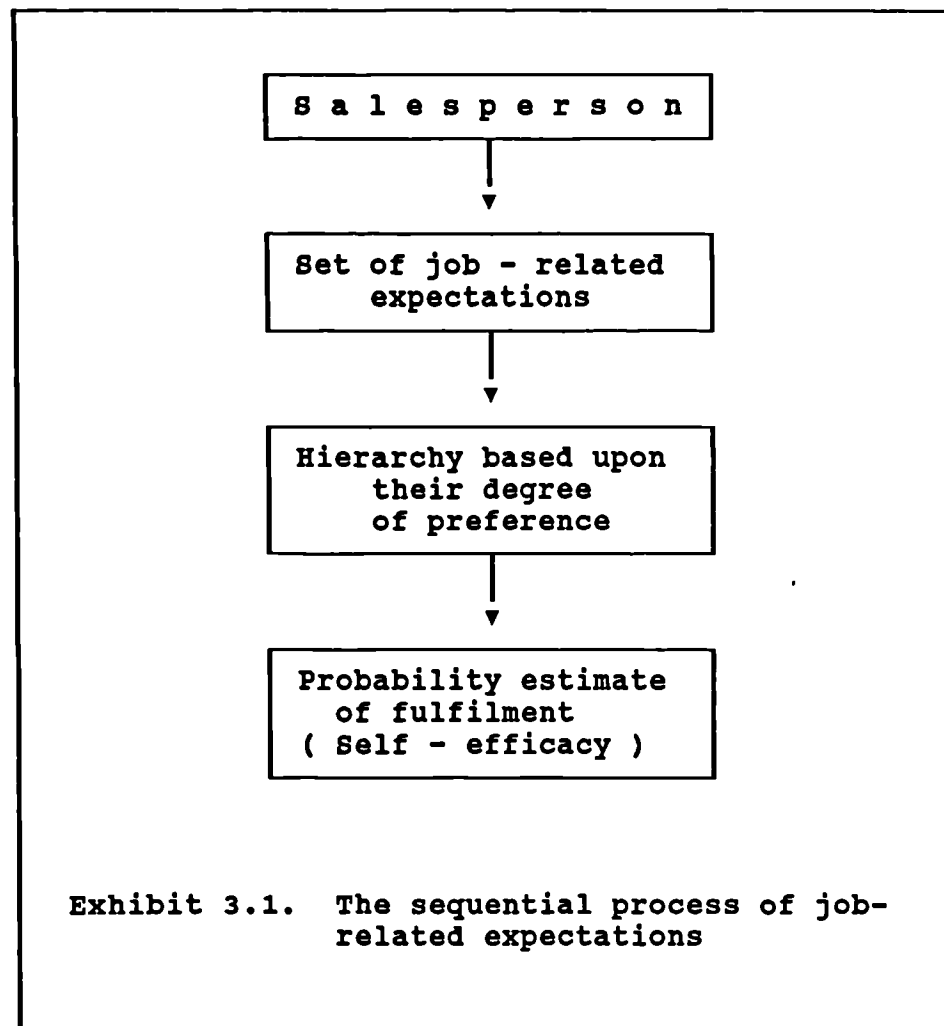
Although there are always some outcomes at the workplace, the attitude of salespeople towards them varies considerably. That is, the outcomes are important and attractive (have valence) only under certain circumstances. In other words, when such outcomes reflect the "what" that is targeted and for which fulfilment can be anticipated. A job related expectation is a targeted outcome which stems out of the function of many variables. The importance of outcomes can thus be counted only in terms of being able to fulfil expectations. If, for example, one of a salesperson's job expectation is to

have friendly relationships with her/his supervisor(s), then the supervisory behaviour becomes a very important issue for him/her. Contrariwise, others may not find it an important and rewarding outcome.

The sequential process of job-related expectations

In an ideal world, salespeople's main responsibility would be to seek employment in organisations which would precisely provide the means for the fulfilment of their expectations, and companies would seek to employ salespersons with the precise expectations that they would require from them. In such cases, the fulfilment of salespeople's and companies' expectations would satisfy both parties. All individuals develop job 'expectations about future events and occurrences from various sources, including the internal (work) environment and the external environment in terms of what is being read and heard together with their own experiences in the world of work both present and past. These incoming stimuli are interpreted and affect subsequent perceptions which, in turn, may or may not contribute in strength or shift of expectations, but very likely they may influence behaviour at work. Expectations are constantly changing although at any given time, some appear to be stronger in value, importance and desirability than others. The different degrees of preference in

expectations result in a hierarchy as far as it concerns their importance and the exact relationship in the process of fulfilment. With sequential dependence, since expectations exist and express targeted valuable outcomes into the future with important priorities already



attributed to them, then an evaluation of the likelihood in their fulfilment proceeds. At this stage :

- a) estimates will be made of what opportunities exist within the organisation in terms of fulfilling expectations; and

b) self-efficacy estimates will also take place.

Self-efficacy refers to judgements of "how well one can execute courses of action required to deal with prospective situations" (Bandura, 1982, p.122). This sequence of work related expectations is shown in Exhibit 3.1.

Relationships between job-related expectations and job satisfaction

Job related expectations are outcome orientated targets that seek fulfilment at the workplace. As targeted outcomes have valence and it is true that the level of anticipated satisfaction / dissatisfaction attitudes will be determined by the possibilities of fulfilment or non-fulfilment. Satisfaction attitudes are cognitive and affective anticipations that are related to the attainment of an outcome or the fulfilment of an expectation. Individuals form expectations that are job related and accordingly evaluate and develop self-efficacy and probability estimates of fulfilment. When this mental process is completed the intention to act in a certain way can be easily justified and initiated. Given the chosen orientation and the outcome of the self-efficacy and probability estimate stage, the possible alternatives are:

a) work is going to fulfil or facilitate the fulfilment of expectations; and

- b) work is not going to fulfil or facilitate the fulfilment of expectations.

Out of these two possible future-orientated outcomes in job related expectations, affective attitudes for anticipated experiences concerning behavioural reasoning are being developed. With regard to the two major alternatives and anticipated job satisfaction / dissatisfaction attitudes, the analysis that follows makes it more explicit.

It has been mentioned that there are two possible outcomes in job related expectations. The first is when an expectation has a possibility of being fulfilled, and the second is when it does not have any chance of being fulfilled. The first provides anticipated satisfaction, whereas the second provides anticipated dissatisfaction. Considering now the first outcome that, "when the work is perceived as promising for the fulfilment of salespeople's expectations", anticipated job satisfaction is experienced. These affective positive attitudes on the part of the individual when anticipated fulfilment is perceived is the mechanism of releasing instigating forces and initiating the fulfilment process. As far as the second outcome is concerned, when the work is perceived as being unable to fulfil expectations, the certain behaviour employed previously towards fulfilment is believed to be of lesser worth than other behaviours. From the standpoint of the first outcome, anticipated job satisfaction will be experienced after the estimate of the probability of

fulfilment in which salespeople will also obtain a high degree of confidence in their work as one that fulfils or can facilitate fulfilment of their expectations.

Considering the second outcome, when a person does not expect fulfilment, anticipated job dissatisfaction will be experienced which, in turn, will block the release of instigating forces, restrain the fulfilment process and finally, disturb the person's degree of confidence towards her/his work.

So far, it has been assumed that the employees' preference for work outcomes, events or occurrences is attributed to their job-related expectations, and that anticipated job satisfaction - dissatisfaction is a function of the perceived outcome as far as the fulfilment or non-fulfilment of job related expectations is concerned. The model that follows describes the process when fulfilment is anticipated and when it is not, and the impact of anticipated fulfilment or non-fulfilment on motivation, job satisfaction and performance.

The proposed model

It has been pointed out in the previous chapter that within an organisation's system, the relationship between management and salespeople takes an assembled form where performance standards and task completeness are usually emphasised. The individualistic nature of human beings

determines different attitudes and behaviour at the workplace. The versions of behaviour reflect their approval or disapproval for the outcomes as fulfilling expectations or not, respectively. For example, a salesperson can be satisfied or dissatisfied with a given outcome even if it is considered by others as not being the most appropriate or the best and most attractive one. This controversial phenomenon is attributed to individual differences in their expectations. In most organisations, however, most of their components (i.e., people, reward systems, culture, structure etc.) remain constant over short time periods. Thus, prediction about the fulfilment of their expectations can be easily made by salespeople after examining the present circumstances and considering past outcomes and experiences. The proposed model in this section attempts to trace the links between anticipated fulfilment or non-fulfilment of expectations and the effects on effort, satisfaction and performance.

Job related expectations can either be fulfilled or non-fulfilled. Hereafter, with regard to the first outcome, when the likelihood in expectations to be met exists, a description of the fulfilment process and the hypothesised relationships is provided. (See exhibit 3.2).

As soon as a salesperson perceives that an expectation can be met, s/he experiences satisfaction and the fulfilment process is initiated. The amount of effort to be expended will be a function of the importance of an expectation and the degree of anticipated fulfilment. The

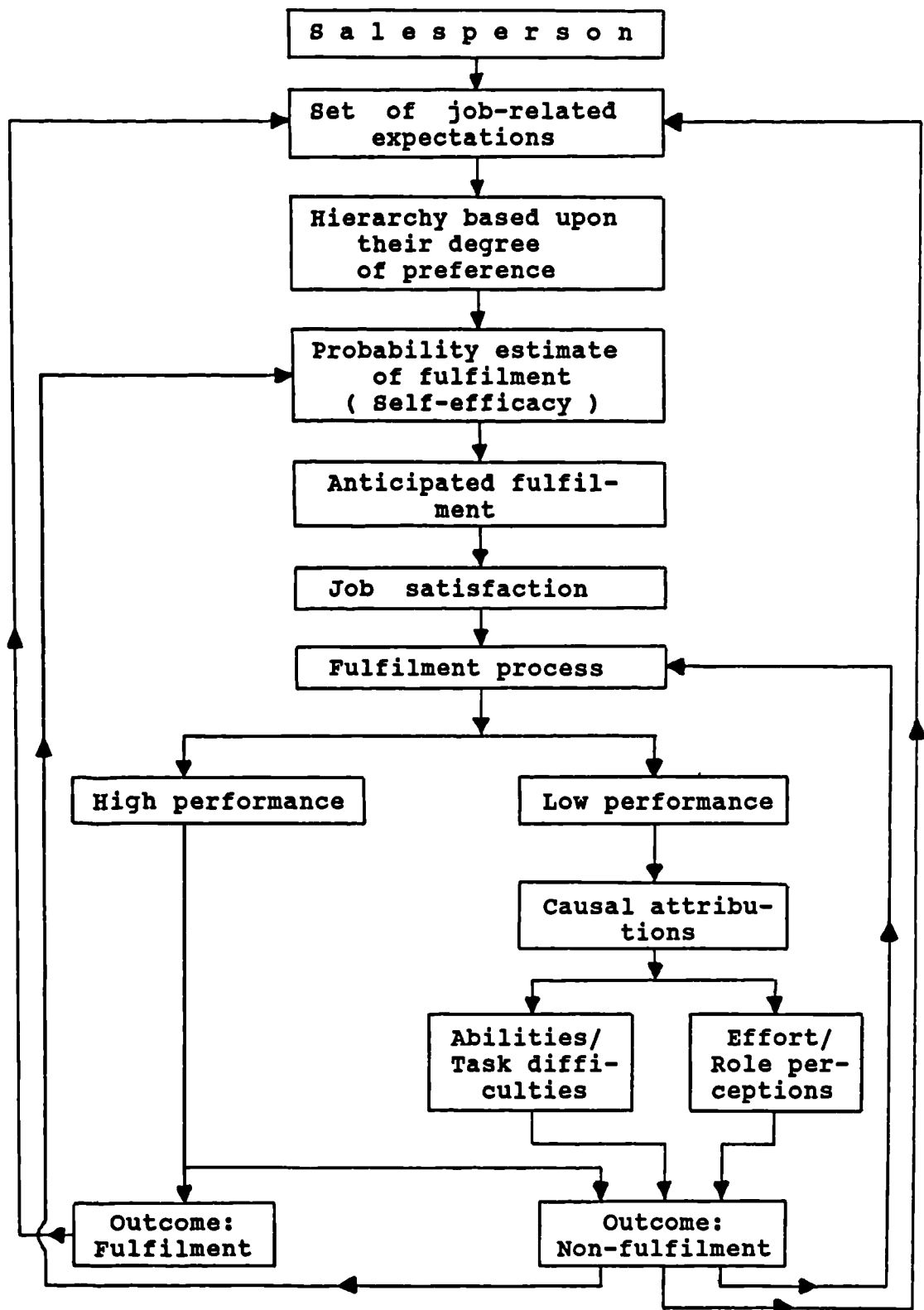


Exhibit 3.2. The process when fulfilment is anticipated.

process of estimating required abilities, task difficulties and role perceptions has been considered previously at the probability estimate of fulfilment stage. The greater the importance of an expectation when fulfilment is anticipated the greater will be the effort that will be exerted. Since fulfilment is anticipated, effort is expended and performance levels are achieved. Effort, however, is not always synonymous with achieved performance. That is, performance levels can either be high or low. When performance is high, the salesperson experiences further satisfaction and looks forward to receiving the targeted outcome(s). The outcome may:

- a) either fulfil; or
- b) leave non-fulfilled

the expectation, although performance was high.

If the reached outcome fulfils her/his expectation, s/he again experiences satisfaction, and goes back to the set of job related expectations to re-evaluate the expectation and either keep it and repeat the whole process, or has a shift in expectation.

Thus far, the the process which concerns the fulfilment process when performance is high, along with the dimensions of the reached outcome and feedback loops have been described. The major assumption was that achieved performance was high. However, another possibility is low performance, although effort has been

expended and fulfilment was anticipated. The important assumption here is that low performance cannot lead to the attainment of targeted outcomes. Thus, the outcome in this case will leave the expectation non-fulfilled. The result will be that the salesperson will become dissatisfied, because the initial purpose was the fulfilment of expectations. Accordingly, s/he will try to attribute this unwanted performance to different factors by using causal explanations.

According to the attribution theory of motivation (Weiner 1972, Kelley 1967, 1971, 1973, Jones et. al. 1972, Downey et. al. 1979, Staw 1975, Mowday 1983) different phenomena can be attributed to various factors. More specifically, the fundamental principle of attribution analysis is a clear statement which concerns the "why" questions posed by individuals. According to Kelley (1973, p.107):

"..attribution theory is related to a more general field that might be called psychological epistemology. This has to do with the process by which man "knows" his world and, more importantly, knows that he knows, that is, has a sense that his beliefs and judgements are veridical. The ascription of an attribute to an entity amounts to a particular causal explanation of effects associated with that entity - reactions or responses to it, judgements and evaluations of it, etc. "

Within this conceptual framework, Folkes (1978), has demonstrated that the "why" appears to be more likely to be ascribed to a given failure than a success. Unexpected outcomes and events are also more likely to lead to "why"

questions rather than expected ones (Lau and Russell 1978). Attribution theory has provided a classification or a taxonomy of causes based upon similarities and differences of their underlying properties. For example, causes which are within or outside (internal - external) to the individual (termed "locus of control" dimension) and causes which are categorised according to their stable or unstable continuum (labelled "stability" dimension).

It must be noted that these two classes of attribution do not exhaust the dimensions of causality that the theory provides. However, it is believed that these two dimensions will be able to advance a structured explanation of behaviour based upon the inferences made by individuals. In addition, the chain of reasoning of these two attributional dimensions can be directly used in the proposed conceptual model.

Returning to the original argument, we can proceed to consider the causal attributions and how their effects work on the subsequent behaviour of salespeople. Low performance is believed at this stage to be the unique barrier in fulfilling an expectation. Therefore, attribution will be directed towards:

- a) internal stable factors (i.e., abilities);
- b) internal unstable factors (i.e., effort);
- c) external stable factors (i.e., task difficulties);
and
- d) external unstable factors (i.e., role perceptions).

If it is attributed to internal and/or external stable factors (i.e., abilities and/or task difficulties), the

salesperson experiences dissatisfaction and s/he follows the feedback loop that goes to the set of job related expectations where a shift in expectations will occur. When the salesperson attributes his/her low performance to internal and/or external unstable factors (i.e., effort and / or role perceptions) although the outcome leaves the expectation unmet and provides dissatisfaction, there is a direct feedback loop to the fulfilment process. The whole process is repeated until high performance levels are achieved. It should be mentioned that the reached outcome after high performance may or may not fulfil the expectation.

Before turning to a description of the process when expectations have no opportunity of fulfilment, it should be pointed out that when fulfilment has been anticipated, and high performance levels were achieved, but fulfilment was not reached, then this expectation (a desirable and valuable target) will continue to exist and influence the behaviour of the individual salesperson until conditions able to justify a change are created. When the result of the probability estimate of fulfilment stage is anticipated non-fulfilment and this is not due to the self-efficacy of a salesperson (i.e., self perceived ability, adaptability, ingenuity etc.), but due to factors beyond her/his control (i.e., company policies, structure, management practices, etc.), then s/he behaves differently than in the previous case where fulfilment was anticipated. With regard to anticipated non-fulfilment,

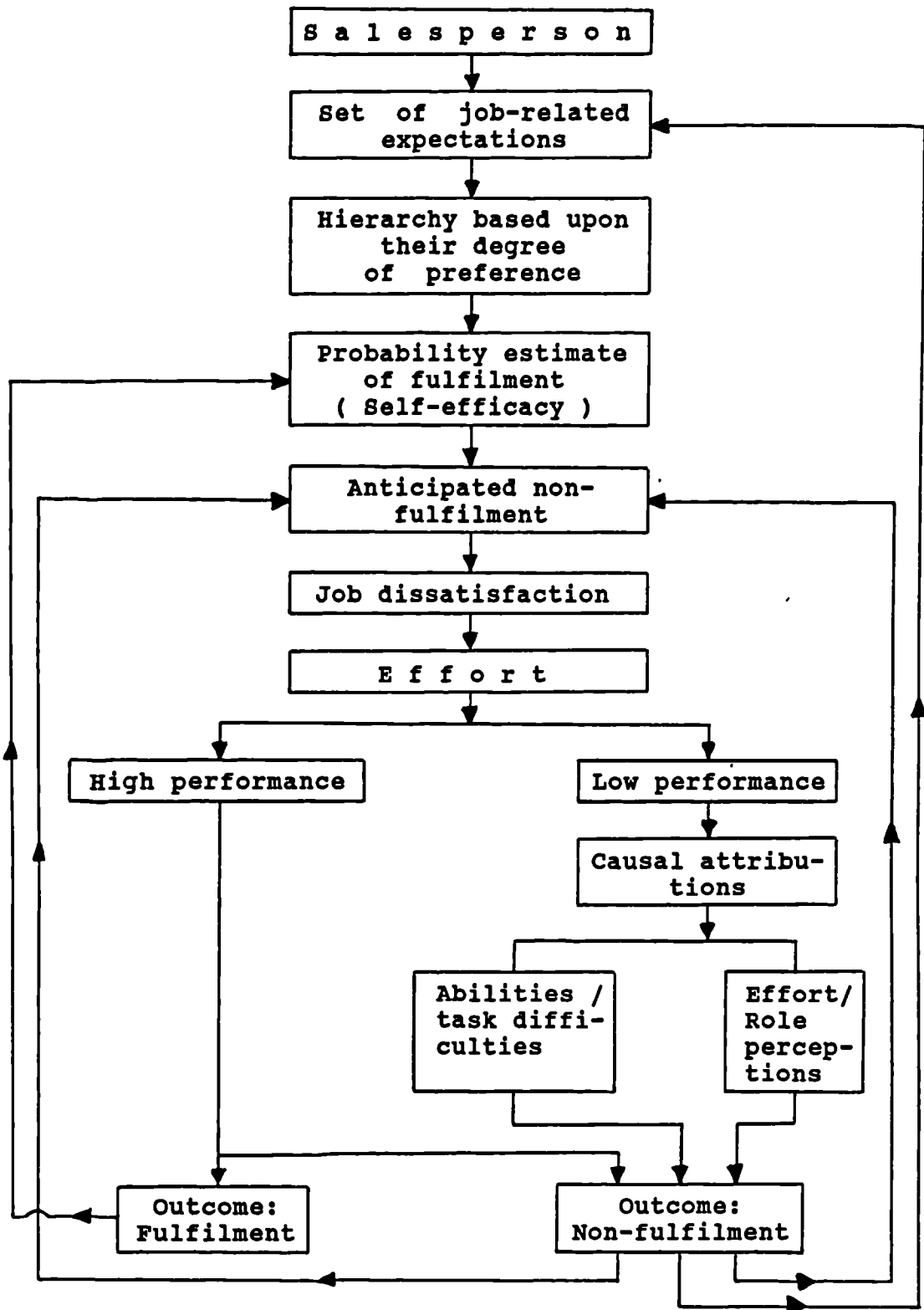


Exhibit 3.3. The process when fulfilment is not anticipated.

the following analysis describes the process and the hypothesised relationships. (This process is illustrated in exhibit 3.3.)

In an organisation selling environment, performance standards are emphasised and they form the basic requirements of salespeople. Effort must be expended to perform, at least at the lowest acceptable level, in order to ensure job security (if this is an expectation). However, since the hypothesis here is that no possibilities for fulfilment exist, job dissatisfaction is experienced. The effort to be expended from salespeople will be reversely related to the importance of an expectation for which fulfilment is not anticipated. Therefore, the greater the importance of an expectation that remains unmet, the lower will be the effort that will be exerted. Regardless of effort, performance levels can either be high (e.g. when the task is an easy one) or low. On the one hand, when performance is high, fulfilment is still not expected, and the feedback loop after the non-fulfilment moves towards anticipated non-fulfilment. Job dissatisfaction is always present in this loop. In contrast, if the outcome unexpectedly fulfils the expectation, a salesperson gets satisfaction and goes back to the probability estimate stage in order to re-evaluate the possibilities for fulfilment. On the other hand, when performance is low, causal explanations are made up by salespeople in order to attribute their performance to different factors. If it is attributed to internal and/or

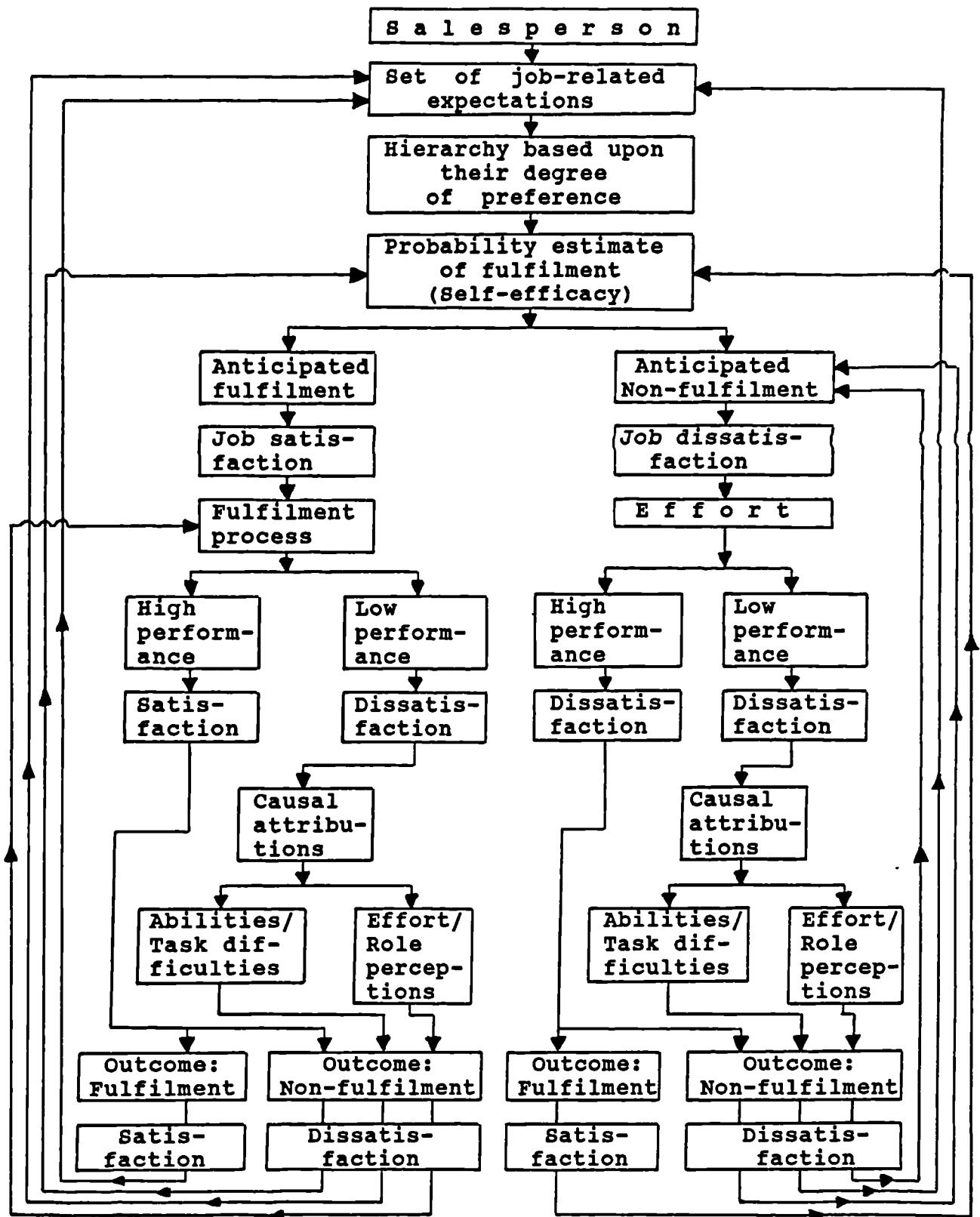


Exhibit 3.4. The process of fulfilment or non-fulfilment of job related expectations and its impact on job satisfaction / dissatisfaction, motivation and performance: A theoretical model.

external stable factors (i.e., abilities and/or task difficulties) then job dissatisfaction is experienced, and the feedback loop is the one that goes to the first stage (job-related expectations) where a shift in expectations is likely to occur. The justification for this feedback loop is that conditions for high performance levels and fulfilment cannot be established by the individual salesperson. When it is attributed to internal and/or external unstable factors (i.e., effort and / or role perceptions) salespeople become dissatisfied not because they have not performed well, but because they did not expect to achieve fulfilment. The feedback loop in this case has a validated and meaningful direction towards the anticipated non-fulfilment stage. For example, let us assume that one of a salesperson's expectations is to earn more money. When s/he perceives that this has no opportunity of being fulfilled, performance does not serve any more as a means of achieving the targeted outcome. The low performance that is attributed to effort can easily be justified by the attitude: "Why should I try hard since I know that I will not be rewarded?"

At this point, the description of the proposed model in terms of its process, the hypothesised relationships and feedback loops, is complete. Exhibit 3.4 illustrates the whole model, where all major relationships between job satisfaction-dissatisfaction, motivation and performance as described in the preceding analysis, can be easily identified.

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The model, which has been developed from the literature findings, has been presented in its simplest form. That is the model is intended to be descriptive rather than exhaustive. However, it is presented to provide insights of job related expectations, their process of fulfilment - non-fulfilment, and their impact on motivation, job satisfaction and performance of salespeople.

Conclusion

These points have been presented in order to provide a new direction towards understanding behaviour, motivation, job satisfaction and performance. The proposed model has potential in the domain of exploring the role of job related expectations, and in identifying the process after the stage where job expectations interact with objective realities (probability estimate stage). As Weitz (1981) has emphasised the importance of tailoring sales approaches to specific sales situations, the same principle has been applied to the relationships between sales managers and salespeople. Sales managers have to identify their salespeople's expectations, and then try to raise or lower them to more realistic levels. Regardless of the results of such efforts, they might be able to attribute performance levels and motivating behaviours when considering the degree of fulfilment or non-

fulfilment of their salespeople's job expectations. However, the inherent predictability of the model cannot be justified until adequate empirical research has been conducted.

The model presented in this chapter has emerged from the expectancy theory of motivation. Its initial purpose has been to investigate the variable job related expectations and to provide directions and insights of the process of their fulfilment or non-fulfilment. Apart from this, it has been the intention to indicate that emphasis must be given to identify those outcomes which can provide fulfilment of expectations rather than to outcomes which follow the pattern of conventional wisdom.

There are three major conceptual interpretations which emanate from the proposed model. The first is that of job-related expectations. Job expectations are not merely goals or subjective probabilities. They are at least combinations of both. Above all they are directional affective orientations providing the basic framework for future preferential outcomes, events or occurrences. As a result of this conceptualisation, job expectations have only positive value and are associated with prospective attainment. Furthermore, job expectations are the key factors which decipher valences for various work outcomes.

The second concerns the fulfilment process. Job expectations do not exist in a vacuum. They are cognitive perceptions which constantly seek fulfilment at the workplace. Based upon the outcome of the probability

estimate of fulfilment which is escorted by self-efficacy evaluations, the fulfilment process is or it is not activated, and certain behavioural patterns in either case are being determined.

The third conceptualisation is that of job satisfaction, motivation and performance. Job satisfaction on the one hand, is considered to be the feeding mechanism in the process of fulfilling job expectations. It is experienced at many different stages of the fulfilment process both before and after performance. Motivation on the other hand, is synonymous with fulfilment because of its purposeful nature which leads to the attainment of different outcomes. Finally, performance is viewed as an outcome which is heavily dependent upon the importance of the expectation in question, the accuracy of self-efficacy estimates and the perceived possibilities of its fulfilment or non-fulfilment.

The conceptual framework which has been presented here provides the basic directions and guidelines for the development of the hypotheses which are discussed in the next chapter.

Summary

In this chapter, an attempt has been made to conceptualise and present the proposed model. More specifically, the fundamental principles and limitations

of the expectancy theory have been examined in some detail, since this approach has served as the basis for the development of the framework presented in this study.

Issues emerging from the literature review concerning job related expectation, differences between expectations and expectancies, and expectations and valence, have also been examined in the light of this study.

Finally, job satisfaction, motivation and performance have been investigated under the prism of the fulfilment or non-fulfilment of job related outcomes. This has contributed to the development of the proposed conceptual framework that is labelled "fulfilment approach".

STATEMENT OF HYPOTHESES

Introduction

The hypotheses underlying this research have both a practical and a theoretical focus. The implication of the practical focus is to help sales managers to understand the process of the fulfilment or non-fulfilment of salespeople's job related expectations, and its effects on their job satisfaction, motivation and performance. To phrase that more precisely, the implications to sales managers are concerned with:

- a) the process of uncovering and justifying their salespeople's behavioural patterns; and
- b) the use of a pro-active approach (fulfilment approach) in an effort to either maintain and support desired behaviours, or to eliminate unwanted ones before they are fully developed.

The consideration of the major identical behavioural paths can enable managers to adopt a fulfilment approach in order to adjust salespersons' behaviour and to increase their job satisfaction, motivation and performance levels. A fulfilment approach is the process of directing behaviour by identifying and stimulating expectations which are realistically attainable and can be satisfied.

For example, salespeople must constantly try to sell by developing customers' awareness, enthusiasm and loyalty if they are to prove successful. Similarly, sales managers must try to participate in the development of their salespersons' expectations and give a commitment towards such fulfilment.

The research also provides grounds for a new approach in the investigative area of job satisfaction, motivation and performance. The implication of the theoretical focus is that the proposed model identifies the process and the behavioural outcomes when the fulfilment of job expectations is, or is not, anticipated. By examining the causal relationship between "antecedent" and "consequent" some new theoretical constructs have emerged. The operationalized variables and determinants forming those constructs are:

- a) expectations (subjective demands) and
- b) fulfilment (subjective attainment)

With regard to the importance of this cognitive form of analysis, it has been stated:

"the attempt to relate actions to expectations ... in combination with subjective values ... has been a significant one by any standards". (Feather 1982, p. 395)

The main philosophy underlying cognitive approaches which have been adopted in this study, is that people can consciously link key variables and adjust their behaviour in relation to anticipated outcomes. Thus, starting with

the a-priori assumption that actions and their potential consequences are the major determinants of behaviour, the initial hypotheses which back up the theoretical framework and which can now be put forward to be tested, are:

Ha: There is a positive or negative relationship between job satisfaction, motivation and performance of salespeople when fulfilment of their job related expectations is or is not anticipated.

Ho: There is no relationship between job satisfaction, motivation and performance of salespeople when fulfilment of their job related expectations is or is not anticipated.

The above hypotheses derive from the proposed model and they are the fundamental ones which give rise to the rest of the hypotheses to follow.

Analysis and Fundamental Relationship

There is considerable support from cognitive and dynamic approaches to motivation that information processing encompasses cognitive, emotional and motivational processing. Although the analysis of the cognitive, emotional and motivational mechanisms are beyond the scope of this research, the concept of expectations that is used in this study is framed at the level of subjective demands which are affected in various ways by states and factors involved in the process of information. It is hypothesised that subjective demands for certain work related outcomes are conditioning

behaviour according to the possibilities of their fulfilment.

Anticipated fulfilment refers to an action-orientation stage in which instigating forces relating to:

- (i) increase in effort to be extended;
- (ii) satisfaction to be gained;
- (iii) performance to be achieved

are all being activated. Anticipated non-fulfilment, on the other hand, refers to a state-orientation stage in which instigating forces concerning:

- (i) increases in effort;
- (ii) increases in satisfaction;
- (iii) increases in performance

cannot be justified and activated. Consequently, attainment, whether anticipated or not, is considered to be the primary mechanism which fosters behaviour for purposeful action and the hypothesised relationship is:

H1: There is a positive relationship between job satisfaction, motivation and performance of salespeople when fulfilment of their job related expectations is anticipated.

H2: There is a negative relationship between job satisfaction, motivation and performance of salespeople when fulfilment of their job related expectations is not anticipated.

It should be stressed that perceptions about the work itself and overall job differ among individual salespeople. Their expectations differ, both in kind and degree, and any attempt to specify what an individual's expectations are must be time and situational specific.

With regard to changes in values and expectations, Dunn (1979), has stated how unhappy a sales manager of an older generation was about the life style and values of one of his outstandingly performing younger representatives. This reflects the gap between sales managers and salespeople as far as the difference in their expectations is concerned. The dynamic nature and development of expectations has been expressed by Walton (1972, p. 72) in a different way:

"It seems clear that employee expectations are not likely to revert to those of an earlier day"

Although the above statement indicates that expectations are constantly developing, employees' preference for particular outcomes at the workplace is assumed to follow some kind of progressive pattern which can make them identifiable. This is, that within any organisation, the dimensions and directions of employees' job related expectations are perceptually limited to those aspects only that are concerned with the organisation. Out of this "limited in aspects", but not "simple in complexity" relationship, research work has identified specific trends of salespersons' preferences for particular outcomes. For example:

"Increased financial rewards are most highly valued by older salespeople who have relatively long job tenure..." Churchill, Ford & Walker (1979, p. 46)

"...older salespeople place greater emphasis on the moral importance of work and have more pride in their work than do younger salespeople".

(Futtrell and Sager, 1982, p.149)

Evidently, regardless of the dynamic nature of expectations, individuals are capable of expressing a relative order of preference over a set of work related outcomes albeit these being time and situational specific. That means, human beings are quite rational and can make systematic use of the information available to them in expressing preferences. However, even if we assume that human choices are not rational, we have to agree that they are at least purposeful. Thus, there are always a number of dominant expectations in terms of value and preference regarding work outcomes which are always controlled by conscious motives and seek fulfilment. The effects of the perceived fulfilment or non-fulfilment of expectations on the anticipated job satisfaction / dissatisfaction dichotomy are now discussed.

Anticipated Job Satisfaction - Dissatisfaction

Most organisational behavioural scientists agree that behavioural tendencies at the workplace are the result of a set of attitudes about work, supervision, pay, co-workers and so on. One of these attitudes is job satisfaction and consists of cognitions and emotions. The sources of satisfaction attitudes vary widely. Katz & Van Maanen (1977, p. 470), providing an example of where sources of satisfaction may be located, have stated:

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"...satisfaction may be seen to be contingent upon: the individual's idiosyncratic internal need structure; the specific set of tasks performed by the individual; the interpersonal norms and values generated in the workplace; the managerial processes that direct activities; the organisational policies regarding rewards; and so on, including all combinations of the above".

The different sources of satisfaction are in a close relationship with expectations. The satisfaction attitudes start being activated and acquire a sense of importance when a relevant feeling for the fulfilment of an expectation is present. On the other hand, dissatisfaction attitudes are activated when a relevant feeling for the fulfilment of an expectation is absent. Therefore, the sources and amount of satisfaction or dissatisfaction an individual expects to obtain or experience, depends upon the location of his or her dominant expectations and their anticipated fulfilment or non-fulfilment respectively. These experiences are assumed to elicit behaviours which have consequences at work in organisations.

As has been mentioned, job satisfaction / dissatisfaction can derive from many different sources. Previous research identified five major sources contributing to overall job satisfaction. These are: work, pay, promotion, supervision and co-workers (Smith, et al. 1969). Other research that has investigated the satisfaction of salespeople identified seven major sources and also developed a measurement instrument termed INDSALES. The authors (Churchill, et al. 1974), identified the sources relevant to salespeople as being satisfaction

with:

- (i) the job;
- (ii) fellow workers;
- (iii) supervision;
- (iv) company policy and support;
- (v) pay;
- (vi) promotion and advancement;
- (vii) customers.

Although the sources of satisfaction / dissatisfaction attitudes may well differ among individuals, Churchill et al. (1976) attempted to identify major trends by using the INDSALES technique. They found that industrial salespeople were dissatisfied with their own managers, company policies and field support, pay, promotion and advancement, whereas they were relatively satisfied with the nature of their job, co-workers and customers.

The above findings refer to "metaemotions". That is, emotions which emerged from what had already been experienced and empirically justified. However, at this stage of analysis, emotional attitudes are assumed to be the result of the anticipated, rather than the actual, fulfilment or non-fulfilment of expectations. Consequently, the satisfaction / dissatisfaction attitudes which are present during the anticipated stage are "protoemotions" since they have not yet been empirically justified. Some of the important characteristics of "protoemotions" are:

- 1) they serve as motivating or non-motivating factors, and to a large extent determine individuals' behaviour;

- 2) they require at least some cognitive work in order to be activated;
- 3) they have a limited dimension and a variable duration.

The concept of "protoemotions" highlights the appearance of satisfaction / dissatisfaction attitudes at an anticipated level or at a pre-empirical stage. It is important to consider these attitudes as major determinants of behaviour, because they are linked with the anticipated fulfilment or non-fulfilment of expectations. Thus, the hypothesised relationship is that anticipated satisfaction attitudes are being felt as soon as an expectation is activated and anticipates fulfilment. Anticipated dissatisfaction attitudes are felt as soon as an expectation is activated, but does not anticipate fulfilment. Furthermore, the a-priori assumption is that the more dominant the expectation in terms of value and preference is, the greater will be the magnitude of satisfaction / dissatisfaction attitudes that will result. The following hypotheses are put forward to test the above relationship.

H3: Anticipated fulfilment of important expectations will lead to greater job satisfaction than anticipated fulfilment of expectations of moderate importance.

H4: Anticipated non-fulfilment of important expectations will lead to higher levels of job dissatisfaction than non-fulfilment of expectations of moderate importance.

These hypotheses are designed to test only the

relationship between anticipated fulfilment or non-fulfilment and the pre-empirical satisfaction / dissatisfaction attitudes, and not to measure the overall anticipated satisfaction or dissatisfaction of salespeople.

Anticipated Outcomes and Motivation

All sales organisations can be characterised as being "human orientated", and the achievement of their objectives rely heavily upon a human component. The ability to effectively manage human activity is one of the primary responsibilities of sales managers. All human beings develop their own job related expectations and they seek fulfilment at the workplace. The arousal and development of expectations is an interactive product of motive and various conditions, circumstances and/or constraints of a given situation (Heckhausen, 1968). The arousal of expectations and their anticipated outcomes create dispositional states which influence motivational behaviour. Therefore, the identification and assessment of expectations can highlight the kind, direction and relative strength of dominant motivating forces which could possibly be released if expected fulfilment is perceived. With regard to the kind and the assessment of expectations, it has been stated:

"One would hope that expectations could be assessed

in advance of the behaviour to be explained. When assessing expectations it is necessary to specify what kind of expectation is being assessed (ie, outcome expectations, efficacy expectations, generalised expectations and so on) and it is also probably necessary to consider expectations as having a number of dimensions". (Feather 1982, p. 409).

The focus of this study is on the outcome expectations which are assumed to embrace motivating forces when fulfilment is anticipated. It is also assumed to vary in their magnitude, generality and strength.

Throughout this analysis, outcome expectations have been considered to be the determinants of certain behavioural patterns. Furthermore, motivation to attain achievement goals as outcomes of activity, has been regarded as a function of the anticipation that activity will lead to fulfilment. Perception of the likely consequences of action can lead to an increase or decrease in resultant instigating forces. Thus, perceived fulfilment or non-fulfilment of expectations is the mechanism of determining instigating forces and its functional reasoning includes two major considerations. Firstly, efficacy estimates concerning "... the conviction that one can successfully execute the behaviour required to produce the outcomes" (Bandura, 1977a, p. 193), and second, estimates of organisational and environmental factors which may impose constraints for the achievement of targeted outcomes at the workplace.

It is worth noting that environmental factors such as economic conditions and competition are generally

uncontrollable by both sales managers and salespeople. Often, they impose constraints and limit the possibilities of accomplishing objectives at organisational level and fulfilling expectations at employee level. Apart from the consideration of influences from such external factors, salespeople also take into consideration the internal or organisational factors which are controllable. Such internal factors as management practices, working conditions, supervision, etc., can also affect the possibilities of fulfilment or non-fulfilment of expectations. However, in this study no attempt is made to distinguish or account for contributions of environmental and organisational factors since constraints for the fulfilment of outcome expectations can well be imposed by, or attributed to, factors in either category.

The motivation component in the proposed theoretical model is viewed as a function of the importance of expectations and perceived anticipation of their fulfilment or non-fulfilment. It has also been assumed that there is positive relationship between motivation and importance of an expectation when fulfilment is anticipated, whilst a negative relationship exists between motivation and importance of an expectation when fulfilment is not anticipated. Thus, the resultant hypotheses are:

H5: Anticipated fulfilment of important expectations will lead to greater effort than anticipated

fulfilment of expectations of moderate importance.

H6: Anticipated non-fulfilment of important expectations will lead to lower effort than anticipated non - fulfilment of expectations of moderate importance.

Job expectations and related intervening cognitions like anticipated fulfilment or non-fulfilment, have variable durations and produce motivating or non-motivating forces respectively. They last as long as perceived action outcomes can be justified in the property of the anticipated expected consequences. It is important to note, that human behaviour is maintained by anticipation rather than by immediate consequences (Bandura, 1977b).

Considering the dynamic nature of expectations, the timing of the delivery of fulfilment towards salespeople's expectations must not be underemphasized. Mayes (1978) pointed out that the longer the delay of rewards, the lower the valence, and the greater the uncertainty about how one feels about the reward. It becomes evident that the right time of the delivery of the fulfilment will support and strengthen salespeople's preference for it. Although Mayes' contention might be true, it is not an issue that is addressed in this research.

Anticipated Outcomes and Performance

Job performance is probably the major dependent

variable studied by organisational behavioural researchers. Performance is the end result of human activities within organisations towards task completion. The term job performance is without any practical applications unless it is compared with pre-established evaluation criteria. The evaluation criteria of salespeople's performance, can either be subjective or objective or a mixture of both. For example, evaluation criteria may be concerned with commitment, overall behaviour, total sales, sales to specific customers, sales of specific products, etc. One of the relatively objective performance evaluation criteria is productivity. Productivity can be defined as the relationship between output and inputs used in the selling process, and it is usually expressed in ratio form $\text{Output} / \text{Input}$ (Kendrick, 1977). However, a more appropriate definition of productivity to this study has been provided by the Japanese Productivity Centre. It states:

"Above all else, productivity is an attitude of mind. It is mentality of progress of the constant improvement of that which exists. It is the certainty of being able to do better today than yesterday and less well than tomorrow. It is the will to improve on the present situation no matter how good it may seem, no matter how good it may really be. It is the constant adaptation of economic and social life to changing conditions; it is the conditional effort to apply new techniques and new methods; it is the faith in human progress."
(Latham, G., in Cooper & Robertson 1986, p.120)

This definition indicates that productivity is the result of a commitment within a motivational framework, characterised by instrumental beliefs and behavioural

intentions towards "the will to improve". Such behavioural decisions of employees at the workplace are supportive only when working toward corporate goals can satisfy more fully their own personal goals. It is important, therefore, to help employees meet their own objectives and satisfy their needs.

Research findings support the notion that individuals' needs enhance motivation and performance (Dubinsky et al. 1986, and Bagozzi 1980b). Considering these findings, those proposed in this study model emphasises the importance of individuals' needs and expectations, and hypothesises that the performance of a salesperson is a function of:

- a) the anticipated fulfilment or non-fulfilment of his or her job related expectations;
- b) the accuracy of efficacy estimates made by the salesperson; and
- c) the relative importance of his or her expectations to which fulfilment is or is not anticipated.

The researcher believes that each of the three determinants of performance is influenced by a variety of antecedent factors. These factors include the personal characteristics of the salesperson and present organisational and environmental variables. Consequently, the hypotheses regarding the relationship between performance and the anticipated fulfilment or non-fulfilment of job expectations are:

H7: Anticipated fulfilment of important expectations will lead to higher performance levels than anticipated fulfilment of expectations of moderate importance.

H8: Anticipated non-fulfilment of important expectations will lead to lower performance levels than anticipated non-fulfilment of expectations of moderate importance.

The determinant self-efficacy has been kept constant in all stated hypotheses because at this stage performance outcomes are still not empirically justified. However, this is considered at a later stage, when causal attribution of actual performance levels are made by individuals.

Performance and Job Satisfaction

Over the years, many researchers have sought to understand the relationship between employee performance and satisfaction. The results of these efforts have been inconclusive. The major topic, subject to many arguments, has been the causal relationship between the two variables. More specifically, what has been argued is the direction of causality. That is, does performance cause satisfaction or does satisfaction cause performance?

On the one hand, the proposition that satisfaction causes performance has been supported by Vroom's (1964) valence model and his overall theoretical construct. He assumed that the force expended on an employee to remain in the job is an increasing function of the valence

of the job. However, research findings have failed to provide support that valence leads to high performance. On the other hand, the view that performance causes satisfaction is attributed to Lawler and Porter (1967) although March & Simon (1958) have identified conditions when performance could cause satisfaction, and Vroom (1964 p. 187) has suggested that performance as a cause of satisfaction is somewhat more tenable than the reverse. Lawler and Porter, (1967, p. 23), have stated:

"...good performance may lead to rewards, which in turn lead to satisfaction; this formulation then would say that satisfaction, rather than causing performance, as was previously assumed, is caused by it."

More fruitful observations about the performance satisfaction controversy have recently emerged. Organ (1977), suggested that satisfaction is related to a broad array of role behaviours, whereas Fisher (1980), argued that specific attitude measures should be related to specific job behaviours. Since individuals have many important and dominant job related expectations at any time, they employ different role behaviours when seeking fulfilment. The satisfaction / dissatisfaction attitudes which stem from their performance reflect affective reactions of their specific role behaviours towards fulfilment. More specifically, achieved performance and consequent emotional experiences are conditioned within the properties of the outcome that is perceived to be finally reached. Consequently, performance causes

satisfaction or dissatisfaction in relation to anticipated outcomes.

Following the above reasoning, the a-priori assumption here is that job satisfaction or dissatisfaction is a function of the fulfilment or non-fulfilment of job expectations and the achieved performance levels. The hypotheses put forward to test this relationship are:

H9: High performance levels when fulfilment is anticipated lead to job satisfaction than to job dissatisfaction.

H10: High performance levels when fulfilment is not anticipated lead to job dissatisfaction than to job satisfaction.

H11: Anticipated fulfilment but not reached due to low performance levels leads to job dissatisfaction than to job satisfaction.

H12: Low performance levels when fulfilment neither had been anticipated nor it could have been reached even if performance was high, lead to job dissatisfaction than to job satisfaction.

Performance can be viewed as a means in itself or as a means leading to other outcomes. In organisational settings, where performance is a key factor, this weakens the former view. However, whatever the case, when performance leads to states such as reached or anticipated fulfilment, job satisfaction then increases. Contrariwise, when achieved performance imposes barriers for the fulfilment of expectations, job dissatisfaction increases. Furthermore, it has been assumed that there is a reverse relationship between job dissatisfaction and low performance when fulfilment could have been anticipated if

performance was high.

Reached Outcome and Job Satisfaction

As described earlier, each salesperson performs in order to satisfy personal objectives, and the results of his or her effort can either lead to fulfilment or non-fulfilment of his or her expectations. Based upon this notion, it has been assumed that when the reached outcomes fulfil expectations, job satisfaction is experienced. The experienced satisfactory state is blended into a purposeful whole which creates and maintains salespeople's personal commitment for the organisational goals. When the reached outcome does not fulfil expectations, job dissatisfaction is experienced. The experienced non-satisfactory state disturbs the harmony in the purposeful whole, which overturns salespeople's commitment to organisational goals.

Satisfaction or dissatisfaction attitudes are the result of the comparison between what has been anticipated and what has been reached. During the anticipated period when salespeople try to accomplish their goals and to fulfil their expectations, their overall performance will either favour or oppose fulfilment. Therefore, satisfaction is experienced when fulfilment is reached, while dissatisfaction is experienced when fulfilment has not been accomplished. The

mediator variable, overall performance, is used as a causal attribution factor in justifying reached outcomes. More specifically, in this study, experienced job satisfaction is considered to be a function of the self-evaluation of the behaviour and overall performance of a salesperson and the extent to which reached outcomes have corresponded with fulfilment. Thus, the hypotheses regarding the relationship between job satisfaction / dissatisfaction and reached fulfilment or non-fulfilment stemming from different anticipated states are:

H13: Anticipated and reached fulfilment results in job satisfaction than job dissatisfaction.

H14: Reached fulfilment, while not anticipated, results in job satisfaction than job dissatisfaction.

H15: Anticipated, but not reached, fulfilment results in in job dissatisfaction than job satisfaction.

H16: Reached non-fulfilment, while not anticipated, results in job dissatisfaction than job satisfaction.

-

Job satisfaction which stems from the attainment of an individual's job values is assumed to be supportive to both individual and organisational goal commitment, whereas job dissatisfaction is not.

It would be naive to suggest that organisational and individual goals are compatible. This, of course, gives rise to many problems which are peculiar to sales managers because of the implications of influencing, manipulating and satisfying their salespeople. With regard to these problems it is worth "quoting" Mumford's two

major considerations to job satisfaction:

"First in terms of the fit between what an organisation requires of its employees and what the employees are seeking of the firm, and second, in terms of the fit between what the employee is seeking from the firm and what he is receiving". (Mumford 1972, p. 49)

The critical issue of whether or not organisational goals are not compatible with human goals and expectations needs to be fully recognised. However, the assumption here is that it should not be taken for granted that individuals always establish clear and well articulated expectations to guide their behaviour. It could be said that individuals engage in rational analytical processes in order to evaluate a situation and be ready to accept its influences. Thus, regardless of what the expectations of a salesperson are, these can be influenced by sales managers when they use constructive rather than destructive methods. That is, when sales managers contribute towards salespeople's anticipated and actual fulfilment of at least their "compatible to organisation" expectations, these are key factors and determine their behavioural pattern and "will to improve" at the workplace.

Performance and Causal Attributions

Based upon the notion that human beings are motivated to understand the causes of their performance, attribution

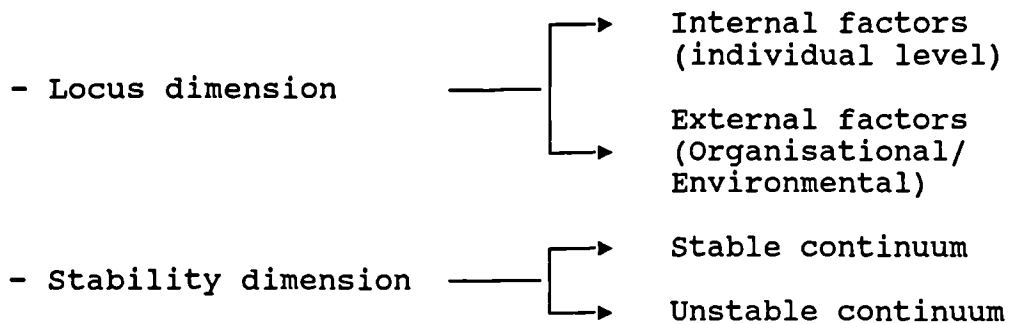
theory focuses on the mental processes people utilise in order to explain why events occur in the way they do. Within a performance-related context, the theory is pertinent in explaining the effect of attributions for one behavioural outcome on subsequent behaviours. The basic assumptions underlying the theory are:

- 1) "Individuals will attempt to assign causes for important instances of behaviour and, when necessary, will seek additional information in order to do so.
- 2) Individuals will assign causal explanations in a systematic manner.
- 3) The particular cause that an individual attributes to a given event has important consequences for his/her subsequent behaviour".
(Teas & McElroy 1986, p.76)

For the purpose of this study, the attribution process is limited only in the context of achieved performance of salespeople. What is important here is to identify the possible behavioural outcomes of a salesperson who fails to perform satisfactorily at the workplace when the attribution process has taken place. It is assumed that causal attributions for failing to achieve high performance levels will be related to specific expectations elicited within the framework of anticipated fulfilment or non-fulfilment. More specifically, the reasoning for the low performance of a salesperson will affect his or her behavioural outcomes. For example, behavioural outcomes when perceptions that fulfilment can be reached if performance is high, will be different when

perceptions are such that fulfilment cannot be reached even if performance is high.

Weiner (1980) has shown that people seek to understand why they have failed or succeeded at a task. The reasons that people have used to explain their performance have been classified within four dimensions. The dimensions of causality which are used in the proposed model and are tested are:



The hypotheses here will examine only the behavioural outcomes of performance failure. That is, they will examine the effects of the anticipated non-fulfilment of salespeople's expectations when their low performance is attributed to internal or external and stable or unstable factors. The reason is that causal attributions for success are likely to strengthen the belief for the accuracy of their self-efficacy estimates. Furthermore, in the case of success, the particular approach, method, or tactic used will justify the direction in which they have worked. The case of failure on the other hand, will either weaken the belief for the accuracy of their self-efficacy

estimates, or will question the adopted role behaviour. The factors to which low performance can be attributed are:

- (i) Abilities;
- (ii) Task difficulties;
- (iii) Effort;
- (iv) Role perceptions.

The hypothesised behavioural outcomes after the attribution process has taken place are:

- H17: A shift in expectations will occur when low performance is attributed to abilities and/or task difficulties while fulfilment can be reached if performance is high.
- H18: Expectations will be kept and more effort will be expended when low performance is attributed to lack of effort and/or role perceptions while fulfilment can be reached if performance is high.
- H19: A shift in expectations will occur when low performance is attributed to abilities and/or task difficulties while fulfilment can not be reached even if performance is high.
- H20: Expectations will be kept but effort will not be expended when low performance is attributed to lack of effort and/or role perceptions while fulfilment cannot be reached even if performance is high.

The major assumption underlying the above hypotheses is that performance level is a means leading to the fulfilment of job expectations but not a means in itself.

Hypothesised Feedback Loops

The hypotheses considered so far have described the

effects of the anticipated and actual fulfilment or non-fulfilment of salespeople's job expectations on their satisfaction, motivation and performance. The primary assumption is that both expectations and fulfilment processes are of a dynamic nature and so is behaviour. For example, as long as an expectation changes, the behavioural patterns required for its fulfilment also change. With regard to the dynamic nature of behaviour, it has been pointed out:

"The behavioural life of an individual is a continual stream of thought and action, characterised by change from one activity to another". (Atkinson and Birch 1986, p. 16).

Consequently, the main problem is to explain the dynamic nature of behaviour, in terms of "why" and "how" the behaviour of individuals change. The fundamental assumption in this study, is that job expectations of employees continuously seek fulfilment at the workplace, and the two possible outcomes of their activities will be:

- 1) fulfilment can be or is met; or
- 2) fulfilment cannot be met.

Out of the two possible outcomes of salespeople's activities, the role and importance of appraisal needs to be clarified. More specifically, every reached outcome at the workplace, regardless of its content, contributes towards a particular kind of cognition or appraisal.

Firstly, appraisal of each fulfilled expectation is accepted on the basis of dispositions which inspire further involvement with the situation. Second, appraisal of each non-fulfilled expectation produces dispositional responses to cope with possible future harm. From the cognitive perspective, then, it is assumed that the salesperson filters the information resulting from his or her reached outcomes and then determines whether the work situation is encouraging or frustrating. The cognitive appraisals, in turn, influence behavioural responses.

The process of fulfilment, which involves cognitive, emotional and motivational processes, leads to an outcome which is evaluated. Furthermore, the fulfilled expectation will be further developed or changed, and the process in either case will be initiated again. When fulfilment remains unmet, the expectation will be kept, and the process of the probability estimate of fulfilment will be repeated. Therefore, the hypothesised relationships of the feedback loops when fulfilment has been:

- a) anticipated and reached;
- b) anticipated but not reached;
- c) reached but not anticipated;
- d) neither anticipated nor reached

are:

H21: A re-assessment of the importance of an expectation will occur when performance is high and fulfilment has been anticipated and reached.

H22: A re-evaluation of the opportunity of fulfilment will be made when performance is high, but fulfilment, although anticipated has not been

reached.

H23: A re-evaluation of the opportunity of fulfilment will be made when performance is high, and fulfilment, although anticipated has been reached.

H24: A re-assurance for non-fulfilment will be the result when performance is high, but fulfilment neither has been anticipated nor reached.

It should be noted that the fulfilment of an expectation does not necessarily mean its permanent end. The same, or a slightly different version of the fulfilled expectation may re-appear after its re-assessment. Similarly, the non-fulfilment of an expectation can result either in its existence or in its end.

Conclusion

The hypotheses stated in this chapter, can be characterised as being general rather than specific. They are designed as such to be broad, in order to test and explain the behavioural patterns and outcomes of salespeople, rather than to focus on the contribution of single variables. The reason for this approach is the consideration of research findings which have failed to identify any particular variable as a major determinant of job satisfaction, motivation and performance. Thus, the variable "job related expectations" and its outcomes of "fulfilment or non-fulfilment" have been operationalized as single predictors in an attempt to identify and explain behavioural outcomes of salespeople.

The hypotheses encompass the salient features of the proposed conceptual framework as outlined in Chapter III. The important concepts which are related to the investigation of how and why salespersons behave in the way that they do, are:

- a) anticipated fulfilment or non-fulfilment, and
- b) actual fulfilment or non-fulfilment.

Critical to these two dynamic aspects in determining behaviour, is the key concept of expectations which permits people, as a result of their ability to process information, to establish objectives.

All hypotheses have been presented and discussed from a cognitive point of view, and the manner in which directions are evaluated and expressed have been emphasised. In addition, it is important to note that emotional factors which affect the information processing have also been considered. Perhaps the most striking feature of all of these hypotheses is that they can be accepted as "reasonable" in attempting to bridge the gap between the fulfilment process and observable action of salespeople on the matter of behaviour.

To conclude, the proposed hypotheses are used later to investigate the theoretical properties of the fulfilment approach. It is done in order to reveal more precisely a coherent view of this particular human mental process and its effects on behaviour.

Summary

Fundamental relationships and hypotheses stemming from the proposed model have been discussed in this chapter. The fulfilment approach, as a stochastic and deterministic mental process, has been examined in the light of its influence on anticipated and actual job satisfaction / dissatisfaction, motivation, and performance. All suggested relationships indicate both the direction and the level at which they interact. Hypotheses concerning causal attributions for low performance have also been considered within the framework of anticipated fulfilment or non-fulfilment. Finally, the dynamic nature of the process has been indicated and specified with the directional feedback loops and hypotheses.

The hypotheses presented in this chapter were designed to provide a detailed interpretation for each of the dependent variable (i.e., satisfaction motivation and performance) with the fulfilment process. The identity, location and direction of each relationship have been inferred cautiously and all major interrelationships between different stages in the process have been outlined. All stated hypotheses are statistically tested using empirical data. The research design and methods of the data gathering is discussed in the next chapter.

RESEARCH DESIGN AND METHODOLOGY

Introduction

Data for this study were gathered from salespeople working in companies trading in Northern Greece. The final sample comprised of one hundred and seventy salespeople. Each participant was approached individually by the researcher and this was followed by a structured interview of around thirty five to forty five minutes. Questioning pertained to their perceptions of possible behavioural outcomes when fulfilment of their job expectations had been anticipated or not. In addition, each salesperson provided information regarding his/her degree of importance to a set of job related aspects, and his/her perceived overall anticipated and actual satisfaction, performance and motivational level.

In order to trace the links between the design, methodology and objectives of this study, the important criteria that needed to be satisfied are re-stated below:

- a) To allow valid inferences to be drawn;
- b) to allow examination of the relationship between possible behavioural outcomes and the process of fulfilment or non-fulfilment; and

- c) to include causal attributions for performance outcomes as causal factors of behaviour.

In an attempt to satisfy the above criteria and meet the objectives, a piloting exercise was conducted with a sample of nine salespeople from three companies in Northern Greece. The major findings are discussed later in this chapter.

The prominent reason of this chapter is to describe the investigated variables, the sample selection procedure, the data collection method and the statistical analyses which were employed to test the hypotheses.

Investigated Variables

The major thrust of this study is 'to seek verisimilitude, confirming the manipulated predictor variables as determinants of different behavioural tendencies yielded at the workplace. Thus, emphasis is placed upon two major considerations:

- (i) the variables in all hypotheses must be operationally valid;
- (ii) a circular causal statement that is untestable by definition must be avoided.

More specifically, until all variables are operationally defined, conditions necessary to confirm or reject the hypotheses cannot be arranged. In addition, the operationalized definitions must allow causal inferences

—

to be drawn without falling into an untestable circular trap.

Since the primary area of focus here is to set the necessary conditions in order to statistically test the causal relationships identified in the proposed model, emphasis has been given to the specification of the predictors and criterion variables when collecting and analysing relevant data. The independent variables, which were expected to vary when the predictors vary were:

- (i) anticipated job satisfaction / dissatisfaction;
- (ii) motivation;
- (iii) performance; and
- (iv) actual job satisfaction / dissatisfaction.

The independent variables or predictors which would explain the variations of the dependent variables were:

- (i) the positive; and
- (ii) the negative

perceptions (conditional beliefs) of salespeople for anticipated fulfilment of their job related expectations. The identification and reasoning of the conceptual domain of each variable, and their measurability, is provided later. This is a necessary foundation for any further attempt to investigate the potential impact of the predictor towards the criterion variables.

Independent Variables

Anticipated fulfilment or non-fulfilment.

It has already been mentioned that job related expectations are the attitudes of mind towards desirable work related outcomes, events or occurrences associated with prospective attainment. This means that expectations are valuable and demanded states of affairs at the workplace. A probability estimate for the fulfilment of an expectation is, therefore, both an evaluation of the whole work situation and a straightforward image of the outcome itself. Thus, the probability estimate of fulfilment or non-fulfilment of an expectation is the result of a multidimensional and multidirectional judgement of many parameters which are important to each salesperson. The similarities or differences between their essential inner properties and the salient features of their work situation inwardly generates relevant schemata. These schemata serve as internal points of reference in the process of cognitive inference and judgement. They are also of a dynamic nature and are assumed to be the determinants of the outcome of a probability estimate of fulfilment or non-fulfilment.

Before any attempt is made to operationally conceptualise the variables (anticipated fulfilment and non-fulfilment) two issues were considered. First (and foremost) the subjects' understanding of the meaning which had been attributed to those two variables, and second,

the clarity of the way that they were treated, since they were used as stimuli in order to elicit responses from the salespeople.

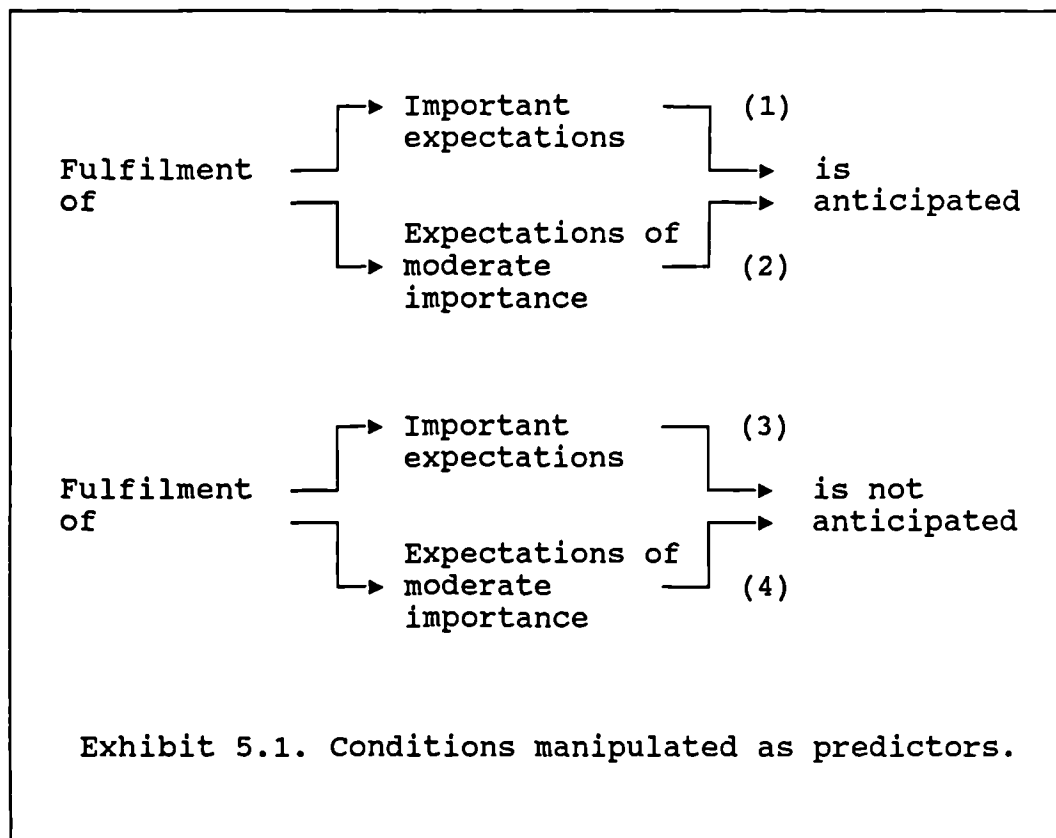
Anticipated fulfilment refers to intuitively and/or analytically judgmental beliefs (a perception state) for the achievement of targeted work related outcomes. Anticipated non-fulfilment refers to intuitively and/or analytically judgmental belief (a perception state) that their targeted outcomes at the workplace cannot be achieved. According to Kahneman and Trevsky (1982, p.494):

"...a judgment is called intuitive if it reached by an informal and unstructured mode of reasoning, without the use of analytic methods or deliberate calculation."

The assumption here is that the evaluation' process, regardless of whether or not it is intuitive, analytical or a mixture of both, represents an outcome which is related to attributes and other perceptual concepts of the person. The reason underlying the manipulation of these two variables as predictors is because it is believed that these outcomes (cognitive perceptions) enhance and control instigating forces which may or may not be released, depending upon the possibilities of fulfilment or non-fulfilment respectively. Thus, any exposure to conditional situations could bring in many salient and important parts of their own work life, and decipher their likely responses.

This study focuses on data which reflects the end product of salespeople's decision making until perceptions of possible fulfilment or non-fulfilment match their beliefs. The manipulations of these variables rely on their face validity rather than on any of their specific properties (Fischhoff & Bar-Hillel 1984). The reason underlying this procedure is that the information that each salesperson could process to reassess the parameters when exposed to the questions had to be kept free of any interpretation in order to be related to his/her already stored experience and knowledge. Therefore, the information which was used by salespeople for an initial assessment and re-assessment under each conditional situation had been left to deviate amongst them according to their likely parameter interpretations.

It has been mentioned previously that behaviour at the workplace is the result of a probability estimate of fulfilment or non-fulfilment between alternative job related expectations which have different importance weightings to salespeople. What these expectations can be is beyond the scope of this research. Therefore, there is little evidence of the presence of achievement values which can be related to the nature of job related expectations. Furthermore, the relationship between specific achievement orientated states of salespeople and their job expectations will not be apparent. The predictor variables, and the way in which they were used as stimuli in order to elicit likely responses for possible



behavioural outcomes of salespeople, were straightforward. More specifically, all subjects were asked to indicate the way that they would have reacted in each of the four manipulated conditions. (See exhibit 5.1)

The incorporation of the four variables does not take into account the possible combinations between them. The reason for their independence is that the possible behavioural effects of specific situational contexts, for the purpose of this study, is the only criterion for cognitive choices of salespeople which are related to the attainment attractiveness of fulfilment in any work situation.

All salespeople were instructed to interpret the term "job-related expectation(s)" as a personal target(s) that they thought to be associated with prospective attainment. Furthermore, a statement was made in order to point out the difference between important expectations and expectations of moderate importance. That is, that all subjects were told to consider an expectation as important when its fulfilment would not be given away in favour of any other expectation, if only one could have been fulfilled. For expectations of moderate importance the above condition does not hold true.

Dependent Variables

Historically, the behaviour of salespeople' has been analysed in terms of many interdependent variables. For example, variables such as:

- job satisfaction / dissatisfaction;
- motivation; and
- performance

have been extensively examined in relation to many fundamental job components of the sales management (Miner 1962, Cravens and Woodruff 1973, Darmon 1974, Loucas, et al. 1975, Walker, et al. 1977, Oliver 1977, Bagozzi 1978, Weitz 1981, Churchill & Pecotich 1982, Churchill, et al. 1985, Szymanski 1988). In all of these studies, the determinants of salespeople effectiveness was the focal

point. In this research, the potentially important determinants to the effectiveness of salespeople is seen under a different prism and it is assumed to be a function of the importance of their job related expectations, and the perceived anticipated outcome in terms of fulfilment or non-fulfilment. Therefore, the variables which will be affected by the changes in the predictors are:

- anticipated job satisfaction / dissatisfaction;
- motivation;
- performance;
- job satisfaction / dissatisfaction.

The above criterion variables, which have been identified as major components in the proposed framework, were the dependent variables whose measurement and quantitative values were acquired by eliciting salespeople's a priori judgements when probabilities for the fulfilment or non-fulfilment was concerned with matching their beliefs. The basic criteria that needed to be satisfied concerned:

- a) they had to incorporate all possible response outcomes;
- b) they had to be easily understood by the participants; and
- c) they had to be reasonably quick to administer.

All answers were based upon a decision concerning possible responses of salespeople under each manipulated condition. To phrase that differently, the four conditions have been elicited in order to account for differences in anticipated job satisfaction / dissatisfaction, motivation

and performance.

At different stages of the interviewing process, subjects were asked to indicate their answers to the same question which had been worded differently and although the ranking scale has been altered (items pertaining to the later scale had increased) still contained most items which were previously included. The reason underlying this procedure was to serve as a control mechanism of reliability for the major assumptions which back up the entire theoretical model. A breakdown of the the measurement instruments for each criterion variable is now discussed.

Anticipated Job Satisfaction / Dissatisfaction

One of the major objectives in this study was to examine the relationship between perceived anticipated fulfilment or non-fulfilment of expectations and satisfaction / dissatisfaction attitudes at a pre-empirical stage. More specifically, responses concerning satisfaction / dissatisfaction attitudes have emerged from the manipulation of questions pertaining to the following conditions:

- a) fulfilment of important expectations is anticipated;
- b) fulfilment of important expectations is not anticipated;
- c) fulfilment of expectations of moderate importance is anticipated; and
- d) fulfilment of expectations of moderate

importance is not anticipated.

Answers relevant to conditions a) and b) have been recorded on a five point measurement scale. The items included in this scale (see exhibit 5.2) contained one

Not at all	Very little	Little	Quite enough	Very much
[]	[]	[]	[]	[]
Exhibit 5.2 Measurement scale for anticipated satisfaction, motivation and performance				

neutral point at the left and four positively increasing ranks to the right. This scale was used to decipher responses for conditions a) and b). It should be mentioned

Extremely Dissatisfied	Very Dissatisfied	Dissatisfied	Not Sure	Satisfied	Very Satisfied	Extremely Satisfied
[]	[]	[]	[]	[]	[]	[]
Exhibit 5.3 Measurement scale for anticipated job satisfaction / dissatisfaction						

that the above scale was employed on a mutually exclusive set of a dichotomous statement. The first referred to a

possible increase in satisfaction (condition a) whereas, the second to a likely decrease (condition b).

In order to account for differences in satisfaction / dissatisfaction attitudes as far as important expectations and expectations of moderate importance are concerned, a seven point scale was employed. The end ranks of the seven point scale were "extremely dissatisfied" and "extremely satisfied" with a "not sure" point in the middle (See Exhibit 5.3). Questions pertaining to all four conditions were asked and subjects were able to choose a rank representing a positive, negative or neutral response, as opposed to earlier manipulation where the negative side was intentionally missing. All amount of scaling information was available to subjects before any questions were asked. This seven point scale was used to record answers from several different questions regarding all four conditions.

Motivation and Performance

Motivation and performance, like anticipated satisfaction, were measured on a five point ranking scale for the purpose of testing the initial hypothesis. The scale was designed to contain ranks which were linearly related with "no change" responses being to the left and positively "change" responses (four ratings) to the right (see exhibit 5.2). In order to test the procedure's

reliability and to account for differences in behaviour attributed to important expectations and expectations of moderate importance, both motivation and performance were also measured on a seven point scale. The ranking form of

Decreases very considerably	Decreases a lot	Decreases a little	Does not change	Increases a little	Increases a lot	Increases very considerably
[]	[]	[]	[]	[]	[]	[]
Exhibit 5.4 Measurement scale of motivation						

these scales consisted of points concerning different attitudes towards effort and levels of performance. More specifically, motivation was measured on a decrease /

Very low	Low	Quite low	Medium	Quite high	High	Very high
[]	[]	[]	[]	[]	[]	[]
Exhibit 5.5 Measurement scale of performance						

increase continuous scale with a "does not change" point in the middle (see Exhibit 5.4). Performance was also

measured on a seven point scale with low level responses being to the left and high level to the right. A "medium" rank in the middle was included for the purpose of separating low and high performance levels (see Exhibit 5.5).

Feedback loops and Actual Job Satisfaction / Dissatisfaction.

The constructs of causality, as has been previously mentioned, have been regarded as a concept which emerges later in the process that is required by a salesperson to reach a conclusion when both subjectively and objectively justified low performance has been the result of his/her

Highly Unlikely	Very unlikely	Unlikely	Not sure	Likely	Very likely	Highly likely
[]	[]	[]	[]	[]	[]	[]
Exhibit 5.6 Measurement scale for feedback loops						

effort. In order to test those constructs, along with the feedback loops which were identified in the model, a highly unlikely to highly likely seven point scale with a "not sure" point in the middle was employed (see exhibit 5.6). In total, eight questions corresponding to equal

number of feedback loops were asked. Finally, actual job satisfaction / dissatisfaction was measured by using a nominal scale and statements (questions) appropriate to the end result of an anticipated state always in relation to four conditions.

Salespeople's Present Job Satisfaction, Motivation and Performance

Throughout the interviewing process salespeople had been asked to express a priori decisions about their possible behavioural outcomes in relation to many different hypothetical situations. At the end all subjects were asked to indicate their:

- a) degree of present job satisfaction / dissatisfaction;
- b) degree of anticipated job satisfaction / dissatisfaction;
- c) present level of motivation; and
- d) present performance level

at current occupations. The purpose of these questions was to identify whether or not there were any margins for improvement in all four criterion variables. A seven point ranking scale, similar to those before, was used. Only the scale measuring motivation has been changed in order to reflect discrete and easily identifiable levels.

In this study, the validity, or the degree to which posed questions have measured what they were suppose to measure (Shaw & Wright 1967) were evaluated by the degree

to which the content of each statement corresponded to the content of the attitude system of individuals. More specifically, the statements were designed to measure attitudes towards satisfaction, motivation and performance. Since they were statements about these concepts, then by definition, they had face validity.

It should be mentioned that before scales were developed to measure salespeople's responses, it was necessary to determine how the prospects could validate better their a priori judgements. As has already been mentioned, the reason was that most of the questions asked concerned possible reactions and behaviour under certain hypothetical circumstances. Therefore, emphasis was given to two major considerations for the elicitation of their responses:

- a) their belief for the anticipated outcome regardless of the time required to be fulfilled. (This was kept flexible in order to reflect their short, medium and long term expectations);
- b) the practical importance of the subjects' psychological continuum which was deciphered in linearly related rank scales.

The detection of differences in the perception of stimuli was partially resolved by changing each stimulus intensity. However, the subjects' comparative judgement was left to the process of non-influential independent personal interpretation of qualitative distinct objects. This was deliberately pursued in order to establish

pragmatic and realistic links between expectations and anticipated outcomes which could account for a substantial, albeit not all-inclusive explanation, of salespeople's behaviour.

Sample Selection

To properly test the hypotheses and general applicability of the model, effort was expended to select appropriate companies and persuade them to participate. The decision had been made to use a convenience sample rather than the theoretically more correct random sample. A convenience sample is a non-random or non-probability sample chosen "purely on the basis of convenience" (Boyd Harper & Westfall Ralph 1972, p. 422). It was chosen over the technically better random sample for the following reason:

A random sample would require a complete list of all possible companies of which sales results tended to be influenced by personal selling. This information was not included in any of the available reference sources or directory lists. Therefore, if a random sample was to be used, a survey of all companies would have to be conducted to find out those who were using salespeople. This would have added a great deal of expense to the study, and such a goal, in reality, was not realistic. In addition, if this was done and if the firms were selected by some random method, not all of them would agree to participate. This means that replacement of such non-participating companies would have to be carried out, and even if a random selection process were used, the randomness of the sample would still be suspect. However, since the study is exploratory in nature, the representativeness of salespeople from a variety of industries and companies was considered to be a more important factor than randomness.

The process of finding and selecting co-operating companies consisted of two phases. In the first phase, a list of "potential participants" was developed using the following sources:

- 1) Financial Directory of Greek Companies
- Commerce and Services;
- 2) The Thessaloniki Chamber of Commerce and Industry Directory; and
- 3) Directory of companies registered in the Association of Northern Greece's Industries.

The sources above were used as a selection guide since they contained almost all of the pertinent information required to select the companies (i.e., company name, address, telephone number, number of employees, and the name of the chief executive). Although these information sources were not considered to be totally relevant (they did not provide any information about the existence and nature of the salesforce in each company) no other more comprehensive references were available. Thus, they proved invaluable in the selection of prospective companies, and thus comprised the sampling frame.

In order to speed up and simplify the data gathering process, the study concentrated on one geographical area. All interviews were conducted in Thessaloniki, Greece from April 19 to September 22, 1989.

Next, executives in the chosen companies were contacted. The purpose of these contacts was to discuss the research with a decision maker who had the authority

to approve or disapprove sales employee participation. Initially, it appeared that it might be easier to persuade companies to participate in the study if it was possible to obtain the endorsement of some well-known organisation or individual. Eventually, both the director of studies and the researcher, after consulting a variety of business people and academics in Greece, decided to use this approach.

The help of certain individuals in this respect is gratefully acknowledged and their names appear in the list of special acknowledgements at the end of appendix III.

The initial contact was by telephone. Typically, this telephone conversation centred on:

- a) explanation and value of the research;
- b) specific action requested of the company; and
- c) an attempt to gain a commitment from the organisation to assist.

Fifty companies were contacted and an agreement was made with forty seven who were willing to participate; a response rate of 94%. Two of the companies who were reluctant to participate did not give any particular reason for their refusal in a follow up telephone call for the announcement of their decision. The third company was deeply involved with its participation in Thessaloniki's International Trade Fair running from 9th - 20th of September, but they would accept participation after September. A list of the forty seven participating companies, and the number of salespeople contacted in

<u>Trade Sector</u>	<u>Percentage of Companies in Each Sector</u>
01 - 10 Food Companies	21.3%
11 - 18 Brewers & Distillers	17.0%
19 - 26 Chemical & Pharmaceuticals	17.0%
24 - 31 Insurance Companies	14.9%
31 - 44 Miscellaneous	<u>29.8%</u>
Total	100.0%

Table 5.1 Trade sectors and percentages of companies which fall in each group.

each, is provided in Appendix III.

This positive response rate is undoubtedly high by U.K. standards, but it is probably a function of the fact that in Greece there is a more "homely", co-operative mentality than in the U.K., the researcher comes from that region of Greece, and Greek firms are rarely (if ever) researched by PhD candidates.

The sample consisted of companies trading in different sectors. The breakdown of the nature of the companies' business as a percent of the total sample, and the number with the percentages of salespeople conducted within each sector are shown in Tables 5.1 and 5.2.

<u>Trade Sector</u>	<u>Number of Sales- people Conducted</u>	<u>Percentage of Salespeople per Sector</u>
Food Companies	30	17.6%
Brewers & Distillers	32	18.8%
Chemicals & Pharmaceuticals	28	16.5%
Insurance Companies	45	26.5%
Miscellaneous	35	<u>20.6%</u>
Total	170	100.0%

Table 5.2 Number of salespeople contacted and their percentage per sector.

The sample was extended to four major trade sectors. The last group termed "miscellaneous", consisted of firms which did not fall in any of the other clearly identifiable sectors. The main businesses of companies in the last group were:

- Electrical / Electronics;
- Ceramics;
- Furniture manufacturers;
- Apparel; and
- Agricultural Machinery.

Since the original plan of this study called for companies employing salespeople, no provisions were made to test for differences in the size of companies in which

they were employed.

Data Collection Methods

Testing the hypotheses (discussed in Chapter IV) required the acquisition of data of considerable specificity. Given that first, the nature of the research centred on sensitive issues, and second, the enormous complexity in perceiving the dimensions of the stimuli, a decision was made to utilise structured interviews as a data gathering process. Thus, a questionnaire was designed, constructed and administered by the researcher. This questionnaire was previously tested in a piloting exercise for:

- a) the time needed to administer; and
- b) its comprehension.

The piloting exercise was conducted three months before the main study and was carried out in the following way. Nine salespeople from three companies in Northern Greece were asked to complete the questionnaire by themselves while the researcher observed, noted and discussed with them the items that caused confusion. This process was continued until both the researcher and salespeople were confident that the questionnaire was understandable. During the piloting exercise, the changes which were suggested and made on the later draft of the questionnaire, were:

- 1) The use of a seven point, instead of a five point measurement scale as was originally proposed. The reason was that they thought and claimed that a seven point measurement scale was perceived to be more adequate and more accurate for the allocation of their responses;
- 2) some of the questions were felt to be ambiguous and unclear and these were consequently changed; and
- 3) one additional specific characteristic of the sales job was added.

The final form of the questionnaire contained a total of seventy six questions, and it was separated into three major parts. The first part contained questions about:

- the degree that they liked or disliked specific characteristics of the sales job;
- the importance of certain work - related aspects; and
- perceptions of fulfilment or non-fulfilment to the extent that they would prefer of the same work - related aspects that they ranked for importance.

The second part contained questions relevant to the testing of the hypotheses, whereas in the third part they indicated their:

- level of present job satisfaction / dissatisfaction;
- level of anticipated job satisfaction / dissatisfaction;
- present level of motivation; and
- present level of performance.

Appendix I contains the Greek version of the questionnaire, and in Appendix II is the translated English version.

The questionnaire was administered by the researcher

during weekdays. Early mornings and late afternoons proved to be the most profitable time to find respondents and conduct interviews. In the meantime the researcher was also meeting executives of other prospective participating companies.

Upon meeting each salesperson, the researcher introduced himself, explained the purpose and value of the study, stated that the interviews had been cleared by head office and asked the subject for voluntary participation. All respondents were told that their answers would be totally confidential, and would not be made known to anyone. Prior to each interview, it was also mentioned that a summary of the results would be sent to all participants after completion of the study.

The data was collected over two different time periods. The first was in April 1989, in which five companies were contacted and nineteen structured interviews were completed. The second was from August 1st to September 23rd, 1989 in which the rest of the data was collected. The researcher spent a total ten weeks (one in the first period and nine consecutive weeks in the second period) with salespeople from the participating companies in Northern Greece. In addition, during the second period, three weekends were also employed when salespeople were attending training programmes conducted by their companies in which time arrangements were made to contact them before work, during breaks, or at the end of their daily programme.

Forty one of the participating companies, and one hundred and sixty three salespeople were personally interviewed by the researcher who administered the questionnaire using a structured interview format. For the remaining seven salespeople belonging to six companies, it was impossible to conduct interviews due to their busy time schedules. However, they agreed to participate by taking and completing the questionnaire themselves at home. Their completed questionnaires were left with their companies and collected later by the researcher. The final sample comprised of one hundred and seventy salespeople. One hundred and fifty (88.2%) were men whereas the remaining twenty were women.

To reduce the impact of evaluation apprehension and other forms of reactivity of asking their likely behaviour, a statement was made that no appraisal scores would be given in relation to their individual responses.

Data collected from this study have some inherent limitations:

- a) particular questions may appear difficult to understand leading, therefore, to some perceptual errors and response distortions; and
- b) some questions may appear threatening.

There is always a concern of how candidly respondents express their true thoughts. This is why each interview had to be conducted individually (although it was a structured questionnaire). This was done in order to assist the respondents' understanding of nuances of

individual questions.

Statistical Methods

Hypotheses set forth in this study focused on possible behavioural outcomes of salespeople in relation to when they could, or could not, anticipate fulfilment of their job related expectations. In order to test the hypotheses emerging from the conceptual framework, non-parametric statistical tests in the SPSS-X computer package were employed. The reason underlying this decision was that the nature of data (measurement at an ordinal scale) could not allow the use of parametric tests without exceeding an acceptable number of unmet assumptions. Therefore, the most appropriate tests that were used are:

- a) Friedman two-way analysis of variance;
- b) Wilcoxon matched-pairs signed-ranks test; and
- c) Binomial test.

A brief description of the purposes of each statistical technique now follows.

The Friedman Two-Way Analysis of Variance by Ranks

When measurement is at least on an ordinal scale, different groups of responses by ranks can be analysed by using Friedman's two-way ANOVA. The power of this statistical technique is in testing the null hypothesis that k related samples have been drawn from the same

Salespeople's responses on performance								
	Very low	Low	Quite low	Medium	Quite high	High	Very high	Total
Condi- tions								
I					24	65	81	170
II			2	10	69	60	29	170
III	12	25	58	62	11	2		170
IV	7	12	36	93	18	4		170
Total	19	37	96	165	122	131	110	680

Table 5.3 Frequency of responses to performance under four manipulated conditions.

population. In this study one hundred and seventy salespeople have been exposed to a number of hypothetical conditions. For each criterion variable, depending on the level of analysis, four conditions were always manipulated. More specifically, for each criterion variable there were four matched samples, each of which corresponded to a statement falling in one out of four conditions (see table 5.3). For example, all performance levels which have been indicated by salespeople under each condition are statistically analysed for differences amongst them. That is, this procedure tests whether or not subjects' answers are dependent on the conditions. If the

rank totals differ significantly, then the null hypothesis is rejected in favour of its alternative.

The reason for using Friedman's two-way analysis of variance is to test whether or not each criterion variable has been influenced differently under each manipulated condition. Nonetheless, this test determines only the statistical difference of a number of related samples, but it does not tell us anything about the magnitude of the difference within subjects. All hypotheses stated in chapter four, however, indicate both the direction and the magnitude of each relationship. In order to accomplish this objective, and since Friedman's test is inadequate to provide this kind of information, the Wilcoxon matched-pairs signed-ranks test has been employed.

Wilcoxon Matched-Pairs Signed-Ranks Test

Reference to Siegel (1956, p. 76) reveals that the Wilcoxon matched-pairs signed-ranks test is very useful since it utilises information concerning:

- a) "the judgement of 'greater than' between any pair's two performances, and...
- b) the judgement between any two difference scores arising from any two pairs".

This test has been chosen because the obtained data are scores for related samples and each hypothesis is restricted to a single relationship between two conditions (samples) only. For example, the third hypothesis states

that the greater the importance of an expectation when fulfilment is anticipated, the higher will be the level of anticipated job satisfaction that is experienced. The Wilcoxon matched pairs signed-ranks test yields difference scores between two related samples (i.e., scores indicating possible levels of satisfaction which can emerge from important and less important expectations under the condition that fulfilment is anticipated) enabling in that way to reject or accept the null hypothesis.

Since the direction of the difference is predicted in all hypotheses, the region of rejection will be one-tailed. If the difference is in the predicted direction then the region of rejection will consist of a z value to which the probability associated with its occurrence under the null hypothesis will be equal to or less than a pre-determined level of significance (Siegel, 1956).

This test was used for all hypotheses concerning the criterion variables and their relationship to predictors which have been identified in the proposed model. To complete the analysis, the hypotheses related to feedback loops have to be statistically tested. For the purpose of testing the predicted feedback channels a Binomial test has been utilised.

Binomial Test

As long as an ordinal scale has been used for data

gathering and straightforward questions have been asked regarding the degree to which subjects felt to consider as either likely or unlikely each specified feedback loop, the binomial test has been applied.

The purpose of using this test is that it indicates whether or not there is a difference in rankings from the population as falling into either one or the other discrete classifications (i.e., likely / unlikely). This test is of a goodness of fit type, and according to Siegel (1956, p. 36):

"It tells us whether it is reasonable to believe that the proportions (or frequencies) we observe in our sample could have been drawn from a population having a specified value of P."

Since salespeople's responses could fall in one of the two classes, the binomial distribution is the sampling distribution that can be observed in samples which have been drawn from a two-class population. (Siegel, 1956).

It should be noted, however, that only when responses did not provide a clear cut point, inferences could not be made without statistical interpretations. The binomial test, determining the direction and its significance of two discrete groups (i.e., likely / unlikely) was then used.

The aforementioned non-parametric tests were applied for the purpose of hypothesis testing. All data were filed into the mainframe computer memory and the statistical package for the social sciences (SPSS-X) was subsequently

run. The main reason underlying the decision to apply non-parametric tests was that the data were obtained by using an ordinal or ranking scale. According to Siegel (1956, p. 26):

"the properties of an ordinal scale are not isomorphic to the numerical system known as arithmetic. ...When parametric techniques of statistical inferences are used with such data, any decisions about hypotheses are doubtful."

Given these limitations, the justification of the appropriateness of non-parametric tests in comparison to parametric becomes evident. Therefore, the selection of these particular non-parametric techniques was the result of:

- a) the level of measurement;
- b) a decision of related rather than independent samples since there was only one group which has undergone different treatments; and
- c) the power efficiency of all tests for large samples.

However, as it is shown in the next chapter, in some circumstances the use of a statistical test was not always necessary due to some clear cut answers. In such cases, inferences were made on the basis of self explanatory evidence and the null hypothesis was either accepted or rejected without any statistical interpretations.

Conclusion

Several aspects of the procedures which were used for

research design and methodology deserve comment. First, all four conditions (i.e., anticipated fulfilment of important expectations, anticipated fulfilment of expectations of moderate importance, anticipated non-fulfilment of important expectations and anticipated non-fulfilment of expectations of moderate importance) were operative and the a priori judgement of subjects was left to fit into the normal course of events and work experiences of each individual salesperson. The dimensions and directions of expectations and the associated belief for their outcomes were not specified. It was felt that it could have complicated the research and caused confusion in the minds of participants. Furthermore, this approach was thought to be a non-artificial method. That is, respondents were expected to make their judgements by resorting to their intuitive knowledge (i.e., present circumstances, past experience, desires, beliefs etc.) and imagination.

Structured interviews as a data gathering process, was unobtrusive and certainly appeared to be very constructive. It was a method rather unfamiliar to salespeople and because of that, respondents paid an unusual amount of attention to answering the questions during the entire process. They were also very keen to explain and justify almost every given answer.

The data obtained were used to statistically substantiate causal relationships (cause / effect relationships), between the predictor and criterion

variables. All relationships were examined with respect to the proposed theoretical model and considered the flow by which behaviour emerges, develops and translates into a particular action. However, all causal judgements were cautiously inferred since there might have been more than one causal explanation.

Summary

This study was designed to obtain empirical data with the use of structured interviews from a convenient sample of one hundred and seventy salespeople in Northern Greece. The research hypotheses were analysed and appropriate measurement scales were determined after a pilot exercise.

The selected statistical methods involved non-parametric analyses for hypotheses testing, due primarily to the fact that measurement had been obtained by using ordinal scales. Namely the techniques which were used were Friedman two-way analysis of variance, Wilcoxon matched-pairs signed-ranks test and Binomial test.

CHAPTER VI

ANALYSIS OF DATA AND FINDINGS

Introduction

The purpose of this chapter is to test the hypotheses that job satisfaction - dissatisfaction, motivation and performance of salespeople are positively or negatively related to the anticipated fulfilment or non-fulfilment of their job related expectations. To phrase that more precisely, the obtained data have been analysed for the purpose of testing the relationships between job expectations (target(s) at the workplace) and their influence upon satisfaction, motivation and performance. It should be mentioned that the predictor variables are the anticipated fulfilment or non-fulfilment of expectations. However, expectations are not only outcomes which have value, but also outcomes which are targeted by individuals.

The investigation has been accomplished by an analysis of the hypotheses stated in chapter four. The procedures used for hypotheses testing vary considerably. For example, no statistical analyses were employed in cases where the responses of salespeople provided a clear cut

answer. That means, when the vast majority or all answers in relation to a hypothesis testing were either in the predicted or opposite direction. Contrariwise, when this was not feasible, different statistical techniques were used. The nature of data, measured in ordinal scales, suggested the use of non-parametric tests. Friedman's two-way analysis of variance was used to establish that manipulated conditions in each level analysis (i.e., satisfaction, motivation, performance) were different. Next, the Wilcoxon matched-pairs signed-ranks test was employed in order to identify the direction and magnitude of the relationship, examining in that way the statistical significance of the hypotheses. Finally, the Binomial test was incorporated for the investigation of the feedback loops.

The purpose of this chapter is firstly to present some descriptive information about salespeople and their perceptions of different work related aspects; second, to proceed in the hypotheses testing with the aid of non-parametric tests when necessary investigating in that way the validity of the proposed model.

Salespeople and the Sales Job

Apart from the study's intention to test the proposed model, it was felt that specific information about the perceptions and attitudes of Greek salespeople towards

selling and the sales job was of utmost importance for later interpretations and conclusions. Therefore, it was decided that at the beginning of each structured interview to ask salespeople to express the degree to which they liked or dislike certain specific tasks associated with their sales job (see question 1 on the questionnaire in Appendix II). According to Dubinsky et. al. (1986, p. 192-3), the sales job has numerous unique characteristics which warrant careful attention. Namely these characteristics are:

- "1. Salespeople are physically, socially and psychologically separated from other line and staff personnel.....
2. Salespeople must be flexible and innovative because of the nature of their job.
3. The selling job puts the salesperson in a boundary role position.....
4. Salespeople play multiple roles.....
5. Selling necessitates persistence and self-motivation.
6. Generally the selling situation is filled with uncertainty and interpersonal conflict;.....
7. Many selling jobs produce delayed results from the salesperson's effort...."

Review of the literature has led to the conclusion that knowledge about expected behaviours of salespeople on the part of their specific work, is an essential requirement in selling organisations. Furthermore, this knowledge has an impact on various facets of the their overall job. In order to examine different relationships that are central to that knowledge, the following sales related characteristics were used:

- a) negotiating with customers,

- b) being sociable,
- c) adjusting to different role requirements,
- d) having risk associated with performance,
- e) receiving salary only,
- f) receiving commission only,
- g) receiving salary and commission, and
- h) spending considerable time working out of office.

The way in which a given job reflects the interests of an individual determines to a certain extent the degree of his/her integration with the system of which s/he is part. When membership can be validated by constant attendance (psychological rather than physical) and concern, then the behavioural requirements of the organisation members can be met. Role prescriptions in every organisation facilitate rules and procedures that must be observable. According to Katz 1964, p. 134):

" A great deal of behaviour can be predicted once we know what the rules of the game are. "

Individuals already in a game (the job in this instance) do know the rules, but this is not enough from an organisation's point of view. What is more important is the degree to which, what they have been asked to do, corresponds to what they really like to do. It was the investigation of the fit of individual salespeople into selling occupations, that was one of the purposes of the first question.

One further issue which was considered was salespeople's attitude toward different payment packages or systems. Generally, pay systems among selling organisations vary considerably. This can possibly be

attributed to the conventional wisdom that pay is the primary motivator and that an effective manipulation of this variable can positively influence performance. As a result of this, several pay systems have been developed and are currently in use. Amongst them are:

- a) straight salary;
- b) straight commission; and
- c) salary and commission.

With regard to these three main payment packages available to sales management, participants were asked to indicate their optimal choices.

Based on a five point scale, the like / dislike responses to specific sales job characteristics recorded, turned out to be very informative. A rather large number of salespeople were shown to dislike being compensated by straight salary (89.4%) while a comparatively smaller number of individuals, but still more than half (69.4%), disliked the "commission only" remuneration package. Clear preference was shown for the "salary and commission" method which was favoured by 91.8% of the participants. This preference can largely be explained when interpreted with the high percentage of salespeople (88.2%) who disliked the risk associated with their performance.

A clear preference towards liking was evident for the remainder of the sales tasks. An important indication concerning the requirement of "being sociable" emerged, showing that a significant percentage of salespeople (97.7%) enjoyed this particular sales characteristic. This

preference is in accordance with the task of negotiating with customers, where 97.6% of the sample responded favourably. Table 6.1 summarises individual responses and

	Dislike it a lot	Dislike it	Not sure	Like it	Like it a lot
Negotiate with customers		1 .6%	3 1.8%	66 38.8%	100 58.8%
Adjust to different role requirements	3 1.8%	19 11.2%	17 10.0%	73 42.9%	58 34.1%
Being sociable		2 1.2%	2 1.2%	54 31.8%	112 65.9%
Risk with performance	99 58.2%	51 30.0%	4 2.4%	13 7.6%	3 1.8%
Get salary only	85 50.0%	67 39.4%	7 4.1%	9 5.3%	2 1.2%
Get commission only	49 28.8%	69 40.6%	14 8.2%	24 14.1%	14 8.2%
Get salary & commission	5 2.9%	5 2.9%	4 2.4%	54 31.8%	102 60.0%
Spent considerable time out of office	15 8.8%	13 7.6%	19 11.2%	82 48.2%	41 24.1%
Table 6.1 Salespeople's responses towards liking or disliking specific sales tasks.					

percentages.

The fit between individuals and the degree to which they like specific sales job characteristics is very high,

the only exception being the negative responses to the variable "risk with performance". Most participants asserted that performance levels had been their primary concern but the existence of too many uncontrollable factors was making it highly unpredictable. Factors mentioned had included: economic conditions, company's policies (i.e., credit - amount and time - given to customers, discounts offered, advertising campaigns to back up sales) and competition.

Salespeople and Work Related Aspects

Salespeople participating in this study also provided information about the degree of importance they attached to a set of work related aspects. The purpose of obtaining this information was to identify important factors which could possibly be related with likely parameter interpretations for considering work behaviours. Progress in the identification of different important weightings could possibly reveal a baseline indication as far as the direction of preferences is concerned, and its relationships with the relative specificity of job related expectations. Thus, salespeople were asked to express the degree of importance that certain work related aspects were perceived to have (see question 2 on the questionnaire in appendix II). Importance was measured on a five point scale ranging from "not important" to

	Not important	Moderately important	Important	Very Important	Extremely Important
1) Recognition			9 5.3%	37 21.8%	124 72.9%
2) Good working conditions		1 .6%	7 4.1%	39 22.9%	123 72.4%
3) High earnings			11 6.5%	36 21.2%	123 72.4%
4) Good relationship with employees			15 8.8%	32 18.8%	123 72.4%
5) Management's concern		1 .6%	12 7.1%	36 21.2%	121 71.2%
6) Good relationship with management		1 .6%	16 9.4%	41 24.1%	112 65.9%
7) Well co-ordinated job		1 .6%	13 7.6%	49 28.8%	107 62.9%
8) Opportunities for promotion		2 1.2%	17 10.0%	47 27.6%	104 61.2%
9) Responsibilities			20 11.8%	57 33.5%	93 54.7%
10) Performance feedback		1 .6%	23 13.5%	54 31.8%	92 54.1%
11) Role clarity		2 1.2%	26 15.3%	51 30.0%	91 53.5%
12) Participation in the decision making			27 15.9%	58 34.1%	85 50.0%
13) Authority			31 18.2%	66 38.8%	73 42.9%
14) Autonomy		2 1.2%	36 21.2%	63 37.1%	69 40.6%
15) Performance standards	11 6.5%	16 9.4%	50 29.4%	51 30.0%	42 24.7%

Table 6.2 Degree of importance for different work related aspects.

"extremely important". Their responses are summarised in Table 6.2.

The data presented in Table 6.2 show that all work related aspects were considered as having an "importance" weighting for the majority of the sample. A more accurate measurement could possibly have been achieved if for example each participant had been given a choice from fifteen numbers ranging from one to fifteen, one corresponding to most important and fifteen to least important, each of which had to be assigned to one aspect only. Given this alternative procedure however, the classification which could have emerged for each individual would have been biased since the expression of undifferentiated perceptions in importance between different aspects would be conditioned to an imperative ranking.

From the above findings, it can be seen that those aspects which have acquired more weighting in terms of importance are:

- 1) recognition;
- 2) good working conditions;
- 3) high earnings;
- 4) good relationships with other employees; and
- 5) management's concern.

In contrast, those aspects with the relatively lower importance weighting are judged to be:

- 10) performance feedback;
- 11) role clarity;
- 12) participation in the decision making;
- 13) authority;

- 14) autonomy; and
- 15) performance standards.

The remaining aspects range between these two, broadly defined clusters. Several features from these responses which have relevance for some of the more general issues with which this study is concerned, are now discussed.

The variable under investigation in this research has been defined in a rather broad and general way, although the effects of its outcome have been given a much narrower focus. That is, job expectations have been assumed to be any targeted and desirable work related outcomes, events or occurrences and they are in a hierarchy in terms of importance and preference. The findings provide support for this assumption. Salespeople were able to distinguish among several work aspects based upon their relative degree of importance thus providing an indication of preference for particular outcomes.

Since all work related aspects have been found to be important, with different importance weightings to be associated with each, it can be assumed that the decision with regard to what behaviour should be employed at the workplace, is based upon a consideration of either all or only few aspects. If the first assumption is true, then the task of influencing behaviour must approximate all work related aspects with the same attention and care, so that fulfilment to be anticipated and reached can be maximised. However, if the second assumption holds true (and this is what has been found in this study) then

different work related outcomes must be more carefully treated than others. A careful consideration should be extended to the priority of expectations to which conditions for fulfilment must be established. This is not to say that aspects with less importance weight need not be fulfilled. Contrariwise, a parallel fulfilment facilitation for all aspects is necessary to strengthen perceived interdependences amongst outcomes if it is to be regarded as effective.

The following example clarifies this statement:

Assume that a salesperson has two dominant important targets at the workplace; firstly, to be promoted and second, to achieve higher earnings. Promotion is perceived to be interrelated to management's concern and having good relationships with management. A relationship between high earnings and performance standards is also perceived. Several differently perceived constructs of interrelationships may be present in each individual salesperson. The two dominant targets (expectations) are central and have self-luminous importance and value, whereas the related to those two targets outcomes are peripheral aspects and have hetero-luminous importance and value.

By looking at different work outcomes and their relative importance, the prediction of dominant expectations seems to be possible. If attributions of importance are analysed to decompose specific constructs of interrelationships, this may lead to some causal inferences concerning directional determinants of behaviour which will be individual and time specific. Consequently, a powerful pre-condition in identifying the importance and value of different work related aspects must be a continuous search of an individual's estimates

and preferences of future directions at all levels, worked back to intake perceived requirements for particular behaviours. This process will provide information which will improve the validity of prediction. However, this process is not considered here since it is beyond the scope of this study.

Commenting upon the work related aspects which were found to be important in this study, it should be noted that the variable "job related expectations" has not been and should not be linked or related to any of those important aspects in a straightforward way. Unless the procedure which was mentioned earlier is employed, valid conclusions cannot be drawn. The variable "job expectations" refers to important and desirable targets which are of a dynamic nature and this is what has been concluded thus far and not any particular expectations of salespeople.

Work Related Aspects and Anticipated Outcomes

Having addressed the importance of different work related aspects of salespeople in the previous section, the study proceeded to investigate the relationship between anticipated fulfilment or non-fulfilment towards the same set of aspects. More specifically, salespeople were asked to indicate their perceptions towards anticipated fulfilment to the extent that they would

prefer or anticipated non-fulfilment (see question 3 on the questionnaire in Appendix II). The purpose of obtaining this information was to spell out the limitations (if any) of applied management practice and to make causal inferences by comparing this information with responses concerning present levels of actual and anticipated job satisfaction / dissatisfaction, motivation and performance at their current jobs. A nominal scale was used for responses, providing the choice of either "fulfilment is anticipated" or "fulfilment is not anticipated".

It is interesting to note that a clear indication of anticipated fulfilment to the extent that they would prefer was found. The factor "good relationship with other employees" had the highest number of positive responses (92.4%), whereas the variable "participation in decision making" had the lowest (56.5%). The rest of the work related aspects range between these two extremes. Table 6.3 illustrates the responses of salespeople towards anticipated fulfilment to the extent that they would prefer or non-fulfilment, for all investigated aspects.

There are two important considerations that should be made at this stage of analysis. These are concerned with:

- a) occupational effects; and
- b) employment effects.

Occupational effect refers to the quality of the job context from which the individual seeks to gain

	Fulfilment is anticipated	Fulfilment is not anticipated
1. Good relationships with other employees	157 92.4%	13 7.6%
2. Good relationships with management	154 90.6%	16 9.4%
3. Recognition	147 86.5%	23 13.5%
4. Responsibilities	146 85.9%	24 14.1%
5. High earnings	146 85.9%	24 14.1%
6. Good working conditions	144 84.7%	26 15.3%
7. Management's concern	144 84.7%	26 15.3%
8. Well co-ordinated job	142 83.5%	28 16.5%
9. Performance feedback	140 82.4%	30 17.6%
10. Role clarity	137 80.6%	33 19.4%
11. Performance standards	130 76.5%	40 23.5%
12. Authority	119 70.0%	51 30.0%
13. Opportunities for promotion	116 68.2%	54 31.8%
14. Autonomy	110 64.7%	60 35.3%
15. Participation in the decision making	96 56.5%	74 43.5%

Table 6.3 Salespeople's responses towards anticipated fulfilment to the extent that they would prefer and anticipated non - fulfilment.

satisfaction and the employment effect refers to attitudes deriving from an individual's perceptions for anticipated fulfilment or non-fulfilment of job related expectations. On the one hand, the job that salespeople occupy, as it has been indicated from their responses to sales job characteristics (table 6.1) and anticipated outcomes (table 6.3), has the quality of inspiring a relative strength of confidence in their occupational choice and a meaningful commitment to it can be justified. On the other hand, the employment effect which is related to an individual's organisational involvement, appears to be consistent with a significant potential of positive outcomes for their anticipations. That is, since anticipations have been found to be related to fulfilment rather than non-fulfilment of many aspects, it is very likely that, if these aspects correspond to positive anticipations of expectation, promising essentials for satisfaction and motivation must be present for a large number of salespeople.

Some interesting information can be revealed by examining the first two aspects with the highest positive responses [i.e., "good relationships with other employees" (92.7%) and "good relationships with management" (90.6%)]. The number of positive answers indicates that salespeople were very confident in relation to "anticipated fulfilment" in outcomes where they perceived themselves as 'active' actors capable of influencing development in a given direction rather than

towards aspects which they perceived they had less direct involvement and influence.

Thus far, descriptive information regarding salespeople's perceptions has been presented. The findings have been concerned with the degree to which:

- a) salespeople fit into a sales job;
- b) various work related aspects had different importance weightings; and
- c) fulfilment of several work outcomes to the extent that they would prefer had been anticipated or not anticipated.

These data have been acquired and presented for the purpose of highlighting relevant aspects of this problem area. Decomposition of the problem structure has provided support for a fundamental assumption underlying the proposed model. That is, different importance weightings of the manipulated work related outcomes indicates the existence of a hierarchy to which preferences for fulfilment may, after careful investigation, be possibly linked.

In addition to the above, the findings lead to some more general conclusions. Firstly, the degree of fit between the nature and characteristics of the sales job and personal occupational preferences has been found to be high, and second the anticipated fulfilment (to the extent that they would prefer) instead of anticipated non-fulfilment for all outcomes has been also confirmed.

Hypotheses Testing

The purpose of this section is to test the hypotheses stated in chapter IV. The analytical procedures employed vary considerably. For example, very clear cut responses required no statistical inferences and analyses, whereas less easily interpreted responses have been examined statistically, using non-parametric techniques.

The major research hypotheses which back up the proposed model are examined first. The answers generated for the first hypothesis, which assumes that there is a positive relationship between job satisfaction, motivation and performance of salespeople and their important job related expectations when fulfilment is anticipated, emerged from the following manipulated question.

- Is there any increase in your job satisfaction when fulfilment of one or more of your important job related expectations is anticipated (yes / no?) and if so, how much?

This type of question was also used to elicit responses for motivation and performance under the same condition (see question 4 on the questionnaire in Appendix II). A five point scale reflecting their possible answers was employed. If the response was neutral (i.e., no increase had been claimed), the researcher proceeded to the next question, after marking the appropriate item corresponding to "not at all". When the answer was

positive, an indication of the magnitude of the increase was requested and this could fall in either one of the four available categories.

Salespeople's answers to the above questions exhibited a clear cut point. No neutral response was recorded for all three questions in a relatively heterogeneous sample of one hundred and seventy sales representatives. This clearly indicates that the hypothesis designed to test if there was a positive relationship between job satisfaction, motivation and performance when fulfilment of their job related expectations would have been anticipated, is supported, requiring, therefore, no statistical justification. With regard to job satisfaction, eighty six salespeople or 50.6% of the total sample, said that their satisfaction would increase very much whereas, only six or 3.5% indicated that their satisfaction would increase very little. Of the remaining seventy eight salespeople, 15.9% denoted little increase whilst the other 30.0% fell into the "quite enough" category. As far as the motivation variable is concerned, one hundred and forty two respondents (83.5%) declared a significant increase in motivation ("quite enough" = 30.6% and "very much" = 52.9%). Only two salespersons (1.2%) claimed very little increase whereas the responses to "little" accounted for 15.3% (i.e., twenty six individuals).

The results concerning the criterion variable "performance" followed almost the same pattern. That is,

Increases in Satisfaction, Motivation and Performance
when Fulfilment is Anticipated

		Not at all	Very little	Little	Quite enough	Very much
a) job satisfaction	0		6 3.5%	27 15.9%	51 30.0%	86 50.6%
b) motivation	0		2 1.2%	26 15.3%	52 30.6%	90 52.9%
c) performance	0		4 2.4%	18 10.6%	50 29.4%	98 57.6%

Table 6.4. Salespeople's responses indicating the positive effect of perceived anticipated fulfilment of job related expectations on job satisfaction, motivation and performance.

one hundred and forty eight thought that their performance would increase either quite enough (29.4%) or very much (57.6%). Only twenty two salespeople responded "very little" (2.4%) or "little" (10.6%). Table 6.4 shows their responses and percentages per category.

The second fundamental hypothesis assumes that there is a negative relationship between job satisfaction motivation and performance of salespeople when fulfilment of important job related expectations is not anticipated. The manipulated question was in the same format as in the previous case (see question 5 on the questionnaire in

Decreases in Job Satisfaction, Motivation and
Performance when Fulfilment is not Anticipated

	Not at all	Very little	Little	Quite enough	Very much
a) job satisfaction	0	23 13.5%	66 38.8%	36 21.2%	45 26.5%
b) motivation	0	33 19.4%	62 36.5%	46 27.1%	29 17.1%
c) performance	1 .6%	55 32.4%	61 35.9%	27 15.9%	26 15.3%

Table 6.5 Salespeople's responses indicating the negative effect of perceived anticipated non-fulfilment of job related expectations on job satisfaction, motivation and performance.

appendix II). For example, the question asked for "job satisfaction" (the structure was the same for questions about motivation and performance) was:

- Is there any decrease in your job satisfaction when fulfilment of one or more of your important job related expectations is not anticipated (yes / no?), and if so how much?

The same measurement instrument and procedure was used to elicit and record responses to the above questions. The overall results appeared to be similar to those before. More analytically, a decrease in all criterion variables was indicated, with the exception of

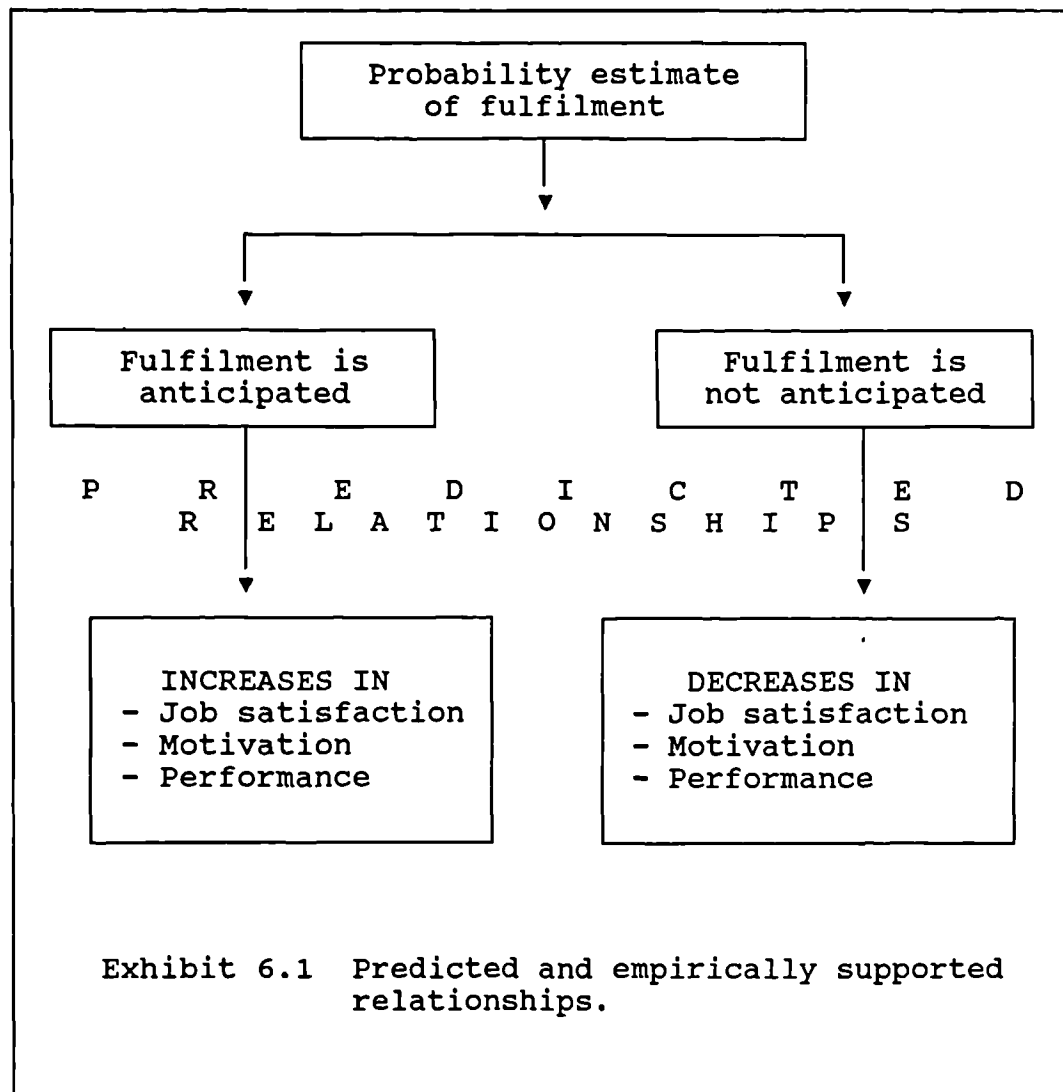
one "not at all" response concerning performance. The nature of salespeople's answers to these questions also need no statistical inferences, since the relationship and its direction were deciphered from their clear cut responses. Table 6.5 presents their responses to job satisfaction, motivation and performance when fulfilment was not anticipated.

The pattern of responses appeared to be slightly different in this set of questions. More specifically, the "very little" and "little" responses to decrease, are for job satisfaction (52.4%), motivation (55.9%) and performance (68.8%). The important point however, is that one hundred and sixty nine salespeople have said that a decrease in performance occurs when fulfilment is not anticipated, whereas only one "not at all" rank was found. This trend was confirmed by sales representatives who claimed that performance had to be maintained at relatively high levels because of its direct effect on their sales record history and subsequent marketability of themselves.

Sales representatives' rankings have indicated that there is a strong positive relationship between job satisfaction, motivation and performance when fulfilment of one or more of their job related expectations would be anticipated, and a strong negative relationship when fulfilment would not be anticipated. These results offer support for the part of the model which predicted that behaviour at the workplace depends upon the perceived

anticipated outcome in terms of fulfilling or not job related expectations. (See exhibit 6.1).

Although in all predicted relationships "job expectations" is the variable to which fulfilment or non-



fulfilment refers, no attempt has been made to specify any particular expectations. Contrariwise, this variable was left to deviate across the whole range of all possible outcomes that are work related and can be targeted by salespeople.

One significant implication of the emerged relationship between behaviour and anticipated outcomes corresponding to job expectations, is the behavioural effects stemming from the dichotomy between perceived fulfilment and non-fulfilment. At an anticipated level this dichotomy has been clearly linked with behaviours characterised as positive or negative respectively. "Perceived anticipated fulfilment or non-fulfilment", which is the result of a subjective and stochastic process, was found to condition the expected level of satisfaction to be gained, effort to be expended and performance to be achieved. The outcome of this cognitive mental process can either release instigating forces when it is positive or block motivating forces when it is negative. As has been mentioned earlier, what an individual considers important and valuable may not necessarily be an expectation, or, to phrase that differently, what s/he will try to obtain. For example, if a salesperson values highly good relationship with other employees, this is not always an adequate predictor of behaviour. That means, that s/he may not probably exert any effort, gain no satisfaction or does not try for improved performance unless this important and valued situation is an expectation (target).

Individuals are not capable of obtaining the same degree of satisfaction from all sources that can possibly be derived. They target a limited number of sources (i.e., outcomes) and condition their subjective demands. This

conclusion derives from the responses of salespeople as far as their importance indications to different work related aspects is concerned. They ranked all aspects highly but it is rather unlikely that their every day behaviour is predominately influenced by all. The extent to which all different aspects contribute and influence behaviour seem to be the point at which a balance can be obtained. Even when this balance is disturbed, the anticipated outcome in terms of fulfilling or facilitating fulfilment of one or more job expectations can still create motivated behaviour.

This analysis provides an explanation which concerns the perceived positive and negative relationships which have been found between anticipated fulfilment or non-fulfilment of job expectations and job satisfaction, motivation and performance. The study's major hypotheses have been supported. However, the nature of questions which have been used does not provide any information with regard to different levels of satisfaction / dissatisfaction, motivation and performance that are being experienced or achieved under each condition when the importance weighting of expectations is taken into consideration. It is this kind of investigation for each criterion variable that is discussed in the following sections.

Anticipated Job Satisfaction / Dissatisfaction

The results thus far, have provided straightforward support for the hypotheses stating that there is a positive and negative relationship between satisfaction, motivation and performance when fulfilment of important expectations is or is not anticipated respectively. In order to test the hypotheses relevant to each criterion variable, all subjects answered four questions which meant to provide indications and relatively accurate measures of the direction and significance of the following relationships.

H3: Anticipated fulfilment of important expectations will result in greater satisfaction than anticipated fulfilment of expectations of moderate importance.

H4: Anticipated non-fulfilment of important expectations will result in greater dissatisfaction than non-fulfilment of expectations of moderate importance.

The null hypotheses yield no difference in the sum of the positive ranks and the sum of the negative ranks.

Given the above hypotheses, the objective that had to be accomplished concerned the investigation of differences in attitudes according to the importance weighting of job expectations. In pursuing the accomplishment of this objective, four conditions were manipulated and a different measurement instrument was used. (See question 6 on the questionnaire in appendix II). The four conditions were anticipated fulfilment or non-fulfilment for important expectations and expectations of moderate

importance. A reliability measurement can be established by comparing salespeople's earlier responses to job satisfaction with those provided for the conditions regarding job satisfaction emanating from important expectations. The results of this comparison are discussed later.

In an attempt to statistically establish whether or not there is any difference in responses to each condition, Friedman's two-way analysis of variance by ranks was used. This test determines whether or not the rank totals in each treatment differ significantly. Friedman's two-way analysis of variance by ranks according to Siegel (1956, p. 173) is:

"an over-all test of whether the size of the scores depends on the conditions under which they have yielded."
(Siegel 1956, p. 173)

This test has provided evidence (chi square = 432.1288) that the four conditions are statistically different from one another at a significance level of $\alpha = .001$. Since the p yielded from the test is smaller than the set significance level, the null hypothesis is rejected in favour of its alternative. More specifically, each of the four manipulated conditions had a different effect in satisfaction / dissatisfaction attitudes that was claimed to be experienced. Table 6.6 presents the results of Friedman's two-way ANOVA.

The outcome of Friedman's test indicates that the performances of subjects in each condition are different.

FRIEDMAN TWO-WAY ANOVA

Mean Rank	Variable
	Satisfaction/Dissatisfaction
3.80	Fulfilment of important expectations is anticipated.
3.19	Fulfilment of expectations of moderate importance is anticipated.
1.28	Fulfilment of important expectations is not anticipated.
1.73	Fulfilment of expectations of moderate importance is not anticipated.
Chi-square	Degrees of freedom
432.1288	3
	Significance
	.0000
Cases = 170	

Table 6.6 Friedman's two - way ANOVA for the significance of differences between conditions concerning job satisfaction and dissatisfaction.

That is, the anticipated outcome in terms of fulfilling or not important expectations or expectations of moderate importance, has a direct impact on the level of satisfaction or dissatisfaction that is experienced. For example, job satisfaction will be experienced when fulfilment is anticipated, and this will be greater in the case of important expectations rather than expectations of moderate importance (i.e., $3.80 > 3.19$). Similarly, job

dissatisfaction emerging from non-fulfilment of important expectations will be greater than that of less important expectations. However, since the hypotheses have made explicit the relationship that should hold for each individual under each condition, the Wilcoxon matched-pairs signed-ranks test has been employed in order to reveal this information.

The Wilcoxon matched-pairs signed-ranks test is a non-parametric test which allows for making statements such as "greater than" within a subject's scores. The hypothesis indicating that job satisfaction is greater when fulfilment of important expectations is anticipated as opposed to expectations of moderate importance is examined first. The data are scores from two related categories (samples) where all subjects have responded. The Wilcoxon matched-pairs signed-ranks test (see table 6.7) has indicated that one hundred and seven salespeople have claimed more satisfaction when anticipated fulfilment is related with their important expectations rather than with expectations of moderate importance. Contrariwise, only six felt the opposite as being the case. A large number (fifty seven), failed to identify different degrees of job satisfaction with regard to the two conditions. Pairs with equal scores (i.e., ties) in any two conditions will be dropped from the analysis. The reason is that the Wilcoxon test gives information as to whether there is a difference between the sums of positive and negative scores. Since the Wilcoxon test is concerned with

WILCOXON MATCHED-PAIRS SIGNED-RANKS TEST

Mean Rank	Cases	Condition
		Fulfilment is anticipated
58.01	107	Ranks SEMI < SIE
39.00	6	Ranks SEMI > SIE
	57	Ties SEMI = SIE
	170	Total

Z = -8.5559

2 - Tailed P = .0000

where:

SEMI = Satisfaction of expectations of moderate importance, and
SIE = Satisfaction of important expectations.

Table 6.7 Rank differences within and between pairs' performances for hypothesis testing (H3).

the statistical difference between the sum of the positive ranks in comparison to the sum of the negative ranks, the number of ties have no real effect. Therefore, when ties are not taken into account, the null hypothesis stating that the sum of the positive ranks is equal to the sum of negative ranks is rejected at a significance level of $\alpha = .001$. That is, anticipated fulfilment for important expectations results in more job satisfaction than does anticipated fulfilment for expectations of moderate

WILCOXON MATCHED-PAIRS SIGNED-RANKS TEST

Mean Rank	Cases	Condition	
		Fulfilment is not anticipated	
32.00	80	Ranks	DIE > DEMI
43.69	5	Ranks	DIE < DEMI
	85	Ties	DIE = DEMI
	170	Total	

$Z = -7.3066$ 2 - Tailed $P = .0000$

where:

DEMI = Dissatisfaction of expectations of moderate importance, and
DIE = Dissatisfaction of important expectations.

Table 6.8. Rank differences within and between pairs' performances for hypothesis testing (H4).

importance.

The fourth hypothesis stating that anticipated non-fulfilment of important expectations will result in more dissatisfaction than anticipated non-fulfilment of expectations of moderate importance (i.e., the sum of positive ranks will be greater than the sum of the negative ranks) is now examined. As is demonstrated in table 6.8, greater levels of dissatisfaction are associated with important expectations rather than expectations of moderate importance. However, only five

CONTINGENCY TABLE FOR SATISFACTION / DISSATISFACTION
ATTITUDES UNDER THE FOUR MANIPULATED CONDITIONS

	ED	VD	D	NS	S	VS	ES	Total
Conditions								
FIE/A				1	37	70	62	170
FEMI/A			1	9	114	27	19	170
FIE/NA	40	49	76	5				170
FEMI/NA	19	12	114	25				170

where:

FIE/A = Fulfilment of important expectations is anticipated,
FEMI/A = fulfilment of expectations of moderate importance is anticipated,
FIE/NA = fulfilment of important expectations is not anticipated,
FEMI/NA = fulfilment of expectations of moderate importance is not anticipated,
ED = extremely dissatisfied,
VD = very dissatisfied,
D = dissatisfied,
NS = not sure,
S = satisfied,
VS = very satisfied, and
ED = extremely satisfied.

Table 6.9 Responses to four manipulated conditions concerning levels of anticipated job satisfaction / dissatisfaction.

salespeople thought the opposite as being the case, whereas a large number of respondents failed to identify different degrees of job dissatisfaction between the two conditions. Nonetheless, since ties have no effect, the null hypothesis that there is no difference in job

dissatisfaction is rejected at a significance level $\alpha = .001$.

Relevant to hypotheses information can also be deduced from table 6.9. When a symmetrical seven point measurement instrument was used with dissatisfaction, neutral and satisfaction rankings, all but one answer fell opposite to the predicted direction. This clearly shows that even when the whole range of attitudes was used, the vast majority claimed job satisfaction when fulfilment of important and less important expectations is anticipated whilst anticipated non fulfilment was found to produce dissatisfaction.

The findings thus far indicate that for those salespeople whom the distinction between important and less important expectations was not very clear or significant, their responses to either satisfaction or dissatisfaction attitudes were the same (see number of ties in Tables 6.7 and 6.8). However, the pattern of ties in both conditions (i.e., when fulfilment is or is not anticipated) differs. For dissatisfaction the number of ties is much greater than that for satisfaction. With regard to dissatisfaction, a salesperson commented:

If there is to be dissatisfaction why does it matter how much it is going to be? I think I feel as bad when I am very dissatisfied as when I am dissatisfied. So, there is no difference.

The same person had previously claimed different levels of satisfaction. The above explanation was probably a

dominant reasoning for a number of salespeople. For example, when they set priorities for fulfilment (possible successes), there seemed to be a more clear relationship between projective and self-report measures of satisfaction attitudes, whereas the strength of this relationship diminishes when considerations for non-fulfilment (possible failures) and subsequent dissatisfaction attitudes are being made.

In conclusion, the data relevant to the third and fourth hypotheses have provided support for the predicted relationships. In addition, these data are in a very close agreement with those gathered for the first and second hypotheses. That is, the predicted dichotomy between anticipated fulfilment or non-fulfilment has a direct positive or negative impact on job satisfaction / dissatisfaction attitudes.

Motivation

Motivation in this study has been viewed as a function of the perceived anticipated outcome (with regard to fulfilment or non-fulfilment) of job related expectations and their relative importance. Based upon this assumption the hypotheses put forward are re-stated below:

H5: Anticipated fulfilment of important expectations will result in greater effort than anticipated fulfilment of expectations of moderate importance;

H6: Anticipated non-fulfilment of important expectations

will result in lower effort than anticipated non-fulfilment of expectations of moderate importance.

The area of concern in this section is to statistically test assumptions such as conditions under which motivation is released or blocked and how much effort is likely to be expended. In order to account for likely differences in the amount of effort exerted and sources that motivation can be derived, salespeople were asked to answer the following question:

"How much does your effort increase or decrease?"

to four statements representing the manipulated conditions. (See question 7 on the questionnaire in Appendix II). From their responses four groups of answers each of which corresponds to a statement, have emerged. To test whether or not there was any difference between responses in each statement, Friedman's two-way analysis of variance test was employed. As it can be seen from table 6.10, the statistics (Chi-square = 429.9423) provide clear evidence for their difference (level of significance $\alpha = .001$). Also statements about the direction of the relationships can be made by looking at the mean rank in each condition. More specifically, an increase in effort will occur when fulfilment is anticipated, and this will be greater for important expectations rather than expectations of moderate importance ($3.83 > 3.13$). Contrariwise, a decrease in effort will occur when fulfilment is not anticipated and this will be greater for

FRIEDMAN TWO-WAY ANOVA

Mean Rank	Variable Motivation
3.83	Fulfilment of important expectations is anticipated.
3.13	Fulfilment of expectations of moderate importance is anticipated.
1.24	Fulfilment of important expectations is not anticipated.
1.80	Fulfilment of expectations of moderate importance is not anticipated.
Chi-square 429.9423	Degrees of freedom 3
	Significance .0000

Cases = 170

Table 6.10 Friedman's two - way ANOVA for the
significance of differences between
conditions concerning motivation.

important expectations rather than expectations of moderate importance. The rank mean for the latter relationship cannot be illustrated mathematically because of its reverse effect due to assigned numbers for each rank in the scale. For example, the rank decreases very considerably when assigned a numerical value of 1, the next 2, and so on. Consequently, 1.24 indicates more of a decrease than does 1.80.

WILCOXON MATCHED-PAIRS SIGNED-RANKS TEST

Mean Rank	Cases	Condition Fulfilment is anticipated
58.11	114	Ranks MFIE/A > MFEMI/A
45.50	1	Ranks MFIE/A < MFEMI/A
	55	Ties
	170	Total

$Z = -9.1802$ 2 - Tailed $P = .0000$

where:

MFEMI/A = Motivation from expectations of moderate importance, and
MFIE/A = Motivation from important expectations.

Table 6.11 Rank differences within and between pairs' performances for hypothesis testing (H5).

As it has been indicated earlier, this test does not provide any information with regard to an individual's scores between conditions. To obtain such information the Wilcoxon test was employed. From table 6.11, which presents the results that are relevant to the fifth hypothesis, it can be seen that one hundred and fourteen salespeople said that their effort would have increased more when perceived anticipated fulfilment was related to their important rather than less important expectations. Only one individual claimed more effort in the opposite

WILCOXON MATCHED-PAIRS SIGNED-RANKS TEST

Mean Rank	Cases	Condition	
		Fulfilment is not anticipated	
51.16	95	Ranks	MFIE/NA > MFEMI/NA
38.00	5	Ranks	MFIE/NA < MFEMI/NA
	70	Ties	
	170	Total	

where:

MFEMI/NA = Motivation of expectations of moderate importance, and

MFIE/NA = Motivation from important expectations.

Table 6.12 Rank differences within and between pairs' performances for hypothesis testing (H6).

direction. However, fifty five sales representatives indicated no difference in their level of effort to be expended under the two conditions. When ties are dropped from the analysis, the null hypothesis which states that the number of positive ranks is equal to the number of negative ranks, is rejected in favour of its alternative at a significance level $\alpha = .001$.

With regard to the sixth hypothesis the data appear to have the same pattern (See table 6.12). That is, ninety five salespeople had claimed that the amount of effort to be expended will be lower when fulfilment of their

important expectations is not anticipated as opposed to expectations of moderate importance. (i.e., the sum of the negative ranks is greater than the sum of the positive ranks. The remaining seventy individuals indicated no different levels of effort for the two conditions. It is, however, evident that when ties are not being taken into consideration the sixth hypothesis is also accepted.

One of the major assumptions which has been made while constructing the model was that instigating forces will be released (i.e., effort will be expended) when anticipated fulfilment is the perceived outcome, whereas instigating forces will be blocked when fulfilment cannot be anticipated. These fundamental hypotheses have been supported earlier by empirical data and these are being confirmed again here (See table 6.13). The pattern of responses for motivation provides clear evidence that effort will increase when fulfilment is anticipated (for both important and less important expectations). The only difference which emerges when comparing the answers to "fulfilment is anticipated", is that in the later manipulation there are two neutral responses. By the same token, decreases in the levels of effort when "fulfilment is not anticipated" have been claimed by salespeople, thus duplicating the results. An interesting point is that in data obtained at the later manipulation, thirty three neutral responses were found while there was none in the former manipulation. A possible explanation is that the point "decreases very little" which had been included in

CONTINGENCY TABLE FOR MOTIVATION UNDER
THE FOUR MANIPULATED CONDITIONS

	DVC	DLO	DLI	DNC	ILI	ILO	IVC	Total
Conditions								
FIE/A				2	12	58	98	170
FEMI/A				18	51	74	27	170
FIE/NA	27	58	51	33				170
FEMI/NA	10	18	64	77				170

where:

FIE/A = Fulfilment of important expectations is anticipated,
 FEMI/A = fulfilment of expectations of moderate importance is anticipated,
 FIE/NA = fulfilment of important expectations is not anticipated,
 FEMI/NA = fulfilment of expectations of moderate importance is not anticipated,
 DVC = decreases very considerably,
 DLO = decreases a lot,
 DLI = decreases a little,
 DNC = does not change,
 ILI = increases a little,
 ILO = increases a lot, and
 IVC = increases very considerably.

Table 6.13 Responses to four manipulated conditions concerning levels of motivation.

the former measurement scale was eliminated in the latter. Thus, it may be said to have an impact on respondents who had been forced to choose one of the later established adjacent points.

Salespeople's responses towards motivation have consistently indicated that when perceptions for

anticipated fulfilment are present, then greater effort is likely to be exerted, whilst when the anticipated outcome is perceived as not being able to fulfil an expectation, then the amount of effort is likely to decrease. These findings offer support for the part of the model predicting the direction of response probabilities in the domain of motivation.

Performance

Performance has been regarded as an outcome of individuals' activities in organisations with productivity as its measure. Fundamentally, productivity is the obtained output from a number of employees. Most organisations set performance standards that all employees must meet. This applies in many occupational categories where most variables that are likely to affect performance levels can be controlled. As has been indicated earlier, the nature of the sales job does not enable sales managers or salespeople to exercise direct and immediate control in many variables involved (i.e., economic conditions, competitors' policies, customers attitudes and so on). As a result of this, selling requires many behaviours which will effectively minimise all undesirable effects. However, the extent to which salespeople are keen to do that is a question of both their abilities and willingness.

In the first instance, it seems that willingness to improve is not an adequate factor for improved performance. What else is needed is the ability on the part of the individual salesperson to influence all the parameters which can influence his/her performance. However, when a more careful examination is undertaken, it can be revealed that willingness to improve performance is related with learning in relation to ways in which improvements can be made. That is, there is willingness to acquire those abilities that are necessary for improvement. Generally speaking, in order to be an intention for better performance, two conditions must be at least minimally satisfied. Firstly, the individual's belief that s/he has the required abilities for doing so, and second, a willingness and a commitment for learning the abilities needed. In either case, performance is likely to be improved.

In Chapter III, reference was made to self efficacy estimates which take place along with the evaluation of probabilities for fulfilment. To repeat what has been said, is that self efficacy estimates are judgements made by an individual with regard to how effectively s/he can perform in a given task. Self efficacy estimates concern both the process and the outcome. The outcome of this process is a significant determinant of later behaviour. For example, when an individual is convinced the s/he has the abilities to perform a task effectively, then conditions for the fulfilment of a dominant expectation

are being met. When these inner conditions cannot be satisfied, then it is believed that the individual will change or adjust his/her expectations in order to be attainable.

Since the major concern in this study has been to uncover possible behaviour outcomes which will be claimed by salespeople as likely to occur under certain manipulated conditions, and because self efficacy influences the anticipated outcome in terms of fulfilment, a statement concerning a constant outcome of the self efficacy process has been included in all four conditions related to performance for the purpose of clarifying the conditions and minimising the dimensionality of parameter interpretations. The statement in relation to self efficacy estimates which accompanied all questions to four performance conditions was that:

"when you think that you have the required skills to perform effectively in your job."

Keeping self efficacy constant, the main objective was to test the hypotheses stating that:

- H7: Anticipated fulfilment of important expectations will lead to higher performance levels than anticipated fulfilment of expectations of moderate importance; and
- H8: anticipated non-fulfilment of important expectations will lead to lower performance levels than anticipated non-fulfilment of expectations of moderate importance.

In order to test the above hypotheses (i.e., to

FRIEDMAN TWO-WAY ANOVA

Mean Rank	Variable Performance
3.77	Fulfilment of important expectations is anticipated.
3.19	Fulfilment of expectations of moderate importance is anticipated.
1.31	Fulfilment of important expectations is not anticipated.
1.74	Fulfilment of expectations of moderate importance is not anticipated.

Chi-square	Degrees of freedom	Significance
416.9453	3	.0000

Cases = 170

Table 6.14 Friedman's two - way ANOVA for the significance of differences between conditions concerning performance.

account for possible differences in performance levels claimed as likely to be achieved, and second to investigate the scores of individual performances) the same procedure and tests as before have been used.

Reference to table 6.14 indicates that chi-square = 416.9453 with three degrees of freedom can establish significance at a level $\alpha = .001$, and the decision is to reject the null hypothesis. The conclusion is that scores

under each condition are statistically different. To phrase that more precisely, levels of performance to be achieved will depend upon the anticipated fulfilment or non-fulfilment of an expectation and its relevant importance. The direction of the identified relationships can also be revealed by looking at the mean score at each condition. That is, the mean rank for important expectations when fulfilment is anticipated, is higher (3.77) than the mean rank for expectations of moderate importance under the same treatment (3.19). Similarly, performance levels resulting from important expectations when fulfilment is not anticipated are lower than performance levels resulting from perceived non-fulfilment of expectations of moderate importance. In order to obtain information concerning scores or performances of individuals in pairs of conditions, the Wilcoxon test has been employed.

Results from the Wilcoxon test as far as the seventh hypothesis is concerned, indicate that ninety four salespeople will achieve higher performance levels when fulfilment of important expectations is anticipated as opposed to expectations of moderate importance (see table 6.15). A large number of respondents, however, failed to identify any differences. As in previous cases, when ties are dropped from the analysis, the null hypothesis is rejected in favour of its alternative. That is, the number of positive ranks is greater than the number of negative ranks (H7).

WILCOXON MATCHED-PAIRS SIGNED-RANKS TEST

Mean Rank	Cases	Condition Fulfilment is anticipated
47.50	94	Ranks PFIE/A > PFEMI/A
.00	0	Ranks PFIE/A < PFEMI/A
	76	Ties PFIE/A = PFEMI/A
	170	Total

Z = -8.4186 2 - Tailed P = .0000

where:

PFEMI/A = Performance from expectations of moderate importance, and
PFIE/A = performance from important expectations.

Table 6.15 Rank differences within and between pairs' performances for hypothesis testing (H7).

Table 6.16, based on results from the Wilcoxon test, relates to the eighth hypothesis which states that "performance levels will be lower when fulfilment of important expectations is not anticipated as opposed to non-fulfilment of expectations of moderate importance". Seventy three sales representatives claimed that their performance levels would be lower when perceived non-fulfilment is concerned with important expectations, whereas, seven indicated the opposite. A large number of ties was found (ninety) which indicates that

WILCOXON MATCHED-PAIRS SIGNED-RANKS TEST

Mean Rank	Cases	Condition Fulfilment is not anticipated
37.50	73	Ranks PFIE/NA > PFEMI/NA
40.79	7	Ranks PFIE/NA < PFEMI/NA
	90	Ties PFIE/NA = PFEMI/NA
	170	Total

Z = -6.5510

2 - Tailed P = .0000

where:

PFEMI/NA = Performance from expectations of moderate importance, and

PFIE/NA = performance from important expectations.

Table 6.16 Rank differences within and between pairs' performances for hypothesis testing (H8).

salespeople have failed to identify any changes in performance which could be attributed to the importance weighting of their job related expectations under the condition that fulfilment is not anticipated. However, when ties are dropped from the analysis the null hypothesis is rejected in favour of its alternative at a significance level $\alpha=.001$. That is, performance levels are lower when fulfilment of important expectations is not anticipated in comparison to expectations of moderate importance.

CONTINGENCY TABLE FOR PERFORMANCE UNDER
THE FOUR MANIPULATED CONDITIONS

	VL	L	QL	M	QH	H	VH	Total
Conditions								
FIE/A					24	65	81	170
FEMI/A			2	10	69	60	29	170
FIE/NA	12	25	58	62	11	2		170
FEMI/NA	7	12	36	93	18	4		170

where:

FIE/A = Fulfilment of important expectations is anticipated,
FEMI/A = fulfilment of expectations of moderate importance is anticipated,
FIE/NA = fulfilment of important expectations is not anticipated,
FEMI/NA = fulfilment of expectations of moderate importance is not anticipated,
VL = very low,
L = low,
QL = quite low,
M = medium,
QH = quite high,
H = high, and
VH = very high.

Table 6.17 Responses to four manipulated conditions concerning performance levels.

From the contingency table (see table 6.17), it can be seen that when fulfilment of important expectations is anticipated then performance levels are likely to be high or very high. This does not, of course, mean that actual performance levels will also be high. The way that

findings must be interpreted is that salespeople's intention for high performance levels can be easily justified when fulfilment is anticipated, leading, therefore, to a release of instigating forces. In other words, the resultant behaviours after perceived anticipated fulfilment, are directed towards high performance levels. What the outcome of such behaviour may be is a subject to be investigated in following sections.

Table 6.17 also suggests that for thirteen salespeople their performance levels are not going to be negatively affected when fulfilment of their important expectations is not anticipated. The remaining one hundred and fifty seven will not be able to justify high performance levels under the same condition. This reveals that anticipated non-fulfilment of job related expectations has a direct impact on performance outcomes that are likely to be targeted and desirable to be achieved at the workplace. These findings offer support to fundamental hypotheses which identified a positive and a negative relationship between attitudes to performance when fulfilment is or is not anticipated respectively.

With regard to important expectations and expectations of moderate importance, the pattern of responses indicates that the greater the importance the higher will be the performance levels when fulfilment is anticipated, and the higher the importance under the same condition, the lower the performance levels.

Thus far, salespeople have been asked to express their

likely responses under certain hypothetical situations. The findings have provided support for the proposed dichotomy between anticipated fulfilment and non-fulfilment. It has also been indicated that great influences in all dependent variables can be attributed to perceived anticipated outcome and the relative importance weighting of expectations. However, regardless of an individual's inclination for either high or low performance levels, the actual or achieved performance may or may not be in accordance with his or her intentions. Whatever the outcome of such a behaviour, some job satisfaction / dissatisfaction attitudes will be present. These attitudes which are experienced after performing a task and in relation to what has been anticipated are now discussed.

Performance and Satisfaction / Dissatisfaction Attitudes

Previous research has failed to identify a consistent directional relationship between job satisfaction and performance. In an attempt to interpret these findings, the proposal in this study postulates that when this relationship is seen in relation to expectations and aspirations of salespeople at the work situation and their perceived anticipated outcomes, then these -input conditions can highlight both the nature and direction of this relationship.

It has been found so far that satisfaction attitudes are present at an anticipated stage and they are positive or negative depending upon the outcome that is perceived to be achieved. Performance, as it has been stated in earlier chapters, may either be an end in itself or a means leading to other ends. In both cases, performance at the workplace is a central issue as far as its relationship with expectations and direct involvement in the process of fulfilment is concerned. Particularly, when performance is not an end in itself, but it serves for the accomplishment of other outcomes, it is evident that achieved high performance levels will contribute positively in reaching the outcome, whereas achieved low performance levels will not. Therefore, high performance should lead to satisfaction and low performance to dissatisfaction. This, however, cannot be true when the variable "anticipated fulfilment or non-fulfilment" is brought into analysis.

For many different reasons, salespersons' performance at the workplace can either be high or low regardless of whether or not fulfilment of their job expectations is anticipated. For example, a sales representative who sells a well established product without strong competition in a market may easily achieve good sales (a high performance level). Contrariwise, a salesperson in a peculiar territory may not be able to achieve proportionally high performance levels. Since performance is always evaluated at work, the levels that each individual accomplishes are

the safety valve for further outcomes to be reached. That is, when performance is a "mean" leading to other outcomes, it is always considered by individuals.

Before going any further, an important point needs to be clarified. The terms high and low performance which are frequently used in this study, refer to levels of sales above and below an arbitrary point set for each individual. To make it more explicit, every salesperson knows what levels of performance the organisation expects from him / her. By using these levels as a base indicators, it is believed that all salespeople can successfully distinguish between "high performance", as one which falls above their everyday average and which the company welcomes, and "low performance" as one being below their daily average and which seems to worry the company.

Returning to the issue concerning the relationship between job satisfaction and performance, it must be repeated that the findings so far have provided support for the hypotheses stating that job satisfaction / dissatisfaction attitudes are being experienced at an anticipated stage. It has also been indicated that these attitudes have been the result of the perceived anticipated outcome in terms of fulfilling or not fulfilling job related expectations. The hypotheses to follow attempt to investigate the effects of the anticipated outcome (fulfilment or non-fulfilment) on job satisfaction / dissatisfaction attitudes that are made after a performance evaluation on the part of the

individual salesperson has taken place. The hypotheses to be tested are restated below:

- H9: High performance levels when fulfilment is anticipated lead to job satisfaction rather than to dissatisfaction.
- H10: High performance levels when fulfilment is not anticipated lead to job dissatisfaction rather than to satisfaction.
- H11: Anticipated fulfilment but not reached due to low performance levels, leads to job dissatisfaction rather than to satisfaction, and
- H12: Low performance levels when fulfilment neither had been anticipated nor it could have been reached even if performance was high lead to job dissatisfaction rather than to satisfaction.

The major assumption underlying all these hypotheses is that low performance levels cannot lead to the fulfilment of job related expectations. The term "low performance levels" does not mean an instantaneous performance of an individual; it refers to his / her average performance over time.

Hypotheses nine and ten are designed to uncover salespeople's attitudes when high performance levels have been assumed. The only difference between the two concerns the anticipated outcome. That is, fulfilment is anticipated in the former, whereas fulfilment is not anticipated in the latter. The obtained data have come from the manipulation of four relevant to hypotheses questions, and responses have been recorded on a seven point measurement scale. (See question 9 on the

CONTINGENCY TABLE FOR SATISFACTION / DISSATISFACTION
ATTITUDES AFTER PERFORMANCE

	ED	VD	D	NS	S	VS	ES	Total
Condition								
PH/FA					20	58	92	170
PH/FNA	41	42	83	2	1	1		170
FA b NR/LP	41	38	69	21	1			170
PL/FNA e PH	37	25	79	27	2			170

where:

PH/FA = Performance is high and fulfilment is anticipated,
 PH/FNA = performance is high but fulfilment is not anticipated,
 PL/FNA = fulfilment has been anticipated but not reached due to low performance,
 PL/FNA e PH = performance is low but fulfilment has not been anticipated and could not be reached even if performance was high,
 ED = extremely dissatisfied,
 VD = very dissatisfied,
 D = dissatisfied,
 NS = not sure,
 S = satisfied,
 VS = very satisfied, and
 ES = extremely satisfied.

Table 6.18 Job satisfaction / dissatisfaction responses conditioned to achieved performance and anticipated outcome.

questionnaire in appendix II). Salespeople's responses to all four questions have provided a clear cut point, requiring no statistical analyses and interpretations.

As can be seen from table 6.18, all salespeople's rankings to the first question fell into the job

satisfaction area. More specifically, twenty said to be "satisfied", fifty eight "very satisfied" and ninety two "extremely satisfied". This indicates that high performance leads to satisfaction when fulfilment is anticipated, and provides support for the ninth hypothesis. The pattern of responses to the second question appears to be in agreement with the predicted relationship. That is, the majority of salespeople claimed that they would be dissatisfied if their performance level was high but fulfilment could not be anticipated. Out of one hundred and seventy salespeople only two claimed that they would be satisfied, and two more failed to identify any specific attitudes.

Following on from these findings, it is suggested that the variable performance (i.e., high performance levels) itself, is inadequate to explain variation in satisfaction / dissatisfaction attitudes accurately. In addition, when the causal direction between performance and satisfaction is examined without considering other variables involved, it is very likely to lead in inconclusive and contradictory findings. In contrast, when the perceived anticipated outcome in terms of fulfilment or non-fulfilment of job expectations is included as an additional variable, different effects of performance on satisfaction can be explained. Therefore, the relationship between performance and satisfaction is conditional upon the anticipated outcome of the fulfilment process. The data is offered in support of the predicted relationships

and as a result of this, hypotheses nine and ten have been accepted.

The above hypotheses have identified relationships assuming high performance levels when fulfilment is anticipated and when it is not. With regard to low performance levels when fulfilment has been anticipated but not reached, and fulfilment neither has been anticipated and reached nor it could have been achieved even if performance was high (H11 and H12), salespeople's responses to questions relevant to hypotheses are now examined. Before proceeding to this analysis, a major assumption which has been made earlier must be repeated at this stage. That is, low performance cannot lead to, or justify, fulfilment.

In hypothesis eleven, the condition is that fulfilment has been anticipated but not reached because of low performance. The predicted attitudes identified in this relationship are in agreement with salespeople's responses. More specifically, one hundred and forty eight individuals said that they would be dissatisfied, one satisfied, and twenty one were not sure as if they were neither satisfied or dissatisfied (see table 6.18). These data provide support for the eleventh hypothesis. That is, when fulfilment has been anticipated but not reached due to low performance, then dissatisfaction is experienced.

The last hypothesis with regard to "performance satisfaction relationship" (H12) states that when

performance is low but fulfilment neither could have been anticipated nor reached regardless of the performance level, then job satisfaction is experienced. Data also provide support for this hypothesis. Table 6.18 shows that the answers of one hundred and forty one salespeople are in accordance with the predicted relationship. Since only two responses were found to be in the opposite direction, and twenty seven undecided, H12 is accepted.

Before an attempt is made to investigate the hypotheses relevant to causal attributions and feedback loops, findings with regard to already examined relationships will be summarised. Firstly, the dichotomy "fulfilment is or is not anticipated" has been proved valid. Subjects have clearly distinguished possible behavioural patterns identical to each outcome. Second, the result of the probability estimate of fulfilment has been found to be positively related to job satisfaction, motivation and performance when fulfilment is anticipated and negatively related when fulfilment is not anticipated. Third, the level of job satisfaction, motivation and performance which results from an anticipated fulfilment of important expectations is significantly higher than the level resulting from anticipated fulfilment of expectations of moderate importance. Similarly, dissatisfaction levels are higher when fulfilment of important expectations, as opposed to less important expectations, is not anticipated, and levels of motivation and performance resulting from

anticipated non-fulfilment of important expectations are lower than that of expectations of moderate importance. Finally, findings relevant to performance - satisfaction relationship have indicated that high performance levels can lead either to satisfaction or dissatisfaction depending upon the perceived anticipated outcome. Furthermore, regardless of an anticipated fulfilment or non-fulfilment, when performance levels are low, job dissatisfaction is experienced.

The analysis concerning relationships between anticipated fulfilment / non-fulfilment and job satisfaction, motivation and performance has been completed. In the next sections, relationships such as satisfaction attitudes when an outcome has been reached, and causal attributions after low performance, along with feedback loops, are examined.

Reached Outcomes and Satisfaction / Dissatisfaction

With regard to satisfaction attitudes, the results from data examined so far, concerned with satisfaction and dissatisfaction that could have been experienced either at:

- a) a pre-empirical stage (i.e., when considering the result of the probability estimate of fulfilment);
or
- b) a post-empirical stage (i.e., when evaluating achieved performance.

Perceived anticipated fulfilment does not necessarily imply that fulfilment will be finally reached. Similarly, perceived non-fulfilment may not always lead to non-fulfilment. Unless the outcome is actually reached, predictions as to its possible fulfilment or non-fulfilment are uncertain. Only an actual outcome can justify predictions and fulfil, or not, a job related expectation. Any targeted outcome at the workplace can either be fulfilled or not. However, fulfilment may be reached while it has been anticipated, or it may be reached although it has not been anticipated. By the same token, non-fulfilment can be the result of a similar anticipation or it can be an unexpected outcome. In any case, reached outcomes which are related to job expectations will produce either satisfaction or dissatisfaction. The following re-stated hypotheses detail the relationships that have been identified in the proposed model.

H13: Anticipated and reached fulfilment results in job satisfaction than dissatisfaction.

H14: Reached fulfilment, while not anticipated, results in satisfaction than dissatisfaction.

H15: Anticipated, but not reached, fulfilment results in job dissatisfaction than satisfaction.

H16: Reached non - fulfilment, while not anticipated, results in job dissatisfaction than satisfaction.

For the purpose of testing these hypotheses a nominal measurement scale (satisfaction / dissatisfaction) was used. (See question 11 on the questionnaire in Appendix

RESPONSES TO SATISFACTION / DISSATISFACTION
WHEN FULFILMENT HAS OR HAS NOT BEEN ACHIEVED
IN RELATION TO WHAT HAS BEEN ANTICIPATED

Conditions	Dissatisfaction	Satisfaction
FA/R	0	170
FNA/R	0	170
FA/NR	170	0
FNA/NR	170	0

where:

FA/R = Fulfilment has been anticipated and reached,
FNA/R = fulfilment has not been anticipated but is reached,
FA/NR = fulfilment has been anticipated but is not reached, and
FNA/NR = fulfilment neither has been anticipated nor reached.

Table 6.19 Pattern of responses to job satisfaction/dissatisfaction when fulfilment has or has not been achieved in relation to what has been anticipated.

II). Consequently no variations in satisfaction or dissatisfaction attitudes in either category were found.

Salespeople's responses accorded to the predicted relationships. That is in all four manipulated questions, no response was found to be in the opposite direction than the one which has been predicted (see table 6.19). All one hundred and seventy salespeople have said that:

- a) satisfaction will be experienced when fulfilment is anticipated and reached (H13: is accepted);
- b) satisfaction will be experienced when fulfilment although not anticipated has been reached (H14: is accepted);
- c) dissatisfaction will be experienced when fulfilment has been anticipated but not reached (H15: is accepted); and
- d) dissatisfaction will be experienced when fulfilment neither has been anticipated nor reached (H16: is accepted).

The above findings provide support for all hypotheses in relation to reached outcomes. That is, when the reached outcome fulfils an expectation, regardless of whether or not it has been anticipated, it will result in job satisfaction. Contrariwise, when fulfilment is not reached, irrespective of what has been anticipated, this will result in job dissatisfaction. Having established the relationships between reached outcomes and satisfaction / dissatisfaction attitudes, the study now proceeds to test the feedback loops which have been specified in the proposed theoretical framework.

Low Performance, Causal Attributions and Feedback Loops

Another important area of investigation in this study is to test whether or not expectations change according to anticipated and reached, anticipated but not reached, not anticipated but reached and neither anticipated nor reached outcome contingencies. The model suggests eight

feedback loops with specified destination arrivals in the process of fulfilment. Four of them concern return to cognitive processes after low performance and reached non-fulfilment. Two of the other four relate to paths after high performance and reached fulfilment, whereas the remaining other two concern feedback loops after high performance but reached non-fulfilment. All feedback loops which emerge when low performance has been reached, are considered in the light of causal explanations that might have possibly been made by respondents. Feedback loops after causal attributions have taken place are examined first.

Achieved performance in selling occupations is a factor which fluctuates (often greatly) over time. When performance levels are low, regardless of whether fulfilment has been anticipated or not (this evaluation assumes achieved performance over a time period usually specified by the organisation), then individuals will try to attribute achieved performance outcomes to factors which can either be internal or external and stable or unstable. That is, causal attributions regarding effort and/or role perceptions (internal - unstable) or task difficulties and/or abilities (external - stable). The factors to which individuals attribute their low performance are now considered.

Job related expectations seek fulfilment at the workplace. When fulfilment (as a result of the probability estimate stage) is anticipated, but low performance levels

block their fulfilment, then the possibilities of either keeping or changing the non-fulfilled expectations depends upon the outcome of the causal attribution process. More specifically, when low performance is attributed to abilities and/or task difficulties whilst fulfilment still can be reached if performance is high, then a shift in expectation(s) will occur. This assumption leads to hypothesis seventeen (H17). The question that all salespeople were asked was a mirror image of the hypothesis and their responses left to deviate in a seven point (likely / unlikely) measurement instrument.

Table 6.20 shows that one hundred and fifty nine responses were found to be on the positive side of the scale, none on the negative, whereas eleven salespeople failed to reach a decision. That is, all subjects who identified a relationship said that it would be more likely than unlikely to have a shift in their expectations when their abilities and/or task difficulties restrict fulfilment. It is very interesting to note that their claims for likely changes in expectations came under the condition that fulfilment has been anticipated and that it can be still anticipated and reached if performance is high. This provides some evidence for the role of self-efficacy estimates that the model is assumed to take place along with the process of probability estimate of fulfilment. The pattern of responses offer support for the hypothesis stating that a shift in expectation(s) will occur when low performance is

RESPONSES TO QUESTIONS CONCERNING FEEDBACK LOOPS
AFTER LOW PERFORMANCE LEVELS

	Response Choice							Total
	HU	VU	U	NS	L	VL	HL	
Frequency of choice:								
H17				11	57	61	41	170
H18					32	69	69	170
H19		1	1	15	69	55	29	170
H20	10	9	24	11	56	41	19	170

where:

HU = Highly unlikely,
VU = very unlikely,
U = unlikely,
NS = not sure,
L = likely,
VL = very likely, and
HL = highly likely.

Table 6.20 Pattern of responses to feedback loops after causal attribution interpretations.

attributed to internal or external stable factors regardless of anticipated fulfilment when performance is high. Thus, according to the findings, the feedback loop which leads to set of job related expectations, is a valid one.

The next hypothesis (H18) investigates the possibilities for an expectation to remain unchanged and re-pursue fulfilment when low performance is attributed to

effort and/or role perceptions and when fulfilment can be anticipated and reached if performance is high. Salespeople's answers to a similar statement to this question were found to be on the positive side of the scale. As table 6.20 indicates, there was neither a negative nor a "not sure" response to this question. These findings provide support for the feedback loop which is directed towards the fulfilment process (motivation). That is, salespeople claimed that they would keep the expectation and expend effort in order to secure its fulfilment. Hypothesis (H18) is thus accepted.

Thus far, the effects of causal attributions, made after low performance on possible feedback loops and expectations when fulfilment has been or is being anticipated have been examined. However, performance can, for many reasons, be low when fulfilment is or it is not anticipated. With regard to low performance and anticipated non-fulfilment the following hypotheses are now investigated.

When fulfilment has not been anticipated and low performance levels are reached, it is assumed that the outcome of causal explanations will determine the direction and destination of the feedback loops. More specifically, when low performance is attributed to abilities and/or task difficulties while fulfilment has not been, and cannot be, anticipated even when performance is high, a shift in expectation will occur. Salespeople's answers to a similar question, have also provided support

for the predicted channel. From table 6.20, it can be seen that the number of positive responses is one hundred and fifty three as opposed to two negative and fifteen "not sure".

From the above data it can be revealed that expectations are likely to be changed or at least modified when opportunities for high performance do not exist or are low. This provides some evidence of the role and effects of self efficacy estimates and causal attributions on job related expectations. That is, when salespeople make judgements for possible outcomes of their job expectations, self efficacy estimates and causal attributions are taken into consideration and influence the process. (This point is more fully discussed in the next chapter). Before proceeding to the next feedback loop, it must be stated that the hypothesis which postulated a shift in expectation(s) as likely to occur when low performance is attributed to abilities and/or task difficulties while fulfilment has not been and is not being anticipated and reached even if performance is high (H19), is accepted.

The last hypothesis which relates to "low performance", states that an expectation will be retained but effort will not be expended, when low performance is attributed to lack of effort and/or role perceptions under the condition that fulfilment neither has been anticipated nor could have been achieved, even if performance was high (H20).

Data from table 6.20 reveals that responses to this statement do not provide a clear cut point so inferences cannot be made in the absence of statistical tests. Therefore, in order to test for the significance of the observed frequency of responses to the direction which has been predicted, all answers to this question were dichotomised into two categories and the binomial test was applied. The first included responses with negative ranks (i.e., unlikely) and the second positive responses (i.e., likely). The cutting point between these two categories was the middle point of the scale which corresponded to the "not sure" rank (SPSSX User's Guide, 1986). Having divided the scale into two categories, the null hypothesis was that the proportion of scores expected in the first and second category was equal (i.e., $P_a = P_b = .5$), whereas the alternative was that the frequency of positive responses was higher than the frequency of negative responses ($P_a > P_b$).

The binomial test, with a Z approximation because the sample was big, provided support for the rejection of the null hypothesis at a significance level $\alpha = .001$ in favour of its alternative. That is, the number of positive responses was statistically different (higher) than that of negative responses. Thus, the hypothesis (H20) stating that expectations will be kept, but effort will not be expended when low performance is attributed to lack of effort and/or role perceptions, while fulfilment cannot be anticipated and reached even if performance is high, is

accepted.

Data relevant to four feedback loops have supported the predictions stemming from the hypotheses. It was shown that the effects of causal attributions regarding stable factors are the same, regardless of whether fulfilment is, or is not, anticipated. In other words, when low performance is attributed to internal and/or external stable factors (i.e., abilities and/or task difficulties), then a shift in expectation(s) is likely to occur. Contrariwise, when low performance is attributed to internal and/or external unstable factors (i.e., effort and/or role perceptions), then expectations will be kept and behaviour is conditioned upon the perceived anticipated outcome in terms of fulfilling or not fulfilling those expectations.

The analysis thus far, has been concerned with four feedback loops when performance was low. Four more hypotheses regarding feedback channels in relation to high performance and reached outcome are now examined.

High Performance, Reached Outcomes and Feedback Loops

The hypotheses considered in the previous section, have investigated feedback loops for expectations assuming that performance levels have been low, and that low performance does not lead to fulfilment. In contrast, as has been mentioned earlier, performance levels can be high

irrespective of anticipated fulfilment or non-fulfilment. Under the condition that performance is high, the following hypotheses will test whether it is likely or unlikely that:

- H21: A re-assessment of the importance of an expectation will occur, when performance is high and fulfilment has been anticipated and reached.
- H22: A re-evaluation of the opportunity of fulfilment will be made, when performance is high, but fulfilment, although anticipated, has not been reached.
- H23: A re-evaluation of the opportunity of fulfilment will be made, when performance is high, and fulfilment, although not anticipated, has been reached.
- H24: A re-assurance for non-fulfilment will be the result when performance is high, but fulfilment neither has been anticipated nor reached.

The above re-stated hypotheses specify the remaining four feedback loops. The condition for the first two hypotheses (H21 and H22) is that fulfilment has been anticipated with the only difference being that in the first, the outcome is reached fulfilment, whereas in the second, it is reached non-fulfilment. For the last two hypotheses (H23 and H24), the condition is anticipated non-fulfilment, but the outcome in the first case is reached fulfilment, whilst in second, as it has been anticipated, is reached non-fulfilment.

Four questions (statements), very similar to those describing the hypotheses, provided relevant data for hypotheses testing. (See question 10 On the questionnaire in appendix II). The data, as can be seen from table 6.21, provide clear cut points which do not necessitate

RESPONSES TO QUESTIONS CONCERNING FEEDBACK LOOPS
AFTER HIGH PERFORMANCE LEVELS

	Response Choice							Total
	MU	VU	U	NS	L	VL	ML	
Frequency of choice:								
H21				1	48	69	52	170
H22				1	48	72	49	170
H23				2	50	64	54	170
H24	3	3	8	5	46	41	64	170

where:

MU = Highly unlikely,
VU = very unlikely,
U = unlikely
NS = not sure,
L = likely,
VL = very likely, and
ML = highly likely.

Table 6.21 Pattern of responses to hypothesised feedback loops when performance was high.

the use of a statistical test. More specifically, for the twenty first hypothesis, one hundred and sixty nine responses answered in the affirmative positive. That is, all but one thought it as being likely to re-assess the importance of an expectation when fulfilment has been anticipated and reached. Consequently, the twenty first hypothesis is accepted.

A very similar pattern of responses for the twenty

second hypothesis was found. That is, one hundred and sixty nine positive and one "not sure" responses were recorded. The only difference with answers to the previous question was the frequency of ranks in each chosen positive item (see table 6.21). The obtained data revealed that salespeople were thought to be likely, rather than unlikely, to re-evaluate the probabilities for fulfilment when their performance is high, but fulfilment, although anticipated, has not been reached. Since salespeople's responses have been found to be in agreement with what has been predicted, the decision is to accept the hypothesis (H22).

Results from table 6.21 lead to acceptance of the twenty third hypothesis. With the exception of two "not sure" answers, the remaining one hundred and sixty eight were positive. The findings provide support for the prediction that a re-evaluation of the possibilities for fulfilment will be made when performance is high and fulfilment, although not anticipated, has been reached. Since the reached outcome in this case is fulfilment, it is evident that the non-anticipated fulfilled expectation will be re-assessed in terms of its importance and degree of preference.

The final hypothesis (H24), states that a re-assurance for anticipated non-fulfilment will be the result when performance is high, but fulfilment neither has been anticipated nor reached. The results in table 6.21, indicate that one hundred and fifty one salespeople

considered this as being rather more likely than unlikely. With such a large number of positive responses, no statistical test has been used to confirm the direction of the prediction which leads to an acceptance of the twenty fourth hypothesis.

Analyses conducted in this section focused on feedback loops or non-fulfilment at an anticipated and actual stage have been also taken into consideration. The findings have provided support for these hypotheses, underscoring in that way the validity of predictions.

In the final section of this chapter, data relevant to salespeople's perceptions about their present levels of job satisfaction / dissatisfaction, motivation, performance and anticipated satisfaction attitudes are presented and discussed.

Perceived Behavioural Outcomes

The final piece of information that salespeople provided concerned actual and anticipated satisfaction or dissatisfaction levels from their current jobs, along with their levels of motivation and performance. The purpose of obtaining this information was to try to arrive at some conclusions about the intraranked reliability by analysing and comparing frequencies of responses provided here, with those regarding anticipated fulfilment to the extent that they would prefer, or non-fulfilment, for a set of work

related aspects.

Since subjects' responses to the question containing probability estimates of anticipated fulfilment or non-fulfilment (see table 6.3) have established a comprehensive pattern of positive rankings, that means the ranks to be examined in this section must match their assessed response distribution specified earlier. Proportionately, the frequency of positive rankings in the former manipulation was found to be significantly higher than that of negative rankings (i.e., almost 80 to 20). Before going any further, it should be noted that the comparison features the responses of each individual salesperson and the relative proportions of frequency in both manipulations.

Table 6.22 presents the frequency of responses for all dependent variables. Ranking proportions in each variable are almost identical with those obtained in the previous question, coding for anticipated fulfilment or non-fulfilment in a number of work related aspects. That is, the proportion in frequency of responses towards anticipated fulfilment to the extent that it would have been preferred, provides a relatively consistent proportional clustering with regard to the level of satisfaction/ dissatisfaction that is currently experienced together with present motivation and performance levels.

The above findings provide support for the proposed theoretical framework. More specifically, one of the major

PRESENT LEVELS OF SATISFACTION / DISSATISFACTION,
MOTIVATION AND PERFORMANCE

Frequency of Responses

	ED	VD	D	NS	S	VS	ES	Total
SATISFACTION/ DISSATISFACTION		5	9	19	84	38	15	170

|
Cut point
(Proportion approximately 80 to 20)

	VL	L	QL	M	QH	H	VH	Total
MOTIVATION		1	3	22	60	60	24	170

|
Cut point
(Proportion approximately 85 to 15)

	VL	L	QL	M	QH	H	VH	Total
PERFORMANCE		2	5	29	54	61	19	170

|
Cut point
(Proportion approximately 80 to 20)

where:

ED = Extremely dissatisfied,
VD = very dissatisfied,
D = dissatisfied,
NS = not sure,
S = satisfied,
VS = very satisfied,
ES = extremely satisfied,

VL = very low,
L = low,
QL = quite low,
M = medium,
QH = quite high,
H = high, and
VH = very high.

Table 6.22 Salespeople's responses concerning present levels of job satisfaction / dissatisfaction, motivation and performance.

assumptions whilst developing the model was that individuals engage in intuitive and/or analytical processes in order to determine likely outcomes (i.e., fulfilment or non-fulfilment) of their job related expectations. Furthermore, it has also been hypothesised that when the outcome of the probability estimate stage is positive (i.e., fulfilment can be anticipated), then satisfaction, motivation and performance levels are likely to be high as opposed to a negative outcome (i.e., fulfilment cannot be anticipated) where job dissatisfaction and low motivation and performance levels are most likely. What has been found from the comparison made earlier is that out of the aggregated twenty percent of salespeople who perceived non-fulfilment in several job related aspects, a large proportion (almost seventeen percent) had claimed dissatisfaction and low motivation and performance levels. This indicates that the effects of framing conditions such as anticipated fulfilment or non-fulfilment are salient when determining behaviour at the workplace.

The frequency of responses with regard to anticipated job satisfaction and dissatisfaction, as they appear in table 6.23, can also be causally linked with the proportions which have been previously identified. That is, ninety four percent of those who claimed anticipated non-fulfilment to several work related aspects reproduced their answers by responding to "dissatisfaction" or "not sure" ranks.

ANTICIPATED JOB SATISFACTION / DISSATISFACTION

ANTICIPATED JOB SATISFACTION / DISSATISFACTION	Frequency of Responses							Total
	ED	VD	D	NS	S	V	ES	
		1	3	22	54	57	33	170

where:

ED = extremely dissatisfied,
 VD = very dissatisfied,
 D = dissatisfied,
 NS = not sure,
 S = satisfied,
 VS = very satisfied,
 ES = extremely satisfied.

Table 6.23 Salespeople's responses to satisfaction / dissatisfaction that is anticipated to be experienced at the workplace.

As can be inferred from the comparisons between subjects' rankings to what has been anticipated at their workplace and to their responses towards satisfaction, motivation and performance, the initial framing condition in terms of perceived fulfilment or non-fulfilment has been very consistent, since the results of most subjects have been duplicated. This statement, while not unequivocal, does make a credible contribution for the assertion that there is a directional relationship between anticipated fulfilment or non-fulfilment and behavioural

choices.

Conclusion

The analysis of data for hypothesis testing and the interpretation of findings have been presented in this chapter. The findings substantiated evidence that considerations of probability estimates for fulfilment or non-fulfilment of expectations, influence the decision making for later responses and behaviours. In summing up what has been gained from this identified cognitive activity, the following issues address relevant conclusions.

Firstly, the manipulation of job related expectations as cognitive targets at the workplace have supplied foundations for the structural relationship between frames of reference and specific intended behaviours. That is, all subjects had been instructed to interpret the term "expectation" as anything that they were thought to be important, targeted, desirable and associated with prospective attainment. The reason for this was that salespeople had to be left free to use their own frame of reference and judgement instead of being induced to conditional thinking. This has indulged individuals in a cognitive activity, the outcome of which had not to be known to the interviewer. Due primarily to the fact that the outcome of this cognitive activity may

have been an intention, an immediate goal, a purpose, an aim, an aspiration or whatsoever, the meaning of "expectations" was left to deviate among all those possible referred mental states. When the frame concept of expectations, which had been independently developed, had taken place, salespeople exposed to conditions of their anticipated fulfilment or non-fulfilment. This step was intended to activate the cognitive process which links the frame concept of expectations and decision research for fulfilment.

With regard to satisfaction attitudes, it has been found that strong positive relationships existed between satisfaction and anticipated fulfilment, as opposed to a negative relationship when fulfilment was not anticipated. Perhaps the most important finding, apart from the identified relationship, is that the relationship between satisfaction / dissatisfaction attitudes and performance is conditioned to anticipated outcomes of expectations. This conclusion derives from subjects' responses to dissatisfaction when their performance was high, but fulfilment had not been anticipated.

As far as the motivation aspect is concerned, it has been found that when anticipated fulfilment is the perceived outcome of an expectation, then this itself adequately justifies response behaviour characterised by a release in instigating forces. An inverted relationship, which refers to a blockage of instigating forces when fulfilment is not anticipated, has also been found. The

conclusion, therefore, is that conditions for motivated behaviour are dependent upon cognitive perceptions for anticipated fulfilment or non-fulfilment of expectations.

The third criterion variable which has been investigated is performance. The findings have indicated that performance levels likely to be achieved when fulfilment is anticipated will be significantly higher than when fulfilment is not anticipated. This prediction, however, may well not correspond to performance that will be actually achieved. The identified relationship reveals opposing behavioural intentions for performance under conditions of fulfilment or non-fulfilment.

The cyclical dynamic nature of the process concerning the perceived anticipated outcomes in terms of fulfilling or not fulfilling "job-related expectations" and its impact on job satisfaction, motivation and performance was also examined. It has been mentioned earlier that as long as job expectations are formed they seek fulfilment. The end result however, regardless of what performance levels are finally achieved, can either be positive (i.e., reached fulfilment) or negative (i.e., reached non-fulfilment). The hypotheses relevant to feedback loops identified in the proposed model have been supported by the empirical data confirming that the reached outcome (i.e., actual fulfilment or non-fulfilment) together with the reasons that it can be attributed to, determines a particular mental activity from which the process will be activated.

Overall, it has been shown in this chapter that perceived anticipated outcomes of "job-related expectations" influence behaviour at the workplace, and the investigation of the two major cognitive outcomes (i.e., anticipated fulfilment and non-fulfilment) has yielded satisfactory directional relationships with satisfaction attitudes, motivation and performance. All the identified and examined causal relationships and feedback loops have been considered in the light of the conceptual framework presented in Chapter III. A discussion of the findings in relation to the proposed model is provided in the next Chapter.

Summary

This chapter has presented the findings from field research. Firstly, information relevant to the degree that salespeople fit with their jobs has been presented. Next, responses concerning importance weightings for a set of work related aspects, along with perceptions of anticipated fulfilment, to the extent that it has been preferred, or anticipated non-fulfilment, have been outlined.

Next, the analysis of hypotheses underlying this research, together with the procedures which have been required in order to investigate and test all identified relationships in the proposed model, have been presented.

An examination of findings concerning all criterion variables and feedback loops was also evaluated. Finally, the results of salespeople's responses with regard to satisfaction experiences, effort extended and performance levels achieved at their current jobs was presented and discussed.

CONCLUSIONS AND IMPLICATIONS
OF THE STUDY

Introduction

The primary concern of this study has been to investigate the properties of the fulfilment approach and its relationship with the behavioural outcomes of salespeople at the workplace. More specifically, the subject matter throughout this analysis has been the effects of the perceived anticipated outcome of job related expectations on job satisfaction, motivation and performance in the salesforce. Based upon this general framework, "job related expectations", in conjunction with the perceived anticipated outcome in terms of fulfilment or non-fulfilment, were the predictor variables. Job satisfaction / dissatisfaction attitudes likely to be experienced at a pre-empirical and post-empirical stage, along with motivation and performance levels likely to be achieved, were the criterion variables.

All identified relationships between predictor and criterion variables have been presented in the proposed conceptual model with an order of sequential appearance, and suggested feedback loops -indicating the dynamic and

cyclical nature of the process- have also been examined. Data gathered from a sample of one hundred and seventy salespeople in Northern Greece, were used for hypotheses testing.

The purpose of this chapter is to present a justification of the conceptualised framework that has been proposed and used, in comparison to those found in the literature, to discuss the limitations of the study, to provide a review of the findings along with their applicability and contribution to sales management, and finally to give directions for future research.

Assessment of Proposed Conceptualisation

Although the criterion variables have been extensively investigated by other researchers, none of these studies has attempted to closely examine specific behavioural outcomes when fulfilment of expectations is perceived as likely to be anticipated or not anticipated. In addition, albeit the variable "expectations" dominates a great deal of research in this area, it has not been seen beyond its restricted formulation of associated probabilities, in that way limiting its relationship to motivated behaviour.

By re-defining job expectations and examining their possible outcomes in this study, several relationships have been identified. Before discussing these

relationships an attempt is made to trace the conceptual links (similarities and differences) of those proposed in this study's conceptual framework, with those found in the literature.

Literature findings relevant to motivation have shown that the primary factors which energise motivated behaviour is either needs or values. Theories based upon the concept of values have attracted considerably more attention than have the need theories. Value approaches have seen behaviour as a function of the cognitive structure (knowledge) and evaluation within a given situation. With regard to expectancy theory, this approach has in fact provided the foundations for this study Vroom, (1964) has conceptualised expectancy as the belief (probability) that the behaviour under consideration will lead to the outcome of interest. This cognitive activity reveals an action-outcome evaluation and the outcome has value (valence) for the individual, noting that expectancy is only a perceived likelihood of an action-outcome relationship. It is this formulation which has been seen differently in the present research. More specifically, it has been assumed here that an outcome will have valence which corresponds to the fulfilment of some predominant needs and/or values at a given time and situation. However, fulfilment or non-fulfilment as anticipation states, are inseparable from probability estimates. Thus, the valence of any demanded, or otherwise, outcome is simultaneously conditioned to its causal nature and

likelihood of occurrence. It is, therefore, not the valence of an outcome that is a significant component in the equation, but the value of the causal structure which is outcome orientated.

According to this study, a pool of many needs and values determine a rather big range of wishful outcomes. A limited number of these outcomes, as a result of the most important and dominant needs and values, is becoming prevalent and separated. Since these outcomes are predominant from other outcomes, an evaluation for the likelihood of fulfilment takes place. The result of this evaluation can either be positive or negative. When negative, these needs and/or values are not qualified to become intentions, so they fall back with the rest of non-targeted outcomes. When positive, then these wishful outcomes become targeted outcomes associated with prospective attainment. Following the terminology of this study, they become expectations. Evidently, these expectations have both valence and positive instrumentality and seek fulfilment.

The term "expectancy" in this study has been incorporated in the concept of expectations. Expectations, in turn, have been considered as end state targeted valences on their own. That is, expectations are dominant wishful outcomes which imply intentions and targeted courses of action, given that fulfilment outcomes can be subjectively justified. This conceptualisation of expectations, together with conditions of anticipated

fulfilment or non-fulfilment, have been manipulated as predictors in order to investigate their effects on job satisfaction, motivation and performance of salespeople.

In retrospect, it appears that this conceptual formulation of expectations has added flexibility to salespeople's cognitive thinking as far as the attainment of any pursued outcome is concerned, without diminishing their original intrinsic interests. In addition, the manipulated conditions (i.e., anticipated fulfilment or non-fulfilment) have provided subjects with two clearly differentiated stages associated with valences and central focus, as they have indicated outcome - action relationships.

Limitations of the Study

Although this research has been designed to be as accurate as possible, limitations to the findings presented in the previous chapter do exist.

First and foremost, the comprehensiveness and complexity of questions may have limited the ability of participants to accurately judge and fully interpret likely parameter interrelationships, inverting in that way their response to a conditional choice. Thus, a systematic unavoidable bias may have occurred which concerns internalised over-simplification of the frame of reference which was finally used.

Second, all subjects were asked to engage in stochastic thinking without any previous information or specifications of assessment criteria for probability judgements. This may have led subjects to an erroneous implicit assumption of the validity and commonsense meaning of statements, diminishing in that way their effort for finding true and valid constructs in themselves.

Third, predicted variations in job satisfaction, motivation and performance, have been solely attributed to the perceived anticipated outcome in terms of fulfilling, or not fulfilling job related expectations. Other predictor variables may also exist, which when taken into analysis, may alter the predicted causal relationships identified in this study.

The above limitation is particularly important when it refers to predicted performance levels. It has been mentioned in earlier chapters that sales performance cannot be accurately predicted due to many uncontrollable factors which are involved. However, it must be recognised that what has been found in this study is not salespeople's actual performance, but their intentions for certain behaviours which are likely to lead to either high or low performance levels.

Fourth, the key difference between what people say they will do and what they actually do, is an issue that must not be underemphasised. All the investigated relationships in this study have been conditioned to

particular experimental instructions and concerned with salespeople's preferences about their future behaviour under conditions of anticipated fulfilment or non-fulfilment of their job-related expectations. Therefore, the findings do not allow valid inferences to be made about their actual behaviour.

Lastly, since the findings concern possible behavioural reactions of salespeople in Northern Greece, generalisations and inferences for sales representatives in different regions and countries must be carefully assessed.

Review of the Findings and the Proposed Model

This research was field based. Data were gathered from a convenient (purposive) sample of one hundred and seventy salespeople in Northern Greece. The obtained data were used to investigate several research hypotheses. Research issues central to this study were concerned with the causal relationship between the cognitive process termed "fulfilment approach" and job satisfaction, motivation and performance of salespeople. This section sets forth the explanations and conclusions drawn from the findings in chapter VI in relation to the proposed model.

It has been hypothesised that conditions of anticipated fulfilment or non-fulfilment of job related expectations perceived by salespeople would be an adequate predictor of their behavioural outcomes. Within this

general framework the prediction that there is a positive relationship between satisfaction, motivation and performance when fulfilment is anticipated has been confirmed. Similarly, the hypothesised negative relationship between behavioural outcomes and anticipated non-fulfilment has also been supported. This reveals the existence a priori causal structures which link anticipated outcomes and behaviour. This is a conclusion that has been made very clear in the literature. For example, Miller et al. (1960, p.71) have stated that: "...Knowing is for the sake of doing and that doing is rooted in valuing".

Given this already identified and widely accepted relationship, it should be noted that expectancies and subjective values have traditionally been treated separately. With regard to expectancy, this study has highlighted the outcome of this mental activity termed as anticipated fulfilment or non-fulfilment. It is this stage onwards where the contribution to knowledge has been made. By examining the effects of the probability estimate for fulfilment, the identified dichotomy has adequately predicted certain behaviours which are claimed as being more likely to be employed than others. In other words, it is the identification of the properties (stages) of the fulfilment approach and its causal relationship with salespeople's alternative behavioural outcomes.

When information processing regarding evaluations for possible behaviours (i.e., courses of action) is

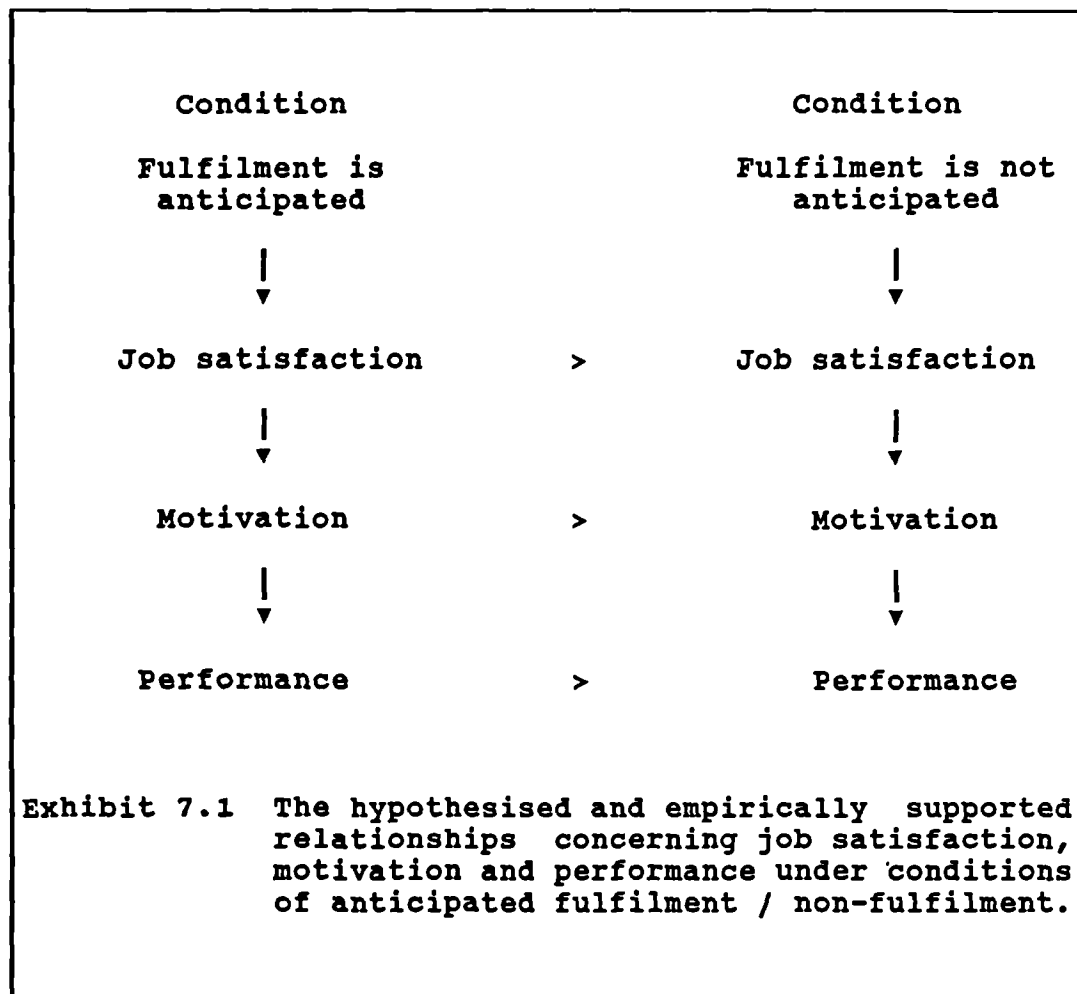
conditioned to perceived anticipated outcomes, then clear preferences for particular behaviours have been indicated. However, as has been mentioned earlier, job expectations are cognitive perceptions of targeted and desirable outcomes, events or occurrences associated with prospective attainment. It would be naive to believe that all targets have the same valence as some must be more important than others. In order to account for differences in satisfaction, motivation and performance emanating from expectations with different importance weightings, a general classification between important expectations and expectations of moderate importance has been made. A review of the findings, step by step, in relation to the model are now discussed.

The first part of the model focused on the possible effects of anticipated fulfilment or non-fulfilment of important or less important job expectations on protoemotions such as job satisfaction / dissatisfaction, motivation and performance. The purpose of this manipulation was firstly to test the predictive validity of the proposed dichotomy (i.e., fulfilment or non-fulfilment) and second, to examine whether expectations with different degrees of importance could account for variations in the criterion variables. The hypotheses relevant to this part of the model have predicted that perceived anticipated fulfilment of important expectations lead to higher satisfaction, motivation and performance as opposed to expectations of moderate importance. On the

other hand, hypotheses in relation to anticipated non-fulfilment have predicted that job dissatisfaction of important expectations is greater than that of less important expectations. With regard to motivation and performance the prediction was that perceived non-fulfilment of important expectations leads to lower levels than non-fulfilment of expectations of moderate importance. The findings provided support for all identified causal relationships.

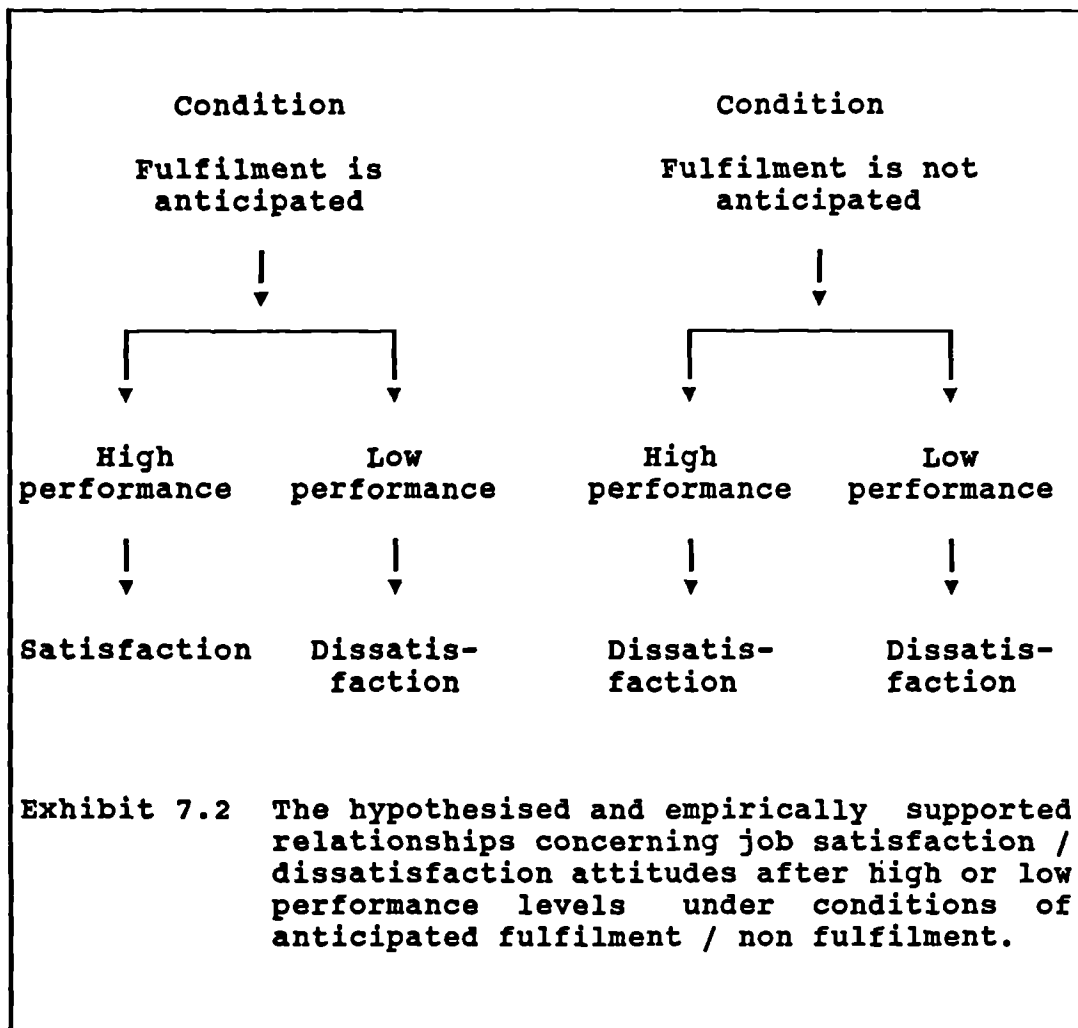
Salespeople saw a close relationship between satisfaction, motivation and performance and perceptions of fulfilment or non-fulfilment of their job expectations. (See exhibit 7.1). In addition, both positive and negative effects were stronger in the case of important expectations rather than expectations of moderate importance.

The next major set of hypotheses concerned reached performance levels and experienced job satisfaction / dissatisfaction. Levels of performance had been distinguished in two identical broad categories. Namely, this categorisation concerned either "high" or "low" performance, corresponding to levels being above or below the average which was set by their organisations. The predictions which had been made were that job satisfaction could only be experienced when performance was high and fulfilment was anticipated. In all other conditions (i.e., high performance when fulfilment had not been anticipated and low performance when fulfilment had been anticipated



or not) the prediction was job dissatisfaction. The major assumption underlying these hypotheses was that performance is not an end in itself. It was considered as a means leading to other outcomes. Following this reasoning, low performance levels could not, by definition, lead to fulfilment. The findings offered support for all predictions. (See exhibit 7.2).

The most interesting finding perhaps is the one which refers to job dissatisfaction when performance is high, but fulfilment is not anticipated. The conclusion is that



high performance is not an adequate predictor of job satisfaction attitudes when it is used as a sole predictor. That is, when variables such as anticipated fulfilment or non-fulfilment are taken into analysis, then the assumption that high performance leads to job satisfaction is not valid. Thus, the performance - satisfaction relationship should be examined in the light of other predictor variables if it is to uncover its exact nature and causal direction.

The lack of consistent findings in the satisfaction - performance relationship has been highlighted in this study. However, closely related predictions supported by empirical findings, have been made by Cherrington et al. (1971). They found that performance and satisfaction were dependent upon the manipulation of rewards. In other words, the effects of rewards was the causal factor in this relationship. In this particular study, it has been found that job satisfaction and performance are caused by the anticipated outcome of the probability estimate (fulfilment / non-fulfilment) and the conclusion is that neither satisfaction nor performance should be considered as causal factors, given the condition that performance is not an end in itself.

Before reviewing findings relevant to feedback loops, another set of predictions relating to job satisfaction and reached outcomes was previously considered. Thus far, it has been predicted that job satisfaction or dissatisfaction attitudes are experienced after the probability estimate of fulfilment or non-fulfilment and the evaluation of achieved performance levels. It should be noted that all previous estimates and evaluations concerned fulfilment or non-fulfilment. Despite the accuracy of these cognitive activities, an end result (outcome) is always reached. With regard to reached outcome and satisfaction, the predictions that follow have been made. Reached fulfilment, regardless of whether it has been anticipated or not, leads to job satisfaction;

whereas non-fulfilment, regardless of what has been anticipated, produces dissatisfaction. Data relevant to these predictions have also provided support for this notion.

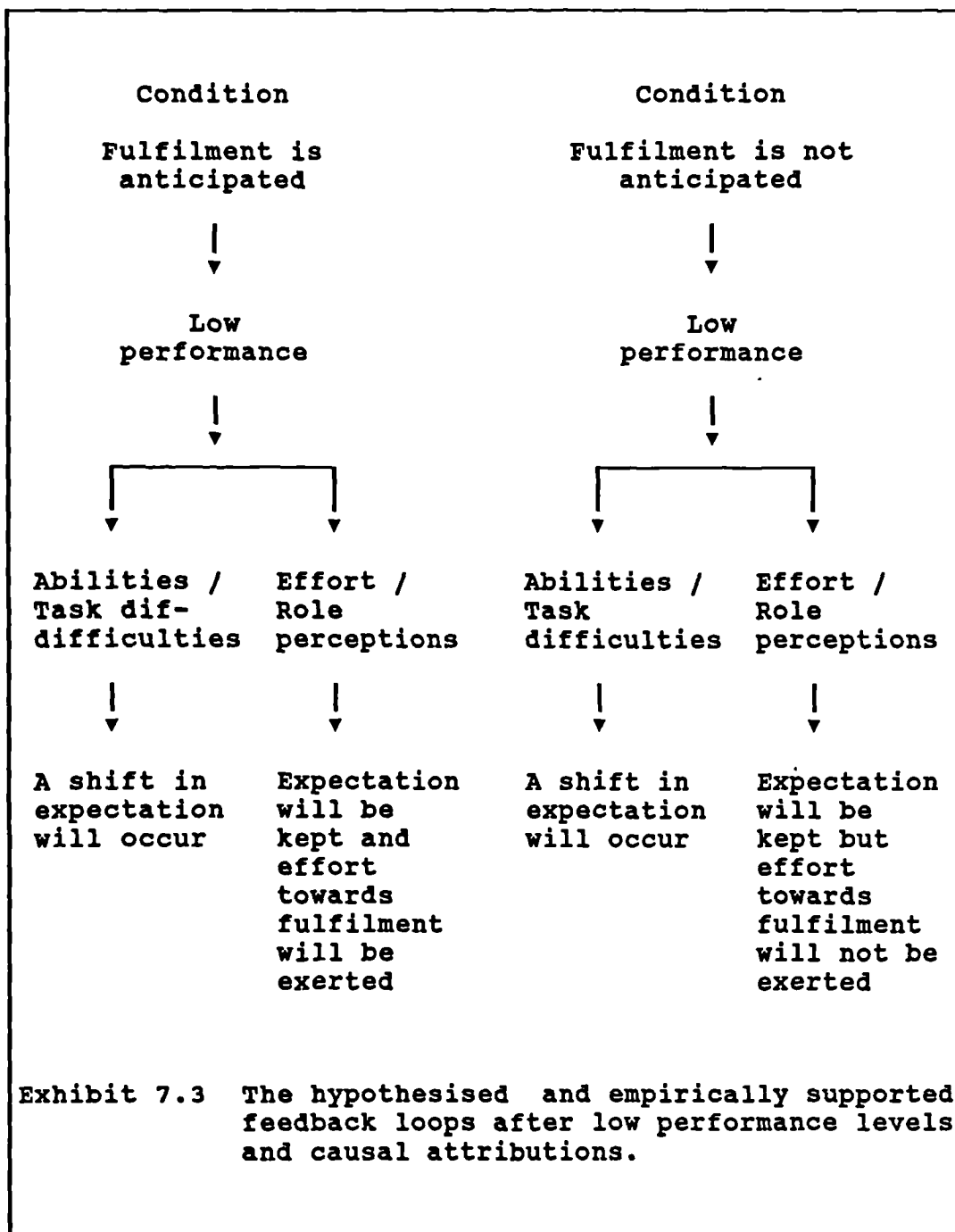
When the above relationships are compared with causal attributions made after low performance then feedback loops reveal certain behavioural patterns that are likely to be followed by salespeople. For example, reached fulfilment, whilst it has not been anticipated, may not be a condition for more effort and higher performance levels in the future. In order to trace the exact links between reached outcomes and likely subsequent behaviours, the predictions regarding causal attributions and feedback loops are now discussed.

Throughout the development of the model, the assumption was that reinforcement conditions for job satisfaction, motivation and performance were cognitive perceptions with regard to anticipated fulfilment or non-fulfilment of job related expectations. Regardless of whether or not the final reached outcomes fulfil a salesperson's job expectations (i.e., targeted outcomes) the reached outcome contingencies influence his/her future behaviour. All identified outcome contingencies were examined in relation to reached fulfilment or non-fulfilment and low and high performance levels.

According to the model, four of the suggested feedback loops concerned reached non-fulfilment, low performance and causal attributions. More specifically, two of these

predicted a shift in salespeople's expectations when low performance had been attributed to abilities and/or task difficulties while fulfilment under circumstances of achieved high performance can be reached in the first case, whereas fulfilment cannot be reached in the second. Data offered support for these predictions leading, therefore, to the conclusion that when low performance is attributed to factors which cannot be easily altered and changed (i.e., external and internal stable) a shift in expectations is likely to occur. That is, after an inaccurate self efficacy estimate, a return to the pool of "wishful" outcomes which cannot become targets is very likely to take place.

The predicted feedback loop for low performance is justified when it is attributed to effort and/or role perceptions, while fulfilment has been, and still can be, anticipated if performance is high [assuming a maintenance of the expectation and a return to the fulfilment process]. The data offered support for this directional feedback loop. That means, that it is rather more likely than unlikely for a salesperson to keep his/her expectation and try again for its fulfilment when the conditions "high performance" and "anticipated fulfilment" remain, despite previous non-fulfilment. The last feedback channel was concerned with low performance attributed to effort and/or role perceptions, with the difference that fulfilment neither had been, nor can it be, anticipated even if performance is high. The

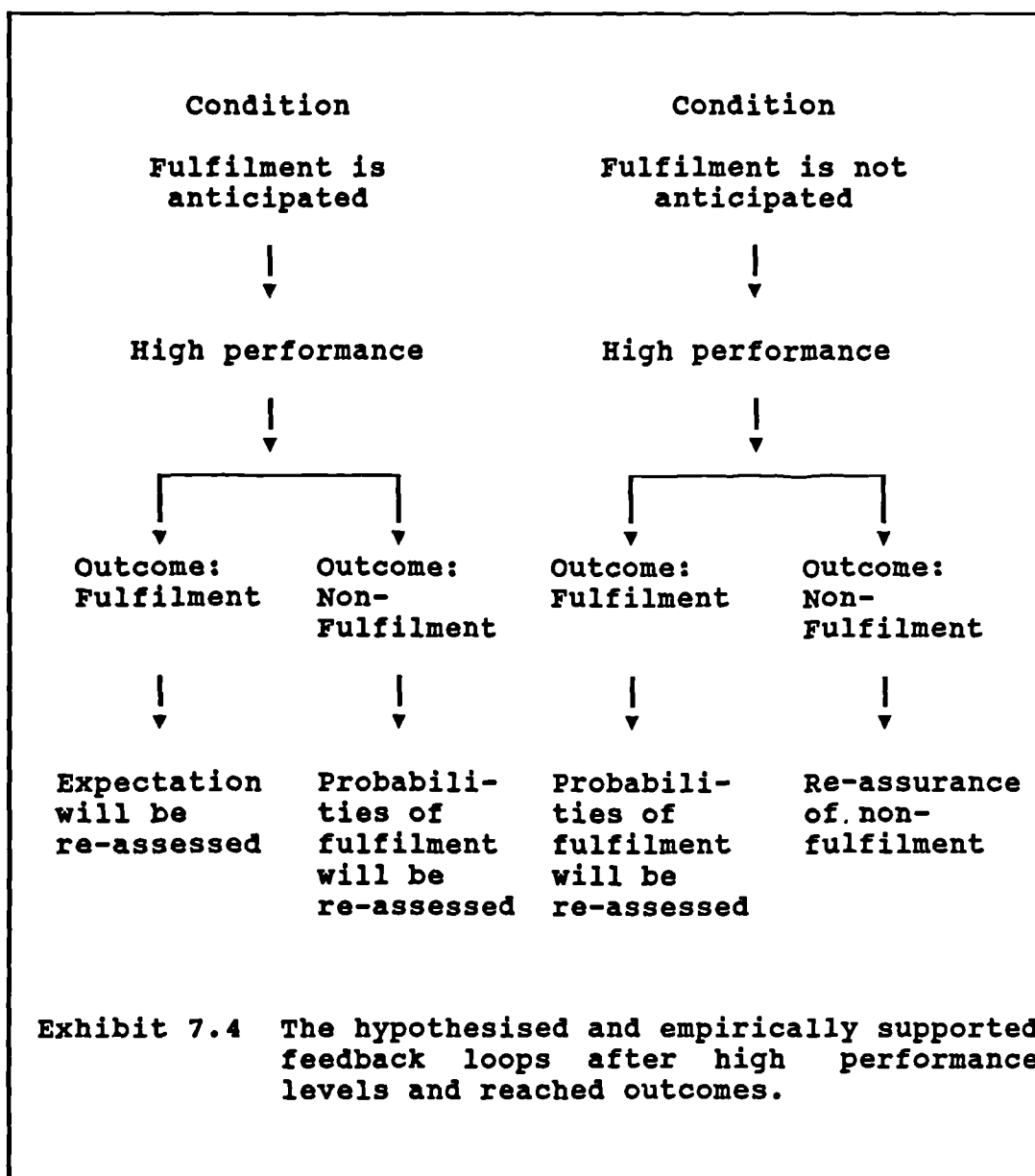


prediction was that the expectation in this case will be kept but effort will not be expended for better performance levels. The data provided evidence that salespeople will keep their expectations although they

know that fulfilment cannot be reached but their behaviour will not be in accordance with their real capabilities.

The predicted direction in feedback loops after causal attributions, was confirmed by the findings (see exhibit 7.3). This indicates that the stability and locus dimension of causality were important variables contributing in expectation maintenance or change, following low performance. More specifically, when low performance is attributed to internal and/or external stable factors, regardless of the anticipated fulfilment or non fulfilment, then a shift in expectations occurs. Contrary, when low performance is attributed to internal and/or external unstable factors, then the expectation is kept, and behaviour is conditioned to anticipated fulfilment or non-fulfilment. These findings suggest that causal attributions regarding abilities and task difficulties made after low performance have predictive power for expectation change, whereas the underlying properties of attributions to effort and/or role perceptions are conditioned to the perceived anticipated outcome.

The last set of hypotheses to be discussed in this section refers to feedback loops that indicate cognitive processes after high performance levels and reached outcomes. High performance levels can be achieved under conditions of anticipated fulfilment or non-fulfilment. When fulfilment is anticipated and performance is high, the model has predicted two possible reached outcomes. The



first is "reached fulfilment", whereas the second is "reached" non-fulfilment. The predicted feedback loop in the first case (i.e., fulfilment anticipated and reached) leads to a re-assessment of the expectation in terms of its importance in the process of fulfilment, whilst in the second case (i.e., fulfilment anticipated but not

reached), it leads to the probability estimate of the fulfilment stage. These hypotheses, which assume high performance levels, have been supported by the empirical data. The two remaining feedback loops indicating that:

- a) reached fulfilment while not anticipated leads to a probability estimate of the fulfilment stage, and
- b) reached non-fulfilment while not anticipated leads, to an anticipated non-fulfilment stage,

have also been supported. That is, a salesperson will re-evaluate the probabilities for fulfilment when the outcome unexpectedly fulfils his/her expectation, whilst anticipated and reached non-fulfilment will strengthen his/her beliefs for non-motivated behaviour as one that is most appropriate.

The results of the empirical data supported the pattern of relationships as hypothesised by the feedback loops when performance levels are high. (See exhibit 7.4). Before continuing, it should be mentioned that three aspects cannot be evaluated with the obtained data. Firstly, it has not been predicted whether or not there will be a shift in expectations when fulfilment has been anticipated, but not reached. Second, when fulfilment has not been anticipated, but it has finally reached. Third, when fulfilment neither has been anticipated nor reached.

From the review of findings it has become evident that all identified relationships in the model have been supported by the empirical data. (Exhibit 7.5 presents the

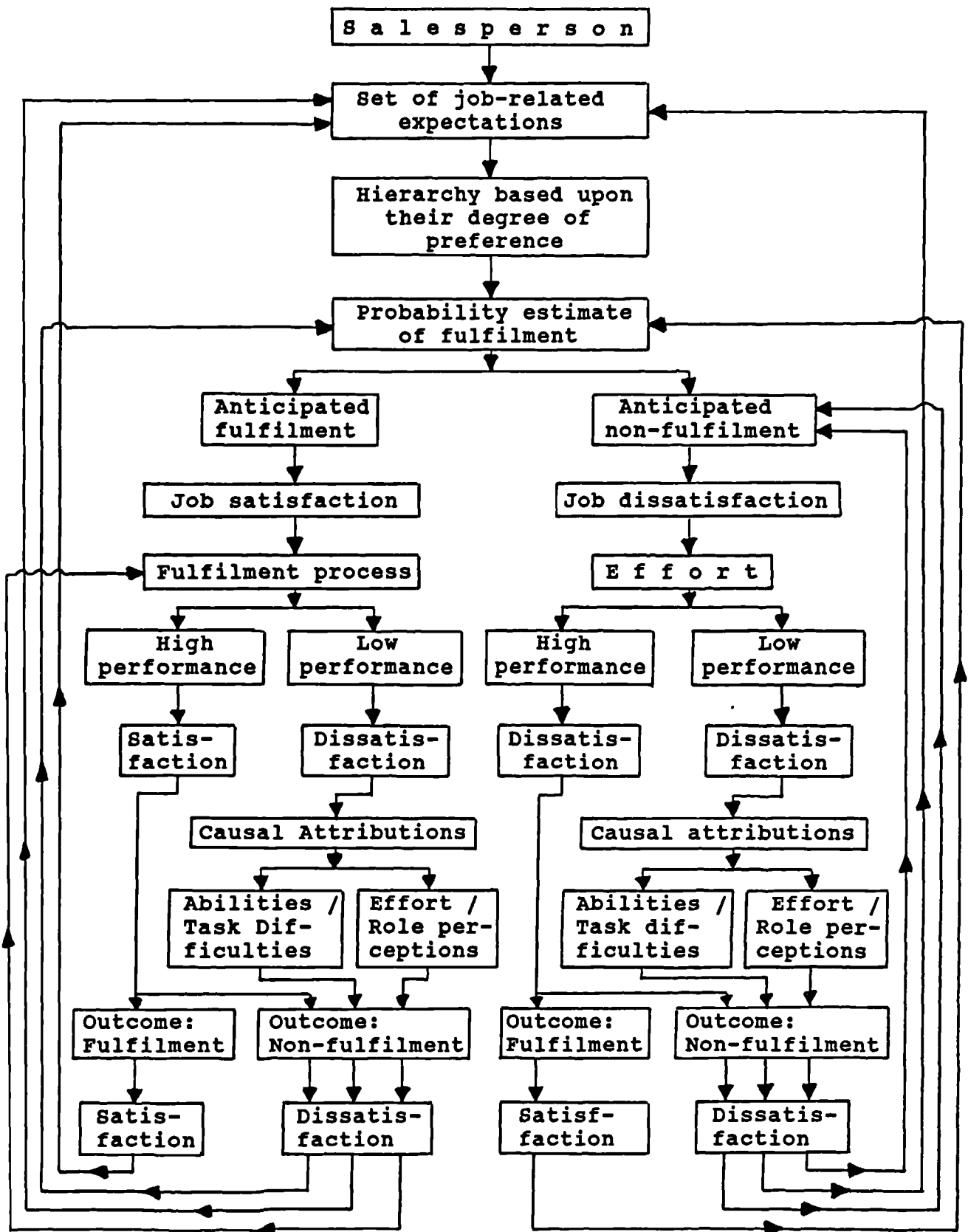


Exhibit 7.5 The proposed model and its hypothesised and empirically supported relationships.

entire model). Beyond this assertion an important distinction with regard to investigated relationships must be made at this stage. All hypotheses except those concerning feedback loops identified causal relationships. That is, a cause - effect sequence has been predicted and specified in all relationships concerning behavioural outcomes. In contrast, the relationships regarding feedback loops are totally inferential. The obtained data needed to test and determine the direction of causality, or the the existence of a feedback loop, have provided conclusive evidence. The significance of findings in this research along with their applicability in sales settings is now discussed.

Theoretical and Practical Implications of the Study's Findings

This empirical research has sought to contribute to the existing body of knowledge in the area of job satisfaction, motivation and performance of salespeople. In an attempt to elaborate on the significance of identifying and reasoning possible behavioural outcomes at the workplace, the behaviour of sales representatives has been examined in the light of the fulfilment approach. The identification of the fulfilment approach (i.e., a process or mechanism which determines behavioural directiveness) and the investigation of its properties, have provided insights as far as behavioural determinants of salespeople

are concerned. Within this conceptual domain, the theoretical contributions of this study can be summarised into three particular areas.

Firstly, this study has provided empirical evidence of behavioural intentions of salespeople by isolating and examining a single factor (i.e., job related expectations) as an endstate targeted and desirable outcome in relation to perceived anticipated fulfilment or non-fulfilment. This conceptualisation of job expectations presupposes:

- a) the existence of a cognitive causal reference structure as a determinant of an expectation; and
- b) inferential activities for the acquisition of knowledge of conditions regarding anticipated fulfilment or non-fulfilment.

This has uncovered functional cognitive relationships which were associated with likely behavioural patterns through appropriate adjustments based upon the evaluation of fulfilment or non-fulfilment. These cognitive and affective relationships have revealed intended behavioural approximations by linking subjective constructs with expressions of transitional action tendencies. This conceptual formulation of expectations, along with the cognitive process of fulfilment or non-fulfilment, has contributed to the development of a number of hypotheses and findings which have not been previously generated and manifested in such a way. In addition, the synthesis of interpretive evaluation constructs concerning anticipated fulfilment or non-fulfilment has been found to have

potential predictive power with regard to satisfaction attitudes, motivation and performance.

The identification of major behavioural outcomes at the workplace is a key area amenable to theoretical refinement which is related to the explication of different levels of activation. The findings that salespeople's preference for particular behaviour is in an associative causal relationship with expectations and their anticipated outcomes, denotes that the range of responses are conditioned to dominant forces offering an enticement for fulfilment, or a deterrent for non-fulfilment. When this exchangeable, or calculative process, is viewed from an attitudinal perspective and in relation to intended action, certain behavioural patterns can be revealed.

Admittedly, although the patterns identified in the proposed model do not exhaust the full range of possible responses, they can prove instructive in understanding the broader problem as far as behaviour justification and its roots of determination are concerned.

The exact nature of the relationship between job satisfaction and performance has been highlighted in this study. More specifically, both satisfaction and performance have been found to be directly related to anticipated fulfilment or non-fulfilment of job expectations. The conclusion, therefore, is that job satisfaction (i.e., emotional experiences at the workplace) is related to anticipated outcomes, rather than

to the "means" which lead to those outcomes.

In summary, the manipulation of job expectations, together with the perceived anticipated fulfilment or non-fulfilment as a predictor variable, has been proved fruitful in predicting behavioural intentions of salespeople. Furthermore, the identification of the properties of the fulfilment approach, along with the alternative behavioural outcomes available at the workplace, have provided a solid and coherent framework of causal relationships in explaining the constituents of action. The specification of feedback loops as an indicator of the dynamic nature of the process has provided basic interpretive cognitive constructs which determine behavioural formulation.

Apart from the contribution at a theoretical level, the study's intention was to provide sales managers with knowledge aiming at a more effective utilisation of the human component within sales organisations. The following propositions address the issues in relation to the practical implications of this research.

According to the conceptual model and the findings, there are three major areas of practical considerations. These organisational implications which concern attitude-performance relationships between sales managers and salespeople are:

- a) satisfaction maximisation;
- b) diagnosis of motivational determinants; and
- c) courses of action needed to affect performance.

On the basis that the findings are consistent with the predictions which have been made in this study, the assessment becomes straightforward.

First, all salespeople have claimed that when fulfilment is anticipated, then job satisfaction is experienced, whilst job dissatisfaction is present when fulfilment is not anticipated. Furthermore, the findings suggest that anticipated fulfilment of important expectations result in more satisfaction than expectations of moderate importance. Since the sources of satisfaction have been identified not be at the level of particular outcomes which follow the patterns of conventional wisdom, but at outcomes that can fulfil or facilitate fulfilment of expectations, sales managers need to engage in a continuous search of their salespersons' targeted outcomes and affective future orientations. This will eventually lead to the identification of their job expectations which, in turn, can form the ingredients for a re-evaluation and establishment of such conditions which would be able to provide the necessary "means" for their fulfilment.

Sales managers' pro-active responses towards salespeople's subjective demand analysis can result in the specificity of expectation constructs. This knowledge is a prerequisite for the development of appropriate conditions for anticipated fulfilment leading to increases in job satisfaction and strengthening intentions for improved behaviour. Therefore, emphasis should be placed upon

salespeople's cognitive and targeted anticipations as a decision making aid in increasing satisfaction and effectively bargaining and influencing behaviour. This conclusion, which has been reached after empirical test and convincing evidence, indicates the need for managerial considerations and adjustments in order to meet conditions for fulfilment.

The second area of practical implications concerns motivational determinants. A considerable amount of research has built around the concepts of expectancy, instrumentality and valence in an attempt to explain motivated behaviour. In this study, the synthesization of the above components have provided a theoretically substantiated and differentiated conceptual framework which has been used to identify a more accessible and reliable procedure by linking anticipated outcome contingencies, expectations and behavioural patterns. On the one hand, the obtained data have offered support to the prediction that anticipated fulfilment of job expectations is the feeding mechanism for motivated behaviour. Furthermore, it has been found that anticipated fulfilment of important expectations results in intentions, for more effort at the workplace as opposed to anticipated fulfilment of expectations of moderate importance. Anticipated non-fulfilment, on the other hand, has been found to be the mechanism that justifies non-motivated behaviour. The findings under the condition "anticipated non-fulfilment" have shown that effort to be

exerted after perceived non-fulfilment of important expectations will be lower than that of less important expectations. Since the findings have provided support for the predicted relationships, it can be said that the identified fulfilment approach and the proposed dichotomy (i.e., anticipated fulfilment / non-fulfilment) has been found to have considerable predictive power for the justification of effort to be expended and behaviour to be employed.

The practical implications of these findings concern the notion that salespeople frame and condition their behaviour to the cognitive activity regarding fulfilment or non-fulfilment of expectations. Consequently, sales managers' penetration into the problem structure of motivated behaviour can be effectively accomplished by anchoring on diagnostic information concerned with salespeople's expectations, and by following adjustment procedures in order to establish conditions leading to anticipated fulfilment. Perhaps, from what the findings imply, it is safe to say that the identified dichotomy of the cognitive process termed "fulfilment approach", provides the foundations for a relatively easy evaluation of the existed situation and offers a guideline for the application of such an approach that will be psychologically meaningful to salespeople.

The third, and most important area of practical implications concerns courses of action that are required by sales managers in an attempt to affect salespeople's

performance levels. The conceptualisation of the fulfilment approach has provided a framework which points out that one variable which is of utmost importance in attributing and explaining behaviour towards achieving high performance levels is the perceived anticipated outcome regarding the fulfilment or non-fulfilment of job related expectations. The result of this cognitive activity has highlighted two identical behavioural responses. According to the findings, a positive relationship between anticipated fulfilment and performance was found, whereas anticipated non-fulfilment and performance had been found to be negatively related. In addition, the effects of important expectations were found to be more positive and negative than that of expectations of moderate importance under conditions of anticipated fulfilment or non-fulfilment respectively. These likely responses reveal salespeople's intentionally structured behavioural outcomes that have been based upon the anticipated consequences regarding fulfilment or not of their job related expectations.

Salespeople's responses towards performance have revealed the connection between conceptual procedures and certain behaviours as being likely to be applied. As far as the range of behaviours at the workplace is concerned, its appraisal has been documented in terms of two principal cognition outcomes. This provides a solid basis for the development of a problem solving and decision making approach. More specifically, since behaviour and

performance determinants were found to be conditioned to perceived anticipated outcomes in terms of fulfilling or facilitating fulfilment of job expectations, the necessary degree of precision that sales management requires in designing and effectively running any particular policy for its salesforce can be reached by establishing conditions which can facilitate fulfilment of their expectations.

One other aspect of the findings which implies practical applications is that none of the salespersons expressed behavioural intentions which has contradicted the predicted positive and negative relationship under conditions of anticipated fulfilment or non-fulfilment. This indicates that the fulfilment approach is a more powerful tool in attempting to influence behaviour than manipulating specific and commonly used outcomes in the hope of their traditionally attached motivational potential. That is, the need of a self-tailored approach towards the fulfilment of salespeople's job expectations is the minimum requirement for the development of conditions leading to intentions concerning maximisation of their contribution to organisational activities.

Sales managers should consider a closely monitored approach towards their salespersons' expectations on a continuing basis, securing in that way that the time intervals for their fulfilment which will be highly rewarding. Furthermore, the dynamic nature of the fulfilment process, along with the effects of causal

attributions after performance, require consistent evaluations and adjustments in order for sales managers to carry out systematic diagnoses which will match predictions for possible behavioural choices.

In conclusion, the proposed model and findings in this study can be used to broaden the bases of decision making with respect to sales management practices towards its salesforce. That is, sales managers may benefit from the identification of a pro-active mechanism (i.e., the fulfilment approach) in their effort to maintain and support desired behaviours or to eliminate unwanted ones before they are fully developed.

Directions for Future Research

From the preceding discussion it has become evident that this research is only an early step in a direction that needs more investigation. In this section, some fundamental areas for further study are reviewed. Firstly, the conceptualisation of "job-related expectations" has presupposed a cognitive structuring that influences behavioural outcomes and action tendencies. The variable job expectations, as a central concept resulting from a cognitive process, has represented a wide range of targeted outcomes that reach the probability estimate stage for fulfilment. Future research should be conducted in order to determine:

- a) relevant cognitive schemata that expectations find their origin; and
- b) the hierarchy of dominant expectations in relation to preferences for their fulfilment.

Although such evidence will not indicate a fixed and permanent cognitive orientation, it will provide relevant information of short term mental states for the justification of the cause-effect relationships predicted in this study. In addition, this kind of information will be useful for an empirical test of the identified relationship between intention and action. That is, it will highlight the "why" component as an answer to the "what" an employee is trying to accomplish on the job.

Second, the outcomes "reached fulfilment" and "non-fulfilment" have been considered as close approximations to what has been anticipated. However, further research should attempt to establish some criteria for measuring the dimensionality of fulfilment or non-fulfilment at both anticipated and reached stages. Furthermore, more precise measurement criteria are also needed in order to accurately express the magnitude of the relationship between anticipated states and intended behavioural outcomes. These measures must be operationally valid and have practical applicability.

Third, the dynamic nature of the fulfilment approach has been indicated with feedback loops after achieved performance and reached outcomes. Nonetheless, the model has neither taken into account the full range of

dimensions that attribution theory provides, nor it has considered causal attributions made by salespeople when high performance levels are achieved. This is an area for further analysis and investigation, in order to lead to a more comprehensive and complete attitude and behaviour feedback mechanism which influences both salespeople's expectations and probability estimates for fulfilment.

Fourth, the present study has examined a sample of salespeople in Northern Greece. Further research in different regions and countries could prove extremely valuable in testing the model's predictive power and applicability.

The proposed theoretical framework and findings presented in this study have been aimed at providing information that is needed to gain a greater comprehension of job satisfaction, motivation and performance of salespeople. In addition, the manipulation of job expectations and their anticipated fulfilment or non-fulfilment as predictor variables has provided insights of this cognitive process and has offered the bases for further exploration of behavioural changes at the workplace.

Summary

In this concluding chapter, the conceptual framework underlying this research, along with its methodological

and conceptual limitations, have been discussed. Findings and conclusions in relation to perceived anticipated fulfilment or non-fulfilment of job related expectations and job satisfaction, motivation and performance have been reviewed. Findings concerning feedback loops and causal attributions have been presented.

Comments relevant to the study's theoretical contributions together with the practical implications of the findings have been presented. The chapter concluded with suggestions for future research.

APPENDIX I

ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ

Παρακαλώ συμπληρώστε:

Ημερομηνία:.....

Ονοματεπώνυμο:.....

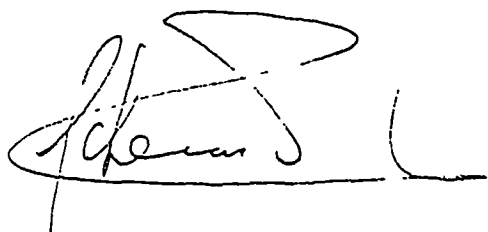
Ηλικία:.....

Εργοδότης:.....

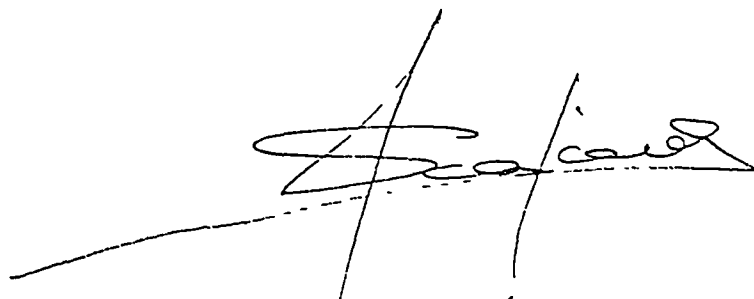
Σας παρακαλούμε να απαντήσετε στις παρακάτω ερωτήσεις με βάση την δική σας αντίληψη και κρίση. Δεν υπάρχουν σωστές ή λάθος απαντήσεις. Οτι πραγματικά ενδιαφέρει είναι η ειλικρινής σας άποψη. Τα αποτελέσματα θα αθροισθούν έτσι ώστε να αποκλείεται η αναγνώριση των ατομικών απαντήσεων.

Η συμβολή σας στην συμπλήρωση του ερωτηματολογίου είναι πολύ σημαντική.

Σας ευχαριστούμε,



Τζ. Λάνκαστερ
Διευθυντής σπουδων



Α. Σημηντήρας
Ερευνητής

ΜΕΡΟΣ ΠΡΩΤΟ

Ε1 Ανεξάρτητα από την τωρινή σας δουλειά, πόσο πολύ σας αρέσει ή όχι το καθένα από τα παρακάτω;

Συμπληρώστε μόνο ένα κενό στην κάθε σειρά.

	Δεν μου αρέ- σει καθόλου	Δεν μου αρέσει	Δεν είμαι σίγουρος	Μου αρέσει	Μου αρέσει πολύ
1. Να διαπραγματεύεστε με τους πελάτες	[]	[]	[]	[]	[]
2. Να είστε έντονα κοινωνικός στην δουλειά σας	[]	[]	[]	[]	[]
3. Να προσαρμόζεστε και να υιοθετείτε διάφορους ρόλους	[]	[]	[]	[]	[]
4. Να έχετε αβεβαιότητα σχετικά με την απόδοσή σας	[]	[]	[]	[]	[]
5. Να αμοίβεσθε παίρνοντας μόνο μισθό	[]	[]	[]	[]	[]
6. Να αμοίβεσθε παίρνοντας μόνο ποσοστά	[]	[]	[]	[]	[]
7. Να αμοίβεσθε παίρνοντας μισθό και ποσοστά	[]	[]	[]	[]	[]
8. Να καταναλώνετε εργάσιμο χρόνο εκτός εταιρίας	[]	[]	[]	[]	[]

E2 Πόσο σημαντικά είναι για σας το καθένα από τα παρακάτω;
 Συμπληρώστε μόνο ένα κενό στην κάθε σειρά.

	Καθόλου σημαντικό	Ελάχιστα σημαντικό	Σημαντικό	Πολύ σημαντικό	Πάρα πολύ σημαντικό
1. Να έχετε υπευθυνότητες	[]	[]	[]	[]	[]
2. Να αναγνωρίζονται οι προσπάθειές σας	[]	[]	[]	[]	[]
3. Να συμμετέχετε στην διαδικασία λήψης των αποφάσεων	[]	[]	[]	[]	[]
4. Να έχετε δικαιοδοσίες	[]	[]	[]	[]	[]
5. Να έχετε αυτονομία	[]	[]	[]	[]	[]
6. Να έχετε ευκαιρίες για προαγωγή	[]	[]	[]	[]	[]
7. Να αμοίβεσθε καλά	[]	[]	[]	[]	[]
8. Να έχετε καλές σχέσεις με τους συναδέλφους σας	[]	[]	[]	[]	[]
9. Να έχετε καλές σχέσεις με τους προϊστάμενους σας	[]	[]	[]	[]	[]
10. Να έχετε καλές συνθήκες δουλειάς	[]	[]	[]	[]	[]
11. Να έχετε προκαθορισμένα στάδια ανταπόδοσης	[]	[]	[]	[]	[]
12. Να έχετε επαρκή πληροφόρηση όσον αφορά την απόδοσή σας	[]	[]	[]	[]	[]
13. Να ενημερώνεστε σωστά από τους προϊστάμενους σας για το τι ακριβώς πρέπει να κάνετε	[]	[]	[]	[]	[]
14. Να είναι η δουλειά σας καλά αυτονομισμένη	[]	[]	[]	[]	[]
15. Να έχετε το ενδιαφέρον και την υποστήριξη της διοίκησης αν εργαζόμενος	[]	[]	[]	[]	[]

E3 Στο προσεχές μέλλον, σε ποια από τα παρακάτω προσδοκείτε ή όχι εκπλήρωση στο βαθμό που εσείς θα προτιμούσατε, συμπληρώστε μόνο ένα κενό στην κάθε σειρά.

	Εκπλήρωση <u>δεν</u> προσδοκείται	Εκπλήρωση προσδοκείται
1. Να έχετε υπευθυνότητες	[]	[]
2. Να αναγνωρίζονται οι προσπάθειές σας	[]	[]
3. Να συμμετέχετε στην διαδικασία λήψης των αποφάσεων	[]	[]
4. Να έχετε δικαιοδοσίες	[]	[]
5. Να έχετε αυτονομία	[]	[]
6. Να έχετε ευκαιρίες για προαγωγή	[]	[]
7. Να αμοίβεσθε καλά	[]	[]
8. Να έχετε καλές σχέσεις με τους συναδέλφους σας	[]	[]
9. Να έχετε καλές σχέσεις με τους προϊσταμένους σας	[]	[]
10. Να έχετε καλές συνθήκες δουλειάς	[]	[]
11. Να έχετε προκαθορισμένα στάνταρντς απόδοσης	[]	[]
12. Να έχετε επαρκή πληροφόρηση όσον αφορά την απόδοσή σας	[]	[]
13. Να ενημερώνεστε σωστά από τους προϊσταμένους σας για το τι ακριβώς πρέπει να κάνετε	[]	[]
14. Να είναι η δουλειά σας καλά συντονισμένη	[]	[]
15. Να έχετε το ενδιαφέρον και την υποστήριξη της διοίκησης σαν εργαζόμενος	[]	[]

ΜΕΡΟΣ ΔΕΥΤΕΡΟ

Ε4 Πόσο πολύ αυξάνεται το καθένα από τα παρακάτω, όταν η εκπλήρωση για μία ή περισσότερες από τις σημαντικές σας προσδοκίες αναμένεται;

Συμπληρώστε μόνο ένα κενό στην κάθε σειρά.

	Καθόλου	Λίγο	Αρκετά	Πολύ	Πάρα πολύ
1. Ικανοποίηση	[]	[]	[]	[]	[]
2. Παρακίνηση	[]	[]	[]	[]	[]
3. Απόδοση	[]	[]	[]	[]	[]

Ε5 Πόσο πολύ μειώνεται το καθένα από τα παρακάτω, όταν η εκπλήρωση για μία ή περισσότερες από τις σημαντικές σας προσδοκίες δεν αναμένεται;

Συμπληρώστε μόνο ένα κενό στην κάθε σειρά.

	Καθόλου	Λίγο	Αρκετά	Πολύ	Πάρα πολύ
1. Ικανοποίηση	[]	[]	[]	[]	[]
2. Παρακίνηση	[]	[]	[]	[]	[]
3. Απόδοση	[]	[]	[]	[]	[]

Ε6 Πόσο ικανοποιημένος ή δυσαρεστημένος είστε, όταν:
 Συμπληρώστε μόνο ένα κενό στην κάθε σειρά

<u>Πάρα</u> <u>πολύ</u>	<u>Πολύ</u>					<u>Πολύ</u>	<u>Πάρα</u> <u>πολύ</u>
<u>δυσα-</u>	<u>δυσα-</u>	<u>δυσα-</u>	<u>Δεν</u>	<u>Ικανο-</u>	<u>Πολύ</u>	<u>ικανο-</u>	<u>Πάρα</u>
<u>ρεστη-</u>	<u>ρεστη-</u>	<u>ρεστη-</u>	<u>είμαι</u>	<u>ποιη-</u>	<u>ικανο-</u>	<u>ποιη-</u>	<u>πολύ</u>
<u>μένος</u>	<u>μένος</u>	<u>μένος</u>	<u>σιγαuros</u>	<u>μένος</u>	<u>μένος</u>	<u>μένος</u>	<u>πολύ</u>
							<u>μένος</u>

1. Εκπλήρωση για μία ή περισσότερες από τις σημαντικές σας προσδοκίες αναμένεται; [] [] [] [] [] [] []

2. Εκπλήρωση για μία ή περισσότερες από τις λιγότερο σημαντικές σας προσδοκίες αναμένεται; [] [] [] [] [] [] []

3. Εκπλήρωση για μία ή περισσότερες από τις σημαντικές σας προσδοκίες δεν αναμένεται; [] [] [] [] [] [] []

4. Εκπλήρωση για μία ή περισσότερες από τις λιγότερο σημαντικές σας προσδοκίες δεν αναμένεται; [] [] [] [] [] [] []

E7 Πόσο πολύ αυξάνεται ή μειώνεται η προσπάθειά σας, όταν:
 Συμπληρώστε μόνο ένα κενό στην κάθε σειρά.

Μειώ- νεται <u>πολύ</u>	Μειώ- νεται <u>αρκετά</u>	Μειώ- νεται <u>λίγο</u>	Δεν μεταβά- λεται	Αυξά- νεται <u>λίγο</u>	Αυξά- νεται <u>αρκετά</u>	Αυξά- νεται <u>πολύ</u>
-------------------------------	---------------------------------	-------------------------------	-------------------------	-------------------------------	---------------------------------	-------------------------------

1. Η εκπλήρωση των σημαντικών
 σας προσδοκιών αναιμένεται; [] [] [] [] [] [] []

2. Η εκπλήρωση των λιγότερο
 σημαντικών προσδοκιών σας
αναιμένεται; [] [] [] [] [] [] []

3. Η εκπλήρωση των σημαντικών
 σας προσδοκιών δεν
αναιμένεται; [] [] [] [] [] [] []

4. Η εκπλήρωση των λιγότερο
 σημαντικών προσδοκιών σας
δεν αναιμένεται; [] [] [] [] [] [] []

E8 Ποια θα είναι η απόδοσή σας, όταν:
 Συμπληρώστε μόνο ένα κενό στην κάθε σειοά.

Πολύ χαμηλή Αρκετά χαμηλή Χαμηλή Μέτρια Υψηλή Αρκετά υψηλή Πολύ υψηλή

1. Έχετε τις ικανότητες, και
αναμένετε την εκπλήρωση
 των σημαντικών σας
 προσδοκιών;

[] [] [] [] [] [] []

2. Έχετε τις ικανότητες, και
αναμένετε την εκπλήρωση
 των λιγότερο σημαντικών
 προσδοκιών σας;

[] [] [] [] [] [] []

3. Έχετε τις ικανότητες, αλλά
δεν αναμένετε την εκπλή-
 ρωση των σημαντικών σας
 προσδοκιών;

[] [] [] [] [] [] []

4. Έχετε τις ικανότητες, αλλά
δεν αναμένετε την εκπλήρω-
 ση των λιγότερο σημαντικών
 σας προσδοκιών;

[] [] [] [] [] [] []

Ε9 Πόσο ικανοποιημένος ή δυσαρεστημένος είστε, όταν:
 Συμπληρώστε μόνο ένα κενό στην κάθε σειρά

<u>Πάρα</u> <u>πολύ</u> <u>δυσα-</u> <u>ρεστη-</u> <u>μένος</u>	<u>Πολύ</u> <u>δυσα-</u> <u>ρεστη-</u> <u>μένος</u>	<u>Δυσα-</u> <u>ρεστη-</u> <u>μένος</u>	<u>Δεν</u> <u>είμαι</u> <u>σίγουρος</u>	<u>Ικανο-</u> <u>ποιη-</u> <u>μένος</u>	<u>Πολύ</u> <u>ικανο-</u> <u>ποιη-</u> <u>μένος</u>	<u>Πάρα</u> <u>πολύ</u> <u>ικανο-</u> <u>ποιη-</u> <u>μένος</u>
---	--	---	---	---	--	---

1. Η απόδοσή σας είναι υψηλή,
 και η εκπλήρωση των προσδο-
 κιών σας αναμένεται; [] [] [] [] [] [] []

2. Η απόδοσή σας είναι υψηλή,
 αλλά η εκπλήρωση των προσ-
 δοκιών σας δεν αναμένεται; [] [] [] [] [] [] []

3. Η εκπλήρωση αναμένονταν
 αλλά δεν πραγματοποιήθηκε
 γιατί η απόδοσή σας
 ήταν χαμηλή; [] [] [] [] [] [] []

4. Η απόδοσή σας είναι χαμηλή,
 αλλά η εκπλήρωση των προσ-
 δοκιών σας ούτε αναμένονταν
 ούτε μπορούσε να πραγματο-
 ποιηθεί ακόμη και αν η από-
 δοσή σας ήταν υψηλή; [] [] [] [] [] [] []

Ε10 Πόσο πιθανό ή απίθανο είναι:

Συμπληρώστε μόνο ένα κενό στην κάθε σειρά:

	<u>Πάρα πολύ απίθανο</u>	<u>Πολύ απίθανο</u>	<u>Απίθανο</u>	<u>Δεν είμαι σίγουρος</u>	<u>Πιθανό</u>	<u>Πολύ πιθανό</u>	<u>Πάρα πολύ πιθανό</u>
1. Να διαφοροποιήσετε τις προσδοκίες σας, όταν η απόδοσή σας είναι <u>χαμηλή</u> και οφείλεται είτε στην <u>έλλειψη των ικανοτήτων</u> σας είτε στην <u>δύσκολη φύση</u> της δουλειάς σας, ενώ η εκπλήρωση των προσδοκιών σας μπορεί να επιτευχθεί αν η απόδοσή σας είναι υψηλή;	[]	[]	[]	[]	[]	[]	[]
2. Να διατηρήσετε τις προσδοκίες σας και να ξαναπροσπαθήσετε, όταν η απόδοσή σας είναι <u>χαμηλή</u> και οφείλεται είτε στην <u>έλλειψη προσπάθειας</u> είτε σε <u>εσφαλμένη αντίληψη του ρόλου</u> της δουλειάς σας, ενώ η εκπλήρωση των προσδοκιών σας μπορεί να επιτευχθεί αν η απόδοσή σας είναι υψηλή;	[]	[]	[]	[]	[]	[]	[]
3. Να διαφοροποιήσετε τις προσδοκίες σας, όταν η απόδοσή σας είναι <u>χαμηλή</u> και οφείλεται είτε στην <u>έλλειψη των ικανοτήτων</u> σας είτε στην <u>δύσκολη φύση</u> της δουλειάς σας, ενώ η εκπλήρωση των προσδοκιών σας δεν μπορεί να αναμένεται ακόμη και όταν η απόδοσή σας είναι υψηλή;	[]	[]	[]	[]	[]	[]	[]
4. Να διατηρήσετε τις προσδοκίες σας και να ξαναπροσπαθήσετε, όταν η απόδοσή σας είναι <u>χαμηλή</u> και οφείλεται είτε στην <u>έλλειψη προσπάθειας</u> είτε σε <u>εσφαλμένη αντίληψη του ρόλου</u> της δουλειάς σας, είτε αναμένεται, είτε μπορεί να επιτευχθεί ακόμη και όταν η απόδοσή σας είναι υψηλή;	[]	[]	[]	[]	[]	[]	[]

Πόρα πολύ απίθανο	Πολύ απίθανο	Απίθανο	Δεν είμαι σίγουρος	Πιθανό	Πολύ πιθανό	Πόρα πολύ πιθανό
-------------------------	-----------------	---------	--------------------------	--------	----------------	------------------------

5. Να επανεκτιμήσετε την
αξία των προσδοκιών σας
όταν η απόδοσή σας είναι
υψηλή, και η εκπλήρωση
έχει επιτευχθεί;

[] [] [] [] [] [] []

6. Να επανεκτιμήσετε τις
εύκαιρίες για την εκπλή-
ρωση των προσδοκιών
σας, όταν η απόδοσή σας
είναι υψηλή, αλλά η
εκπλήρωση ενώ αναμένονταν
δεν επιτεύχθηκε;

[] [] [] [] [] [] []

7. Να επανεκτιμήσετε τις
εύκαιρίες για την εκπλή-
ρωση των προσδοκιών σας,
όταν η απόδοσή σας είναι
υψηλή, αλλά η εκπλήρωση
των προσδοκιών σας αν και
δεν αναμένονταν, έχει
επιτευχθεί;

[] [] [] [] [] [] []

8. Να αισθανέστε άσχημα με
την χαμηλή σας απόδοση,
όταν η εκπλήρωση των
προσδοκιών σας ούτε ανα-
μένεται ούτε μπορεί να
επιτευχθεί;

[] [] [] [] [] [] []

Ε11 Τί αισθάνεσθε όταν:

Συμπληρώστε μόνο ένα κενό στην κάθε σειρά.

	<u>Δυσaréσκεια</u>	<u>Ικανοποίηση</u>
1. Η εκπλήρωση των προσδοκιών σας <u>αναμένονταν</u> και <u>έχει επιτευχθεί</u> ;	[]	[]
2. Η εκπλήρωση των προσδοκιών σας <u>αν και δεν</u> <u>αναμένονταν έχει επιτευχθεί</u> ;	[]	[]
3. Η εκπλήρωση των προσδοκιών σας <u>αν και</u> <u>αναμένονταν δεν έχει επιτευχθεί</u> ;	[]	[]
4. Η εκπλήρωση των προσδοκιών σας <u>ούτε</u> <u>αναμένονταν ούτε έχει επιτευχθεί</u> ;	[]	[]

ΜΕΡΟΣ ΤΡΙΤΟ

Αυτό είναι το τελευταίο μέρος του ερωτηματολογίου. Σας παρακαλούμε να απαντήσετε με όλη σας την ειλικρίνεια σχετικά με τα:

- i) Πόσο ικανοποιημένος είστε από την τωρινή σας δουλειά,
- ii) πόσο ικανοποιημένος νομίζετε ότι θα είστε στο προσεχές μέλλον,
- iii) ποιό είναι το επίπεδο της δραστηριοποίησής σας και
- iiii) ποιό είναι το επίπεδο της απόδοσής σας.

ΠΑΡΟΥΣΑ ΙΚΑΝΟΠΟΙΗΣΗ

- ΔΥΣΑΡΕΣΚΕΙΑ

Είμαι πάρα πολύ δυσαρεστημένος	[]
Είμαι πολύ δυσαρεστημένος	[]
Είμαι δυσαρεστημένος	[]
Δεν είμαι σίγουρος	[]
Είμαι ικανοποιημένος	[]
Είμαι πολύ ικανοποιημένος	[]
Είμαι πάρα πολύ ικανοποιημένος	[]

ΜΕΛΛΟΝΤΙΚΗ ΙΚΑΝΟΠΟΙΗΣΗ

- ΔΥΣΑΡΕΣΚΕΙΑ

Περιμένω να είμαι πάρα πολύ δυσανεσκημένος	[]
Περιμένω να είμαι πολύ δυσανεσκημένος	[]
Περιμένω να είμαι δυσανεσκημένος	[]
Δεν είμαι σίγουρος	[]
Περιμένω να είμαι ικανοποιημένος	[]
Περιμένω να είμαι πολύ ικανοποιημένος	[]
Περιμένω να είμαι πάρα πολύ ικανοποιημένος	[]

ΕΠΙΠΕΔΟ ΔΡΑΣΤΗΡΙΟΠΟΙΗΣΗΣ

Πολύ χαμηλό	[]
Αρκετά χαμηλό	[]
Χαμηλό	[]
Μέτριο	[]
Υψηλό	[]
Αρκετά υψηλό	[]
Πολύ υψηλό	[]

ΕΠΙΠΕΔΟ ΑΠΟΔΟΣΗΣ

Πολύ χαμηλό	[]
Αρκετά χαμηλό	[]
Χαμηλό	[]
Μέτριο	[]
Υψηλό	[]
Αρκετά υψηλό	[]
Πολύ υψηλό	[]

ΤΕΛΟΣ

ΣΑΣ ΕΥΧΑΡΙΣΤΟΥΜΕ ΠΟΛΥ ΓΙΑ ΤΗΝ ΣΥΝΕΙΣΦΟΡΑ ΣΑΣ

APPENDIX II

PERSONALLY ADMINISTERED
QUESTIONNAIRE

Please print:

Date:.....

Name:.....

Age:.....

Employer:.....

Please try to answer the following questions based upon your own perceptions and judgement. There are no right or wrong answers. What matters is your honest opinion. Disclosure of any confidential information will be respected and results will be aggregated - so it will not be possible to identify individual responses.

Your participation and assistance in completing this questionnaire is very much appreciated.

Thank you very much.

Goeff Lancaster
Director of Studies

Antonis Simintiras
Researcher

PART I

Q1. Regardless of your current job, how much do you like or dislike each of the following work related aspects?

*** Please tick (\/) only one box in each line ***

	Dislike it very much	Dislike it	Not sure	Like it	Like it very much
1) Negotiating with customers	[]	[]	[]	[]	[]
2) Adjusting to changing role requirements	[]	[]	[]	[]	[]
3) The requirement to be highly sociable	[]	[]	[]	[]	[]
4) To deal with the risk associated with your performance	[]	[]	[]	[]	[]
5) To get salary only	[]	[]	[]	[]	[]
6) To get commission only	[]	[]	[]	[]	[]
7) To get both salary and commission	[]	[]	[]	[]	[]
8) To spent considerable time out of the company	[]	[]	[]	[]	[]

Q2. How important are the following work related aspects to you?

*** Please tick (\/) only one box in each line ***

	Not important	Moderately important	Important	Very important	Extremely important
1) To get responsibilities	[]	[]	[]	[]	[]
2) To have your effort recognized	[]	[]	[]	[]	[]
3) To participate in decision making	[]	[]	[]	[]	[]
4) To have authority	[]	[]	[]	[]	[]
5) To have autonomy	[]	[]	[]	[]	[]
6) To have opportunities of being promoted	[]	[]	[]	[]	[]
7) To get high earnings	[]	[]	[]	[]	[]
8) To have good relationships with other employees	[]	[]	[]	[]	[]
9) To have good relationships with management	[]	[]	[]	[]	[]
10) To have good working conditions	[]	[]	[]	[]	[]
11) To have clearly defined performance standards	[]	[]	[]	[]	[]
12) To get adequate performance feedback	[]	[]	[]	[]	[]
13) To be clearly instructed about your role requirements	[]	[]	[]	[]	[]
14) Your job to be well coordinated	[]	[]	[]	[]	[]
15) Your management's concern and awareness of you as an employee	[]	[]	[]	[]	[]

Q3. In the near future, in which of the following aspects do you anticipate or not fulfilment from your job to the extent that you would prefer?

* Please tick (\/) only one box in each line *

	Fulfilment <u>IS NOT</u> anticipated	Fulfilment <u>IS</u> anticipated
1) To get responsibilities	[]	[]
2) To have your effort recognized	[]	[]
3) To participate in decision making	[]	[]
4) To have authority	[]	[]
5) To have autonomy	[]	[]
6) To be promoted	[]	[]
7) To get high earnings	[]	[]
8) To have good relationships with other employees	[]	[]
9) To have good relationships with management	[]	[]
10) To have good working conditions	[]	[]
11) To have clearly defined performance standards	[]	[]
12) To get adequate performance feedback	[]	[]
13) To be clearly instructed about your role requirements	[]	[]
14) To have a well coordinated job	[]	[]
15) To have management's concern and awareness of you as an employee	[]	[]

PART II

Q4. Is there any increase in your:

- a) job satisfaction,
- b) motivation and
- c) performance

when fulfilment of one or more of your important job related expectations is anticipated (Yes/No?), and if so how much?

* Please tick (\\/) only one box in each line *

	Not at all	A Little	Enough	More than enough	Very much
1) Job satisfaction	[]	[]	[]	[]	[]
2) Motivation	[]	[]	[]	[]	[]
3) Performance	[]	[]	[]	[]	[]

Q5. Is there any decrease in your:

- a) job satisfaction,
- b) motivation and
- c) performance

when fulfilment of one or more of your important job related expectations is not anticipated (Yes/No?) and if so how much?

* Please tick (\\/) only one box in each line *

	Not at all	A Little	Enough	More than enough	Very much
1) Job satisfaction	[]	[]	[]	[]	[]
2) Motivation	[]	[]	[]	[]	[]
3) Performance	[]	[]	[]	[]	[]

Q6. How satisfied or dissatisfied are you when:

*** Please tick (\/) only one box in each line ***

	Extremely dissatisfied	Very dissatisfied	Dissatisfied	Not sure	Satisfied	Very satisfied	Extremely satisfied
1) Fulfilment of one or more of your <u>important</u> expectations <u>is</u> anticipated?	[]	[]	[]	[]	[]	[]	[]
2) Fulfilment of one or more of your expectations of <u>moderate</u> importance <u>is</u> anticipated?	[]	[]	[]	[]	[]	[]	[]
3) Fulfilment of one or more of your <u>important</u> expectations <u>is not</u> anticipated?	[]	[]	[]	[]	[]	[]	[]
4) Fulfilment of one or more of your expectations of <u>moderate</u> importance <u>is not</u> anticipated?	[]	[]	[]	[]	[]	[]	[]

Q7. Does your effort increase or decrease (Yes/No?), and if so how much when:

*** Please tick (\/) only one box in each line ***

	Decreases very considerably	Decreases a lot	Decreases a little	Does not change	Increases a little	Increases a lot	Increases very considerably
1) Fulfilment of your important expectations <u>is</u> anticipated?	[]	[]	[]	[]	[]	[]	[]
2) Fulfilment of your expectations of <u>moderate</u> importance <u>is</u> anticipated?	[]	[]	[]	[]	[]	[]	[]
3) Fulfilment of your important expectations <u>is not</u> anticipated?	[]	[]	[]	[]	[]	[]	[]
4) Fulfilment of your expectations of <u>moderate</u> importance <u>is not</u> anticipated?	[]	[]	[]	[]	[]	[]	[]

Q8. What will your performance level be when:

*** Please tick (\/) only one box in each line ***

	Very low	Low	Quite low	Medium	Quite high	High	Very high
1) Fulfilment of your important expectations <u>is anticipated</u> and you think you have the required skills to perform effectively your job?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Fulfilment of your expectations of moderate importance <u>is</u> <u>anticipated</u> and you think you have the required skills to perform effectively your job?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Fulfilment of your important expectations <u>is not anticipated</u> while you think you have the required skills to perform effectively your job?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Fulfilment of your expectations of moderate importance <u>is not</u> <u>anticipated</u> while you think you have the required skills to perform effectively your job?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q9. How satisfied or dissatisfied are you when:

*** Please tick (\/) only one box in each line ***

	Extremely Dissatisfied	Very Dissatisfied	Dissatisfied	Not sure	Satisfied	Very satisfied	Extremely satisfied
1) Your performance <u>is</u> <u>high</u> and fulfilment <u>is</u> anticipated?	[]	[]	[]	[]	[]	[]	[]
2) Your performance <u>is</u> <u>high</u> but fulfilment <u>is not</u> anticipated?	[]	[]	[]	[]	[]	[]	[]
3) Fulfilment <u>has been</u> anticipated but will not be reached <u>because</u> your performance <u>is low</u> ?	[]	[]	[]	[]	[]	[]	[]
4) Your performance <u>is low</u> but fulfilment <u>neither</u> <u>had been anticipated</u> <u>nor could have been</u> <u>reached</u> even if your performance was high?	[]	[]	[]	[]	[]	[]	[]

Q10. How likely or unlikely is it that:

* Please tick (\/) only one box in each line *

	Highly unlikely	Very unlikely	Unlikely	Not sure	Likely	Very likely	Highly likely
1) <u>You will have a shift in your expectations</u> when your efforts result in a <u>low performance level</u> due to <u>lack of your abilities and/or task difficulties</u> , whilst fulfilment can be reached if performance is high?	[]	[]	[]	[]	[]	[]	[]
2) <u>You will keep the same expectations and try again</u> if your efforts have resulted in a <u>low performance level</u> due to <u>lack of effort and/or role perceptions</u> , whilst fulfilment can be reached if performance is high?	[]	[]	[]	[]	[]	[]	[]
3) <u>You will have a shift in expectations</u> when your efforts result in a <u>low performance level</u> due to <u>lack of abilities and/or task difficulties</u> , whilst fulfilment is not anticipated even if performance is high?	[]	[]	[]	[]	[]	[]	[]
4) <u>You will keep your expectations</u> but you will not try again when your efforts have resulted in a <u>low performance level</u> due to <u>lack of effort and/or role perceptions</u> , whilst fulfilment neither can be anticipated nor reached even when performance is high?	[]	[]	[]	[]	[]	[]	[]

	Highly unlikely	Very unlikely	Unlikely	Not sure	Likely	Very likely	Highly likely
5) <u>You will re-assess the worthiness of the expectations when your performance is high and fulfilment has been reached?</u>	[]	[]	[]	[]	[]	[]	[]
6) <u>You will re-evaluate the chances of fulfilment when your performance is high but fulfilment, although anticipated, has not been reached?</u>	[]	[]	[]	[]	[]	[]	[]
7) <u>You will re-evaluate the chances of fulfilment when your performance is high and fulfilment, although not anticipated, has been reached?</u>	[]	[]	[]	[]	[]	[]	[]
8) <u>You will be frustrated with your high performance when fulfilment neither had been anticipated nor reached?</u>	[]	[]	[]	[]	[]	[]	[]

Q11.What do you experience when:

* Please tick (\/) only one box in each line *

	Dissatisfaction	Satisfaction
1) Fulfilment has been anticipated and reached?	[]	[]
2) Fulfilment has not been anticipated but is reached?	[]	[]
3) Fulfilment has been anticipated but is not reached?	[]	[]
4) Fulfilment neither has been anticipated nor reached?	[]	[]

PART II

This is the last part of the questionnaire. Please try to indicate very honestly on the following scales the following:

- i) the degree of your current job satisfaction,
- ii) the degree of anticipated job satisfaction,
- iii) the level of your present motivation, and
- iv) the level of your present performance.

* Please tick (\/) the appropriate line *

PRESENT JOB SATISFACTION / DISSATISFACTION

I am extremely dissatisfied	[]
I am very dissatisfied	[]
I am dissatisfied	[]
I am not sure	[]
I am satisfied	[]
I am very satisfied	[]
I am extremely satisfied	[]

ANTICIPATED
JOB SATISFACTION / DISSATISFACTION

I expect to be extremely dissatisfied	[]
I expect to be very dissatisfied	[]
I expect to be dissatisfied	[]
I am not sure	[]
I expect to be satisfied	[]
I expect to be very satisfied	[]
I expect to be extremely satisfied	[]

PRESENT
LEVEL OF MOTIVATION

Very low	[]
Low	[]
Quite low	[]
Medium	[]
Quite high	[]
High	[]
Very high	[]

PRESENT
PERFORMANCE LEVEL

Very low	[]
Low	[]
Quite low	[]
Medium	[]
Quite high	[]
High	[]
Very high	[]

END

THANK YOU VERY MUCH FOR YOUR COOPERATION

APPENDIX III

PARTICIPATED COMPANIES
(NORTHERN GREECE)

<u>Name of Company</u>		<u>No of Salespeople</u> <u>conducted</u>
01	E. I. Papadopoulos SA	3
02	Tasty Foods SA	2
03	Zanae SA	3
04	Mevgal SA	3
05	Alpino SA	1
06	Friesland Hellas SA	1
07	Haitoglou Brothers SA	3
08	Salco SA	4
09	Sopral / Nestle SA	6
10	Omospondia (Federation of Agricultural Cooperatives of Thessaloniki)	4
11	Union of Agricultural Cooperatives of Peza	3
12	I. Boutaris & Son SA	4
13	Ivi Panagopoulos SA	3
14	Henninger Hellas SA	3
15	Lowenbraw Hellas SA	3
16	E. Tsantalidis SA	6
17	Athenian Brewries SA	5
18	Kaloyiannis Brothers SA	5
19	Colgate Palmolive SA	8
20	MG Market SA	3
21	Hoechst Hellas SA	2
22	Famar SA	3
23	Trylet SA	1
24	Essex Hellas SA	4
25	Trifosin SA	1
26	Violex SA	6
27	Interamerican SA	5
28	Makedoniki / Hellinovretaniki SA	7
29	Astir SA	3
30	International Hellas SA	3
31	Olympiaki SA	3
32	Metrolife SA	13
33	Nationale Nederlande SA	11
34	H. Benroumbi SA	2
35	Rank Xerox SA	3

36	New Line Data	Co	2
37	Fisher Hellas	SA	2
38	Minerva	SA	2
39	Vionim	SA	4
40	Filippou	SA	4
41	Filkeram Johnson	SA	2
42	Zygos	SA	4
43	General Ceramics	SA	2
44	Hartel	Ltd	1
45	Sato	SA	4
46	K.H.D. Deutz Fahr	SA	2
47	BDF Hellas	SA	1

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Mr Angelidis - Chief Executive of Vionim SA;

Mr Theofanidis - Sales Manager of Famar SA;

Mr Malamas - Professor at School of Agricultural Co-operatives; and

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