



Factors affecting the performance of sales personnel: Evidence from Ethiopian airline

Eskinder Ibrahim Ahmed^{1*}, Taye Sophia Eskender²

^{1,2} Nanjing University of Aeronautics and Astronautics, Nanjing, China

Abstract

The airline service business has a prosperous future due to the increasing transport of passengers and goods. The airline industry has created a number of jobs and has led to significant economic development in many countries. It is important to investigate the factors affecting an employee's sales performance. The study examined the factors affecting the employee sale performance of sales personnel in Ethiopian Airlines. The sample comprises 200 respondents from Ethiopian airlines. The data was collected using questionnaires and analyzed with the statistical package for social science (SPSS), and a multiple regression model. We find that incentives and rewards have significant effects on the sales performance of sales personnel in Ethiopian Airlines. However, the factors of satisfaction and training do not significantly affect the sales performance of Ethiopian Airlines. Therefore, the Airline industry should concentrate on incentives and rewards in order to improve sales performance. Certain policies were discussed.

Keywords: Airline business, sales performance, incentives, satisfaction, Ethiopia

Introduction

Organizations manufacture goods and services and sales staff market them. In many cases, administrators face more product and marketing activities from fewer people and fewer resources (Skinner, 2000) ^[22]. Most insurance companies in Ghana increasingly rely on salespeople to generate revenue. The primary reason for this is the implementation by these insurance companies of a push marketing strategy in their dealings with customers. Push marketing strategy involves asking intermediary channel participants to "push" the brand through the channel to the final consumer (Bearden *et al.*, 2001) ^[8]. Personal sales are, therefore, the primary tool of this process. The salesperson, therefore, plays a very important role in the accomplishment of the sales targets.

There are many factors affecting the quality of the sales staff. Such factors include enthusiasm, resourcefulness, awareness of the product, aptitude, job satisfaction, perception of roles, personal factors such as age, gender, height, etc., ego-driven, and consumer attachment are inherent in the individual salesperson have been examined to contributing to excellent performance (Churchill *et al.* 1985) ^[11]. Churchil *et al.* (1985) ^[11] argued that certain human qualities and behaviors make certain salespeople very successful. Factors such as physical characteristics and other personal factors have been measured as leading to excellent performance.

Snyder *et al.* (1991:576) ^[26] suggested that "combined cognitive processes of resourcefulness in task accomplishment and motivation" offer explanations as to why some salespeople succeed when others do not. The integrated psychological mechanisms of resourcefulness in task accomplishment and optimism, also known as hope, are thought to have reasons as to why some salespeople succeed when others do not. Snyder *et al.* (1991) ^[26] indicated that the ability to achieve goals depends on the level of motivation as well as the capacity and resourcefulness of the person to overcome hurdles that may inhibit the

achievement of the goal.

The airline service business has a prosperous future due to the increasing transport of passengers and goods. The airline industry has created a number of jobs and has led to significant economic development in many countries. According to the CEO of IATA (International Air Transport Association), 58 million jobs and 2,400 billion US dollars of revenue have been generated for the aviation industry.

In addition, airlines also promote cross-country exchanges, including cultural exchanges, combinations with other means of transport, such as water and land, which can lead to greater advantages and convenience for customers. The growth of airline services is relentless. The Ethiopian airline industry has experienced incredible growth in the last decade. Since its inception, the Ethiopian airline industry has achieved a positive cash flow. In order to survive better in the African airline industry, the Ethiopian Airlines Company must understand its past, current, and future performance compared to other competitors.

Our study contributes to the literature in two folds. First, we examined a confined economy sample on the factors affecting employees' sales performance. Most prior studies focused on the continent when examining factors affecting the sales performance of the airline industry. Second, even though substantial studies have been carried on the subject, most of the studies focused on emerging and developing economies. Therefore, our study is first to examine a developing country, Ethiopia where the Airline industry is one that contributed substantially to economic growth. It is believed that, assessing factors affecting employee's sales performance would be significant as to result of productivity.

The rest of the manuscript assumes the following structures. The next section reviews the literature. Section 3 is the research methodology, section 4 addresses the findings, results, and discussions and section 5 concludes and provides several policies implications

Brief related literature review

Motivation is one of the keys to profits. There's an old saying that you can bring a horse to the wash, but you can't force it to drink; it's only going to drink if it's thirsty — so with men. They're going to do what they want to do, or else they're going to be inspired to do. According to Kleinginna and Kleinginna (1981)^[16], motivation is an internal state or condition (sometimes defined as a need, a desire or an urge) that serves to trigger or energize action and to give direction to it. Similarly, Hull described motivation as an exciting ability or a desire to act on drive and strength and habit strength (as cited in McClelland, 1987)^[18]. He concluded that individuals should switch to action either because of physical or psychological needs or because they were in the habit of taking action. Motivation and goal-oriented cognitive processes are considered synonymous for the purpose of this study. Motivation, as defined by Weiner (1980)^[31], consists of three components: persistence, intensity, and choice (as set out in Sujan, 1986)^[28]. According to Sujan (1986:41)^[28], "People are motivated to work harder by working more hours (persistence), working more actively (intensity) or working smarter by making different choices. In a study of salesmen, Sujan (1986)^[28] found that a distinction had been made between trying harder and working smarter. Trying more closely related to the effort made by the salesperson.

Working smarter dealt with the strategies and the way in which the techniques were used to accomplish the objectives. Sujan considered the role of allocation theory in motivation. He proposed a causal relationship for the intrinsic benefits between strategy and smarter working. Extrinsic rewards are linked to effort and hard work. He found that if salespeople were to attribute failure to their lack of effort, they would be motivated to work harder. If they were to attribute failure to a poor strategy, they would work smarter. The latter has been found to be a more powerful motivator. Surprisingly, Sujan (1986)^[28] noticed that salespeople had shown a negative correlation between the intrinsic incentives and the strategic allocations for failure

The post-study analysis found that socially driven people actually believed that they had a highly developed array of marketing strategies and that continued use of these strategies would lead to success.

It was assumed that these individuals would feel the need to develop approaches if failure were to occur. They did not, however, attribute failure either to the lack of tactics or to the lack of effort within their control, but rather to external factors beyond their control. The poor economy and poor decision-making on the part of the consumer would be an example.

Emotions, due to their motivational effects, were of interest to Badovick (1990)^[4] as he investigated salespeople with inadequate sales performance. Using factor analysis, he established four factors that accounted for 59% of the overall variability of emotions: self-denial (personal responsibility), success satisfaction (generally satisfied even after failure), regretful (sorrowful) and blamed others.

Feelings of self-denial and success satisfaction strongly affected motivation, but in opposite directions. Self-blame has resulted in an intensified effort to make a quota next month. The results on performance satisfaction seemed counter-intuitive. Feelings of performance satisfaction resulted in a decrease in future intentions to expend more

effort, even when the quota had not been met. Badovick claimed that when salespeople were generally satisfied with their results, they could have been ahead of the quota for the year to date, and not meeting the quota for that month was irrelevant to their ultimate achievement. Ultimately, he found that salespeople may not be motivated to make more effort in cases where they blame others for their loss.

When the sales managers were asked about factors that contributed to the failure of the salesperson, Morris *et al.* (1994)^[19] found that the burden fell to the individual salesperson, with the exception of one region, poor training. Sales managers reported lack of initiative, poor planning, and organizational skills, lack of enthusiasm, lack of product awareness, lack of personal objectives, poor listening skills, lack of understanding to concentrate on top priorities, and inability to determine client needs as reasons for failure. Skinner (2000)^[22], for example, stated that 44 percent of the employees surveyed indicated that they had not made any effort to surpass what was required to keep their jobs. He cited examples of workers going beyond and above their responsibilities to use discretionary efforts to achieve peak performance.

He described the discretionary effort as that part of the employee's output over which he or she has the greatest power. Such a commitment is not automatically motivated by benefits or rewards. An organization must create an environment that causes discretionary efforts. Culture aims to create a climate in which workers overcome their own self-interest for the benefit of the organization. Organizational culture is believed to have an impact on motivation and ultimately on performance. He cited examples of workers going beyond and above their responsibilities to use discretionary efforts to achieve peak performance. He described the discretionary effort as that part of the employee's output over which he or she has the greatest power. Such a commitment is not automatically motivated by benefits or rewards. An organization must create an environment that activates discretionary efforts. Lazarus (1991)^[17] saw motivation as an antecedent state of emotion. Motivation is present only when the person has an interest in the outcome or goal. The target hierarchy, along with elements of the individual's ego identity and self-image, must be considered. He found that one's successful goals in adaptation experience have an effect on the individual's choice of coping strategies. This seemed to increase the likelihood of doing or thinking something that would affect the relationship between the individual and the environment. Employee satisfaction was linked to the perceived level of control. Little power is equal to increased stress and, inevitably, burnout (Snyder, 1994)^[23]. Stress is not necessarily harmful, depending on how you deal with and deal with stress. In a meta-analysis of 116 articles written in the previous 75 years, Churchill *et al.* (1985)^[11] attempted to classify the most quantitatively precise determinant of salesperson efficiency. When Brown *et al.* (1998)^[9] recognized the superior goal-setting skills of professional salespeople, they recommended that managers use this information to identify training needs.

For companies where the environment is perceived to be highly competitive, the self-established priorities of salespeople are affected. A review by Brown *et al.* (1998)^[9] looked at the goal-setting dynamics of high competitive attributes for salespeople. Where salespeople perceived a competitive environment, those scoring a high

competitiveness trait set higher, more ambitious goals than those with low competitiveness. More ambitious goals equated with better performance. They concluded that hiring more competitive salespeople and fostering a more competitive environment would result in a more effective goal setting and better performance.

This appeared to increase with the probability of doing or thinking something that would change the person-environment relationship. Employee motivation has been related to the perceived level of control. Little control equates to greater stress and ultimately burnout (Snyder, 1994)^[23]. Stress is not necessarily harmful, depending upon how one handles the stress and copes with it. In a meta-analysis of 116 articles written over the previous 75 years, Churchill *et al.* (1985)^[11] attempted to identify the most quantitatively specific determinant of salesperson performance. They used six categories into which they classified 1,653 observations: aptitude, skill level, motivation, role, personal factors, and organizational and environmental factors.

They found disappointingly small relationships between single predictors of performance and the salesperson's actual performance. Simple correlations of aptitude were found to range from 0 to 0.85 (Churchill *et al.*, 1985)^[11]. This indicated at least a strong relationship in some cases. The weighted mean correlation was found to be only 0.138. Less than 2% of the variation in salesperson performance was accounted for by aptitude. Skill levels were only slightly better, with a weighted mean correlation of 0.268. Research interest in motivation has existed since the 1950s. Motivation as a predictor was higher than aptitude, with a weighted mean correlation of 0.184. Role perception first appeared in an empirical study in 1978, and only four such studies had been conducted at the time of the meta-analysis. The weighted mean correlation was stronger, at 0.294, and was also more evenly spread about the mean (Churchill *et al.*, 1985)^[11]. Personal factors are considered intra-individual factors. Included here are such measures as age, weight, sex, race, appearance, and education. According to Churchill *et al.* (1985)^[11], these personal factors have appeared as the second most prevalent characteristic of interest for researchers and continue to be so. The weighted mean correlation was 0.161, only slightly stronger than aptitude. Organizational and environmental factors have been concentrated in studies since 1951. This was the lowest weighted mean correlation at 0.104. Churchill *et al.* found that performance is influenced by multiple factors. The type of product that salespeople sell strengthens the relationship with major determinants.

A salesperson's aptitude has a stronger relationship when selling products rather than services. They also determined that although "individual correlation coefficients in sales performance did not improve over time, the amount of total variance in performance explained by the predictors is greater in the more recent studies that have a multiple-determinant framework" (Churchill *et al.*, 1985:117)^[11]. The organizational climate or culture may have an impact on how the salesperson handles goal attainment and general successes.

Lazarus (2001) found that anxiety among salesmen stems from the expectation that one's good fortune and target achievements would be resented. Some individuals may show remorse for being successful or fear that they may be punished. Perceived or actual peer pressure can negatively

affect a person who would otherwise have positive feedback. Lazarus also noticed that goal-congruent feelings, such as joy and happiness, contribute to the evaluation of the task, influencing one's selection of coping strategies that skewed toward kindness, eagerness, and the free-flowing use of one's resources. When Brown *et al.* (1998)^[9] recognized the superior goal-setting skills of professional salespeople, they recommended that managers use this information to identify training needs. While defining what came first, rivalry or effective goal setting, managers were advised to train salespeople on how to set realistic targets. Otherwise, the salesperson will tend to set do-your-best unsuccessful objectives without any interaction between goal setting and efficiency.

Data and Methods

We employed a descriptive form of research to examine the factors affecting the performance of sales personnel of Ethiopian Airlines. Then we conduct a questionnaire survey to assist in the collection of information from targeted respondents. We used questionnaires that were verified by experts in the area of sales and marketing to ensure the eminence significant objectives of the study. Therefore, irrelevant items were dismissed before it was administered to the targeted respondents.

Study Population

The population consists of all sales representatives and management of Ethiopia Airlines. We employed randomly sampling technique with a sample size of (200) sales personnel and management who are workers of Ethiopian Airlines. These selected respondents were employees of Ethiopian Airlines as sales representatives (Personnel).

Questionnaires

Questionnaires were used to gather primary data from sales representatives on their perception of how factors affecting the performance of sales personnel. For readability and validity, the questionnaires were tested before it was distributed to respondents. Therefore, experts assessed them to improve the degree of content cogency and for the measurement of the study purposes. The first section consists of the profile of the respondent. The second section addresses how job performance, Promotion, working hours, self-satisfaction, and motivation affect sales performance in Ethiopian Airline services. The sections of the questionnaires were anchored using the Likert type of scale from five (5) Strongly Agree to one (1) strongly disagree. This helped to prevent biased responses.

Equation Specification

Based on the previous studies of the relevant theories, we employed the multiple regression model to examine factors affecting sales performance. It is as follows,

$$y = \beta_0 + \beta_1 \text{incentives}_1 + \beta_2 \text{satisfaction}_2 + \beta_3 \text{Reward}_3 + \beta_4 \text{Training}_4 + \varepsilon_t$$

Where Y is Sales performance, β_0 indicates the constant

Parameter of the regression model. ($\beta_1 - \beta_5$), represent the coefficients of the independent variables on the dependent variable and ε_{it} is the stochastic or error term. Sales performance is dependent Variable of the study. Incentives, satisfaction, reward, and training are the independent

variables of the study.

Data Analysis

We analysed the survey data using statistical package for social science (SPSS) application program. The data for the study were gathered using a survey questionnaire that was distributed to 200 sales representative who was employees of Ethiopia Airline. The hypothesis of the study was tested to determine whether a relationship exists between variables and the strength of the relationships.

Data presentation, analysis, and discussions

The descriptive analysis gives and discusses the data from the structured questionnaires. The sales force was predominantly male (65%) and young, with nearly two-thirds (70.7%) under 30 years of age. However, 40% of the respondents worked between 6 to 10 years in the organization. The table below shows the summary of the demographics.

Table 1: Demographic Profile

Description		Percentages	Number
Gender	Male	65	130
	Female	35	70
Age Group	< 18 years	10	20
	18-30years	70	140
	31 and above years	20	40
Working Experience	Less than 5 years	35	70
	6-10 years	40	80
	11-above years	25	50

Table 2: Perception on Factors affecting Sales Performance

Factor Variables	Mean	Standard Deviation	Percentage	Significance (2 tailed)
Resourcefulness	3.51	0.123	69	0.91
Self-Satisfaction	4.081	0.990	80	0.81
Motivation	3.832	1.121	76	0.57
Working Hours	2.910	1.523	51	0.47
Promotion	4.246	0.772	89	0.34

Respondents were examined on their perception of the following: Resourcefulness, self-actualization, motivation, working hours and promotion and how these affect sales performance in Ethiopian Airlines. Based on the table above, from the statistics, respondents tipped promotion as the strong factor influencing the sales performance of sales representatives of the organization. (x=4.2; SD=0.772, 89%). It is followed by self-actualization (x=4.08, SD=0.990, 80%), motivation was ranked third with a mean of (3.832), SD=1.121, 76%. The least factor according to the respondents was the resourcefulness with a percentage of 69%.

Empirical Results

Nonetheless, an analysis of the internal consistency and reliability of the measurement scale was carried out prior to assessing the theoretical relationship of the system. Cronbach alpha is used to check the internal consistency or reliability of the calculation of the study variables. The following table shows the consistency test for independent and dependent variables. From table III, Cronbach Alpha was used and all variables were above the threshold level (0.70) which is the accepted rate for study (Nunnally, 1978). These results are evident in our research.

Table 3: Variables description and Reliability Test

Construct	Factor Name	Composite Reliability	References
Factors affecting SP			
	Incentives	0.814	Djoni (2016), Sugiarto and Harijono (2000);
	Reward	0.725	
	Satisfaction	0.812	
	Training	0.719	
Performance	Employees sales Performance	0.733	Albaum G, & Peterson (2011)

We present the findings regarding the factors affecting employee’s performance in Ethiopian Airlines. From the results, all the discussed independent variables affect sales performance. However, incentives and rewards significantly affect the sales performance of Ethiopian airlines since the smaller P-value below the significant value is (0.05). Meanwhile, meanwhile, the satisfaction and training affect sales performance but not significantly affect the sales performance in Ethiopian Airlines since the P-value had a value greater than that of alpha 0, 05.

Table 4: Results of linear regression analysis of the factors affecting the sales performance.

Variables	Coefficients	Theta	P-value	VIF
Constant	0.448	0.09	0.930	
Incentive	2.249	2.83	0.006 ***	7.657
Satisfaction	0.360	0.16	0.874	1.936
Rewards	4.167	1.57	0.000***	8.522
Training	2.268	0.45	0.662	1.042
R-square	0.781			
Adjusted R-square	0.781			
P-value	0.000			

Note: *** indicates 1% significance

Based on the study shown above, there is no problem of multicollinearity between study variables since all the VIF is less than 10. The R-square value explains 78% variations of the study variables which implies that the independent variables used in the model elucidate that, factors discussed in the study positively affect sales performance, while other factors not considered in the study contribute the remaining 22% affecting Ethiopian airline sales performance. The P-value on the F-test was 0.000, smaller than the desired real level of 0.05. It shows that the independent variables in the model can significantly affect sales performance. In addition, to determine whether there are independent variables in the model that significantly affect sales performance, the F value can be observed. This implies that the data is perfect for creating a judgment on the population parameters.

Discussion and Implication

On the basis of the resulting regression analysis, Ethiopian Airlines may consider implementing strategies to slowly boost sales performance. The first step that can be taken is to boost, raise rewards and benefits to members so that they are more driven to get more reward by increasing their sales. Increasing the number of incentives and offering additional short-term incentive programs would definitely have a positive effect on the rise in the sales performance of the members of the sales force. In line with Roman's (2002)'s view, the sales force as a source of revenue needs attention

to interact between the brand and the customer. The next move is to improve the quality of product incentives provided by members, to provide more product rewards, including more enticing new products as rewards, and to create a series of goods that can be received as rewards that make it interesting to have more than one product and to increase sales as members will be inspired to have more than one of these products. Ethiopian Airlines should also evaluate the conditions to get the product rewards, make them more interesting to achieve. Ethiopian Airlines should also determine the criteria for receiving product rewards and make them more attractive in order to achieve product rewards. It is also expected that the company will be able to see the opportunities and characteristics of a large number of members and will quickly take advantage of the opportunity to create product innovations and programs based on such opportunities. The emphasis of the plan is on how a business should take advantage of the available opportunities to win the market (Biemans and Brand, 1995) [34].

Conclusion

We examined the factors affecting employee's sales performance in Ethiopian Airlines. The findings show that incentives and rewards have significant effects on the sales performance of Ethiopian Airlines. However, the factors of satisfaction and training do not significantly affect the sales performance of Ethiopian Airlines. The study would conclude that Ethiopian Airlines should concentrate on incentives and rewards in order to improve sales performance. Evaluation, improvement, and development are necessary for the type and amount of incentives and rewards to make them more attractive.

Policy Recommendation

In order to improve and expand Ethiopian Airline services by increasing its sales performance, the airline management must be creative and innovative in creating interesting incentive programs for its sales representative or personal, and the employees as a whole with the exception of when regular programs are already available, and the measurement and sum of incentives should be calculated in order to make it more appealing and increase the loyalty of its employees.

Instead, in regard to the brand incentives obtained, the organization must produce more interesting new product rewards, exclusive in designs, colors and sizes and rendered in more beautiful packaging for the members to receive. Organizations can also enhance the education of members in order to develop their faith, expertise and marketing capacities, which, in turn, can affect the quality and accomplishments of the members the members so that their confidence, skills, and abilities in sales will be better, which in turn can influence on the performance and achievements of their sales.

Limitations and further studies

We examined selected factors affecting employee's sales performance in Ethiopian Airlines. Our study is limited to an airline industry in one confined country. Therefore generalization cannot be applied to the findings. Further studies could explore using a heterogeneous sample on factors affecting sales performance. Additionally, future studies could also examine other factors affecting sales

performance such as leadership, product pricing, promotion, and working hours.

References

1. Adams VH, Snyder CR, Rand KLEA, Sigmon DR, Pulvers KM. I hope in the workplace. In R. Giacalone & C. Jurkiewicz (Eds.). *Workplace spirituality and organizational performance*. New York: Sharpe, 2002.
2. Averill JR, Catlin G, Chon KK. *Rules of hope*. New York: Springer-Verlag, 1990.
3. Babyak MA, Snyder CR, Yoshinobou L. Psychometric properties of the Hope Scale: A confirmatory factor analysis. *Journal of Research in Personality*. 1993; 27:154-169.
4. Badovick GJ. Emotional reactions and salesperson motivations: an attributional approach following inadequate sales performance. *Journal of Academy of Marketing Science*. 1990; 18(2):123-130.
5. Bagozzi RP, Baumgarten H, Pieters R. Goal-directed emotions. *Cognition & Emotion*. 1998; 12(1):1-26.
6. Barrick MR, Mount MK. The Big Five personality dimensions and job performance: A Meta-Analysis. *Personnel Psychology*. 1991; 44(1):1-26.
7. Barrick MR, Mount MK. Autonomy as a moderator of the relationships between the Big Five personality dimensions and job performance. *Journal of Applied Psychology*. 1993; 78(1):111-118.
8. Bearden WO, Ingram TN, LaForge RW. *Marketing Principles & Perspectives*. Boston: Irwin McGraw-Hill, 2001.
9. Brown SP, Cron WL, Slocum JW. Effects of goal-directed emotions on salesperson volitions, behavior, and performance: a longitudinal study. *Journal of Marketing*. 1997; 61(1):39-50.
10. Brown SP, Cron WL, Slocum JW. Effects of trait competitiveness and perceived Intra organizational competition on salesperson goal setting and performance. *Journal of Marketing*. 1998; 62(10):88-98.
11. Churchill GA Jr, Ford NM, Hartley SW, Walker OC. Jr. The determinants of salesperson performance: a meta-analysis. *Journal of Marketing Research*. 1985; 22(5):103-118.
12. Curry LA, Snyder CR, Cook DL, Ruby BC, Rehm M. Role of hope in academic and sport achievement. *Journal of Personality and Social Psychology*. 1997; 73(6):1257-1267.
13. Dubinsky AJ, Skinner SJ, Whittler TE. Evaluating sales personnel: an attribution theory perspective. *Journal of Personal Selling and Sales Management*. 1989; 9:9-21.
14. Hinkle DE, Wiersma W, Jurs SG. *Applied statistics for the behavioral sciences*. Boston: Houghton Mifflin, 1998.
15. Hull C. *Principles of Behaviour*. New York: Appleton-Century, 1943.
16. Kleinginna PJr Kleinginna A. A categorized list of motivation definitions, with suggestions for a consensual definition. *Motivation and Emotion*. 1981; 5:263-291.
17. Lazarus RS. *Emotion and adaptation*. New York: Oxford University Press, 1991.
18. McClelland DC. *Human motivation*. Cambridge: Press Syndicate of the University of Cambridge, 1987.
19. Morris MH, LaForge RW, Allen JA. *Salesperson*

- failure: Definition, determinants, and outcomes, *Journal of Personal Selling and Sales Management*. 1994; 14(1):1-15.
20. Scheier ME, Carver CS. Optimism, coping, and health: Assessment and implications of generalized outcome expectancies. *Health Psychology*. 1985; 4:219-247.
 21. Seligman MEP. *Learned optimism*. New York: Lopf, 1991.
 22. Skinner SJ. Peak performance in the sales force. *Journal of Personal Selling & Sales Management*. 2000; 20(1):37-42.
 23. Snyder CR. Hope and optimism. In V. S. Ranachandran (Ed.). *Encyclopedia of human behavior*. Orlando: Academic Press, 1994, 535-542.
 25. Snyder CR. *Handbook of Hope*. San Diego: Academic Press, 2000.
 26. Snyder CR, Harris C, Anderson JR, Holleran SA, Irving LM, Sigmon ST. *et al*. The will and the ways: Development and validation of an individual differences measure of hope. *Journal of Personality and Social Psychology*. 1991; 60(4):570-585.
 27. Snyder CR, Illardi SS, Cheavens J, Michael ST, Yamhure L, Sympson S. *et al*. The role of hope in cognitive behavior therapies. *Cognitive Therapy and Research*. 2000; 24(6):747-762.
 28. Sujan H. Smarter versus harder: An exploratory attributional analysis of salespeople's motivation. *Journal of Marketing Research*. 1986; 23(2):41-49.
 29. Stotland E. *The psychology of hope*. San Francisco: Jossey-Bass, 1969.
 30. Tubre TC. A meta-analysis of the relationship between role ambiguity, role conflict, and job performance. *Journal of Management*. 2000; 26(1):155-169.
 31. Weiner B. *Human Motivation*. New York: Holt, Rinehart & Winston, 1987.
 32. Challagalla Goutam N, Tassaduq A Shervani. Dimensions and types of supervisory control: effect on salesperson performance and satisfaction. *Journal of Marketing*. 1996; 60:89-105. <http://dx.doi.org/10.2307/1251890>
 33. Roman S. The effects of sales training on sales force activity. *European Journal of Marketing*. 2002; 36(12):10-22.
 34. Biemans WG, Brand MJ. Reverse marketing: a synergy of purchasing and relationship marketing. *International Journal of Purchasing and Materials Management* Summer, 1995, 29-37.