When the Alignment of Salesforce Control System improves Salespeople?s Self-Efficacy and Sales Efficiency

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Resumo

Drawing on Control System and Self-Efficacy Theories, the authors advance in previous literature by matching outcome and behavior control system as an alignment strategy. This new alignment by balancing individual?s actions and results regulates the salespeople?s confidence in their ability to successfully execute the sales activities (self-efficacy) that impact on sales performance. In this research, we develop a framework to examine how the control system?s alignment drives salespeople?s self-efficacy and sales efficiency. By using data collected with 131 salespeople, the results from our analysis revealed that the alignment between behavior-based and outcome-based control system drives salespeople?s self-efficacy (H1) and sales efficiency (H2). Second, the alignment between both control systems increases salespeople?s self-efficacy, which in turn influences sales efficiency, supporting a mediating effect (H3). Implications for both theory and practice are discussed.

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Abstract: Drawing on Control System and Self-Efficacy Theories, the authors advance in previous literature by matching outcome and behavior control system as an alignment strategy. This new alignment by balancing individual's actions and results regulates the salespeople's confidence in their ability to successfully execute the sales activities (self-efficacy) that impact on sales performance. In this research, we develop a framework to examine how the control system's alignment drives salespeople's self-efficacy and sales efficiency. By using data collected with 131 salespeople, the results from our analysis revealed that the alignment between behavior-based and outcome-based control system drives salespeople's self-efficacy (H_1) and sales efficiency (H_2). Second, the alignment between both control systems increases salespeople's self-efficacy, which in turn influences sales efficiency, supporting a mediating effect (H_3). Implications for both theory and practice are discussed.

Keywords: salesforce control system, self-efficacy, alignment, sales efficiency.

Introduction

Although the literature recognizes the main effects of behavioral and outcome control systems on firm performance (Crosno & Brown, 2015; Samaraweera & Gelb, 2015; Santini, Vieira, Ladeira, & Sampaio, 2018; Brown & Crosno, 2019), it focuses on the effects of each dimension independently. Scholars argue that the effect of both control systems on firm outcomes is well documented when using the two dimensions lonely (Miao & Evans 2012; 2014) or as the ends of a continuum representing a trade-off between behavior-based or outcome-based control system (Ahearne, Haumann, Kraus, & Wieseke, 2013; Ahearne, Rapp, Hughes, & Jindal, 2010). These views create a limitation in interpreting a potential alignment in the use of the two types of control. Previous literature did not analyze the balance of both control systems when considering an alignment effect (i.e., alignment). The congruence/balanced effect is a perspective that creates an alignment between two control systems and can be used as predictor in marketing models, such as customer orientation (Mullins & Syam, 2014), interpersonal identification (Ahearne et al., 2013), and transactional relationships (Mullins, Bachrach, Rapp, Grewal, & Beitelspacher, 2015). We argue that the alignment between the behavior-based and the outcome-based control systems promotes salespeople's self-efficacy and sales efficiency.

By analyzing the effect of control-system alignment, we extend previous research that used the congruence value on other marketing subjects (Gabler, Ogilvie, Rapp, & Bachrach, 2017; Mullins et al., 2015; Mullins & Syam, 2014) and that used both dimensions isolate or as a trade-off (Miao & Evans, 2012, 2014; Oliver & Anderson, 1994; Ahearne et al., 2013, Anderson & Oliver, 1987). The theoretical explanation for the alignment effect of the control system is based on the logic that the firm can create a matching between salespeople expected behaviors and financial desired outcomes – a balanced perspective (Brown & Treviño, 2009; Hayibor, Agle, Sears, Sonnenfeld, & Ward, 2011; Jung & Avolio, 2000). By creating this alignment, the salespeople know exactly what outcomes they should achieve and how behave to achieve them.

In addition, while previous theory recognizes the effect of salespeople's self-efficacy on sales outcomes (Ahearne, Mathieu, & Rapp, 2005; Schmitz & Ganesan, 2014; Vancouver, Thompson, & Williams, 2001; Vancouver, Thompson, Tischer, & Putka, 2002; Krishnan,

Netemeyer, & Boles, 2002), the predominant focus is on the estimation of antecedents (Wang & Netemeyer, 2002), and moderators (Vieira, Perin, & Sampaio, 2018). The potential viewpoint of salespeople's self-efficacy mediating the well documented effect of salesforce control system effect on performance is lacking.

We argue that there is a mediating role of salesperson's self-efficacy, extending previous research and using control system alignment. The theoretical reason for the mediating role is that self-efficacy represents the beliefs that employees can achieve specific results (Bandura, 1977), influencing salespeople's effort and perseverance in pursuit of sales goals. In that sense, by implementing a balanced control system, firms tell salespeople the expectations of sales results and direct them toward better performance, raising beliefs that they are in the right behavior toward sales efficiency outcomes.

In the next section, we develop the hypotheses that address (*i*) how control system alignment influences salespeople's self-efficacy and sales efficiency, and (*ii*) how control system alignment influences sales efficacy through self-efficacy (i.e., mediator). Subsequently, we present the study's methodological approach and results of a survey with salespeople from different retail segments. Next, we present a theoretical and managerial discussion of our results.

Hypotheses

The Effect of the Control System Alignment

In the first hypothesis, we suggest that the alignment between behavior-based and outcome-based control system positively influences salespeople's self-efficacy. Salesforce control system "is an organization's set of procedures for monitoring, directing, evaluating, and compensating" its salespeople (Anderson & Oliver, 1987, p. 76). Crosno and Brown (2015, p. 298) defined behavior-based control system as "the development, monitoring, and evaluation of the procedures used to perform a task" and outcome-based control system as the "development, monitoring, and evaluation of performance outcomes such as sales volume, market share, inventory turn rate, and/or product quality". Both control systems complement each other in such way that one monitors the salespeople's behavior and the other evaluates the final sales results. Salespeople's self-efficacy represents the belief that individuals are capable to successfully execute the behavior required to produce the desired outcomes (Bandura, 1977).

We suggest that the alignment between both control systems improves self-efficacy because behavior-based control system corrects the salespeople's conduct toward sales goal, monitors their activities and indicates the right actions to perform a sales task (Santini et al., 2018), at same time that outcome-based control system measures achievements and results as final targets. The salespeople's self-efficacy is increased from the directions and support received in a behavior control environment and from the sense of progress and individual achievements measured in an outcome control environment (Wood & Bandura, 1989; Gong, Huang, & Farh, 2009). Because outcome-based control system complements the salespeople behavior balancing achievements, results, goals, and final accomplishments (Onyemah & Anderson, 2009), it improves salespeople's belief that they can achieve sales goals.

H_1: *Aligned salesforce control systems positively influence salespeople's self-efficacy.*

In the second hypothesis, we suggest that the alignment between behavior-based and outcome-based control system positively influences sales efficiency. Sales Efficiency is defined as "the best use of resources" available to salespeople (Zallocco, Pullins, & Mallin,

2009, p. 605). To improve their efficiency, the salespeople seek to adjust their goal-related behaviors by making a trade-off between the intensity of effort and the outcomes (Sujan, Weitz, & Kumar, 1994; Fang, Palmatier & Evans, 2004). When the company adopts an alignment between behavior-based and outcome-based control system, the firm not only encourages salespeople to spend time to behave in the direction of their effort (Ahearne et al., 2010), but also encourages the intensity of their effort toward outcomes (such as, work more hours and make more phone calls). According to Miao and Evans (2014), this double encouragement influences sales efficiency by monitoring and rewarding the activities and processes that the individuals perform (behavior) and by dedicating effort toward sales consequences (outcome).

Moreover, the "outcome based-control systems hold salespeople accountable for tangible results, with relatively little management direction or monitoring of the methods used to achieve the results" (Ahearne et al., 2010, p. 765). Thus, a behavior-based control system compensates this lack of managerial directing without diminishing the responsibility of salespeople for their results (Faia, Silva, & Vieira, 2018). Furthermore, because the salespeople's outcome is a result of the salespeople's behavior, both elements needs an alignment that positively influences the salespeople's belief that they can achieve sales outcomes, elevating salespeople's self-efficiency. Therefore, we suggest that the alignment in both control systems improves sales efficiency.

H_2: *Aligned salesforce control systems positively influence sales efficiency.*

Mediating Effect of Control System Alignment

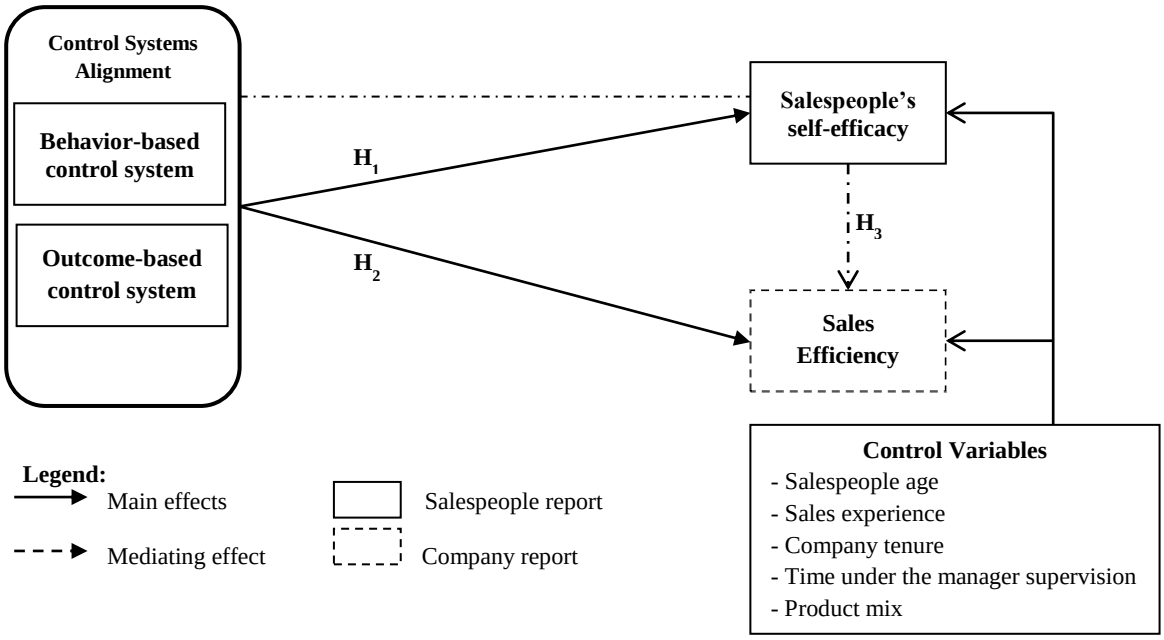
In the third hypothesis, we suggest a mediating effect of self-efficacy on the relationship between the control system alignment and sales efficiency. Because the alignment of control systems creates a balanced synergy that increases salespeople's self-efficacy, this main effect can flow from self-efficacy to sales efficiency. By aligning behavior-based and outcome-based control systems, individuals have confidence about the exact goals and targets that they need to achieve, and the behavior required for these achievements, generating a sense of self-efficacy. For example, because of the outcome orientation and behavioral directing provided by the alignment between control systems, salespeople gain confidence to execute their role expectations, such as creating and maintaining customer relationships, listening to and understanding the customer's needs, negotiating, and selling (Schmitz & Ganesan, 2014; Yim, Chan, & Lam 2012; Patterson, Yu, & Kimpakorn, 2014).

Self-efficacy is an important mechanism of action regulation that influences the level of effort and perseverance the salespeople present in achieving the sales goals and how they deal with the challenges, risks, and complexities of the sales environment (Stajkovic, Lee, & Nyberg, 2009; Park & John, 2014; Drèze & Nunes, 2011). The higher the salespeople's self-efficacy, the higher their effort in sales activities indicated by the behavior-based control system toward the sales goals indicated by the outcome-based control system. In that sense, the control system alignment boots sales efficiency through self-efficacy because individuals believe that they can reach company goals once they know what to do and how to do (Gupta, Ganster, & Kepes, 2013). Thus:

H_3: *The alignment between salesforce control systems has an indirect effect on sales efficiency through salespeople's self-efficacy.*

Based on these hypotheses, we proposed a theoretical framework (Figure 1). The conceptual model measures the effects of the alignment in the control system on salespeople's self-efficacy and sales efficiency. In addition, we propose a mediating role of self-efficacy on sales efficiency. Covariates correct the effects on salespeople's self-efficacy and sales efficiency.

Figure 1. *Theoretical Framework of the Alignment in the Control Systems*



Research Design

Sample. To test the hypotheses, we conducted a survey with salespeople from different retail segments. Two national companies collaborated with our study providing us the access to salespeople and sales records. Salespeople of the first company are responsible for selling cosmetics, such as creams, moisturizers and hair products. Salespeople of the second company sell furniture and home appliance, such as beds, cabinets, shelves, mattresses, phones, televisions and other similar products. We merged both samples for testing the hypotheses, which is a similar procedure realized by Mayberry, Boles, and Donthu (2018).

Procedure. We created a questionnaire following Brislin's (1970) procedure for double back translations of scales in cross-cultural research. After a pretest, we adjusted the questionnaire based on the content analysis from the salespeople's feedback. We collected data using a face-to-face approach inside retail stores. Individuals received the questionnaire and replied their responses. 153 salespeople participated in our survey. After the examination of missing values and outliers, we totaled a final sample of 131 valid observations. The respondents were 40.5% male and were on average thirty-five years old. About two-thirds of the respondents had completed an undergraduate degree and their selling experience ranged from six 6 months to 28 years, with an average of 7 years. The number of years worked for the retail firm ranged from 1 to 12, with an average of 2.4.

Measurement. Salespeople reported information about their self-efficacy perception, behavior-based and outcome-based control system. Self-efficacy means a salesperson's confidence that it is likely to achieve with success the sales activities (Maddux, 2009). We used 7 items from Sujan et al. (1994) to evaluate the salespeople's self-efficacy. To measure the salesforce control system, we used Oliver and Anderson (1994) scale adapted by Mullins,

Ahearne, Lam, Hall and Boichuk (2014). The scale contains 12 items (4 items for outcome and 8 items for behavior-based control system).

We measured sales efficiency as the ratio between salespeople's sales revenue and top salesperson's sales revenue by group (cosmetic and furniture). Our measure of sales efficiency is a simplification from Claro and Kamakura (2017). Companies' reports provided the average of salespeople's sales revenue from the last six months in relation to the date of the survey. Comparing the performance of salespeople with the top performer is a useful measure for managers evaluating the efficient use of resources. We controlled our results for additional covariates, such as salespersons' age, sales experience, company tenure (e.g. experience in the firm), time under the manager supervision and product mix.

Results

We analyzed outliers, missing values, dimensionality, convergent and discriminant validity and wrong values. After the corrections in the database, we elaborated the correlation matrix and descriptive information for the constructs, such as averages and reliability and validity measures (Table 1). Behavior-based control system is related with salespeople's self-efficacy (r = .39; p<.01), but not with sales efficiency (r = -.14; p=NS). Outcome-based control system is associated with salespeople's self-efficacy (r = .48; p<.01) and sales efficiency (r = .43; p<.01). Salespeople's self-efficacy, in turn, is related with sales efficiency (r = .51; p<.01). We estimated the measures reliability using Cronbach alpha and Confirmatory Factor Analyses (CFA). The fit indexes suggested adequate values (χ^2/d.f. (149) = 286.24; RMSEA = .08; CFI = .91 and TLI = .90 (Byrne, 2013).

Table 1. *Correlation Matrix and Descriptive Information*

Variables	1	2	3	4	5	6	7	8	9
1. Salespeople age	1								
2. Sales experience	.24**	1							
3. Company tenure	-.07	.30**	1						
4. Time under the manager supervision	-.12	.24**	.64**	1					
5. Product mix (0 = furniture)	-.10	.04	.15	.17	1				
6. Behavior-Based Control	.02	.10	-.12	-.03	.01	1			
7. Outcome-Based Control	.02	.16	.28**	.26**	.01	.32**	1		
8. Salespeople Self-efficacy	-.16	.22*	.29**	.20*	.09	.39**	.48**	1	
9. Sales efficiency	-.18*	.28**	.43**	.41**	-.02	-.14	.43**	.51**	1
Average	34.56	7.95	2.49	2.31	NA	6.08	4.84	5.65	.46
Standard deviation	8.58	6.91	2.33	2.19	NA	1.10	1.65	1.07	.24
Cronbach alpha						.92	.68	.89	
AVE						.59	.51	.54	
Square root of AVE						.77	.71	.53	
Composite reliability						.92	.81	.89	

Note. **p < .01; *p< .05; AVE = Average Variance Extracted; NA = not available.

We used polynomial regression to test the alignment between both control systems, similar to previous studies (Mullins et al., 2014, 2015; Hayibor et al., 2011; Mullins & Syam, 2014). The polynomial regression approach allows us to test the effects of alignment between two components on a predictor variable as a three-dimensional response surface (Edwards, 2002). "This technique has more explanatory potential than do difference scores or traditional moderated regression analyses" because it maintains the direct effect of each measure (e.g. behavior-based and outcome-based control system) and allows to investigate nonlinearities (Shanock, Baran, Gentry, Pattison, & Heggestad, 2010, p. 543). In the polynomial regression approach, "rather than examining the regression coefficients as would be done in a common regression analysis", the results of the polynomial regression are evaluated with regard the

surface values: slope and curvature of alignment line and slope and curvature of misalignment line (Shanock et al., 2010). We used the covariates to control the influence of our independent variables on salespeople's self-efficacy and sales efficiency. Table 2 presents the polynomial regression and the results.

Table 2: *Results of Polynomial Regression Analyses on Salespeople's Self-Efficacy and Sales Efficiency*

Constructs	**Model 1 DV = Salespeople's Self-Efficacy**		**Model 2 DV = Sales Efficiency**	
	Beta	**t value**	**Beta**	**t value**
Constant	-.60*	-2.15	.46**	.69
Control variables				
Salespeople age	-.21*	-2.72	-.05*	-2.70
Sales experience	.20*	2.36	.04†	1.96
Company tenure	.10	1.01	.04†	1.80
Time under the manager supervision	-.03	-.30	.05†	1.96
Product mix	.13	.86	-.05	-1.28
Main Effects				
Behavior-Based Control (b_1)	.18	1.21	.09*	2.46
Outcome-based Control (b_2)	.44**	3.03	.08*	2.28
Behavior-Based Control^2 (b_3)	.19**	3.23	.04*	2.77
Behavior-Based Control × Outcome-Based Control (b_4)	.10	1.70	.02	1.13
Outcome-based Control ^{2} (b_5)	.01	.23	.01	.28
R^2 adjusted	.40		.37	
Surface Tests				
$a_1 = b_1 + b_2$ (slope of the line of alignment)	.62*		.17*	
$a_2 = b_3 + b_4 + b_5$ (curvature of the line of alignment)	.29*		.06*	
$a_3 = b_1 - b_2$ (slope of the line of misalignment)	-.26†		.01	
$a_4 = b_3 - b_4 + b_5$ (curvature of the line of misalignment)	.10*		.03*	

Note. $^{**}p < .01$; $^{*}p < .05$; † $p < .10$

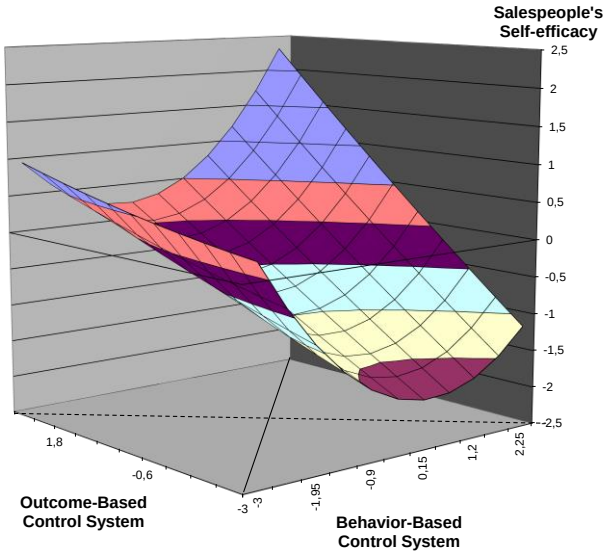
Main Effect of Alignment. To test H_1, we added a constraint (outcome-based = behavior-based control system) in the regression model (Edwards, 2002). The slope of the alignment line (b_1+b_2) represents the direct effect of the control systems alignment on salespeople's self-efficacy. The control systems alignment represents a continuum in which the levels of both control systems are similar. The continuum's extremes are high levels of behavior-based and outcome-based control systems and low levels of both variables. We expected that when there is an alignment, the higher the control levels, the higher levels of salespeople's self-efficacy.

As expected, the main effect of control system alignment on salespeople's self-efficacy was supported ($b_1 + b_2 = .62$; $p<.01$, H_1). The positive alignment effect indicates that as the alignment is higher, the higher the level of salespeople's self-efficacy. We created a three-dimensional graphic to illustrate the response surface for salespeople's self-efficacy along the alignment line based on Edwards and Parry (1993) and Edwards (2002).

Figure 2 shows that the higher level of alignment is better than lower level to increase self-efficacy. Therefore, we confirm the first hypothesis. The results of surface tests also demonstrated that the curvature of the control system alignment is also significant ($b_3 + b_4 + b_5 = .29$, $p<.05$). The positive sign of the curvature effect represents that the relationship occurs in the form of a U-shaped relationship. That is, initially, the control system alignment

has a negative effect on salespeople's self-efficacy, but in a critical point, the effect turns around and starts to increase.

Figure 2. *The main effect of Aligned Sales Control System on Self-Efficacy*

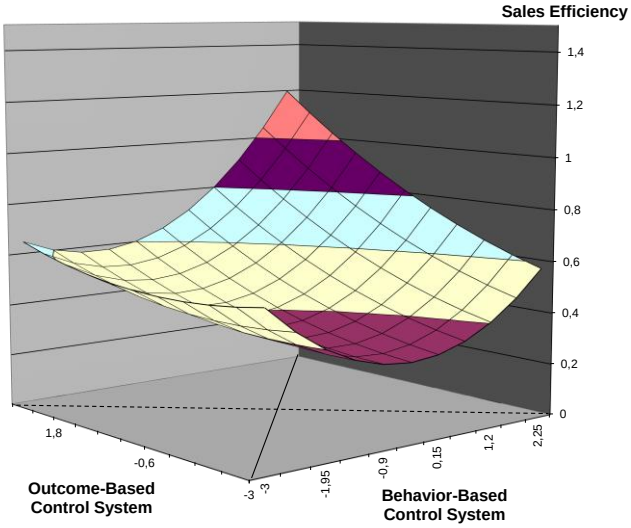


Notes. The solid line running diagonally from the near corner to the far corner represents the alignment line. The dotted line running diagonally left to right represents the misalignment line.

About H_2, the main effect of control system alignment on sales efficiency was also supported ($b_1 + b_2 = .17$; $p<.01$). The positive effect indicates that as the alignment is higher, the higher the level of sales efficiency. Figure 3 shows this positive effect according to solid line. As the alignment varies from low behavior-based and low outcome-based control system to high behavior-based and high outcome-based control system, the higher the salespeople's sales efficiency. As consequence, we confirm the second hypothesis.

As in self-efficacy, the results of surface tests also demonstrated that the curvature of the control system alignment is also significant to explain sales efficiency ($b_3 + b_4 + b_5 = .06$, $p<.05$). Thus, initially, the control system alignment has a negative effect on salespeople's sales-efficiency, but in a certain point, the relationship becomes positive.

Figure 3. *The main effect of Aligned Sales Control System on Sales Efficiency*



Notes. The solid line running diagonally from the near corner to the far corner represents the alignment line. The dotted line running diagonally left to right represents the misalignment line.

Mediating Effect. To test our mediation model described in $H_{3,}$ we created a block variable that represents the effect of the alignment between behavior-based and outcome-based control system (Edwards & Cable, 2009). The block variable combines the estimated regression coefficients of the polynomial regression. Ahearne et al. (2013) used a similar procedure. Next, we used the macro Process (Preacher & Hayes, 2004) to analyze the indirect effect of control system alignment on sales efficiency by self-efficacy. Table 3 presents the results.

First, we estimated a regression model to test the effect of control systems alignment on sales efficiency and we found a positive main effect (b = .11; p<.01). Second, we performed a new model including the salespeople's self-efficacy and the effect the effect of control systems alignment on sales efficiency becomes non-significant (b = .05; p=NS). However, we found a positive effect of salespeople's self-efficacy on sales efficiency (b = .08; p<.01). These results suggest that the effect of control system alignment on sales efficiency depends on the salespeople's self-efficacy. Thus, we tested the indirect effect control systems alignment on sales efficiency through salespeople's self-efficacy. We adopted the bootstrap technique and Sobel's test to evaluate the significance of the indirect effect. As expected, we found a significant indirect effect (β=.07, 95% CI = [.03; .12]; Z = 3.24; p<.05), supporting $H_{3.}$

Table 3: *Results of Mediation Analyses on Sales Efficiency*

	DV = Sales Efficiency					
	Total effects		**Direct effects**		**Indirect effect**	
Constructs	**Beta**	**p-value**	**Beta**	**p-value**	**Beta**	**Lower/ Upper CI**
Constant	.35*	4.45	.34*	4.62		
Control variables						
Salespeople age	-.05*	-2.77	-.04†	-1.91		
Sales experience	.06*	2.78	.04†	1.90		
Company tenure	.04†	1.80	.03	1.48		
Time under the manager supervision	.04†	1.85	.05*	2.18		
Product mix	-.05	-1.40	-.06	-1.68		
Main Effect						
Salespeople Self-efficacy			.08**	3.78		
Control systems alignment	.11**	3.54	.05	1.31		
Indirect Effect Trough Self-Efficacy						
(H_3) Control systems alignment					.07*	.03 / .12
Sobel test					3.24**	
R^2 adjusted	.35		.41		.41	
F (model)	10.88**		12.38**		12.38**	

Note. **p < .01; *p< .05; † p< .10; Percentile bootstrap 95% confidence interval lower/upper; 5.000 bootstrap samples.

Conclusions

Empirical marketing research on sales field has focused on control systems dimensions individually, exploring antecedents and moderators of sales performance (Schuh, Pizzutti, & Vieira, 2018, Silva, Vieira, & Faia, 2015; Silva, Faia, & Vieira, 2016; Santini et al., 2018; Miao & Evans 2012; 2014; Oliver & Anderson, 1994; Anderson & Oliver, 1987). We advance in this limitation by studying the effects of the control system alignment (Crosno

& Brown, 2015; Samaraweera & Gelb, 2015). Our first new finding is that by supporting an alignment, salespeople can achieve better results in their self-efficacy and sales efficiency. By having high level of alignment, salespeople can perceive a dual support from the company in terms of which behaviors should be executed and what sales targets outcomes the company would expect. In having high level of alignment, firm can balance the expectations and creates additional value so that salespeople belief in their actions and outcomes, generating self-efficacy and sales efficiency toward high performance.

Second, empirical marketing investigation on sales has focused in the moderating (Vieira et al., 2018) and the mediating role of self-efficacy (Gong, et al., 2009; Zhao, Seibert, & Hills, 2005). However, the mediating role of self-efficacy when using the alignment between behavior-based and outcome-based control system as predictor is new. By using a block variable that represents the balance from the two control mechanisms, we found that the sequence firm's controls --> salespeople's belief in their capacity to succeed --> salespeople's efficiency performance works.

The authors also suggest some insights for sales management. In retail context, such as furniture stores and cosmetics stores, sales managers need to set measurable results (outcome-based control) and subjective goals of behavior expected from salespeople (behavior-based control). We suggest that sales managers should adopt outcome-based control to ensures compliance with sales targets in a given period (e.g., months, semesters, years, etc.), and adopts behavior-based control to directs the activities of the salesperson in day by day.

Future Research and Limitations

Our model has some limitations that open for new investigation. We tested our framework in two retail contexts (furniture and cosmetics stores), but it is crucial to conduct studies beyond these contexts to assess the generalizability of our findings. Future research can investigate other retail segment in order to comprehend the alignment generated by firm. We test the proposed model with data collected at the salesperson level combined with the company reporting information. Thus, our results reflect the variation in the level of control system perceived across salespeople. With a larger set of firms in the sample, future studies may find a more significant difference in control system levels, which may increase the explanatory power of the model. Moreover, our research focuses on formal, as opposed to informal (i.e., self, social, and cultural) controls (Jaworski, 1988). Future study would examine the effects of informal and formal sales controls alignment on salespeople's self-efficacy and sales outcomes.

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Appendix I: Measurement Scales

Scales (1 = "strongly disagree," and 7 = "strongly agree")

Behavior-based Control System (based on Mullins et al., 2014; Oliver & Anderson, 1994).
My manager…

- makes it clear to everyone what to do and how to do the activities
- stays in close touch with me.
- often asks me for information on how I'm doing at work.
- keeps in touch with me.
- keeps very well informed about the activities of his sellers
- is very integrated in the activities of his sellers
- has contact with me on a daily basis
- gives explicit directions to sellers

Outcome-based Control System (based on Mullins et al., 2014; Oliver & Anderson, 1994).
My manager...

- decides who is good looking strictly the result obtained by each employee
- only evaluates tangible results (objective results)
- does not care what I do as long as I'm productive
- takes few things into consideration when I achieve my performance

Self-Efficacy (based on Sujan, Weitz & Kumar, 1994)

- I'm good at selling.
- It's easy for me to put pressure on the customer.
- I know the right thing to do in selling situations.
- I find it easy to convince a client that has a different viewpoint than mine.
- My temper is well suited to sell.
- I'm good at figuring out what the customer wants.
- It's easy for me to make clients see my point of view.