



**"Creativity and Leadership in Sales Management: A Comparative study  
of Private and Public sector Organization (Indian context)"**

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**"Creativity and Leadership in Sales Management: A Comparative study  
of Private and Public sector Organization (Indian context)"**

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## Resumen

En las últimas dos décadas, la mayoría de los teóricos han definido la creatividad como el desarrollo de las ideas acerca de los productos, servicios, prácticas o procedimientos que son (a) nuevos y (b) potencialmente útiles para la organización (Amabile, 1996; Zhou&Shalley, 2003). La investigación sobre la creatividad de los empleados en ventas tenía una historia relativamente corta, pero aún en la última década algunas investigaciones empíricas en esta área han sido encontradas. Los investigadores habían hallado una variedad de factores contextuales y organizacionales que facilitan y dificultan el desempeño creativo en el lugar de trabajo (por ejemplo Amabile 1988, 1996, Amabile y Conti 1999, Lazenby y Herron 1996, Eisenberger y Armeli 1997, Eisenberger y Selbst 1994, George &Zhou 2001, 2002, Madagar, Oldham, y Pratt 2002, Shalley& Perry Smith-2001, Tierney y Farmer 2002, Zhou y Oldham, 2004).

La base de la investigación de la creatividad comenzó entre finales de los años 1980 hasta mediados de 1990. La creatividad floreció primero a través de la obra seminal de Amabile (1983). Ella fue el primer investigador en proponer un marco teórico con apoyo empírico para comprender los conocimientos personales (por ejemplo, conocimiento y habilidades de dominio relevantes, habilidades creativas y estrategias pertinentes) y factores ambientales (por ejemplo --- contratado por recompensas) que podrían facilitar o inhibir empleado la creatividad.

Rendimiento creativo centrado principalmente en las características de la personalidad y los rasgos asociados a los resultados creativos. Por ejemplo, las investigaciones han encontrado que los individuos creativos tienden a ser más flexibles en la absorción de la información, demostrablemente más alto en el nivel de motivación intrínseca y están abiertos a nuevas experiencias. Sin embargo, muy poco se conoce en la literatura existente cómo influir en los empleados para el rendimiento creativo (Drazin et al 2008, WhitneyRuscio y Amabile, 1998). Aquí se ha dividido la creatividad en dos capítulos. En el primer capítulo que trataremos acerca de cómo los líderes transformacionales influyen directa e indirectamente en la creatividad. En el segundo capítulo hablaremos de cómo la creatividad, directa e indirectamente afecta al rendimiento y la eficacia de las ventas de la organización. En otras palabras, podemos decir que estamos estudiando acerca de los antecedentes y consecuencias de la creatividad.

## **¿Por qué es importante la creatividad en Ventas?**

La creatividad juega un papel importante en el mercado competitivo actual (Woodman et al 1993). Es la sangre vital de la organización actual. En este entorno dinámico globalizado, donde las industrias enfocadas en disminuir la vida útil del producto ciclo, la creatividad juega un papel vital en las ventas (Van Gundy 1987, Rickards 1990). Muchas empresas están experimentando una presión para mejorar el sistema antiguo y el producto continuamente mediante la implementación de nuevos servicios y procesos para ser creativo (Van Gundy 1987). Al lado de esta creatividad es necesario resolver el problema típico en las ventas como la forma de conocer los gustos y las necesidades de los clientes, identificar nuevas y rentables oportunidades de mercado para mejorar el estándar de los productos y la satisfacción del cliente (RA Proctor 1991).

Sin embargo, la creatividad es principal ingrediente del crecimiento de las ventas y de su supervivencia (Amabile 1988, Kauter 1983, ReillyTushman& O 'de 1997). Por ejemplo, compañías como Cirque du Soleil reinventan creativamente sus productos, servicios y muchas veces industrias enteras (Bincon, Heyward 2006, Nussbaum et al 2005). Los investigadores han sugerido también que el comportamiento creativo individual es más probable que ocurra cuando una persona percibe un ambiente de trabajo que fomenta la creatividad (Amabile 1996, Cummings, Hinton& Global 1993). Por eso, cuando el entorno de las ventas es propicio entonces el rendimiento creativo individual también aumenta

Amabile (1988) ha afirmado también que la creatividad depende de las condiciones de la organización. Así, los investigadores han reconocido también que las personas son la principal fuente de ideas creativas. De acuerdo con la aplicación Amabile et al (1996) el éxito de los nuevos programas, la introducción de nuevos productos y de nuevos servicios depende de una persona o un equipo que tiene una buena idea y desarrolla estas ideas más allá de su estado inicial. En general, existen varias opciones, como la generación de nuevo entorno favorable, nuevos servicios, mejores técnicas posibles para toda esto la fase de creatividad es muy necesaria en ventas y marketing.

Teniendo en cuenta el contexto particular de las ventas (Martinaityte y Sacramento 2012) ha señalado también que los vendedores que son capaces de desarrollar nuevas ideas para satisfacer las necesidades del cliente y que pueden generar, así como evaluar múltiples

alternativas para los problemas de los clientes nuevos son más propensos a tener éxito que aquellos que se acercan a sus clientes de una manera convencional. Los vendedores que son creativos son más propensos a pensar divergentemente acerca de sus productos y por lo tanto puede persuadir a sus clientes, citando una gama más amplia y atractiva de sus beneficios. Por otra parte, los vendedores creativos también pueden aplicar sus habilidades de pensamiento divergente mediante la elaboración de nuevos procedimientos para la adquisición de nuevos clientes. Por lo tanto, este cuerpo de investigación creciente confirma que la creatividad es un instrumento clave en ventas y marketing para desarrollar nuevas ideas cara satisfacer las necesidades de los clientes.

### **Liderazgo**

El liderazgo juega un papel importante en una organización por su complejidad, la colaboración y la rendición de cuentas (Ingram, 2004). Sin embargo, el liderazgo en la organización de ventas es cada vez más importante en el mercado actual. Las organizaciones de ventas necesitan las habilidades de liderazgo para varios procesos de gestión de ventas, tales como el reclutamiento, la selección, la capacitación y los programas de mentores.

Además de eso, el liderazgo también juega un papel importante a nivel directivo. Los gerentes de alto nivel de ventas y otros ejecutivos de ventas que son responsables de gran parte de la organización de ventas son considerados como líderes. Las actividades de liderazgo se definen como los gerentes de ventas combinan eficazmente su sistema de gestión y su papel de supervisión de maneras efectivas (Ingram, La Forge, Locander y Padsakoff 2005).

En un contexto de ventas, cientos de definiciones de liderazgo están disponibles en la literatura (Brass, 1990). Esta definición varía de individuo a individuo, es decir desde el nivel de jefe de ventas superior hacia abajo, las personas de la línea de ventas y también sus habilidades de trabajo para lograr cosas en el contexto de las ventas. Por otro lado, el liderazgo puede ser definido como el conjunto de actividades observables que se producen en un grupo de trabajo compuesto de gerente de ventas y vendedores que voluntariamente se suscriban a un propósito compartido y trabajan conjuntamente para lograrlo (Yammarino, 1996, p. 191) .

Los términos gestión de liderazgo y supervisión a menudo se utilizan indistintamente en la literatura de ventas. Liderazgo de ventas se centra más en ser eficaz y "haciendo las cosas bien". El liderazgo de las actividades de ventas se realiza a menudo por aquellos en posiciones de alto nivel en las organizaciones de ventas, gestión de venta y actividades de supervisión a menudo a los que están en los niveles inferiores. Por ejemplo, un alto dirigente de una organización de ventas deben participar no sólo en las actividades de liderazgo (por ejemplo: influir en los clientes, en los miembros del equipo de ventas, otros en la compañía, y socios de canal) Actividades de gestión (por ejemplo, las ventas de planificación, ejecución y control de las actividades dentro del territorio asignado) y las actividades de supervisión (por ejemplo, el trabajo con los vendedores y personal de apoyo en el día a día). Sin embargo, con el cambio de realidades, la organización de ventas requiere de un liderazgo tradicional, actividades de "gestión" y "supervisión" que se realizan en las organizaciones de ventas (Ingram et al 2006).

Por otra parte, los vendedores deben tener más papel de liderazgo en dos formas básicas. Primero, la gente de ventas debe participar en actividades de auto liderazgo para desarrollar y ampliar las relaciones con los clientes y otros socios. En segundo lugar, la creciente importancia de la colaboración a través del equipo de ventas y formalizar el trabajo en equipo informal requiere la implementación de un modelo de liderazgo compartido o horizontal.

Nueva forma de estilo de liderazgo

Una considerable cantidad de investigaciones sobre el liderazgo de ventas se ha ocupado de la relación entre los estilos de liderazgo diferentes y diversos resultados. Aunque varios estilos de liderazgo diferentes han sido estudiados en la literatura de las ventas (Darden, McKee, Hampton 1993, Futrell 1984, Hite y Bellizzi 1986). Las siguientes son las nuevas formas de los estilos de liderazgo.

- **Liderazgo Transformacional**

El investigador Benard M. Bass expandió las ideas originales de Burns para desarrollar lo que hoy se conoce como la teoría del liderazgo transformacional de Bass. Según él, el liderazgo transformacional puede ser definido como el impacto que tiene sobre los seguidores. Esta teoría también reconoce la importancia de los procesos de poder e influencia. La relación líder-subordinado es visto como una de las emociones intensas



donde los subordinados colocan una gran cantidad de confianza y seguridad en el líder (Brass, Waldman, Avolio y Bebb 1987, Burn, 1978). Brass (1985) también sugiere que hay cuatro diferentes componentes del liderazgo transformacional.

i) Estimulación Intelectual

El liderazgo transformacional no sólo desafía el status quo, también fomenta la creatividad de los seguidores. El líder alienta a los seguidores a explorar nuevas formas de hacer las cosas y nuevas oportunidades para aprender.

ii) Estudio Individualizado

El líder transformacional también consiste en ofrecer apoyo y aliento a los seguidores individuales con el fin de promover relaciones de apoyo. Liderazgo transformacional mantiene las líneas de comunicación abiertas para que los seguidores se sienten libres para compartir ideas y los líderes pueden ofrecer reconocimiento directo de la contribución única de cada seguidor.

iii) Motivación de la inspiración

Liderazgo transformacional tiene una visión clara de que son capaces de articular a los seguidores. Estos líderes también son capaces de ayudar a los seguidores experimentar la misma pasión y motivación para cumplir con estos objetivos.

iv) la influencia idealizada

El Liderazgo Transformacional sirve como un modelo a seguir para los seguidores. Debido a la confianza y el respeto al líder de los seguidores, Ellos emulan a este individuo e interiorizar sus ideas o ella.

▪ **Liderazgo Transaccional**

Los líderes y subordinados son vistos como agentes de negociación donde el poder relativo regula un proceso de intercambio con beneficios emitidos y recibidos. Bass (1981, 1985a) sugirió que las dos características constituyen liderazgo transaccional. En primer lugar, la recompensa contingente describe el trabajo familiar para pagar el acuerdo explícito e implícito en los objetivos a alcanzar con el fin de obtener las recompensas que deseamos. En segundo lugar, la gestión por excepción caracteriza cómo los líderes supervisan

subordinados negativos y ejerce acciones correctivas cuando los subordinados no cumplen con los objetivos.

La teoría del liderazgo transaccional sugiere que los subordinados o el líder pueden ejercer un considerable poder e influencia mediante la participación en un proceso de intercambio de beneficio mutuo con su líder. El estilo transaccional implica la negociación entre el líder y los subordinados (Rajas, Ponce, Almonte et.al., 2006).

- **Liderazgo Laissez faire**

Laissez faire Liderazgo descrito como un líder pasivo que es reacio a influir en los subordinados o dar instrucciones. Por lo general, se abstiene de participar en la toma de decisiones de grupo o individual (Bass, 1981, Brandford y Lippitt 1945) y, en gran medida, abdica de su papel de liderazgo (Stoner, 1982). A los subordinados se les da considerable libertad de acción y por lo tanto son propensos a maximizar su poder e influencia. En otras palabras, el liderazgo "laissez faire" es el liderazgo, en la que el líder rechaza el control y permite a los subordinados para tomar las decisiones (Rajas, Ponce, Almonte et al., 2006).

- **Liderazgo de Servicio**

Liderazgo de Servicio (Green Leaf 1977) facilita el logro de metas, dándoles a sus miembros del equipo lo que necesitan para ser productivos. Este líder es un instrumento de los empleados utilizan para llegar a la meta antes que una voz de mando que mueve al cambio.

- **Auto Liderazgo**

Liderazgo sin asistencia (Bandura 1986) es un proceso que permite que una persona aprenda a mejor conocerse a sí mismo/misma y a través de esta comprensión de sí mismo que ser capaz de dirigir su vida mejor. La importancia del liderazgo de sí mismo se ha convertido en evidencia durante los últimos diez años.

En esta tesis nos gustaría discutir acerca de cómo el auto liderazgo directa o indirectamente influye en el rendimiento y cómo influye en el rendimiento creativo en la organización del sector público y privado. En ventas, el enfoque de liderazgo es uno de

los aspectos más importantes de la organización empresarial. El auto liderazgo es uno de ellos. Debido al aumento de la competencia y el cambio continuo en el entorno de ventas muchas organizaciones requieren cambiar de la gestión tradicional (Arnold, Arad, Rhoades y Drasgrow 2000 y Pearce 2007) para la gestión moderna. En lugar de la estructura de arriba hacia abajo, donde los líderes toman decisiones, en algunas organizaciones de ventas los empleados necesitan tomar sus propias responsabilidades y su propia decisión (Costello, Brunner &Hasty 2002). Al lado de esto en la época moderna, se hace hincapié en el liderazgo para crear líderes efectivos, no sólo seguidores. Enfoque de liderazgo de los trabajadores en uno mismo es fundamental para el éxito en las ventas. Esta condición cambiante hace que los empleados más independiente que son capaces de ayudarse a sí mismos para convertirse en autolíderes (Stewart, Manz y Sims, 1999).

El autoliderazgo combina la autorregulación (por ejemplo, Carver y Scheier 1981) y la autogestión (por ejemplo Luthans& Davis 1979, Manz y Sims 1980, y Mills, 1983). Influye en uno mismo para lograr la auto-motivación y auto-dirección necesaria para comportarse de una manera conveniente. Hay tres categorías de autoliderazgo:

a) comportamiento enfocado en estrategias, b) las estrategias naturales de recompensa, c) establecer estrategias a través de modelos (Manz 1992).

El comportamiento enfocado en estrategias se refiere al auto evaluación específica, la recompensa a sí mismo y la autodisciplina. Estrategias de recompensas naturales incluyen el compromiso de creer en y disfrutar del trabajo por su propio valor, establecer estrategias a través de modelos, finalmente, se centran en el establecimiento y la modificación de pensamientos a través de auto-análisis, la mejora del sistema de creencias, hablar positivamente de sí mismo para mejorar el rendimiento.

Empíricamente se ha establecido que el liderazgo de sí mismo tiene una influencia sobre el rendimiento en el comportamiento organizacional (por ejemplo Hughton 2006, Renen y Huning 2008, FarukSahin 2010). A pesar de algunas escasas investigaciones hechas antes y por su limitación en las investigaciones anteriores, este trabajo intenta llenar este vacío, mostrando cómo el auto liderazgo influye directa e indirectamente en el rendimiento medio de diversas variables en el contexto de las ventas.

## **OBJETIVOS**

El objetivo principal de esta tesis es analizar el Comportamiento de Creatividad y Liderazgo de los vendedores (en el contexto de la India). La tesis consiste en una compilación de cuatro capítulos. Cada capítulo incorpora la bibliografía pertinente y se centra en el análisis de determinadas partes de la estructura. Se añade un último capítulo con las conclusiones del trabajo.

En primer lugar, la parte de introducción representa una visión general del marco teórico de la tesis. Nuestra investigación se inserta en dos cuerpos, a) Creatividad, y b) Liderazgo. Cada uno de nuestros ensayos combina la formación teórica con la investigación empírica.

**Capítulo 1:** Explora el liderazgo transformacional y el efecto Creatividad directa e indirecta en el contexto de Ventas.

El objetivo de este capítulo es investigar el impacto de Liderazgo Transformacional en mejorar los resultados para las personas creativas de ventas. Se argumenta que Liderazgo transformacional tiene una influencia positiva para la motivación intrínseca y la confianza en el supervisor, que a su vez influyen a la creatividad.

**Capítulo 2:** Se analizan las consecuencias de la creatividad, es decir cuáles son los resultados para la creatividad.

El objetivo de este capítulo es investigar lo que son los resultados cuando el vendedor llega a ser creativo. Se argumenta que la creatividad de la persona de ventas tiene que implementar una venta adaptable para mejorar su desempeño en las ventas y, finalmente, la eficacia de ventas de la organización.

**Capítulo 3:** Explora cómo el Autoliderazgo responde directa e indirectamente en el contexto de Ventas.

El objetivo de este capítulo es investigar el impacto del Autoliderazgo en la mejora del rendimiento de ventas para los vendedores. Se argumenta que el auto liderazgo tiene una influencia positiva en la autoeficacia y satisfacción en el trabajo que se traduce en rendimiento.

**Capítulo 4:** Explora el efecto del Autoliderazgo en la Proactividad y el Comportamiento Ciudadano Organizacional en la organización del sector privado y público.

El objetivo de este capítulo es investigar como el auto-liderazgo influye sobre la proactividad y el rendimiento creativo y el Comportamiento Ciudadano organizacional en la organización del sector privado y del sector público. Se argumenta que el auto-liderazgo tiene una influencia positiva sobre la Proactividad, el rendimiento creativo y el Comportamiento Ciudadano Organizacional en la organización de los sectores publico y privado.

### **DISEÑO DE LA INVESTIGACIÓN Y FUENTES DE INFORMACIÓN**

Los datos que requieren para cumplir con los objetivos de investigación se recogieron 31 empresas diferentes en la India de distintos sectores que se pueden ver en la tabla 0.1.

Los datos de los capítulos, 1, 2 y 3 se obtuvieron de las empresas antes mencionadas. Se desarrollaron dos juegos de cuestionario uno para el vendedor y otro es para el supervisor donde el supervisor debe evaluar a la persona de ventas. Los datos del capítulo 4 se eligieron desde los datos base que incluían dos compañías del sector público, una del sector bancario y otra del farmacéutico y dos del sector privado una del sector bancario y otra del farmacéutico.

Tabla 0.1. Diseño de la investigación y los datos de muestreo para la investigación actual.

Sectores Industrias	País	Distribuido	Ratio de Respuesta	Tipo de Sector		Distribución
				Público	Privado	
Farmacéutica	India	250 pares	120 pares	1	50	Correo electrónico
Tecnología de la Información	India				7	Correo electrónico
Banca	India			1	12	Correo electrónico
Seguros	India				15	Correo electrónico
Automóviles	India				12	Correo electrónico
Consumo Duradero	India				5	Correo electrónico
FMCG	India				2	Correo electrónico
Media	India				4	Correo electrónico
Logistics	India				11	Correo electrónico

**Table 0.2.** Descriptive analysis of number of employees

Categoría industrias	Tamaño de la empresa (número de trabajadores)	
	Media	Desviación típica
Farmacéutica	3592.75	6607.216
Tecnología de la Información	160757.29	109715.663
Banca	22384.62	18314.559
Seguros	2200	1171.08
Automóviles	450	484.299
Consumo Duradero	15000.00	.000
FMCG	424	588.313
Media	100	.000
Logística	88.18	30.600

## ANÁLISIS DE DATOS

Los datos se analizaron mediante el paquete estadístico SPSS, versión 18 y AMOS, versión 18.

La investigación empírica se basa principalmente en Modelo de ecuaciones estructurales (SEM), que es una metodología establecida en las ciencias sociales. SEM permite la estimación de la relación entre las estructuras latentes no observables o constructos teóricos (por ejemplo, Liderazgo Transformacional, la Motivación Intrínseca, la confianza en el supervisor y el rendimiento creativo). En todos los ensayos, se ha utilizado este método de análisis.

La investigación actual incluye múltiples dimensiones variables en algunos capítulos, se evalúa la fiabilidad, validez convergente y discriminante de las estructuras latentes, a fin de garantizar que la variable observable mide constantemente las construcciones que estaban destinados a medir. El análisis factorial confirmatorio (CFA) se ejecuta en cada estudio. Segunda etapa del análisis es la prueba de Alfa Cronbach de cada variable.

Por último, para evaluar la bondad de ajuste del modelo, el tradicional  $\chi^2$  (chi-cuadrado) prueba de ajuste se informó, sin embargo, que dada la dependencia conocida de las estadísticas de chi-cuadrado del tamaño de la muestra, se opta por la regla de combinación de un valor de chi cuadrados con el grado de libertad ( $\chi^2/df$ ), un valor de 0,95 o superior para el índice de ajuste comparativo (CFI) y el Índice de Ajuste normal (NFI) y un valor inferior a 0,08 para el error cuadrático medio de aproximación (RMSEA) y el

estandarizado de raíz media residual Square (SRMR)-Indicando un buen ajuste (Byrne, 2001).

## **RESUMEN DE LA TESIS**

La tesis consiste en una compilación de cuatro manuscritos. En el presente, trabajo figuran como cuatro capítulos. En la Figura 1 se presenta el posicionamiento de los capítulos relativo a la estructura conceptual. Cada capítulo incluye la bibliografía pertinente y se centra en el análisis de determinadas partes de la estructura, siguiendo la lógica se presenta a continuación.

Introducción: representa una visión general del marco teórico de la tesis. A medida que nuestra investigación se divide en dos cuerpos uno es la creatividad y el otro es el liderazgo. Hemos discutido en esta parte de la importancia de la creatividad en las ventas y la nueva forma de los estilos de liderazgo en ventas.

El capítulo 1 explora sobre el liderazgo transformacional y sus efectos directos e indirectos para el rendimiento creativo a través de diversos mecanismos como la motivación intrínseca, la confianza en el supervisor. La investigación también establece cómo los líderes transformacionales transformar sus subordinados realicen creativamente.

El capítulo 2 explora sobre la creatividad y su influencia directa e indirecta en el rendimiento y eficacia de las ventas de la organización. La investigación establece cuáles son los resultados o consecuencias de la creatividad y su influencia en el desempeño de la adaptación de las ventas para mejorar el resultado global de la organización o de la efectividad organizacional de las ventas.

El capítulo 3 explora como el auto-liderazgo influye en el rendimiento directa e indirectamente. El resultado establece que procesos como la autoeficacia y la satisfacción en el trabajo influyen para la mejora del rendimiento de los autolideres.

El capítulo 4 explora cómo el auto-liderazgo influye directa e indirectamente en el rendimiento creativo en las organizaciones del sector privado y del sector público. Esta investigación se basa en los efectos del autoliderazgo sobre la Proactividad y el Comportamiento Ciudadano Organizacional. Con los desafíos globales, las organizaciones del sector público y del privado sólo puede tener éxito con dinámica, auto-independiente, proactividad y un esfuerzo de trabajo extra para sobrevivir en este mundo de negocios competitivo.

Por último, en el capítulo 5 se presentan los resultados más importantes de esta investigación doctoral y esboza su implicación conceptual y práctico.

Una síntesis de la estructura total de la tesis se presenta en la figura 0.1.

## **BRIEF SUMMARY**

The main objective of this thesis is to examine the creativity and Leadership of the sales person in India and the comparative analysis of public and private sector organization. The thesis integrates recent perspectives on i) the transformational leadership direct and indirect effect to sales person's creative performance ii) creative direct and indirect effect to sales person's sales performance and sales organizational effectiveness iii) Self leadership direct and indirect effect to sales person's performance. iv) Self leadership effect to Proactivity, Creative Performance and Organizational Citizenship Behaviour in both Private and Public sector organization. The present research is built upon sales management context and combines insights from Organizational behaviour literature, psychological literature. The empirical foundation for the research consist of data from India (n=120).

The empirical research presented in this thesis relies heavily on Structural Equation Modeling (SEM) allows for the incorporation of latent (unobserved) structure into theoretically-based probabilistic models.

This research yields four key findings and different conceptual and practical implication:

i) The first essay informs that creativity is an integral part of individual's skill repertoire to succeed in the current dynamic and competitive scenario. Creativity is expressed in generation of new ideas, their promotions, and realization of benefits. However, little is known in the extant literature about the creativity in sales. The study, proposes in the first essay how transformational leadership influence to creative performance through various mechanism like intrinsic motivation and trust in supervisor. The results of the research suggest that Transformational Leadership influence positively to creative performance and intrinsic motivation. But intrinsic motivation doesn't influence to creative performance. The research suggests that leaders stimulate their followers or their sales person to boost their creative performance.



ii) The second essay sheds light about the consequences of creativity i.e. how creativity influence the sales persons performance and to the overall performance of the organization. Finding indicates that creativity is positively influence to adaptive selling, Sales Performance and Sales Organizational effectiveness. The research suggests that creativity influence to adaptive selling and sales performance. Sales people need to be creative for new product development to enhance their sales performance and sales organizational effectiveness through their adaptive selling behaviour as per the customer requirement.

iii) The third essay reveals the importance of Self leadership in sales management and their influence in performance through various mechanism like self efficacy, job satisfaction and sales performance. Finding indicates that self leadership is positively influence self efficacy, Job satisfaction and sales performance. On the other hand Self efficacy is positively influence to job satisfaction, but job satisfaction doesn't influence to sales performance statistically. The research suggest that when a sales person can lead themselves alone can perform better in their work to get more self control over their jobs which helps them to get more confidence in their work and enhance the performance of the sales people.

iv) The fourth essay sheds light how self leadership influence to creative performance, Organizational citizenship Behaviour & proactivity. The findings suggest that Self leadership has a significant correlation effect to Proactivity, and Creative performance in both private and public sector organization but has no correlation between Self leadership and Organizational citizenship behaviour in private sector organization. On the contrary Self leadership and Organizational citizenship behaviour has a significant correlation effect in public sector organization. The research suggests that however, Self Leadership can lead themselves and get their new ideas and solutions to their problem creatively hence leads to creative performance to survive with their competitors.

Key words: Transformational leadership, Intrinsic motivation, Trust in supervisor, creative performance, Adaptive selling, Sales performance, Sales Organizational Effectiveness, Self Leadership, Self efficacy, Job satisfaction, Organizational Citizenship behaviour, Proactivity, Private Sector Organization, Public sector Organization, SEM.

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**INTRODUCTION**





### INTRODUCTION

Over the past two decades, most theorists had defined creativity as the development of ideas about the products, practices, services or procedures that are (a) novel and (b) potentially useful to the organization (Amabile, 1996; Zhou & Shalley, 2003). Research on employee creativity had a relatively short history in sales, but still in the past decade some empirical researches in this area had been found. Researchers' had found a variety of contextual and organizational factors that facilitate and hinder the creative performance in the work place (e.g. Amabile 1988, 1996, Amabile & Conti 1999, Lazenby & Herron 1996, Eisenberger & Armeli 1997, Eisenberger & Selbst 1994, George & Zhou 2001, 2002, Madagar, Oldham, & Pratt 2002, Shalley & Perry-Smith 2001, Tierney & Farmer 2002, Zhou and Oldham 2004).

The foundation of creativity research began in the late 1980's through the middle of 1990's. Creativity had flourished first through the seminal work of Amabile (1983). She was the first researcher to propose a theory-based empirically supported framework to understand the personal (e.g. domain relevant knowledge and skills, creativity relevant skills and strategies) and environmental factors (e.g. contracted--- for rewards) that could facilitate or inhibit employee's creativity.

Creative performance mainly focused on the personality characteristics and traits associated with creative outcomes. For example researches had found that creative individuals tend to be more flexible in absorbing information, demonstrably higher in the level of intrinsic motivation and are open to new experiences. However, very little had known in the extant literature how employees influence to creative performance (Drazin et al 2008, Ruscio Whitney & Amabile 1998). Here we have divided creativity into two chapters. In the first chapter we are discussing about how transformational leaders directly and indirectly influence to creativity. In the second chapter we like to discuss how creativity directly and indirectly effect to sales performance and sales organizational effectiveness. In other words, we can say that we are studying about the antecedents and consequences of creativity.

### **Why Creativity is important in Sales**

Creativity plays an important role in modern competitive market (Woodman et al 1993). It is the life blood of today's organization. In this globalized dynamic environment, where industries focused on shortening product life cycle creativity plays a vital role in sales (Van Gundy 1987, Rickards 1990). Many firms are experiencing pressure to enhance old system and product continually by implementing new services and processes to be creative (Van Gundy 1987). Beside this creativity is required to solve the typical problem in sales like how to appeal the customers 'wants and need, identifying new and profitable market opportunities to improve the products standard and satisfy the customer( R.A Proctor 1991).

However, creativity is the key ingredients for organizational sales growth and survival (Amabile 1988, Kauter 1983, Tushman & O' Reilly 1997). For e.g. companies such as Cirque du Soliel are creatively reinventing their products, services and often entire industries (Bincon, Heyward 2006, Nussbaum et al 2005). Researchers had also suggested that individual creative behaviour is more likely to occur when a person perceived a work environment that supports creativity (Amabile 1996, Cummings, Hinton & Global 1993). Hence when sales environment is conducive then individual's creative performance also increases.

Amabile (1988) had also stated that creativity depends upon organizational conditions. So researchers had also recognized that people are the primary source of creative ideas. According to Amabile et al(1996) successful implementation of new programmes, new products introductions of new services depends on a person or a team having a good idea----- and developing that idea beyond its initiate state. Generally, several options like generating new friendly environment, new services, best possible techniques for all this phase creativity is strongly needed in sales and marketing.

Considering the particular sales context researchers (Martinaityte and Sacramento 2012) had also stated that sales people who are able to develop new ideas for satisfying customer needs and who can generate as well as evaluate multiple alternatives for novel customer problems are more likely to be successful than those who approach their customers in a conventional way. Sellers who are creative are more likely to think divergently about their products and can therefore persuade their customers by citing a wider and more attractive range of benefits. Furthermore, creative sellers can also apply

their divergent thinking skills by devising novel procedures to acquire new clients. Hence, this growing research body confirms that creativity is a key instrument in sales and marketing develop new ideas for satisfying customer needs.

### **Leadership**

Leadership plays an important role in an organization for its complexity, collaboration and accountability (Ingram, 2004). However, Leadership in sales organization is increasingly important in today's market. Sales organizations need the leadership skills for various sales management processes such as recruiting, selection, training, and mentoring programs.

Besides that, Leadership also plays an important role at senior management level. The top-level sales managers and other sales executive that are responsible for large part of the sales organization are considered as leaders. Leadership activities defined as how sales managers effectively blend their management system and supervisions role in an effective ways (Ingram, La Forge, Locander, and Padsakoff 2005).

In selling context, hundreds of definitions of leadership are available in the literature (Brass 1990). This definition varies from individual to individual i.e. from top level sales manager to the down line sales persons and also on their task abilities to accomplish things in selling context. On the other hand, leadership can be defined as the set of observable activities that occur in a work group comprising of sales manager and sales persons who willingly subscribe to a shared purpose and work jointly to accomplish it (Yammarino, 1996, p. 191).

The terms leadership management and supervision are often used interchangeably in the sales literature. Sales leadership focuses more on being effective and "doing the right things". Sales leadership activities are often performed by those in higher level positions in sales organizations, sale management and supervision activities frequently involve those at lower levels. For example, a senior leader in a sales organization must engage not only in leadership activities (e.g. influencing customer, sales team members, others in the company, and channel partners) management activities (e.g. planning, implementation & controlling sales activities within assigned territory) and supervisory activities (e.g. working with sales assistants and support personnel on a day to day basis). However, with the changing realities sales organization require traditional leadership

"management" and "supervisory" activities to be performed in the sales organizations (Ingram et al 2006).

Moreover, sales people must take more leadership role in two basic ways. First, sales people must engage in self leadership activities to develop and expand relationship with customers and other partners. Second, the increasing importance of collaboration through formalized sales team and informal team work requires the implementation of a shared or horizontal leadership model.

### *New form of leadership style*

A considerable amount of research on sales leadership has addressed relationship between different leadership styles and various outcomes. Although several different leadership styles have been examined in the sales literature (Darden, McKee, Hampton 1993, Futrell 1984, Hite and Bellizzi 1986). The following are the new form of leadership styles.

- *Transformational Leadership*

Researcher Bernard M. Bass expanded upon Burns' original ideas to develop what is today referred to as Bass' "Transformational Leadership theory". According to Bass, transformational leadership can be defined as the impact that it has on followers. Transformational leadership theory also acknowledges the importance of power and influence processes. The leader-subordinate relationship is viewed as one of the intense emotion where subordinates place a great deal of trust and confidence in the leader (Bass, Waldman, Avolio & Bebb 1987, Burns 1978). Bass (1985) also suggested that there were four different components of Transformational Leadership.

- i) *Intellectual Stimulation*

Transformational Leadership not only challenges the status quo, they also encourage creativity among followers. The Leader encourages followers to explore new ways of doing things and new opportunities to learn.

ii) **Individualized Consideration**

Transformational leader also involves offering support and encouragement to individual followers in order to foster supportive relationships. Transformational Leadership keep lines of open communication so that followers feel free to share ideas and leaders can offer direct recognition of each follower's unique contribution.

iii) **Inspirational Motivation**

Transformational Leadership has a clear vision that they are able to articulate to followers. These leaders are also able to help followers experience the same passion and motivation to fulfill these goals.

iv) **Idealized Influence**

The Transformational Leadership serves as a role model for followers. Because followers trust and respect the leader, they emulate this individual and internalize his or her ideas.

▪ **Transactional Leadership**

Leaders and subordinates are viewed as bargaining agents where relative power regulates an exchange process as benefits are issued and received. Bass (1981, 1985a) suggested that two characteristics constitute transactional leadership. First, contingent reward describes the familiar work for pay influencing arrangement where there is an explicit and implicit agreement on the goals to be reached in order to obtain the desire rewards. Second, management by exception characterizes how leaders monitor negative subordinate deviation and exert corrective action only when subordinates fail to meet objectives.

Transactional leadership theory suggests that subordinates or leader can exercise considerable power and influence by engaging in a mutual beneficial exchange process with their leader. The transactional style involves negotiation between the leaders and subordinates (Rajas, Ponce, Almonte et.al., 2006).

- **Laissez faire Leadership**

Laissez faire Leadership described as a passive leader who is reluctant to influence subordinates or give directions. They generally refrain from participating in group or individual decision making (Bass, 1981, Brandford & Lippitt 1945) and to a large extent, abdicate their leadership role (Stoner 1982). Subordinates are given considerable freedom of action and therefore likely to maximize their power and influence. In other word “laissez faire” leadership are the leadership, in which the leader rejects control and allows subordinates to take the decisions (Rajas, Ponce, Almonte et., 2006).

- **Servant Leadership**

Servant Leadership (Green Leaf 1977) facilitates goal accomplishment by giving its team members what they need in order to be productive. This leader is an instrument employees use to reach the goal rather than a commanding voice that moves to change.

- **Self Leadership**

Self Leadership (Bandura 1986) is an enabling process whereby a person learns to know himself and herself better and through this better self understanding they are able to steer his/her life better. The importance of self leadership has become evidence during last ten years.

In this thesis we would like to discuss about how the self leadership directly and indirectly influence to performance and how self-leadership influences creative performance, proactivity and Organizational Citizenship Behaviour in Public and Private sector Organization. In Sales, Leadership approach is one of the most important aspects in the business organization. Self leadership is one of them. Due to the increased competition and continuous change in sales environment many organizations require to change from traditional management (Arnold, Arad, Rhoades & Drasgrow 2000, and Pearce 2007) to modern management. Instead of top down structure where leaders make decisions, in some sales organization employees need to take their own responsibilities and their own decision (Costello, Brunner & Hasty 2002). Beside this in the modern time leadership emphasizes to create effective leaders, not just the followers. Employees' self

leadership approach is crucial for success in sales. This changing condition makes the employees more self independent that are capable of helping themselves to become self leaders (Stewart, Manz & Sims 1999).

Self leadership combines self regulation (e.g. Carver & Scheier 1981) and self management (e.g. Luthans & Davis 1979, Manz & Sims 1980, and Mills 1983). It influences oneself to achieve the self motivation and self direction needed to behave in a desirable way. There are three categories of self leadership a) Behaviour focused strategies b) Natural reward strategies c) Constructive thought pattern strategies (Manz 1992).

Behaviour focus strategies refer to specific self assessment, self reward, and self discipline. Natural reward strategies include commitment to belief in and enjoyment of the work for its own value, finally constructive pattern strategies focus on establishing and altering thought through self analysis, improvement of belief system, positive self talk to improve the performance.

It has been empirically established that self leadership has an influence on performance in organizational behaviour (e.g. Hughton 2006, Renen and Huning 2008, Faruk Sahin 2010). Despite of some scarce researches made earlier and for its limitation in the previous researches this paper attempts to fill this gap by showing how self leadership directly and indirectly influence to performance through various variables in sales context.

### **OBJECTIVES**

The main objective of this thesis is to examine the Creativity and Leadership Behaviour of the Sales Person (Indian Context). The thesis consists of a compilation of 4 chapters. Each chapter covers relevant literature and focuses on analyzing specific parts of the framework.

First, the introduction part represents an overview of the theoretical framework of the thesis. Our research is embedded in two bodies- a) Creativity b) Leadership. Each of our essays combines theoretical background with empirical research.

*Essay 1 explores the transformational leadership and Creativity direct and indirect effect in Sales Context.*

The objective of this chapter is to investigate the impact of Transformational Leadership on improving creative outcomes for Sales people. It is argued that Transformational Leadership has an positive influence to intrinsic motivation and trust in Supervisor, which in turn influence to creativity.

*Essay 2 explores the consequences of creativity i.e. what are the outcomes for creativity.*

The objective of this chapter is to investigate that what are the results when sales person's become creative in their work. It is argued that creativity of the sales person has to implement their adaptive selling to enhance their sales performance and finally sales organizational effectiveness.

*Essay 3 explores how Self Leadership performance directly and indirectly effect in Sales context.*

The objective of this chapter is to investigate the impact of Self Leadership on improving the sales performance for sales people. It is argued that Self Leadership has a positive influence to Self efficacy and Job satisfaction which results in performance.

*Essay 4 explores Self Leadership effect to Proactivity, Creative Performance, and Organizational Citizenship Behaviour in Private and Public sector Organization.*

The objective of this chapter is to investigate how self-leadership effect to Proactivity, creative performance and Organizational citizenship Behaviour in private and public sector organization. It is argued that Self leadership has a significant influence to Proactivity, Creative performance and Organizational Citizenship Behaviour in both private and public sector organization.



## RESEARCH DESIGN AND DATA SOURCES

The data require to meet research objectives were collected from 31 different sectors of companies in India which has been depicted in table 0.1.

The data for Essay1, Essay2 and Essay 3 were collected from the above mentioned companies. Two sets of questionnaire were developed one is for the sales person and another one is for the supervisor where supervisor need to evaluate the sales person. The data for Essay 4 were chosen from the data base which includes 2 public sector companies one is from banking sector and another one is from pharmaceuticals sector and 2 Private sector organization one is from banking sector and another one is from pharmaceutical sector.

**Table 0.1.** Research design and sampling details for the current research.

Category Industries	Country	Total Distribution	Response Rate	Types of Sector		Sample distribution
				Public	Private	
Pharmaceuticals	India	250 pairs	120 pairs	1	50	Through email
Information Technology	India				7	Through email
Banking	India			1	12	Through email
Insurance	India				15	Through email
Automobiles	India				12	Through email
Consumer Durable	India				5	Through email
FMCG	India				2	Through
Media	India				4	Through email
Logistics	India					11

**Table 0.2.** Descriptive analysis of number of employees.

Category Industries	Size of the company (number of employees)	
	Mean	Standard Deviation
Pharmaceuticals	3592.75	6607.216
Information Technology	160757.29	109715.663
Banking	22384.62	18314.559
Insurance	2200	1171.08
Automobiles	450	484.299
Consumer Durable	15000.00	.000
FMCG	424	588.313
Media	100	.000
Logistics	88.18	30.600

## DATA ANALYSIS

The data are analyzed using the statistical package SPSS---- Statistical Package of Social Sciences, version 18 and AMOS-----Analysis of Moment structures, version 18.

Empirical research mainly relies on Structural Equation Modeling (SEM), which is an established methodology in the social sciences. SEM enables the estimation of relationship among unobserved theoretical latent structures or constructs (e.g. Transformational Leadership, Intrinsic Motivation, Trust in Supervisor and Creative performance). In all the essays we have used this method of analysis.

The current research involves multi-dimensional variables in some essays; we assess the reliability, convergent and discriminant validity of the latent structures, in order to ensure that the observable variable consistently measures the constructs they were intended to measure. Confirmatory factor analysis (CFA) is run in each study. Second stage of the analysis is testing of Cronbach Alpha of each variable.

Finally, to evaluate the goodness of fit of the model, the traditional  $\chi^2$ (Chi-square) fit test is reported, however, given the well known dependency of the chi-square statistics on sample size opted the combination rule of a value of chi-square to degree of freedom( $\chi^2/df$ ), a value of .95 or above for the Comparative fit Index(CFI) and Normal Fit Index(NFI) and a value below .08 for the Root Mean square error of Approximation(RMSEA) and the standardized Root Mean Square Residual(SRMR)— Indicating a good fit (Byrne,2001).

## OUTLINE OF THE DISSERTATION

The thesis consists of a compilation of 4 manuscripts. Here in the thesis we have 4 chapters. Fig 1 presents the positioning of the different chapters relative to the conceptual framework. Each chapter covers relevant literature and focuses on analyzing specific parts of the framework, following the rationale presented below.

Introduction part represents an overview of the theoretical framework of the thesis. As our research is divided in two bodies one is creativity and another one is leadership. We have discussed in this part the importance of creativity in Sales and the new form of leadership styles in Sales.

The first essay (*Chapter 1*) explores about the transformational Leadership and its direct and indirect effects to creative performance through various mechanisms like intrinsic motivation, trust in supervisor. The research also built how transformational leaders transform their subordinates to perform creatively.

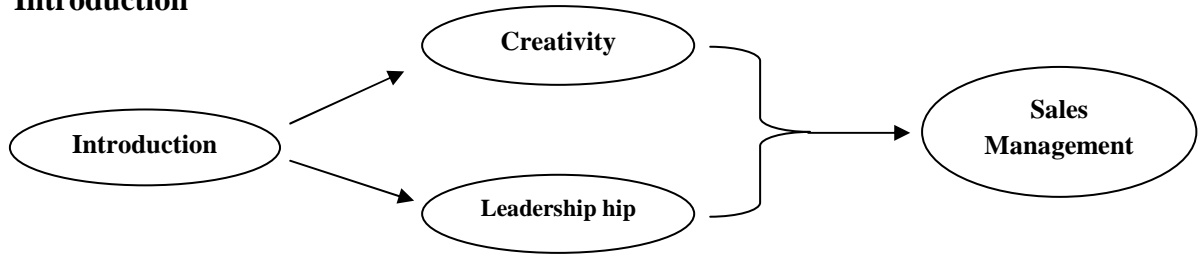
The Second essay (*Chapter 2*) explores about the creativity and its direct and indirect influence to sales performance and sales organizational effectiveness. The research builds what are the results or consequences of creativity and its influence through adaptive selling and sales performance to improve the overall performance of the organization or sales organizational effectiveness.

The third essay (*Chapter 3*) explores how Self Leadership directly and indirectly influence to performance. The research builds how the mechanisms like self efficacy and Job satisfaction influence the self leaders to improve their performance.

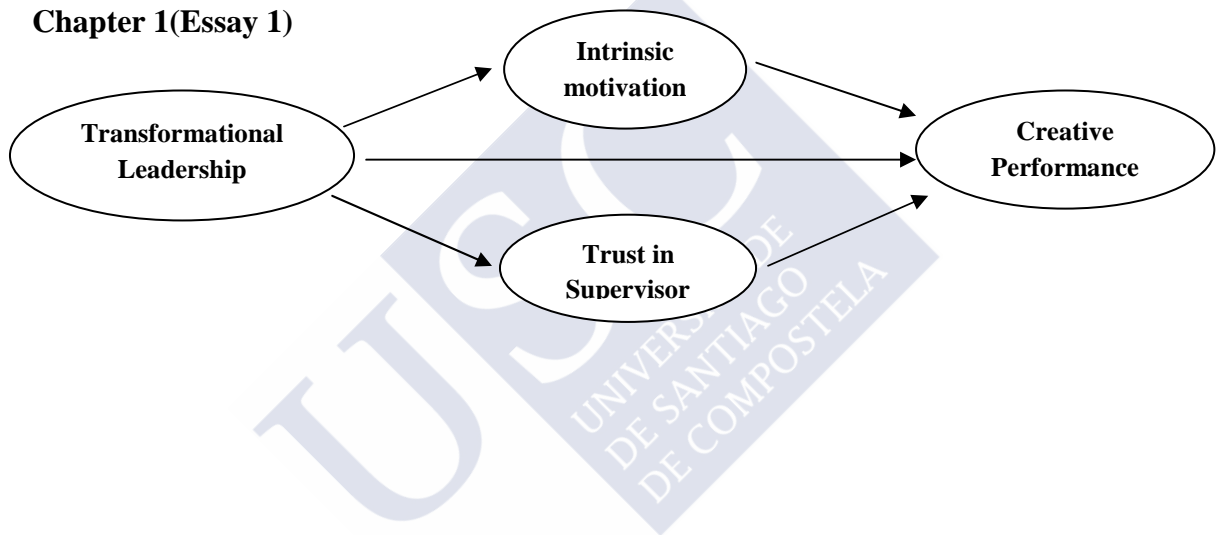
The Forth Essay (*Chapter 4*) explores how Self Leadership effects to creative performance in both private and public sector organization. This research also builds the effects of Self leadership to Proactivity and Organizational Citizenship Behaviour. With the global challenges, both private and the public Sector Organization can be successful only with dynamic self-independency; proactivity and extra work effort to survive in this competitive business world.

Finally, Fifth Essay (*Chapter 5*) presents the most important findings of this doctoral research and outlines its conceptual and practical implication. A synthesis of the overall framework of the thesis is presented in Figure 0. 1.

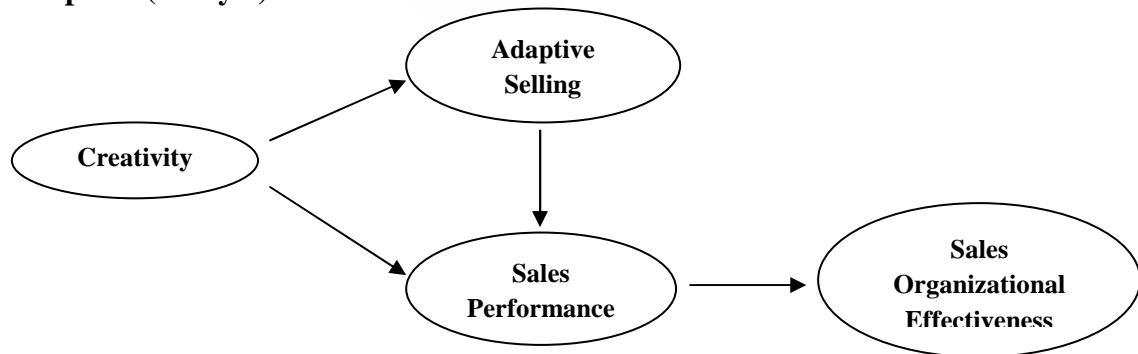
**Introduction**

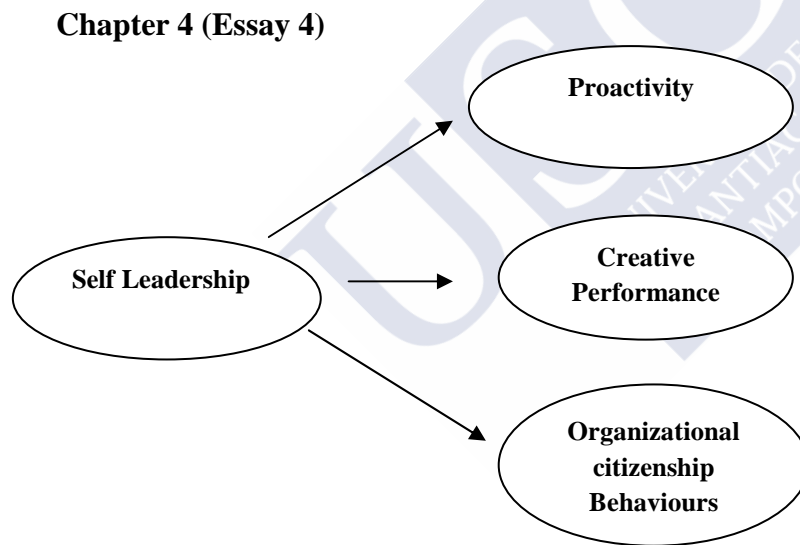
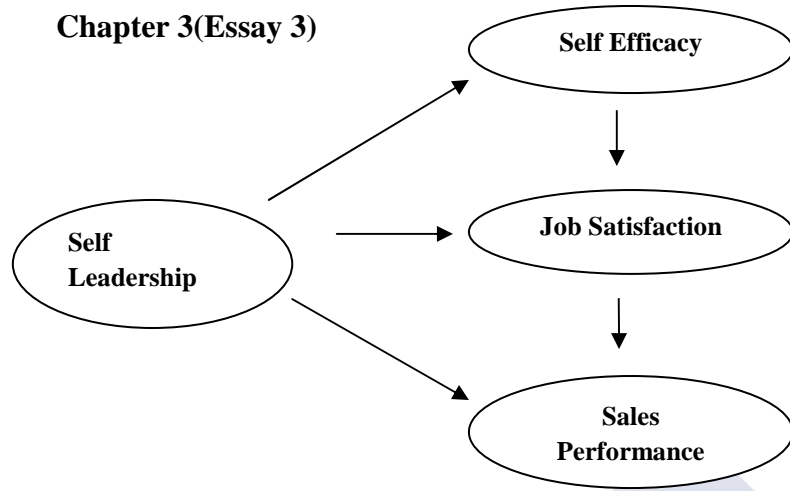


**Chapter 1(Essay 1)**



**Chapter 2(Essay 2)**





**Chapter 5 (Essay 5)**

Implications and Future Research.

**Figure 0.1.** Overall framework of the thesis

Source: Own elaboration

## **CHAPTER 1**

# **TRANSFORMATIONAL LEADERSHIP AND CREATIVE PERFORMANCE: DIRECT AND INDIRECT EFFECT IN SALES CONTEXT.**

## 1.1. Introduction

Creativity is an under researched topic in Sales. In this competitive modern market, creativity plays an important role in sales management (Gaoping Wang, Richard G. Netemeyer, 2004). Despite of its short history in sales research, earlier researches was focused on personality approach and to lesser extent, cognitive abilities approach (Williams and Yang, 1999). Contemporary social psychologist had also suggested that 'creativity was a best conceptualized not as a personality trait or as a general ability, but as a behavior resulting from particular constellation of personal characteristics, cognitive abilities, and social environment (Amabile, 1983).

However, due to the rapid technological changes in the competitive global market many firms are experiencing pressure to enhance the old systems and products continually. In Organization's ability to produce (or adopt) and implement new products, services, or processes (Van Gundy, 1987) creativity plays a vital role.

Over the last three decades, several definition of creativity has been proposed. Most notable and of special use in current competitive context are e.g. creativity as a generating new idea which is a necessary precursor for innovation or as the "first step of innovation" Amabile (1996). Besides this she had also proposed that creativity means coming up with fresh ideas for changing products, services, and processes to achieve the organization's goals" (Amabile et al., 2005). Oldham and Cummings (1996) also defined creativity as "the production of novel and useful ideas by an individual or a small group of individuals working together" (Dewett, 2004: 157). Furthermore, as creativity is a knowledge-creation process which developed, transforms, generates business values and ultimately becomes a competitive advantage for an organisation. It is also an act, idea, or product that changed an existing domain, or that transformed an existing domain into a new one" (Csikszentmihalyi, 1996).

As creativity plays an important role in organizational sales (Cook, 1998).The most profitable new products will be those that meet customer needs and which will be preferred by the customer more (Mc Adam and Mc Clelland 2000). Salespersons are required to be creative in making presentations, handling objections, persuading customers, building customer rapport, and transferring knowledge and skills from other domains to the function of sales (Wang & Netemeyer, 2004). It also enhances the competitive advantage of organizations (Amabile, 1997). Considering the importance of creativity, numerous scholars have investigated that, the individual's ability to have ideas,

which are not only novel but also relevant for and useful to an organization in sales (Oldham & Cummings, 1996). Thus, recent studies (e.g. Eisenberger & Armeli, 1997, Oldham & Cummings 1996, Perry-Smith & Shalley, 2003) and (e.g., Antonakis, Ashkanasy, & Dasborough, 2009; George, 2000; Zhou & George, 2003) have argued that creative ideas may lead to new ideas as a result the status quo of the organizations changes.

On the basis of the previous research made by Wang Netemeyer (2004) who has directed that future researches need to investigate the antecedents of creativity. In this paper we like to study about the Transformational Leadership behaviour and creative performance. First we will discuss how transformational leadership influence to creative performance. Secondly, Transformational leadership influence through intrinsic motivation, and trust in supervisor which, in turn, will have a positive impact on salesperson's creative performance.

## **1.2. Theoretical background and hypotheses**

### **1.2.1 Transformational leadership and creative performance**

It is an ideal form of leadership, which creates valuable and positive changes to the followers by developing followers into leaders to reach the end goal. The concept of transformational leadership was introduced by James Mac Gregor Burns (1978). Later followed by Brass (1985, 1996) who has defined transformational leadership in terms of leaders, effect on followers, and the behaviour used to achieve this effect. It means that the followers are trustful, admirable, and respectful and are loyal to their leaders, which makes them to motivate more in their work. Besides this it has also been defined as influencing subordinates by "broadening and elevating followers' goal and providing them with confidence to perform beyond the expectations specified in the implicit or explicit exchange agreement" (Dvir, Eden, Avolio & Shamir 2002).

According to them, transformational leadership has four components, charismatic role modeling, individualized consideration, inspirational motivation and intellectual stimulation. In charismatic leadership, the leaders inspire admiration, respect, and loyalty and emphasizes the importance of having a collective sense of mission. The leader provides individualized consideration, by building one-to-one relationship with his or her



followers, and understand and considering their differing needs, skills and aspirations. Inspirational motivation, is ensured by articulation of an exciting vision of the future, shows the followers how to achieve the goals, and express his leaders belief that they can do it. In Intellectual stimulation, the leader broadens and elevates the interest of his or her employees (Bass, 1990), and encourages the followers to think about old problems in new ways (Brass, 1985).

Transformational Leadership behaviour is likely to act as creativity enhances force e.g. through individual consideration, encouragement, intellectual stimulation, by providing support for innovation, autonomy, challenge and inspirational motivation (Brass and Avolio 1995, Sosik et al 1998).

Transformational Leaders make the employees more confident of their ability to develop new ideas through observational learning from such leaders (Brass & Avolio, 1990) through a combination of intellectual stimulation (e.g. encouraging novel approaches) and charismatic leadership behaviour (e.g. Contagious communication and compelling visions) (Brass 1985). Transformational leadership can persuade employees to be creative. Transformational leaders foster independent and critical thinking (Brass 1985, Brass & Avolio 1990) that helps them to exhibit creativity.

Previous research made by Shin, Zhou (2003) has showed that Transformational Leadership and Creativity are positively and significantly related to each other. The study by L.Gumusluoglu, Arzu Ilsev (2009) proposes a model of Transformational Leadership and creativity at individual level & Organizational level. Transformational Leadership positively associates with organizational creativity. Despite of some scarce researches made earlier but still due to its limitations there is a need to study in depth in sales organization for other country context.

*Thus, we expect that transformational leadership will enhance sales person's creative performance. It makes employees more confident in their ability to develop idea generation, idea promotion through their intellectual thinking which in results makes sales people more creative.*

Thus, we state H1 as follows,

*H1 - Transformational leadership has positive influence on sales person's creative performance.*

### **1.2.1. Transformational leadership and Intrinsic Motivation**

Intrinsic Motivation is defined as an engagement in an activity solely for its own inherent satisfaction rather than for some separable consequences (Ryan and Deci 2000). There are two types of intrinsic motivation. One, it exists within an individual inherently; another one the desire to perform the task activity willingly.

People are intrinsically motivated for some activities but not for the others, and not everyone is intrinsically motivated for a particular task. Because intrinsic motivation exists between a person and a task, some researchers have defined intrinsic motivation in terms of the task, while others have defined it in terms of inherent satisfaction rather than for some separable consequences.

When a person is intrinsically motivated, they can moved to act for the fun or challenge entailed rather than because of external products, pressure or reward (Ryan and Deci 2000). Many experimental studies on intrinsic motivation have discovered that from birth onwards, many individuals are engaged in exploratory, playful, and curiosity-driven behaviors, even in absence of reinforcement or reward (White 1959). These spontaneous behaviors, which clearly bestow adaptive benefits of the individual, appear not to be done for any such instrumental reason but rather for positive experiences associated with exercising and extending one's capacities. These behaviors are also critical elements in cognitive, social, and physical development because they are inherent in one's interest, which allows one to grow in knowledge and in skills (Ryan & La Guardia in press).

Transformational Leadership act as a key mechanism of intrinsic motivation (Amabile 1988, Oldham & Cummings, 1996). Transformational Leaders motivate their employees intrinsically rather than external outcomes (Deci & Ryan 1985). Transformational Leaders focus on encouraging followers to work independently and motivates them to develop their thinking capacity. This makes employees more motivated in their task (Amabile 1996, Deci Ryan 1985, Shamir House & Arthur 1993) and solve their problems.

The key mechanism of Transformational leadership is intrinsic motivation (Amabile 1988, Oldham & Cummings, 1996). Intrinsically motivated employees are motivated to their task internally rather than any external outcomes (Deci & Ryan 1985). These employees tend to be more flexible and are likely to find many alternatives means of solving problems (Amabile 1996, Deci & Ryan 1985, Shamir House & Arthur

1993). Moreover, transformational leadership focuses on encouraging followers to work independently and motivated them to develop their thinking capacity.

When the followers are more competitive they are more likely to boost up with intrinsic motivation (Deci & Ryan 1985, Zhou Oldham, 2001) internally. Since, Transformational Leaders are known to empower rather than followers (Kanungo, Mendenco 1988) it is expected that Transformational Leaders influence intrinsic motivation. On the other hand, this leadership style is supportive, promotes autonomy to enhance intrinsic motivation (Richer & Vallerand 1995).

The research made by Shin Zhou (2003) who has empirically tested found that Transformational Leaders is significantly and positively co-related with intrinsic motivation in organizational context. Another research made by John E. Barbuto(2005) who has also found that Transformational Leaders is significantly co-related with intrinsic motivation. Gumusluogly, Arzullsev (2009) also found that Transformational Leadership is positively co-related with Intrinsic Motivation. In spite of these scarce researches still there is a need to study in depth in sales context how Transformational Leadership influences to Intrinsic Motivation.

*Transformational Leaders motivates their subordinates intrinsically to find enjoyment and pleasure in their work through idea generation and idea realization.*

Thus, we state H2 as follows,

*H2 - Transformational leadership influence intrinsic motivation.*

### **1.2.3. Intrinsic motivation and creativity**

Employees who are intrinsically motivated towards their work are likely to be creative of their own work. They also spend more time and effort to thoroughly identify a problem, search for extensive information, and generate multiple ideas from different perspectives through a creative process which helps the organizations to be more creative in their product, process and managerial system.

Some researchers have shown that an individual's intrinsic task motivation plays an important role in determining behaviors that may result in creative outcomes (Amabile 1983). This is because intrinsic motivation varies from time to time. Intrinsic motivation "makes the difference between what an individual can do and what an individual will do" (Amabile, 1988: 133). When a person is intrinsically motivated, he will use all of his efforts and attention to identify the problem (i.e. he or she will be fully indulge in his

work to view the problem from various perspectives; he will gather diverse but relevant information; and he will create a variety of alternative solution). For example, Simon (1967) also indicated that the primary function of intrinsic motivation is to control attention. Such motivation makes an individual more devoted to the problems and helps them to engage in a creative process through self-regulation (Kanfer, 1990). Consequently, intrinsic motivation influences the extent to which an individual will persist in carrying out the work creatively through identification of problems and by delivering proper attention to the task, which, in turn, results in creativity.

Amabile's "Componential Model of Creativity" (1979,1987,1996) has established that an intrinsically motivated employee is interested in her tasks and enjoys her work due to the qualities inherent in the work that she performs. Interpersonal events (i.e. rewards, feedback) that produce feelings of competence during action that enhance intrinsic motivation (Deci and Ryan 1985) because they allow satisfaction are the basic psychological need for competence. To be competitive, employees not only have to come up with creative problems and champion ideas to others, but they also have to develop adequate plans for its implementation. Creative employees produce novel and useful ideas about organizational product practices or procedures; positively influence other people of the organization leading to development of new products or concepts (Shalley & Gillson 2004). People who are more intrinsically motivated are more creative in their work when they see their organization to be collaborative, co-operative, focused on an innovative vision, makes the employee more enthusiastic in their creative work (Amabile & Kramer 2007).

*Thus, we expect that intrinsic motivation will enhance salespeople's creativity. Salespeople who are intrinsically attracted to their work are more likely to come up with creative problems, champion ideas of others, identify opportunities for new products, or generate novel but operable work-related ideas.*

Thus, we state H3 as follows,

H3 - *Sales person's intrinsic motivation will have positive influence on salesperson's creativity.*

#### **1.2.4. Transformational leadership & trust in supervisor**

Dirks and Ferrin (2002) asserted that there are two major perspectives about the nature of trust. One is character-based perspective and the other is the relationship-based perspective. Character based perspective are those which focuses on leader's character and relationship-based perspective are those which focuses on social exchange process, which goes beyond standard economic exchange and develop the perception of mutual obligations(Bower, Schoorman & Hwee Hoon,2006). Leader's care and consideration are the main antecedents of the leaders (Dirks and Ferrin, 2002). Although these two perspectives have theoretical backgrounds, but both have a common conceptual core that trust in leader/supervisor is a kind of positive belief that subordinates/followers are willing or obligated to be vulnerable to their supervisor.

Transformational leadership has been found to have a positive and significant relationship with Trust in supervisor (Casium, Bartam & Yang 2006, Jung & Avotio 2000, Pillai et al 1999, Podsakoff et al 1990). Padsakoff et al (1990) reported a direct link between Transformational leaders and Trust in supervisor; in which transformational leader build follower's trust by exchanging social relationship between leaders and followers. Jung and Avolio (2000) asserted that transformational leader may gain followers' trust by developing shared vision and also by demonstrating individualized consideration for followers' needs and the capability to achieve the vision. Considering all, it shows that transformational leaders has a positive impact on followers' trust in leader/supervisor in organizational context but due to its limitation and some scarce researches still there is a need to study in depth in sales context .

*Thus we can state that Transformational leader has a positive influence with trust in supervisor.*

Thus, we state H4 as follows,

*H4 - Transformational leadership influence trust in supervisor to be creative.*

### **1.2.5. Trust in supervisor & creativity**

Trust has been defined in various ways. Few of them have been discussed here. Mayer et al. (1955) defined trust as ‘‘the willingness of a party to be vulnerable to the action of another party based on the expectation that other will perform a particular action important to the trustor, irrespective to the ability to monitor or control the other party. Lewicki et al. (1998) define trust as confident, positive expectations regarding the actions of other party. In sales, trust can be of two categories

- i) Trust in supervisor
- ii) Trust in organization.

Trust in supervisor refers to sub-ordinates trust in supervisors i.e. subordinate trusts his /her supervisor to increase work performance and contributes to organizational citizenship behaviour, encouraging the subordinates to maintain the relationship and remain within the organization (Colquitt et al 2007, Brower et al 2009) and makes an extra effort to create value for the organization (Mayer & Gavin 2005).

Employees who trust their supervisors will be able to focus more on their work (Mayer & Gavin 2005). This behaviour will make individual work more, produce higher quality work, and feel more comfortable, and suggest creative ideas (Mayer et al 1995, Scott & Bruce 1994). More specifically, an employee who has trust in his supervisor and has the belief that the supervisor will provide necessary resources, support and backing for an unpopular idea can turn out with high level of creativity. On the other hand, employees who lack in trust in supervisor will divert employees’ attention from activities they perform. In short, it can be expected that employee’s trust in supervisor can free their cognitive and attention resources, allowing them to engage in more complex and cognitively demanding activities and to perform more work, thereby positively affecting creativity.

In the organizational setting, it had been empirically tested by Madjar & Walter (2009) that trust in supervisor had positive influence on creativity. Thus, more the employees trust their supervisor, makes the employees more creative at their work. In this research it has been shown that supportive and trustworthy relationships with supervisor will produce feelings of safety among employees (May et al 2004). Therefore, employees who trust their supervisor are more considerate, protective and benevolent and are expected to feel safer to engage more in their work and try new ways of doing things (Edmondson 1996, May et al 2004). However, individuals feel a certain degree of safety

and therefore, fully participate at work (Anderson, Hardy & West 1992, West 1990) which results to creativity.

Employee with higher level of trust in supervisor will exhibit a higher level of creativity. An employee who trust his or her boss will become more confident in his or her work because they feel more comfortable, to come up with new ideas and gets more motivated in his or her work in order to perform their job.

Considering all, trust in supervisor positively influence to creativity in Organizational settings still there is a need to study in depth in sales context.

Thus, we state H5 as follows,

*H5 - The trust in supervisor is positively related to creativity of an employee.*

### **1.3. Research Design**

#### **1.3.1. Introduction**

This study employs survey designed. The criteria for sample and respondent selection are design next followed by data collection method, procedure and analysis adopted in this study.

#### **1.3.2. Sampling Frame and Respondents**

##### **1.3.2.1. Time Frame and Participating Firm**

All of the data presented in this study were collected from employees working for companies in India between June and September, 2012. Relevant information regarding the project was sent to the attention of Human resource (HR) Manager or Sales Manager at each firm. Companies that agreed to participate were guaranteed confidentiality and informed that upon request they would receive a summary of the research findings. Fifty (50) firms were contacted and followed upto participate. Finally, 31 companies confirmed their participation. The most frequent reasons provided for not participating in the study were 1) Normally employees are usually traveling they hardly come to the office in that case the organization would have difficulties in distributing questionnaire to both subordinates and their supervisor as dedicated by the research design. 2) The organization is not willing to participate because of their company policy. The 31 companies that participated in the study represented a variety of industries including pharmaceuticals (43

percent), information technology (6 percent), and banking (10 percent), Insurance (8 percent), Automobile (15 percent), Consumer durables (4 percent), FMCG (2 percent), Media (3 percent), Logistics (9 percent).

The survey instrument was written in English. Initially a small pre-test were conducted to ensure the accuracy of the survey. The questionnaire was emailed in 2 enterprises in two different sectors-consumer durables and Pharmaceuticals to examine the questionnaire weather the items are confusing or difficult to answer. Finally the response was positive and we carried our further survey with same set of questionnaire.

### **1.3.2.2. Respondents**

For testing the hypothesis of the study, we needed accurate assessment of the a) Transformational leadership b) Intrinsic Motivation c) Trust in Supervisor d) and Creative performance.

In the line of research strategy, we decided to get response from both sales person and the supervisor of the sales person who need to evaluate their performance of the sales person's in each responding firms.

### **1.3.2.3. Data Collection Method and Procedure**

Around 50 companies were targeted for data collection but 31 companies agreed to participate in our research work. These firms were from various sectors i.e. Pharmaceuticals, consumer durables, banking, insurance, logistics, FMCG etc.

The following steps were taken for data collection:

- Firstly the initial contact was done through telephonic contact to start the contact initially.
- Followed by an email request for participating in the study was sent to each one of the 50 companies. Relevant details about the objectives of the study were furnished in the emails. Apart from that a detail discussion was made by the Human Resource Manager or the Sales Manager of the respective companies.
- A soft copy of the survey questionnaire was also attached to the email along with the survey procedures.
- Reminders was done through telephone and emails after a gap of every 10 days.



- All 31 companies were located in major 3 industrial cities of India (Kolkata, Bangalore and Delhi).

- Individual companies sent back the scan copy of the filled questionnaire through email and few companies gave back their filled questionnaire in hard copies to the first researcher.

#### **1.3.2.4. Sample**

The employees are working in the sales department in their respective organizations. Questionnaire were mailed directly to a contact person in each company (e.g. HR Manager or Sales Manager), who then distributed the questionnaire among the sales person of the organization. For each dyad, two set of questionnaire were sent, one set for the sales employees and other for the supervisor. Each email contained four sections ---1) a cover letter with a brief description of research goal, a promise of confidentiality 2) a description of procedures how the questionnaire need to be filled up by the sales person and the supervisor of the sales person, who needs to evaluate their subordinates sales person. 3) Two sets of questionnaire (one for the sales person and another one is for the supervisor 4) Request to return the filled questionnaire either by email or in hard copy which were collected from the organization.

A total of 250 pairs of questionnaire were distributed. The number of surveys sent to each company was based on the input of the HR Manager, Sales Manager, therefore different number of questionnaires were sent to each of the 31 participating firms. One hundred twenty (120) pairs completed questionnaires were obtained. Overall 80 percent of the data were collected from 27 companies who supplied 5 or fewer respondent, only 4 companies provided more than 8 respondents.

The structures of the organizations are different from one another. It means that several subordinates sometimes reported to a single supervisor. In this study, the number of respondents for a given supervisor ranged from one to ten. Specifically, there were 34 supervisor and 120 subordinates, for a total of 120 supervisors – subordinates dyads. Of the total subordinates, 94.2 per cent were men and 5.8 per cent were women. The mean age of subordinates 33.8 years, their mean seniority in the company is 6.9 years and their mean organizational tenure of the present post is 8.6 years. Of the supervisor, 88.3 per cent were men, 11.7 per cent were women. The mean age of the supervisor is 37.58 years, the mean organizational tenure as a supervisor in the companies 9.98 years, the mean organizational tenure of their present post is 3.8 years.

### **1.3.3. Measures**

Testing of hypothesis can be done through development of questionnaire that incorporates the measurement scales.

#### **Transformational Leadership**

Transformational leadership was measured with 8 items based on the measure developed by (Bass & Avolio, 1990). Likewise, we utilize this measure to assess the transformational Leadership behaviour used by employees. This scale measures to which people employ the three different types of Transformational Leadership described earlier (Inspirational motivation, Attributed Charisma, Intellectual stimulation). Employees were asked to indicate the extent to which they used this leadership on a seven point scale ranging from 1) strongly Disagree 7) completely agrees. Cronbach alpha for the scale was 0.87.

#### **Intrinsic Motivation**

Intrinsic Motivation was assessed by the employees with a three items developed by Evans et al (2007). Items are enlisted in a table. Responses of these items were made on a 7 point scale ranging from 1) strongly disagree to 7) completely agrees. Cronbach alpha for the scale was 0.81.

#### **Trust in Supervisor**

Trust in Supervisor was assessed by the employees with a 3 items developed by (Mc Kenzie, Posakoff and Rich 2001) en Fu et al (2009). Items are enlisted in the table. Responses of this items were made on a 7 point likert scale ranging from 1) strongly disagree to 7) completely agrees. Cronbach alpha for the scale is 0.83.

#### **Creative Performance**

Creative Performance was assessed by the employees with a 7 items developed by Wang and Netemeyer, 2004. Items are enlisted in the table. Responses of this items were made on a 7 point likert scale ranging from 1) strongly disagree to 7) completely agrees. Cronbach alpha for the scale is 0.79.

**Table 1.1.** Means, Standard deviation, and correlations among variables

Variables	Mean	SD	1	2	3	4
Transformational Leadership	5.85	0.67	1			
Intrinsic Motivation	5.75	0.9	.517**	1		
Creative Performance	5.04	1.18	.506**	.323**	1	
Trust in supervisor	5.4	1.29	.569**	.373**	.521**	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

### 1.3.4. Analytical Procedures

Structural Equation modeling (SEM) was used to examine the hypothesized model. The advantage of SEM is that it offers a simultaneous test of an entire system of variables in a hypothesized model and thus enables assessment to the extent to which the model is consistent with the data (Byrne, 1994).

In this research, we adopted Anderson and Gerbing's (1988) analytical strategy to that hypothesized model. According to this strategy, the measurement model was first confirmed using confirmatory factor analysis (CFA), and then we perform SEM based on measurement model to estimate the fit of the hypothesized model to the data. Another stage of analysis also involved testing Cronbach Alpha of each variable through SPSS. Rest of the analysis was performed using statistical package AMOS18.

To evaluate the goodness of fit of the model, the traditional  $\chi^2$  (Chi-square) fit test is reported, however, given the well known dependency of the chi-square statistics on sample size opted the combination rule of a value of chi-square to degree of freedom ( $\chi^2/df$ ), a value of .95 or above for the Comparative fit Index (CFI) and Normal Fit Index (NFI) and a value below .08 for the Root Mean square error of Approximation (RMSEA) and the standardized Root Mean Square Residual (SRMR)— Indicating a good fit (Byrne, 2001).

Firstly, the analysis here confirms that all items load substantially and significantly on their respective constructs confirms the existence of convergent validity. Even the discriminant validity is also statistically significant here in the model which has been shown in both the table 1.2. and 1.2.1. Second stage of analysis involves

measurement models analysis and third stage involves SEM(based on measurement model) with latent variables due to the less number of variables and small sample size.

**Table 1.2.** Discriminant Validity

Variables(V1↔V2)	Correlation <sup>2</sup>	EV1	EV2	Discriminant Validity
TL↔IM	0.26	0.45	0.57	Significant
TL↔CP	0.25	0.45	0.47	Significant
TL↔TS	0.31	0.45	0.61	Significant
IM↔CP	0.10	0.57	0.47	Significant
IM↔TS	0.13	0.57	0.61	Significant
CP↔TS	0.27	0.47	0.57	Significant

Note- All discriminant validity are significant correlation<sup>2</sup> < EV1, EV2.

EV denoted as extracted variance

**Table 1.2.1.** Discriminant Validity (Mean±SE)

Variables(V1↔V2)	Interval	Discriminant Validity
TL↔IM	0.15,0.5	Significant
TL↔CP	0.25,0.15	Significant
TL↔TS	0.27,0.15	Significant
IM↔CP	0.43,0.25	Significant
IM↔TS	0.49,0.31	Significant
CP↔TS	0.60,0.40	Significant

Notes- All discriminant validity are significant < 1.

**Table 1.3.** Measures Properties of Confirmatory factor analysis.

Measures	Factor(*) Loading	Cronbach Alpha	Composite Reliability	Extracted Variance
<b>Transformational Leadership</b>		0.87	0.86	0.45
Expressed confidence that goals would be achieved.	0.67			
Talked enthusiastically about what needed to be accomplished.	0.76			
Acted in ways that build your respect.	0.76			
Displayed a sense of power and confidence.	0.71			
Sought out differing perspectives when solving the problem.	0.67			
Reexamined critical assumptions to question whether they are appropriate.	0.67			
Suggested new ways of looking at how to solve the problem.	0.63			
Got you to look at the problem from many different angles.	0.65			
<b>Intrinsic Motivation</b>		0.81	0.81	0.57
Obtain a sense of accomplishment from your work.	0.77			
Feel a sense of personal growth and development in your work.	0.83			
Get a feeling of stimulations and sense of challenging involvement in your work.	0.71			
<b>Trust in Supervisor</b>		0.83	0.83	0.61
I feel quite confident that my manager will always try to treat me fairly	0.77			
My manager would never try to gain an advantage by deceiving his or her salespeople	0.72			
I feel a strong faith in the integrity of my manager.	0.88			
<b>Creative Performance</b>		0.79	0.57	0.47
Carrying out sales tasks in ways that are resourceful.	0.54			
Generating and evaluating multiple alternatives for novel customer problems.	0.72			
Improvising methods for solving a problem when an answer is not apparent.	0.77			
Generating creative selling ideas.	0.74			

\* All factor loading are significant at  $p < 0.05$ .

## 1.4. Results

### *1.4.1. Hypothesized Relationships*

Structural equation modeling (SEM) was used to test the hypothesized relationships among Transformational Leadership, Intrinsic Motivation, Trust in Supervisor and Creative Performance. SEM is useful here because it allows for several hypothesized relationships to be tested simultaneously, provides an indication of the fit between hypothesized model and the actual data. In table 1.3. we have deleted items CP1, CP2, CP5 due to low factor loading. The number of variable in our model and relative sample size (N=120), are small. Therefore, the analyses reported here were conducted by latent variables.

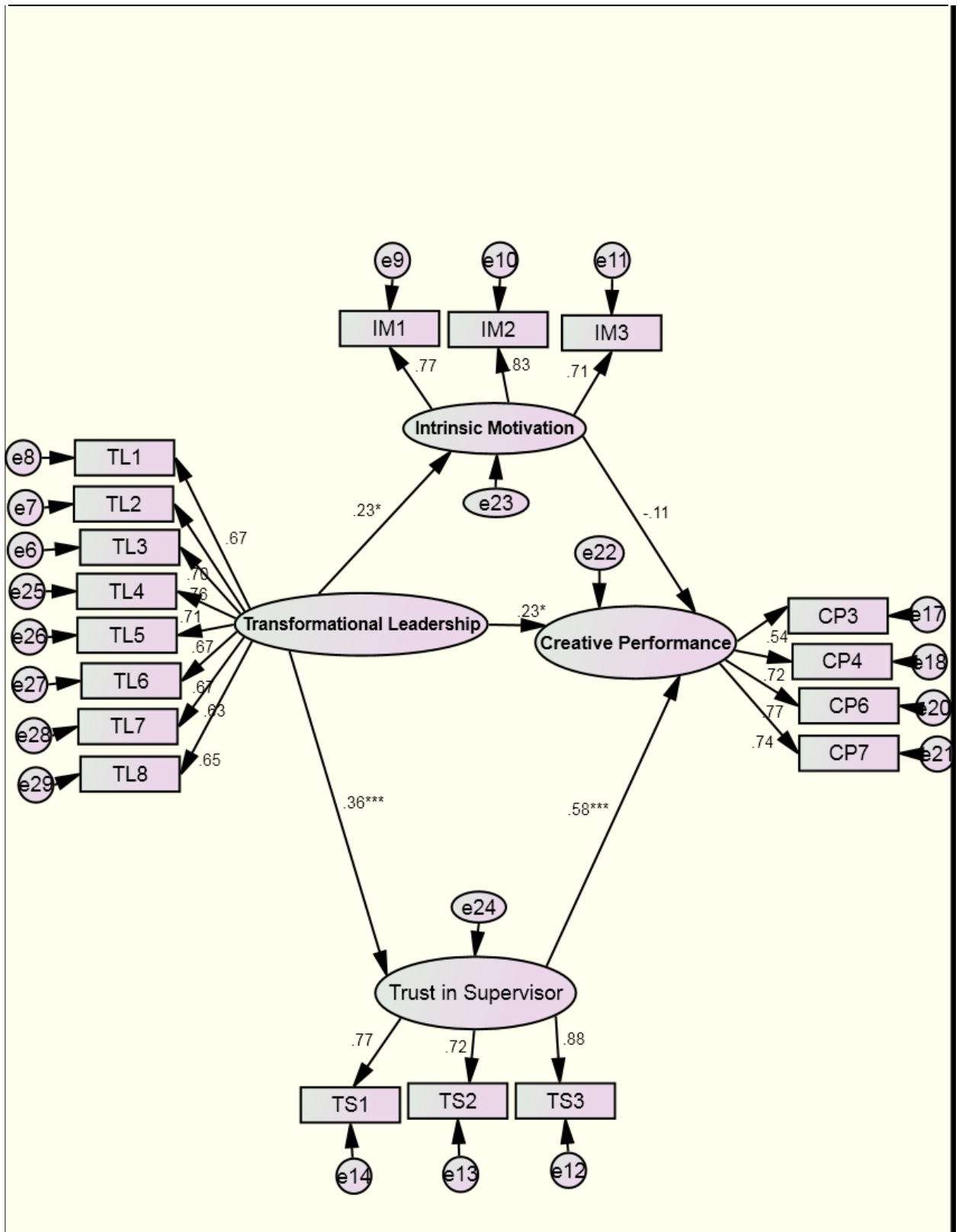
### *1.4.2. Measurement model*

The measurement model results indicated a good fit to the data  $\chi^2 = 1.85$ , CFI= 0.83, GFI=0.81, RMSEA= .08, P=.001. They provide evidence that further examination of the structural model was justified. Although the chi-square test was statistically significant, this statistics is well known to be sensitive to the sample size and may be significant even when the differences between observed and model implied co-variances are relatively small (Kline, 1998). Thus, we report multiple indexes in assessing model fit, as generally suggest by SEM scholars (e.g. Bollen, 1989, Schumacker & Lomax, 2004) and as outlined earlier.

### *1.4.3. Structural model*

Structural modeling results suggested that the hypothesized model fit the data well  $\chi^2 = 1.74$ , CFI=0.89, GFI=0.82, RMSEA=.07, P=.005 Fig.1. 1. Presents the overall structural model with standardized co-efficients.

Hypothesis 1 states that Transformational leadership is positively related to Creative performance. Our results supported this view. Hypothesis 2 is also supported. The relationship between intrinsic motivation and creative performance is not statistically significant; therefore Hypothesis 3 is not supported. Hypothesis 4 says that Transformational Leadership is positively related to Trust in Supervisor. Our results support this hypothesis. Finally, results also support the Hypothesis 5 that Trust in Supervisor also directly and positively influence to Creative Performance.



**Figure 1.1.** Structural estimates of hypothesized model.

Coefficients are standardized; \* $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ ;

### 1.5. Discussion

Our research makes some distinct contribution. First our overall contribution is that we have built and tested a conceptual model that directly and indirectly influence transformational Leadership to creative performance. It makes an important contribution in the modern sales management system. Although some scarce researches made earlier by Gumusluoglu, Arzullser (2009) but still due to the theoretical reasons and the limitations of the previous research we have studied here how transformational leadership influence to creative performance. Our results support suggestions that Transformational Leadership has a positive influence to creative performance.

Secondly, our study contributes to both Transformational Leadership and intrinsic motivation. Our findings are congruent with past research pointing to a positive association between Transformational Leadership and intrinsic motivation (e.g. Shin Zhou 2003). In spite of some scarce researches made earlier but still its need to study in sales context we have studied these variables in our research. The result of our study also support the notion that Transformational Leadership has a positive relationship with intrinsic motivation. In particular, as transformational leaders empower their followers rather than control their follower (Kanungo, Mendenco, 1988). That is why Transformational Leadership motivates their subordinate intrinsically to perform their work.

Thirdly, our study is unique in explicating the connection of intrinsic motivation and creative performance. Though the result doesn't support statistically but this study built a theoretical argument for demonstrating a connection between intrinsic motivation and creative performance. Although creative researches have suggested the need of greater understanding of the processes that an individual who is intrinsically motivated will put more efforts and attention to identify the problem(i.e. they will be fully indulge with their work to indentify the problem and provide best solutions to the problem which in turn results in creativity. As this link doesn't support statistically a future researches is needed in this connection.

Fourthly, we specifically contribute to the transformational leadership literature by demonstrating the connection between Transformational Leadership and trust in supervisor. More specifically, several creative theorist (e.g Casium, Bartam & Yang 2006, Jung & Avotio 2000, Pillai et al 1999). Podsakoff et al 1990 have pointed the importance of Transformational Leadership and Trust in supervisor. Although there are



several researches which support this connection empirically. Our results also support the link that Transformational Leadership has a positive influence on Trust in supervisor. But current study shows that in spite of several researches in Organizational Behaviour still there is a need to study in depth in Sales Context due to its previous limitations. In general, Transformational Leaders build the follower's trust by exchanging social relationship between leaders and followers.

Finally, this study also demonstrates the link between Trust in supervisor and creative performance. In spite of some prior empirical researches made earlier but still there is a need to study in sales context due to its previous limitations. Our results also support this view that trust in supervisor has a positive influence on creative performance. Generally, employees who trust his or her boss will become more confident in his or her work because they feel more comfortable, to come up with new ideas and get more motivated in his or her work in order to perform their job creatively. Both of these variables built theoretical arguments as well. We like to study both the variables for Indian culture in sales context.

#### **1.5.1. Direction of the Future research**

The research also suggests some avenues for future investigations of Transformational Leadership and creative performance. In particular, it would also be interesting to investigate more variables that directly and indirectly influence Transformational Leadership and creative performance in competitive Sales market.

Likewise, additional investigation is needed to better understand how Transformational Leadership influences proactivity and Self efficacy to creative performance. Moreover, the limitations of previous researches directed to investigate in future on these variables in details.

#### **1.5.2. Limitations**

This study makes some important contributions to our sales management but it also has some important limitations. First, the response rate was fairly high; we are unable to determine if the respondents in our study differed from those who did not respond. It is possible, that the findings here could be biased in some way.

Secondly, the sample size for this study is relatively small and focused only on Indian employees working in sales job. Further studies should rely on larger, more

diverse sample and provide greater statistical power to yield findings that are more generalizable for the employees working in other countries and occupations.

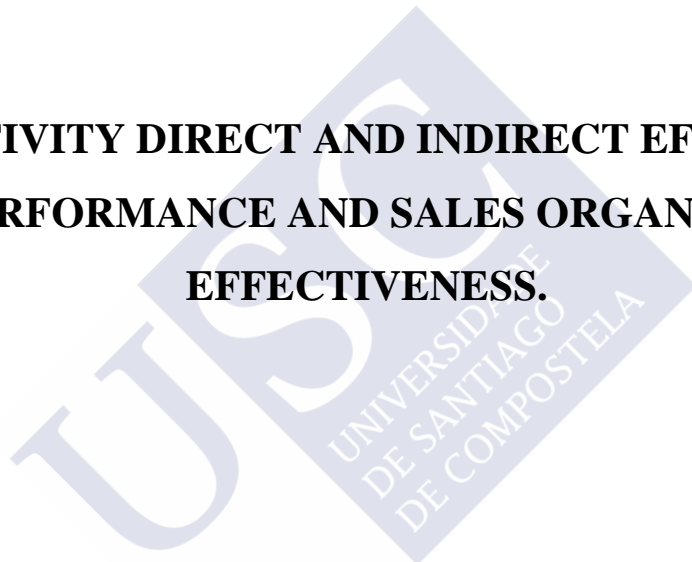
Thirdly, as is typical in research on both Transformational leadership and Creative Performance some supervisors in this study evaluated more than one subordinates. The subordinates reported to the same supervisor, the observations in this data set are not completely independent. Hence our findings may be biased due to the lack of independence. This analysis yielded results that were essentially identical. Nevertheless, utilizing a different research design could ensure that supervisor ratings of employees were completely independent.

### **1.5.3. Practical Implications**

In spite of these limitations, there may be some practical implications here for both the employees who engage in Transformational Leadership and a supervisor who has assessed the performance of their subordinates. This research might have important implications in global sales market. It is expected to contribute greater understanding about the process through which creativity is expressed in Sales person's behaviour. In this study it encourages the manager to stimulate their followers through various mechanisms like intrinsic motivation, and trust in supervisor which significantly enhances the employee's creative performance. By doing so, Transformational leadership behaviour boost the creative performance of the sales people.

## **CHAPTER 2**

# **CREATIVITY DIRECT AND INDIRECT EFFECT TO SALES PERFORMANCE AND SALES ORGANIZATIONAL EFFECTIVENESS.**



## 2.1.Introduction

In today's competitive market, creativity is an important aspect for organizational success, and sale is one particular area where creativity plays an important role. In this fast changing and ambiguous environment the common characteristics of successful sales people are found to be a) they need to be creative b) they need to provide problem oriented approaches to selling c) they need to accomplish the task successfully, by finding new prospects, identify the real need to the customer, and tailored solutions to the customer problems.

Nevertheless, today's complexity, and competitive area of products and services suggest that creativity is increasingly conceived as the outcome of creative process that normally take place within an organization (Hargadon & Bechky 2006). That is why creativity in Sales has gained importance in today's market (Ohly & Fritz, 2010).

Among the various definitions of creativity some are based on problem solving aspects where the solutions to problems require insight (e.g. Simonton 1999, Stenberg and Davidson 1995). Other are based on originality. Apart from these, the other condition of creativity is that, work must be valued (i.e. useful, adaptive concerning task constraints) Sternberg and Lubart, 1999. Considering all, creativity is commonly defined as the production of something that is both original and useful (Amabile 1996, Bronson and Merryman 2010, Rumco 1997, Smith, Ward and Finke 1995, Stenberg 1999). For example, a creative new product would be one that differs from existing products in a novel way but is still effective (or even more effective) in accomplishing the purpose for which it was intended. This definition of creativity is widely accepted.

Previous research made by G.Wang, R.G Netemeyer (2004) has suggested that creativity has influence on both the level i.e individual and organizational level. Creativity is found to have effect on various levels i.e Firstly; creativity can affect individual sales performance. Secondly, it can also affect job attitudes i.e turnover intention. Thirdly, sales person creativity may also affect team and organizational performance. Finally, it improves sales and customer relationship. Beside this Hanser, Tellis and Griffen (2006) argue that marketing academics need to do much more to provide insights that help firms to achieve their creative aims. On the other hand, Hargadon and Bechky (2006) also suggest that there is a pressing need to investigate the creative results i.e the consequences of creativity.

James E. Burroughs, David Glen Mick (2004) also suggested that little has been known about the consequences of creativity so future research is needed to investigate the consequences of creativity. In this research they have experimented to investigate antecedents and consequences of creativity in a consumption context. The results of this research shows that creativity enhances positive effects. Research made by Markus Baer (2012) has found that when employees are savvy networkers and driven to implement their ideas then creative ideas flourished. The results of this research suggest that implementation instrumentality and networking ability jointly moderate the relation between creativity and implementation. He has also suggested that future researchers need to investigate on other expertise and technical skills to enhance their new ideas into creativity.

Building on this research gap here in this paper we like to investigate how creativity influence to adaptive selling, sales performance and consequently sales performance influence to the sales organizational effectiveness. In spite of some scarce research made about the consequences of creativity in sales, still there is a need to study it in depth.

## **2.2. Theoretical background and hypotheses.**

### **2.2.1. Creativity and Adaptive Selling**

The word creativity comes from the Latin term *creo* "to create, make". Creativity plays an important role in the sales function (Cook 1998). The most acceptable new products will be those that meet the customer needs and which will be preferred by the customer more (Mc Adam and Mc Clelland 2000). To meet the customer requirement adaptive selling plays an important role in sales for over two decades (e.g., Weitz 1981, Sujan and Sujan 1986, Sipro and Weitz 1990, Moncrief and Lassk 2002, Giacobbe, Jackson. Jr. Crosby and Bridges 2006, Chonko and Roberts 2009). It is defined as the "altering of sales behaviors during a customer interaction or across customer interaction based on perceived information about the nature of the selling situation" (Weitz, Sujan, and Sujan 1986). Adaptive Selling takes place when sales people use different sales presentation and when they make adjustments during the sales encounters to satisfy the customer need.

Adaptive Selling allows a marketing message to fit the specific needs of the customer. In addition, salespeople can make rapid adjustments in the message in response to the customer reaction (Resann L. Spiro, and Barton A. Weitz (1990). However, with the

changing market condition and changing customer requirements, the existing script becomes insufficient, sales people need to use the script stored in their memory to deal with these different sales situation. To find the suitable solution sales people need to generate new ideas and new solutions which enriches sales person's knowledge so that he or she can provide relevant product and service information to the customer.

In general, creativity and adaptive selling are the important aspects of today's competitive market environment. Adaptive Selling has a close connection with the sales people and the customers and it encourages the sales people to think independently and creatively to meet the customer needs by exchanging ideas among the sales people and the customers constantly. By improving their knowledge sales people can come up with a novel and useful ideas to adapt the existing selling situation.

Gaoping Wang & Neteymeyer (2004) shows that creative performance is a unique and valuable source of organizational development which can take place through formal and informal means of communication among the sales people to adapt more effectively when the problem arises.

In spite of research made on adaptive selling but we need to study on depth how creativity influences adaptive selling in the selling context.

Hence we can state hypothesis 1 as follows,

*H1 - Creativity will have a positive influence on adaptive selling.*

### **2.2.2. Adaptive Selling and Sales performance**

Sales performance is an important aspect of sales and marketing. It is defined as the sales person's perception about the quality of sales achieved, the quality of customer relations they maintain, and the knowledge they possess about their company's product, competition and customer needs. Walker, Churchill and Ford (1979) had defined performance as the evaluation of behaviours in terms of organizational goals. Despite, of earlier studies conducted over decade's sales performance is still defined as meeting/exceeding quotas, achieving a certain level of sales. It is intuitively logical that the harder salespeople work, better they perform.

In other words, adaptive Selling is a determinant of sales performance (Weitz 1978, 1979, 1982 Sujan and Sujan 1986). It refers to a sales person's ability to collect information from the customer, listen to customer input and respond by altering sales

behaviours during customer interaction (Jaramillo et al 2007, Weitz, Sujan and Sujan 1986). The sales person modifies technical, logistic, administrative, financial and organizational practices (Hagberg-Anderson 2006), to bring more customized, and valuable solution to the customer. Theoretically as the flexibility engaged by the seller, it helps to increase the sales performance. The seller can adopt their selling situation according to the customer need to improve the performance (Giacobbe, Jackson, Crosby and Bridges 2006).

Many researchers have found that adaptive selling influences sales performance e.g (Sujan 1986, 1988 and Weitz 1978, 1981). An empirically research made by Frankwick (2003) states that sales performance is positively related to adaptive selling behavior. Empirical support for this hypothesis is provided by Sujan and Weitz (1986) who found a significant relationship between ‘working smarter’ and performance. ‘Work smarter’ was operationalized as the practice of adaptive selling. The Knowledge, ability, motivation and opportunity to practice adaptive selling should result in positive sales results (Anglin, Stolman and Gentry 1990).

Accordingly, adaptive Selling has been found to improve sales performance. However, we like to reexamine the relationship between sales person adaptive selling behavior and sales performance in Indian context.

Thus we can state Hypothesis 2 as follows,

*H2 - Adaptive Selling will have a positive influence to sales performance.*

### **2.2.3. Creativity and Sales performance**

Creativity is likely to improve sales person’s performance in a number of ways (G. Wang Netemeyer 2004). Firstly, the effectiveness and efficiency in performing job activities. The more unstructured the task activity is, the more creative improvement in the job is required. Secondly, creative identification of potential customers and their problems may lead to more successful development of new accounts. While there are popular prospecting methods that is used in each trade and industry, still finding qualified prospects is one of the most important steps in the personal selling process (Weitz et al 1998). Finally, sales person’s ability to find a prospect’s needs from different perspectives, which generally helps to consummate the sale. Given that customer

problems become more diverse and require more customized solutions, creative solutions may delight customers and increase their satisfaction (G. Wang Netemeyer 2004).

Sales become increasingly knowledge intensive skill; they tend to sell knowledge based solutions to the customers (Bettencourt et al 2002) by constantly accumulating generous knowledge of solutions and markets (Rodan and Galemic 2004, Weitz and Bradford 1999). Therefore, sales people need to act as a knowledge brokers (Sarvary 1999) which make them more creative in their sales interaction. For example sales people analogies the cases they previously experienced with other customers and substantiate their solutions problem creatively (Wierenga and Van Bruggen 1997), which help the customer to make smarter choice. Sales people need to develop their new creative representation or concept of their business environment, for new product space (Rosa et al 1999) which results in sales performance.

Thus, we state H3 as follows

H3 - *Sales performance will have a positive influence to creativity.*

#### **2.2.4. Sales Performance and Sales Organizational Effectiveness**

Sales Organizational effectiveness has been defined by (Churchill et al 1985) as an overall organizational outcomes or performance, which may refer to the entire sales organization, or an organization subset such as region, district, territory or customer group.

Sales volume is the important measuring item in sales organization effectiveness. However, to overcome this limitation the main importances of this variable are i) it helps in organizational design ii) Sales Management behavior iii) Sales managers activity about monitoring, directing, evaluating and rewarding. iv) Lastly, sales territory design is also important because it has greatest impact on sales person motivation, behaviour and hence effectiveness.

The concept of sales organization effectiveness is that it is determined by the skills and effort of sales people, sales management and other organizational factors, and environmental factors such as market potential and the intensity of competitors (Walker et al 1979). This variable plays an important role in sales management (e.g. Babakus et al 1996, Cravens et al 1993, Piercy, Cravens and Morgan 1998). However, in the past many



researches had made on this variables to improve the sales performance and its effectiveness.

Sales Organizational effectiveness and sales performance had a considerable empirical support (Beswick and Cravens, 1977, Cravens, Woodruff and Weinberg 1979, 1987). These researches showed the variation in sales organization effectiveness in environmental factors (e.g. competition) and organizational factors (e.g. management controls systems, advertising spending and brand image as well as by sales person factors. In summary, Sales organizational effectiveness is an organizational outcome that can partly attribute to sales person (Churchill et al 1993). So higher the sales performance, higher is the sales organizational effectiveness.

Thus, we state H4 as follows

H4 - *Sales performance will have a positive influence to sales organizational effectiveness.*

### **2.3. Research Design**

#### **2.3.1 Introduction**

This study employs survey design. The criteria for sample and respondent selection are design same as followed in chapter 1.

#### **2.3.2. Measures**

Testing of hypothesis can be done through development of questionnaire that incorporates the measurement scales.

#### **Adaptive selling**

Adaptive Selling was assessed by the employees with a 5 items developed by Jaramillo et al., 2007; adapted from Robinson et al., 2002. Items are enlisted in the table. Responses of this items were made on a 7 point likert scale ranging from 1) strongly disagree to 7) strongly agree. Cronbach alpha for the scale is 0.79.

#### **Sales Performance**

Sales Performance was assessed by the employees with a 6 items developed by Behrman and Perreault (1982). Items are enlisted in the table. Responses of this items

were made on a 7 point likert scale ranging from 1) strongly disagree to 7) strongly agree. Cronbach alpha for the scale is 0.90.

**Sales Organizational Effectiveness.**

Sales Performance was assessed by the employees with a 6 items developed by Cravens et al 1993. Items are enlisted in the table. Responses of this items were made on a 7 point likert scale ranging from 1) strongly disagree to 7) strongly agree. Cronbach alpha for the scale is 0.87.

**Creativity.**

Creativity was assessed by the employees with a 7 items developed by Wang and Netemeyer, 2004. Items are enlisted in the table. Responses of this items were made on a 7 point likert scale ranging from 1) strongly disagree to 7) strongly agree. Cronbach alpha for the scale is 0.92.

**Table 2.1.** Means, Standard deviation, and Correlations among variables.

Variables	Mean	SD	1	2	3	4
Creativity	5.41	0.94	1			
Adaptive Selling	5.70	0.88	.381**	1		
Sales Performance	5.35	0.99	.692**	.500**	1	
SalesOrganizational Effectiveness.	5.22	0.93	.562**	.325**	.505**	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

**2.3.3. Analytical Procedures**

Three separate approaches were required to examine the research questions. The first goal was to confirm the reliability and the convergent and discriminant validity of the measurement constructs, in order to ensure that the items consistently measured the constructs they were intended to measure (Anderson and Gerbing, 1988). A confirmatory factor analysis (CFA) was run independently for each items. The second stage of the analysis the testing of Cronbach Alpha of each variable .The third stage of analysis

involved running Structural equation modeling (SEM) to test the theoretical model. All the analysis were performed using the statistical package AMOS 18.

To evaluate the goodness of fit of the model, the traditional  $\chi^2$ (Chi-square) fit test is reported, however, given the well known dependency of the chi-square statistics on sample size opted the combination rule of a value of chi-square to degree of freedom( $\chi^2/df$ ), a value of .95 or above for the Comparative fit Index(CFI) and Normed Fit Index(NFI) and a value below .08 for the Root Mean square error of Approximation(RMSEA) and the standardized Root Mean Square Residual(SRMR)— Indicating a good fit (Byrne,2001).

Firstly, the analysis here confirms that all items load substantially and significantly on their respective constructs confirms the existence of convergent validity. The discriminant validity confirms in the below table 2.2 and 2.2.1.

**Table 2.2.** Discriminant Validity

Variables(V1↔V2)	Correlation <sup>2</sup>	EV1	EV2	Discriminant Validity
CP↔AS	0.14	0.48	0.56	Significant
CP↔SP	0.47	0.48	0.53	Significant
CP↔SOE	0.31	0.48	0.76	Significant
AS↔SP	0.25	0.56	0.53	Significant
AS↔SOE	0.10	0.56	0.76	Significant
SP↔SOE	0.25	0.53	0.76	Significant

Note- All discriminant validity are significant when correlation<sup>2</sup> < EV1, EV2

EV denoted as extracted variance

**Table 2.2.1.** Discriminant Validity (Mean±SE)

Variables(V1↔V2)	Interval	Discriminant Validity
CP↔AS	0.94,0.48	Significant
CP↔SP	0.74,0.48	Significant
CP↔SOE	0.59,0.37	Significant
AS↔SP	0.24,0.14	Significant
AS↔SOE	0.18,0.06	Significant
SP↔SOE	0.37,0.19	Significant

Notes- All discriminant validity are significant < 1.

**Table 2.3.** Confirmatory factor analysis of Measurement items

Measures	Factor loading	Composite Reliability	Extracted variance
<b>CREATIVITY</b>		0.78	0.48
Carrying out sales tasks in ways that are resourceful	0.58		
Generating and evaluating multiple alternatives for novel customer problems	0.69		
Improvising methods for solving a problem when an answer is not apparent	0.81		
Generating creative selling ideas.	0.71		
<b>ADAPTIVE SELLING</b>		0.79	0.56
When I feel that my sales approach is not working, I can easily change to another approach.	0.53		
I like to experiment with different sales approaches.	0.7		
I am very flexible in the selling approach I use	0.85		
I can easily use a wide variety of selling approaches	0.64		
I try to understand how one customer differs from another	0.55		
<b>SALES PERFORMANCE</b>		0.91	0.53
To Builds effective relationships with customers.	0.63		
It makes presentations of actual sales of both current clients and the future.	0.87		
It achieves the annual sales objectives and other established objectives.	0.72		
Understands the needs of the client and the process of working.	0.73		
It helps to improve the performance of the unit of sales.	0.78		
Provides feedback to your supervisor.	0.78		
Helps to increase the market share in its territory.	0.89		
Maintains the costs at acceptable levels.	0.59		
<b>SALES ORGANIZATIONAL EFFECTIVENESS</b>		0.90	0.76
Sales volume compared to sales unit objectives	0.77		
Share compared to major competitor.	0.94		
Market share compared sales unit objectives	0.79		
Profitability compared to major competitor	0.78		
Profitability compared to sales unit objectives	0.55		

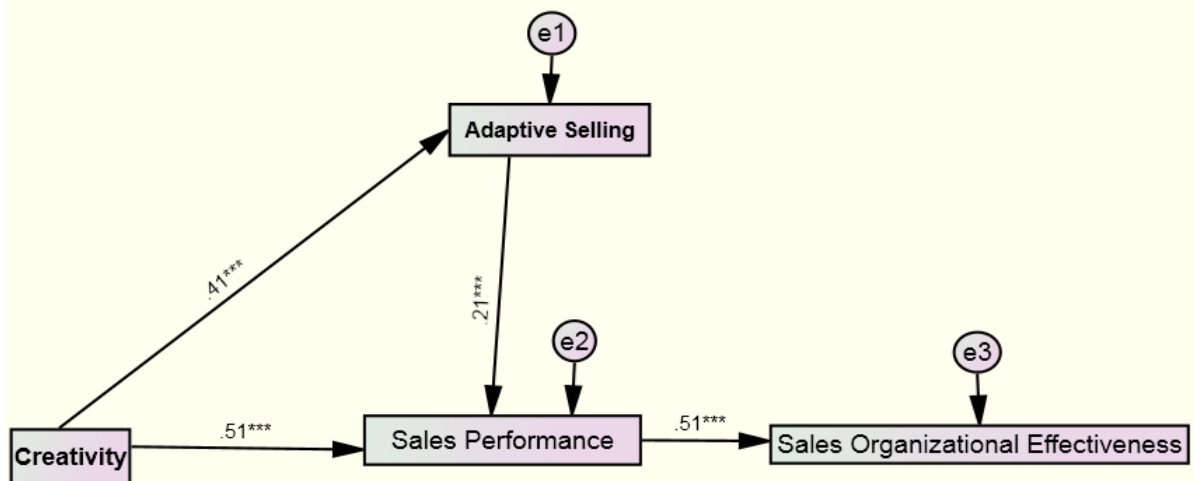
\* All factor loading are significant at  $p < 0.05$

## 2.4. Results

### 2.4.1. Hypothesized Relationships

Structural equation modeling (SEM) was used to test the hypothesized relationships among creativity, adaptive selling, sales performance and sales organizational effectiveness. SEM is useful here because it allows for several hypothesized relationships to be tested simultaneously, provides an indication of the fit between hypothesized model and the actual data. The number of variable in our model and relatively small sample size (N= 120), we are unable to meet the minimum recommended sample size necessary to conduct our test at the latent variable level. Therefore, the analyses reported here were conducted by path analysis (i.e. by using observed variables).

The hypothesized model fit the data extremely well ( $\chi^2 = 1.26$ ,  $df=2$ ,  $p=0.28$ ,  $GFI=0.99$ ,  $CFI=0.99$ ,  $TLI=0.99$ ,  $RMSEA=0.04$ ). The structure estimates of the hypothesized model are presented in figure 2.1. As depicted. Creativity and Adaptive Selling are positively related. Thus, *Hypothesis 1* was supported. The path between Adaptive Selling and Sales performance is statistically significant; therefore *Hypothesis 2* is also supported. *Hypothesis 3* Creative performance and Sales performance are also positively related hence *Hypothesis 3* is also supported. *Hypothesis 4* is also positively related and was supported.



**Figure 2.1.** Structural estimates of hypothesized model.

Path coefficients are standardized \* $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$

### **2.5. Discussion**

Our research makes distinct contributions. First, our overall contribution is that we have built and tested a model that integrates the consequences of sales person's creativity. More recently, researchers has studied that creativity can take place, when sales people can adapt and solve the problems more effectively (Guaping Wang & Netemeyer 2004). In spite of that very little has been known in the extant literature how creativity influences to adaptive selling. The results here make contribution to the literature of sales person's creativity and adaptive selling behaviour. The finding here demonstrate that the creativity results to adaptive selling i.e. adaptive selling is an outcome of creativity.

Secondly, our study contributes to sales performance. The link depicts that Adaptive Selling influence to sales performance. Although the previous researches has suggested a link between Adaptive Selling and Sales Performance, but still we like to reexamine it on different cultural aspects. The finding here demonstrate that Adaptive Selling is a predictor of Sales Performance. Moreover, the result suggests the same that Adaptive Selling influence to Sales Performance.

Thirdly, creativity also influences to sales performance as tested in the model. Sales people need to be creative for new product development which enhances their sales performance. In the previous research depicted by Guang. Wang, R.G Netemeyer (2004) has argued that creative performance is positively associated with sales performance. In spite of that very little has been known about the creativity and sales performance. The finding here demonstrate that creativity is an important predictor of Sales Performance. The results indicate that employees who are engaged in creative activity have significant influence in their sales performance. Furthermore, the finding also indicates that sales performance has a positive influence also to Sales organizational Effectiveness. Despite of the prior researches made earlier but still we like to replicate our study in Indian context with cross sectional data among the various sectors of industries.

### **2.5.1. Future research**

This research also suggests some avenues for future investigations of creativity and organizational effectiveness. Future research should investigate the more about the consequences of sales person creativity which helps the organization to perform more efficiently and effectively in today's competitive environment.

Likewise, additional investigation is needed for the consequences of creativity at both individual and organizational levels. Firstly, creativity can affect individual job satisfaction. Secondly, it can also affect the turnover intention. Finally, it influence to Organizational Citizenship behaviour.

Another useful direction for future research would be to examine the potential moderators to the basic modeled outlined in this study. For Instance, product complexity and technological turbulence may moderate the relationship with the model.

### **2.5.2. Limitations**

Although this study makes some important contributions to our sales management but it also has some important limitations. First, the response rate was fairly high; we are unable to determine if the respondents in our study differed from those who did not respond. It is possible, that the findings here could be biased in some way.

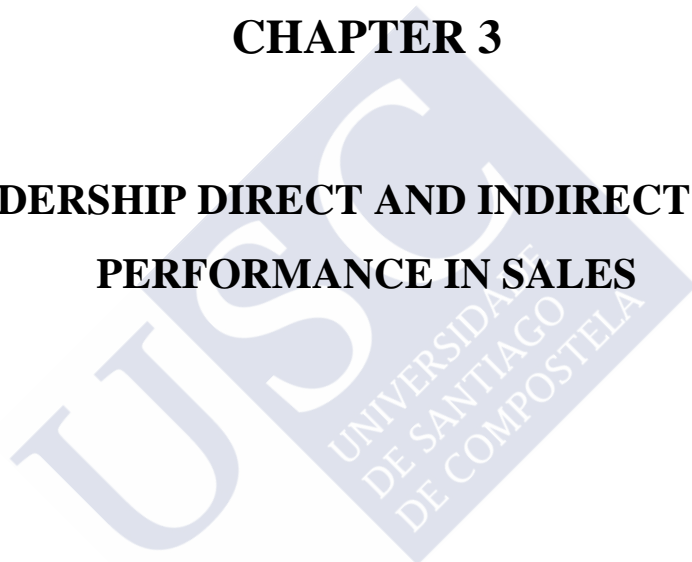
Secondly, the sample size for this study is relatively small and focused only on Indian employees working in sales job. Further studies should rely on larger, more diverse sample and provide greater statistical power to yield findings that are more generalizable for the employees working in other countries and occupations.

Thirdly, as is typical in research on both creativity and organizational effectiveness. Some supervisors in this study evaluated more than one subordinates. The subordinates reported to the same supervisor, the observations in this data set are not completely independent. Hence our findings are biased due to the lack of independence. This analysis yielded results that were essentially identical. Nevertheless, utilizing a different research design could ensure that supervisor ratings of employees were completely independent.



**CHAPTER 3**

**SELF LEADERSHIP DIRECT AND INDIRECT EFFECT TO  
PERFORMANCE IN SALES**



### 3.1. Introduction

Leadership plays an important role in sales Organization which helps to maximize efficiency and to achieve organizational goals. In general, leadership is defined as influencing others and to achieve common goals of the organization (Ingram, 2005). A different approach of Leadership was introduced 30 years ago in management literature (Manz & Sims 1980), which took an alternative approach by focusing on how people manage and lead themselves. Due to the increased competition and continuous change in the sales environment a new initiatives has been taken by many companies to expand leadership capacity and by developing leadership capabilities of the employees (Gilber, Carter and Goldsmith 2000). So in modern management, self leadership approach plays a crucial role in sales.

Self Leadership makes employees more self independent that are capable of helping themselves to become self leaders (Stewart, Manz & Sims 1999). Self leadership is a combination of self regulation (e.g. Carver & Scheier 1981) and self management (e.g. Luthans & Davis 1979, Manz & Sims 1980, Mills 1983). Recently, Manz (2010) and Neck (2004) had referred that Self Leadership involves influencing oneself through self motivation and self direction needed to behave in a desirable way. There are three strategies of self leadership a) Behaviour focused strategies b) natural reward strategies c) constructive thought pattern strategies (Manz 1992).

In general, behaviour focus strategies refer to specific self-assessment, self reward, and self-discipline. Natural reward strategies include commitment to belief in and enjoyment of the work for its own value. Finally constructive pattern strategies focus on establishing and altering thought through self-analysis, improvement of belief system, positive self talk to improve the performance.

Research studies have indicated that self leadership has a significant effect on performance for e.g. Manz (1998) .This study also shows that self efficacy has a mediating effect to self leadership and performance. Yuthana Chaijukul (2010) has also found that self leadership has a direct and positive affects to psychological empowerment, self efficacy, job satisfaction, job performance and indirect positive affect to job performance. John D. Politis (2006) has found three major findings in this research. First, the relationship between self leadership behavioural-focused strategies and job satisfaction is direct, positive and significant. Second, the relationship between Job Satisfaction and team performance is positive and significant. Finally, the results have

clearly shown that job satisfaction mediates the relation between self leadership behavioural focused strategies and team performance.

In spite of some researches made earlier in organizational behavior and for its limitation in the research implications here in this paper we like to examine that how self leadership directly and indirectly influence to performance through various variables in sales context.

### **3.2. Theoretical background and hypotheses**

#### **3.2.1. Self leadership and Performance**

Self leadership is a process through which individuals influence themselves to achieve self-directed and self-motivated work, needed to behave in a desirable way (Houghton et al 2003, p.126). Self leadership strategies are rooted in theories of self-regulation, self-control and self-management and further have been divided into three categories i.e. behavioral – focused strategies, natural reward strategies, and constructive thought pattern strategies (Houghton et al 2003). These three strategies all together helps an individual to be more self-directed and self-motivated in their work to enhance their performance (Manz 1986, Manz & Neck 1999).

Self leadership strategies help people to build pleasant and enjoyable features into their activities so that the task themselves become naturally rewarding (e.g. Manz & Neck 2004) and enhances their performance. Such strategy increase individual intrinsic motivation, self-determination and feeling of competence (Deci & Ryan 1985, Neck and Houghton 2006). When a person gets more status, power and intrinsic motivation to fulfil their job, then the work become more rewarding and performance increased (Herzberg et al 2003).

Recent years, in literature researchers have suggested that an individual who exhibit self leadership behaviour is more likely to improve his or her performance (e.g. Neck and Houghton 2006, Faruk Sahin 2001). Kondrat et al (2009) found that self leadership has an impact on individual performance which was partially mediated by Self Efficacy. In spite of the previous researches made earlier, however very little has been known how self leadership directly influences to performance in sales context. Building on this research gap, we like to investigate in this paper how self leadership directly influences to performance in sales context.

Self leadership makes individual more self-motivated and self-directed in their work by taking their own responsibilities and their own decisions to fulfil their goal. On the other hand, it also helps in self-analysis, improvement of belief system, positive self talk to improve their performance.

Thus we can state H1 as follows

H1- *Self Leadership has a direct and positively influence to performance.*

### **3.2.2. Self Leadership and Self Efficacy**

In self leadership people act on their own to achieve better control over their lives (Conger and Kanungo, 1988, Staples, 1990). As a result individual acquire more confidence through greater self control (i.e. self leadership skills developed), hence efficacy will be enhanced (Manz, Sims 1996).

With the increased efficacy level the sales people become more confident in their sales activity and are likely to engage in the specific sales activities (Ahearne, Mathier, Rapp 2005, Bandura 1986) to meet their goal. On the other hand, constructive thought pattern strategies of self leadership helps to improve the belief system, positive self talk and enhances the efficacy level of an individual through their own initiative (Bandura and Cervone 1986).

As self efficacy develop over time and through experiences (Maddux, 2002). Moreover, it helps to decide which behaviour people will engage, how long they will persist, how much effort they will put to reach their goals (Satterfield & Davidson 2000). People can overcome difficult situation through their own initiative when efficacy level is high (Maddux 2002).

Although previous studies revealed that self leadership influence self efficacy in organizational behaviour (e.g Manz 1998, William 1997, Houghton 2006, E.Norris 2008). Manz (1998) has revealed that self efficacy mediates to self leadership and performance. Beside that Neck & Houghton (2006), William (1997) also suggests that theoretically and conceptually, general self efficacy may influence self leadership. On the basis of this research E. Norris(2008) has empirically tested that general self efficacy has a positive influence to self leadership. In spite of this scarce researches we like to investigate how self leadership influence to self efficacy in sales context.

Thus, we state H2 as follows,

H2 - *Self leadership has a direct and positively influence to self efficacy.*

### 3.2.3. Self Efficacy and Job satisfaction

Self efficacy is the personal disposition of the job holder. Researchers has supported that people who hold strong self efficacy beliefs tends to be more satisfied with their job(Trentham, Silvern & Brogdon 1985). Moreover, Self efficacy is a result from the acquisition of cognitive, social, linguistic or physical skills through personal or vicarious experience (Bandura, 1982). Individuals synthesize and evaluate the information about their task and can make decisions about their task activities (Bandura and Cervone 1986) which leads to job satisfaction.

Bandura (1977) defined self efficacy as individual's beliefs about their capabilities to produce designated levels of task. It is a judgement of an individual's capabilities to succeed in a role, based on objective criteria (Bong and Clark 1999 p.139). In managerial context, self efficacy is an executive's beliefs to accomplish specific managerial tasks (Lu et al 2005) and to execute the behaviours which is required for effective task.

Judge et al (1997) argued that self efficacy should affect job satisfaction through its association with practical success on the job. Because individuals with high self efficacy deal more more effectively with difficulties and persist to face the failure(Gist & Mitchell,1992) they are more likely to attain valued outcomes and thus derived satisfaction from their job(Timothy A.Judge and Joyce E. Bono(2001). Convey(1994), after conducting a research also stated that individuals with self efficacy has their own self worth and level of confidence to deal with the complicated task. On the other hand, it helps to solve the problems with positive attitude while confronting the difficult situation. They would not be depressed in hard time. Instead, they would strive to think out solutions and try to overcome all difficulties (Yaokai & Yuyang 2011). Therefore, it makes them happier and get more satisfaction out of their job.

There are several researches who revealed theoretically and empirically that self efficacy influence job satisfaction. The research made by Caprara, Steca, Malone (2003) has revealed that self efficacy and job satisfaction are positively related. Bandura (2001) also showed that self efficacy positively related to job satisfaction. Mc Donald, Tracy, Marc (1992) also revealed that Self efficacy positively related to job satisfaction. Timothy.A. Judge and Joyce E. Bono (2001) had also found that self efficacy and job satisfaction has a positive, no zero relationship.

Inspite of some scarce researches made earlier but still there is a need to study in depth in sales context.

Thus, we state H3 as follows,

*H3 - Self efficacy has a direct and positive influence on Job Satisfaction*

### **3.2.4. Self Leadership and Job Satisfaction**

Job satisfaction is an attitude of a person has concerning the job. It is about the perception of job they perform (Ivancevich et al 1997). When an individual has the ability to exercise self leadership behaviour (i.e. self management, self rehearsal, and self criticism), some of them take their own responsibility, to bring more abilities, and a great desire of freedom in the work place, enhances job satisfaction of the employees (Manz 1992). People with Self leadership qualities can structure their work in their own manner and can make the environment more conducive for their work so that they can do their best under any circumstances and leads to job satisfaction. In contrast, employees who lack in self leadership should benefit from greater structure in their environment given that they do not employ these particular strategies by themselves.

Previous researches have also indicated or established that Self leadership influence Job Satisfaction. John (1978) found a positive correlation between self leadership and job satisfaction. Cohen et al(1996), Manz and Sims(1997) found that Self leadership positively influence job satisfaction. Apart from these research made by Politis (2006) found that behavioural focused self leadership strategies positively related to job satisfaction and job satisfaction mediates self leadership and performance. Inspite of some researches made on Organizational Behaviour but still there is a need to study about the self leadership and job satisfaction in Sales context by collecting the data from the multiple sources as directed by (Politis 2006).

Thus, we state H4 as follows,

*H4 - Self leadership has a direct and positive influence to job satisfaction.*

### 3.2.5. Job Satisfaction and Performance

Job satisfaction is a heavily researched topic. Satisfied employees have been found more effective and report higher performance at work (Markus Christen, Ganesh Iyer & David (2006).

Performance is generally determined by three factors. Motivation, the desire of the job ability, the capability to do the job and the work environment. If an employee lacks in ability, the manager can provide training or replace the worker. On the other hand, if there is an environmental problem, the manager's tasks are more challenging. An individual's behaviour is a complex phenomenon and the manager may not be able to figure out why the employee is not motivated and how to change the behaviour (Kodence Buchanan 2006) to enhance the performance level.

Research link between Job satisfaction and performance has been studied since 1939. In the field of Industrial/ Organizational behaviour Job Satisfaction and Performance linkage is one of the most researched areas (Judge, Thoresen, Bono & Patton, 2001). Locke (1970), Iaffaldano and Muchinsky (1985) they all found a strong relationship between Job satisfaction and Performance in organizational context. Job Satisfaction is a widely studied construct (Brown and Peterson 1993). Research made by them showed that the relationship between Job Satisfaction and Performance is weak. Balasundaram (2010) has also found that Job Satisfaction has a positive relationship to performance. Markus Christin, Iyer & Soberman (2006) has also found a positive and direct effect of job satisfaction and job performance.

In general, one would expect higher level of performance with higher level of job satisfaction, but these variables do not consistently correlate (Schwab & Cummings 1970, Vroom 1964). Performance and job satisfaction are the causes to which successful performance is attributed. When a person is more satisfied with their job then they perform better at their work. Earlier researches made by (Norris & Neibuhr 1984) has suggested that person who is satisfied with their job internally i.e. intrinsically rather than external causes experience a heightened level of Performance. Apart from this Skibbaa (2002) found that Job satisfaction and Job Performance has a positive relation. Hence, Job satisfaction represents one important type of achievement affects i.e. performance.

Thus we can state H5 as follows

*H5 - Job satisfaction has a direct and positively related to performance.*

### **3.3. Research Design**

#### **3.3.1. Introduction**

This study employs survey design. The criteria for sample and respondent selection are same as followed in chapter 1.

#### **3.3.2. Measures**

##### **Self Leadership**

Self Leadership was measured with 20 items based on the measure developed by (Manz, 1992). Likewise, we utilize this measure to assess the Self Leadership of the Sales Person. This scale measures to which people employ the three different types of Self Leadership the Behavioural-focused strategies, Natural reward strategies, Constructive thought pattern strategies). Employees were asked to indicate the extent to which they used this leadership on a seven point scale ranging from 1) Disagrees 7) completely agrees. Cronbach alpha for the scale is 0.95.

##### **Self efficacy**

Self efficacy was assessed by the employees with a 4 item developed by En Fournier et al (2010). Cronbach alpha for the scale is 0.82.

##### **Job Satisfaction**

Job Satisfaction was assessed by the employees with a 3 items developed by Piercy et al., 2006. Items are enlisted in the table. Responses of this items were made on a 7 point likert scale ranging from 1) strongly disagree to 7) strongly agree. Cronbach alpha for the scale is 0.84.

##### **Sales Performance**

Sales Performance was assessed by the employees with a 6 items developed by Behrman and Perreault (1982). Items are enlisted in the table. Responses of this items were made on a 7 point likert scale ranging from 1) strongly disagree to 7) strongly agree. Cronbach alpha for the scale is 0.90.



**Table 3.1.** Means, Standard deviation, and correlations among variables

Variables	Mean	SD	1	2	3	4
Self Leadership	5.7	0.90	1			
Self Efficacy	5.84	0.90	.654**	1		
Job Satisfaction	4.2	0.80	.694**	.678**	1	
Sales Performance	5.33	0.99	.637**	.517**	.609**	1

Notes: \*\* Correlation is significant at the 0.01 level (2-tailed).

### 3.3.3. Analytical Procedures

Three separate approaches were required to examine the research questions. The first goal was to confirm the reliability and the convergent and discriminant validity of the measurement constructs, in order to ensure that the items consistently measured the constructs they were intended to measure (Anderson and Gerbing, 1988). A confirmatory factor analysis (CFA) was run independently for each items. The second part of analysis performs the testing of Cronbach Alpha of each variable .The third stage of analysis involved running Structural equation modeling (SEM) to test the theoretical model. All the analysis was performed using the statistical package AMOS 18.

To evaluate the goodness of fit of the model, the traditional  $\chi^2$ (Chi-square) fit test is reported, however, given the well-known dependency of the chi-square statistics on sample size opted the combination rule of a value of chi-square to degree of freedom( $\chi^2/df$ ), a value of .95 or above for the Comparative fit Index(CFI) and Normal Fit Index(NFI) and a value below .08 for the Root Mean square error of Approximation(RMSEA) and the standardized Root Mean Square Residual(SRMR)— Indicating a good fit (Byrne,2001).

Firstly, the analysis here confirms that all items load substantially and significantly on their respective constructs confirms the existence of convergent validity. Even the discriminant validity is also statistically significant here in the model shown in table 3.2. and 3.2.1. Second, analysis involves measurement model analysis. Third, analysis involves structural model analysis.

**Table 3.2.** Discriminant Validity

Variables(V1↔V2)	Correlation <sup>2</sup>	EV1	EV2	Discriminant Validity
SL↔SE	0.42	0.54	0.50	Significant
SE↔JS	0.44	0.50	0.63	Significant
JS↔SP	0.36	0.63	0.56	Significant
SL↔JS	0.47	0.54	0.63	Significant
SL↔SP	0.39	0.54	0.56	Significant
SE↔SP	0.26	0.75	0.56	Significant

Note- All discriminant validity are significant when correlation<sup>2</sup> < EV1, EV2

EV denoted as Extracted Variance.

**Table 3.2.1.** Discriminant Validity (Mean±SE)

Variables(V1↔V2)	Interval	Discriminant Validity
SL↔SE	0.62,0.38	Significant
SE↔JS	0.88,0.50	Significant
JS↔SP	0.59,0.37	Significant
SL↔JS	0.76,0.52	Significant
SL↔SP	0.46,0.30	Significant
SE↔SP	0.46,0.24	Significant

Notes- All discriminant validity are significant when interval < 1.

**Table 3.3.** Measures Properties of Confirmatory factor analysis.

Measures	Factor(*) Loading	Cronbach Alpha	T- Value	Composite reliability	Extracted variance
<b>Self Leadership</b>		<b>0.95</b>		<b>0.95</b>	<b>0.54</b>
<b>Behavioural focused</b>	<b>0.87</b>		<b>27.34</b>		
I think about my progress in my job.	0.93				
I make a point to keep track of how I'm doing.	0.69				
I pay attention to how well I'm doing.	0.76				
I consciously have goals in my mind.	0.72				
I keep a record of progress in my tasks.	0.73				
I pay attention to what I'm telling myself.	0.75				
<b>Natural Reward</b>	<b>0.89</b>		<b>31.78</b>		
I try to extend my area of responsibility.	0.78				
I focus on ways I can extend my responsibility.	0.79				
I think about new responsibilities I can take over.	0.72				

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I try to do more than my assigned responsibilities.	0.79				
I think about increasing my responsibilities.	0.79				
I look for activities beyond my responsibilities.	0.69				
<b>Constructive thought pattern strategies</b>	<b>0.81</b>		<b>13.19</b>		
I take action to solve problems on my own.	0.75				
I like to act to solve problems by myself.	0.68				
If I have a problem, I solve it myself.	0.62				
I identify solutions to problems in my mind.	0.62				
I think through solutions to problems on my own.	0.66				
I think up ways to solve problems.	0.57				
I choose to make improvements in how I do my job.	0.62				
I try to think of positive changes I can make in my job.	0.58				
<b>Self Efficacy</b>		<b>0.82</b>		<b>0.75</b>	<b>0.50</b>
I know the right thing to do in selling situations.	0.72		<b>8.91</b>		
Overall, I am confident of my ability to perform my job well.	0.64		<b>5.9</b>		
I feel I am very capable at the task of selling.	0.76		<b>8.83</b>		
<b>Job Satisfaction</b>		<b>0.84</b>		<b>0.83</b>	<b>0.63</b>
My job gives me a sense of accomplishment.	0.83		<b>19.06</b>		
My job is exciting.	0.75		<b>11</b>		
My work is satisfying.	0.81		<b>13.16</b>		
<b>Sales Performance</b>		<b>0.9</b>		<b>0.91</b>	<b>0.56</b>
He Builds effective relationships with customers.	0.65		<b>11.18</b>		
He makes presentations of actual sales of both current clients and the future.	0.85		<b>32.61</b>		
He achieves the annual sales objectives and other established objectives.	0.72		<b>14.45</b>		
He understands the needs of the client and the process of working	0.74		<b>15.02</b>		
He helps to improve the performance of the unit of sales.	0.78		<b>21.13</b>		
He provides feedback to your supervisor.	0.77		<b>15.71</b>		
He helps to increase the market share in its territory.	0.89		<b>32.7</b>		
He maintains the costs at acceptable levels.	0.61		<b>7.94</b>		

\* All factors loading are significant at  $p < 0.05$

### **3.4. Results**

#### ***3.4.1. Hypothesized Relationships***

Structural equation modeling (SEM) was used to test the hypothesized relationships among Self Leadership, Self efficacy, Job satisfaction and Sales Performance. SEM is useful here because it allows for several hypothesized relationships to be tested simultaneously, provides an indication of the fit between hypothesized model and the actual data. The number of variables in our model and relative sample size (N=120), are small. Therefore, the analyses reported here were conducted by latent variables.

#### ***3.4.2. Measurement model***

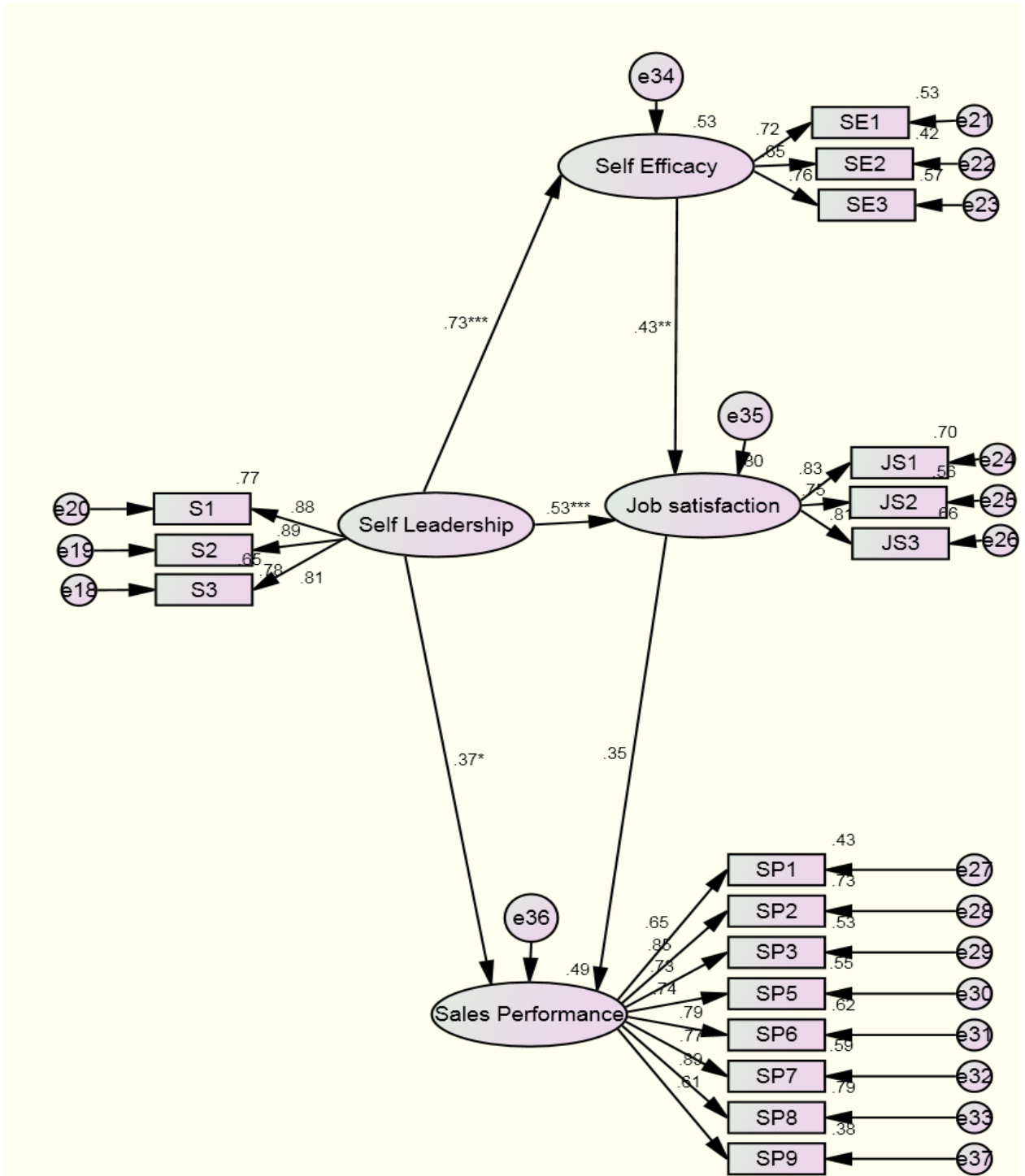
The measurement model results indicated a good fit to the data  $\chi^2 = 1.85$ , CFI=0.92, GFI=0.83, RMSEA= 0.08. They provide evidence that further examination of the structural model was justified. Although the chi-square test was statistically significant, this statistics is well known to be sensitive to the sample size and may be significant even when the differences between observed and model implied co-variances are relatively small (Kline, 1998). Thus, we report multiple indexes in assessing model fit, as generally suggest by SEM scholars(e.g. Bollen,1989, Schumacker & Lomax,2004) and as outlined earlier.

#### ***3.4.3. Structural model***

Structural modeling results suggested that the hypothesized model fit the data well  $\chi^2 = 1.83$ , CFI=.92, GFI= .83, RMSEA=0.08 Fig.3 1. Presents the overall structural model with standardized co-efficients. In fig.3.1. A self leadership item has been reduced in 3 dimensional scales by averaging the 20 items of self leadership scale. Where first 6 items of behavioural scale are averaged and denoted as a variable S1, another 6 items of Natural reward are averaged and denoted as a variable S2, and last 8 items of Constructive thought pattern are denoted as a variable S3. Apart from this item SP4 is deleted which indicates low factor loading.

Hypothesis1 states that self leadership is positively related to sales performance. Our results supported this view. Hypothesis2 is also supported. Hypothesis3 states that Self efficacy is positively influence to job satisfaction. Hypothesis 4 says that Self leadership is positively related to job satisfaction. Our results support this hypothesis.

Finally, Hypothesis 5 is not supported. The relation between Job satisfaction and Sales performance is not statistically significant.



**Figure 3.1.** Structural estimates of hypothesized model.

Coefficients are standardized; \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ .

### 3.5. Discussion

First, our overall contribution is that we have built and tested a conceptual model where self leadership directly influences to sales performance. It makes an important contribution in the modern sales management. Although numbers of studies have investigated relationships between Self leadership and performance (e.g. Neck and Houghton 2006, Faruk Sahin 2001). Kondrat et al (2009) found that Self Leadership has an impact on individual performance which was partially mediated by self efficacy. But still due to the theoretical reasons and limitations of the previous research we like to study here how self leadership influence to performance. Our results support suggestions that Self leadership has a positive influence to performance.

Secondly, our study contributes to both the self leadership and self efficacy. Our findings are congruent with past research pointing to a positive association between self leadership and self efficacy (e.g Houghton 2006, E. Norris 2008). However, there has been a need to test empirically the specific connection between self leadership and self efficacy because of its previous limitations. Results of our study support the notion that self leadership has a positive relationship to self efficacy. In particular, as Self efficacy developed from past experience which makes the people more confident in their sales ability (Ahearne, Mathier, and Rapp 2005) and make them more self independent. That is self leadership increase the self efficacy of the employees to reach their goals.

Thirdly, although previous research has suggested a link between Self leadership and job satisfaction, to date, there has been little empirical data on this point. Our result suggests that Self leadership has a positive influence to job satisfaction. However, individuals has the ability to exercise the self leadership behaviour (i.e self management, self rehearsal, self criticism), some of them take their own responsibility, abilities, higher expectations and great desire of freedom in the work place. When an individual gets freedom in their work environment they can work more independently and gets more satisfaction from their job. Thus, it is important to discuss about the self leadership and job satisfaction in sales context by collecting the data from multiple sources as directed by (Politis 2006).

Fourthly, it makes an important contribution to the employee's job satisfaction. Our result shows that self-efficacy influence to job satisfaction. Similarly, this study also built theoretical arguments that demonstrate, when people with high self efficacy has more positive attitude towards the job can perform their task effectively and

efficiently and become more happier to their job. Despite of some scarce researches made earlier due to its previous limitation we have studied here on these variables in sales context.

Finally, although several researches has found a significant relationship between Job satisfaction and performance. More specifically, our result doesn't support this view that Job satisfaction is positively influence to performance. Although literature support the arguments but as our results doesn't support statistically hence a further investigation is required on these variables in the sales context.

### **3.5.1. Direction of the future research**

The research also suggests some avenues for future investigations of self leadership and sales performance. In particular, it would also be interesting to investigate more variable that directly and indirectly influence self leadership and performance in competitive sales market.

Likewise, additional investigation is needed to better understand how Self leadership moderate or mediate to Self efficacy and to sales performance. Moreover, the limitations of the research directed to investigate in future on these variables and its mediating effects in details.

### **3.5.2. Limitations**

Although this study makes some important contributions to our sales management but it also has some important limitations. First, the response rate was fairly high; we are unable to determine if the respondents in our study differed from those who did not respond. It is possible, that the findings here could be biased in some way.

Secondly, the sample size for this study is relatively small and focused only on Indian employees working in sales job. Further studies should rely on larger, more diverse sample and provide greater statistical power to yield findings that are more generalizable for the employees working in other countries and occupations.

Thirdly, as is typical in research on both Self leadership and Sales Performance some supervisors in this study evaluated more than one subordinates. The subordinates reported to the same supervisor, the observations in this data set are not completely independent. Hence our findings are biased due to the lack of independence. This analysis

yielded results that were essentially identical. Nevertheless, utilizing a different research design could ensure that supervisor ratings of employees were completely independent.

### **3.5.3. Practical Implications**

There are some practical implications for both the employees who engage in Self Leadership and supervisor who has assessed the performance of their subordinates. It is expected to contribute greater understanding in sales organizational system. In today's dynamic modern global market, leadership took an alternative approach instead of top down structure where leaders make decisions in the sales organization employees need to take their own responsibilities. With regard to this, organization needs to change their traditional management (Arnold, Drasgrow 2000, and Pearce 2007) to modern management. In this modern management system sales person take their own initiative and responsibilities instead of depending on their managers to perform their task independently through their self efficacy skill which makes sales persons more satisfied with their job, likewise it improves the performance of the sales person. However, in this challenging environment employees are required to accept more responsibility of their own and make more efforts to improve their performance. By doing so, Self leadership boost up their performance level.



## **CHAPTER 4**

**SELF LEADERSHIP EFFECT TO PROACTIVITY,  
CREATIVE PERFORMANCE, AND ORGANIZATIONAL  
CITIZENSHIP BEHAVIOUR, IN PRIVATE AND PUBLIC  
SECTOR ORGANIZATION**

### 4.1. Introduction

Origin of Self leadership - Today's dynamic market influences the organization. The structure is no longer top down, but becoming more decentralized and thereby creating a core power controlled by employees. This trend generates an opportunity for workers at all levels to increase their work power and their task. Since, the number of supervisors and managers are diminishing in the organization, employees must learn to self lead themselves towards performance outcomes (Karen Hardy 2007).

The concept of self leadership has emerged from the notion of self management and relates itself to the process of influencing oneself (Manz 1983, 1986, 1992, Manz and Neck 1999, 2004, Manz and Sims 1990, 2001). In this regard Neck and Houghton (2006) provided a comprehensive historical overview on self regulation and self management. According to Neck and Houghton (2006), self regulation and self management are two descriptive frameworks both of which illustrate how a people should behave.

Self Leadership is a universal style and has the following three categories:

- i) Behaviour- focused strategies.
- ii) Natural Reward Strategies.
- iii) Constructive pattern strategies.

In general, behaviour focus strategies refer to specific self-assessment, self-reward, self-punishment and self-discipline. Natural reward strategies include commitment to belief in and enjoyment of the work for its own value. Finally, constructive pattern strategies focus on establishing and altering thought process through self-analysis, improvement of self -belief, positive self talk to improve the performance.

Self Leadership literature has a delightfully common sense approach. Optimism, enthusiasm and a positive attitude makes the difference (Fletcher and Cooke 2008). Secondly, self leadership literature is a useful companion to the trait approach to leadership. It points out not only the virtues of a trait, such as confidence and etc. but also the strategies to achieve it.

In democratic countries, the challenges are growing in many public sector organizations. It has been clear that global governmental reforms (Terry 1998) can be successful only with dynamic, self independent and a proactive work place in public sector organization. Such organizational atmosphere encourages public sector employees to go extra mile in their job. Hence, it improves the creative performance of the governmental agencies and depends upon reinventing old procedure with new conventional work practice. These new managerial system plays an important role in public administration of the modern business world.

In spite of various studies made by Eran Vigoda-Gadot, Itai Berri(2012) the findings of this study is that OCB measures( individual and organizational) has a positive effect on transformational and transactional leadership on OCB and moderating effect of perception of politics. Strauss, Griffin, Rafferty (2009) has made the studies with the public sector organization in Australia where he found that Transformational Leadership increase proactivity by enhancing commitment to the organization. Apart from that it also influences the Transformational Leadership to proactivity through various mediators like role breath self efficacy, team commitment etc. Research made by Perumalu, Ali (2010) who has found that leader member exchange variable is significantly correlated to the organizational outcomes---- specifically examined the OCB in Public sector organization. Tabak, Akif, Tolga (2011) has also found that Self leadership perception of the public sector managers and employees varies significantly with demographic variables.

In the previous chapter we had already discussed about the lack of research in the sales context on self leadership. Here in this paper we will discuss how self leadership in private and public sector organization influences Organizational Citizenship Behaviour, Proactivity and Creative Performance.

Self leadership, proactivity and Organizational citizenship behaviour is a newly emerging concept in the literature of organizational behaviour. Despite an increasing number of study on Self leadership, proactivity and Organizational citizenship behaviour, to the best of our knowledge no unifying work is focused on the measurement how self leadership influences proactivity and OCB in Private and Public sector organization.

## 4.2. Theoretical background and hypotheses

### 4.2.1. Self Leadership and Proactivity

Morris and Jones (1997) stated that, "Proactiveness entails an action-orientation and an emphasis on anticipating and preventing public sector problems before they occur. The radical changes in the nature of work in the twenty-first century are particularly characterized by employee's occupational self-directing behaviour (House 1995, Ilegen & Pulakos, 1999). In these work designs, personnel are encouraged to show proactive behaviour and personal initiative (Fay & Frese, 2001). Self Leadership may however be a strong driver of successful proactive followership. Self assessment, self reward and self-discipline are largely independent to any interpersonal interaction and make individual proactive in their work outcomes (Hoegl, Muethel 2007).

Self leadership firstly influences oneself to be proactive in their task with their own responsibility. Secondly, Self leadership also stimulates a sense of cohesion (Gully, Devine & Whitney 1995) to contribute in the overall performance.

Self leadership theory is also related to work on proactivity. Neck, Ashcraft and Vansandt (1998) have proposed self leadership are the means of fostering active, who proactively shape and influence their performance. Self leadership strategies can support the employee in anticipating and preparing proactive behaviour. In planning phase, especially behaviour oriented strategies can guide the behaviour, through self-setting goals, self rewarding and influence the proactive behaviour of the employees. Employees who feel capable of behaving independently will enhance the proactive behaviour of employees.

Few of the empirical researches have found on self leadership and proactive behaviour. E.g. (Ducan, 1972) who found those task requirements are changing and variable might strengthen the relationship between Self Leadership and Proactive Behaviour. Apart from this, studies made by Hanschildt and Konradt (2012) who shows that Self Leadership is positively affect proactivity using a field experimental design. Most of the studies have been done with longitudinal research but so far the impact of self leadership has been ignored in public sector organization and private sector Organization in sales context in cross-sectional studies. Building on this research gap here in this paper we like to study how self leadership influence proactivity in sales context through cross-sectional data.

Thus, we state H1 as follows,

*H1 - Self leadership will have a significant effect to Proactivity in Public and Private sector organization.*

#### **4.2.2. Self Leadership and Creative Performance**

Self Leadership theorists have proposed that creativity is the anticipated outcomes of individual self leadership (Di Liello & Houghton 2006, Houghton & Yoho 2005, and Neck & Houghton 2006). It is also an determinant of creativity; which is expected to have direct effect on creativity (Pratoom & Savatsomboon, 2010). Individual must also have a definite level of internal force that pushes them to proceed independently in facing the challenges in creative work (Shalley & Gilson 2004). Self leadership is also necessary in those organizations that need continuous creativity (Pearce & Manz, 2005). When employees are encouraged to lead themselves in defining problems, solving problems, making decisions and identifying opportunities and challenges both now and in future, then creativity is encouraged. On the other hand, if employees are not encouraged to lead themselves in critical situations, then creativity doesn't prevail (Pearce & Manz 2005).

Self Leadership skills are important for creative behaviour. However, creative process also entails the leading of others. For instance, the second stage of creative process is concerned with the individual effort and ability to promote his or her new solutions and ideas, as well as the creation of legitimacy and support both inside and outside the organizations. Individuals with high level of self leadership can lead others to support their new ideas and solutions.

Previous researches made earlier by Abraham Carmeli, Weisberg (2006) on Self leadership and innovative behaviour has found that Self Leadership positively influence to innovative behaviour. Beside this, Currall and Pedro Marques Quinteiro (2009) have found that Self Leadership mediates the relationship between learning goal orientation and role innovation. Shahzad, Nosheen, Awais (2011) has also found that creativity is a predicted outcome of Self leadership. Moreover, Self Leadership fully mediated the effect of culture on creativity.

In spite of some scarce researches made earlier but still there is a need to study in depth with public sector organization and private sector Organization in sales context.

Thus we state Hypothesis 2 as follows

*H2 - Self leadership behaviour will have a significant effect to creative performance in Private and Public sector Organization.*

#### **4.2.3. Self-leadership and Organizational Citizenship Behaviour.**

Organizational citizenship behaviour is commonly defined as discretionary 'extra role behaviour' not formerly rewarded or punished by an organization which in long run benefits the organization by improving efficiency and effectiveness(Organ 1988). OCB include punctuality, volunteering for things that are not required, making innovation suggestions to improve a department and not wasting time (Organ 1983, Schnake 1991, Smith et al 1983).

OCB have five dimensions (Organ 1988). The first is altruism, which refers to voluntary action that help another person with work problem, such as instructing new employee on how to use technology, helping co-worker to catch up with backlog of work. The second is conscientiousness which refers to a pattern of behaviour of going well beyond minimal required level of attendance, punctuality, housekeeping and conserving resources and related matters of internal maintenance. The third is sportsmanship, which refers to behaviour that tolerates inevitable inconvenience and imposition without complain and grievance. The fourth is courtesy which help to refer to all those foresighted gestures that help someone to prevent a problem, such as keeping others informed of decisions and actions that may affect them(Schnake & Dumler 2003). The fifth is civic virtue, which refers to responsible constructive involvement in the political process of an organization, including not just expressing opinion but also reading mail, attending meetings and keeping abreast for larger issues involving organization. Apart from this several researches has found another dimension i.e. Individual initiative. This form of OCB is an extra-role, only in the sense that it involves engaging in task related behaviour, it takes on a voluntary act of creativity and innovation designed to improve one's task or the organization performance with extra enthusiasm and effort to accomplish one's job, volunteering to take an extra responsibilities, and encouraging others in the organization to do the same. The final dimension is self-development. Self-development includes voluntary behaviors when employees engaged to improve their knowledge, skill, abilities. According to George and Brief(1992: 155) this might include "seeking out and taking advantage of advance training courses, keeping abreast of the latest developments in

one's field and area, or even learning a new set of skills as to expand the range of one's contribution to an organization. Based on the work of Ketz (1964), George and Brief (1992) identified developing oneself as a key dimension of Citizenship behaviour.

Literature has suggested that the two dimensions i.e. individual initiative and self-development are the similar characteristics of self leadership behaviour. The theoretical frame work presented by Manz(1986) who originally introduced the concept of self influence perspectives that concerns leading oneself towards performance of naturally motivating task as well as managing oneself to do the work that must be done which is not naturally motivating(P.589). In other word self leadership is defined as the process of influencing oneself (Manz and Neck 2010) through individual initiative (Graham's, Moorman and Blakely's 1995). Self leadership has a relationship with the dimension of individual initiative.

In the last two decades self leadership theory (Manz 1986, Neck and Houghton 2006) in the organization has undergone significant changes. The work is not recognized among the employees, hence employees has to take OCB through their self initiatives to achieve their goals(Langfred 2000, Stewart 2006).Moreover, organizational citizenship behaviour has become practically and theoretically more important( Langfred 2000, Stewart 2006) in all organizations.

In spite of various researches made on Organizational citizenship behaviour in organizational context (e.g Dijke, Cremer, Mayer, Quaquebeke 2011) where study was conducted by the sample of undergraduate business students. Apart from this, studies conducted by (e.g. Met, Michael, Daniel 1993) and (Omar, Zainal & Khairudin 2009) with the sample of manufacturing organization. Due to the various limitations in the previous researches we like to investigate how self leadership influence to OCB in public sector organization and private sector organization in Sales context.

Thus, we state H3 as follows,

H3 - *Self leadership will have a significant effect to Organizational citizenship behaviour.*

### **4.3. Research Design**

#### **4.3.1. Introduction**

This study employs survey design. The criteria for sample and respondent selection are design same as followed in other chapters of the thesis.

#### **4.3.2. Sample**

The number of surveys sent to each company was based on the input of the HR Manager, Sales Manager, therefore different numbers of questionnaires were sent to each of the participating firms. Among all 120 surveyed questionnaires, twenty Five (25) pairs completed questionnaires were obtained from 2 public sector companies and rest are all private sector organizations. From which, 2 private sectors organizations were chosen and twenty five (25) pairs of respondents were selected.

The structures of the organizations are different from one another. It means that several subordinates sometimes reported to a single supervisor. In this study, the number of respondents for a given supervisor ranged from one to ten.

#### **4.3.3. Measures**

##### **Self Leadership**

Self Leadership leadership was measured with 20 items based on the measure developed by (Manz, 1992). Likewise, we utilize this measure to assess the Self Leadership of the Sales Person. This scale measures to which people employ the three different types of Self Leadership the Behavioural-focused strategies, Natural reward strategies, Constructive thought pattern strategies. Employees were asked to indicate the extent to which they used this leadership on a seven point scale ranging from 1) Strongly Disagree 7) completely agrees. Cronbach alpha for the scale is 0.96 for private sector and 0.97 for public sector.



### Organizational Citizenship behavior

Organizational Citizenship Behaviour was assessed by the employees with a 14 items developed by Podsakoff and Mac Kenzie (1994). Items are enlisted in the table. Responses of this items were made on a 7 point likert scale ranging from 1) Strongly Disagree 7) Completely agree. Cronbach alpha for the scale is 0.91 for private sector and 0.90 for public sector.

### Proactivity

Proactivity was assessed by the employees with a 5 item developed by Bateman and Crant (1993). Items are enlisted in a table. Responses of these items were made on 7 point scale ranging from 1) Strongly Disagree 7) Completely agree . Cronbach alpha for the scale is 0.89 for private sector and 0.85 for public sector.

### Creative Performance

Creative Performance was assessed by the employees with a 7 items developed by Wang and Netemeyer, 2004. Items are enlisted in the table. Responses of this items were made on a 7 point likert scale ranging from 1) Strongly Disagree 7) Completely agree. Cronbach alpha for the scale is 0.96 for private sector and 0.79 for public sector.

**Table 4.1.** Means, Standard deviation, and correlations among variables of Private sector and Public sector Organization.

Sector	Variables	Mean	Standard Deviation	1	2	3	4
Private	Self Leadership	5.7	1.03	1			
	Proactivity	5.69	1.09	.903**	1		
	OCB	4.85	1.11	0.396	.448*	1	
	Creative Performance	4.17	1.51	.676**	.627**	.715**	1
Public	Self Leadership	5.43	0.98	1			
	Proactivity	5.55	0.95	.875**	1		
	OCB	4.69	1.05	.470*	0.376	1	
	Creative Performance	5.44	0.65	.682**	.686**	.772*	1

\*Correlation is significant at the 0.05 level (2-tailed);

\*\* Correlation is significant at the 0.01 level (2-tailed).

A significant difference in the mean has been observed only as far as creative performance is concerned. The average index in the private sector is less than that in the public sector. So it seems that creative performance is favoured in the public sector context than in private one. Another difference between public and private sector regards that the correlation of self leadership with OCB. It results that in the private sector there is not a correlation significantly different from zero, while a significant correlation appears in the public sector. This circumstance will be highlighted later in the Table 4.2.

**4.3.4. Analytical Procedures**

Four separate approaches were required to examine the research questions. The first goal was to run correlations among variables of Private sector and Public sector Organization which is shown in table 4.1. The second stage of the analysis the testing of Cronbach Alpha of each variable. The third stage of analysis involved regression analysis. All the analysis was performed using the statistical package SPSS 18.

**TABLE 4.2.** Regression Analysis.

Sectors	Variables	R	df	Standarized co-efficient		Cronbach-Alpha
				t	Sig.	
	Proactivity	0.903	1,23	10.09	.000	0.89
Private	OCB	0.396	1,23	2.066	0.05	0.91
	Creative Performance	0.676	1,23	6.803	.000	0.96
Public	Proactivity	0.875	1,23	8.677	.000	0.85
	OCB	0.47	1,23	2.55	0.018	0.90
	Creative Performance	0.682	1,23	4.47	.000	0.79

Notes- Self Leadership is a dependent variable.

Standardized Co-efficients are significant at  $p < 0.05$

#### 4.4. Results

**Regression analysis** was used to test the relationships among Self Leadership, Organizational citizenship behaviour, Proactivity and Creative Performance. The regression analysis justify the relation's strength or weakness between two or more variables. Here in our analysis Self leadership is an dependent variable. The result of our analysis shows that in case of both private and public sector Proactivity, organizational citizenship behaviour, Creative performance is significant. This analysis is useful here because it allows testing each relationship separately. The number of variable in our model and relative sample size (N=25), are very small. Therefore, the analyses reported here were conducted by only with correlations and regression analysis in order to test each relationship separately.

#### 4.5. Comparative Analysis of both Private and Public sector Organization.

From the above mentioned analysis we can find the following results for both private and public sector organization.

- In private sector organization, self leadership is not significant to organizational citizenship behaviour. The p-value is borderline but once the 5% significance level is chosen the null hypothesis (i.e. OCB does not impact self leadership) cannot be rejected. This circumstance is supported by the correlation coefficients significance in Table 4.1. Only for the public sector the correlation between self leadership and OCB is significantly different from zero. On the contrary, in public sector organization self leadership is significant to organizational citizenship behaviour.
- Secondly, creative performance is high in Public sector organization than in Private sector Organization.

#### 4.6. Discussion

Our overall contribution is that we have built conceptual model where Self Leadership influences to proactivity, creative performance and OCB in private and public sector organization. It makes an important contribution in the modern sales organizations.

Firstly, Self leaders through their behaviour e.g through self-setting goals, self rewarding influence the proactive behaviour of the employees. In other words, employees who are capable to work independently will enhance the proactive behaviour of the employees. In case of sales, all the organization in this competitive global market need to focus that, employees should be self independent in their own task which enhances proactivity. Our result suggests that Self Leadership has a significant influence to proactivity in both private and public sector organization. However, due to the limitation of the previous researches made by Hanschildt and Kondrat (2012) here in this paper we have studied how Self Leadership influence proactivity in Sales context through cross-sectional data in private and public sector organization.

Secondly, previous research has suggested a link between Self leadership and Creative performance, to date there has been a little empirical data on this point in sales context. The literature support the hypothesis, that Self leadership is an important predictor of creative performance. Creativity comes from individuals efforts and the ability to promote his or her new ideas. Employees in public sector organization tend to be more creative because they have their long terms goals in the organization to enhance their performance. On the contrary, in private sector organization employees change their job more frequently due to the high stress level in their sales job henceforth; the generation of new and useful ideas from the employees of private sector organization is lower. However, our results also support this link statistically in both Private and Public sector organization.

Although previous researches made on OCB (e.g. Dijke, Cremer, Mayer, and Quaquebeke 2011) but still due to its limitations in the previous research we have studied here how Self Leadership influence to Organizational Citizenship Behaviour in sales context. Literature supports this hypothesis that Self leadership influences Organizational citizenship behaviour. In the last two decades organizations changes their focus significantly. Employees through their self initiatives focus on Organizational citizenship Behaviour i.e. they put extra efforts to achieve their goals to survive in this competitive world market. Our results suggest that Self leadership has no significant effect to Organizational Citizenship Behaviour in private sector organization but it has significant

effect in public sector organization which is clearly evident from table 4.1. The reason can be different level competitiveness in both the organizations. It seems that organizational competitiveness is very high in Private sector to exhibit less Organizational Citizenship Behaviour as compared to public sector organization. Crewson(1997) also observed that public employees in government organizations are more motivated in their job by an ethic that prioritizes intrinsic rewards over extrinsic rewards which leads then to initiate their work independently and put extra effort in their work to accomplish their goals or enhances their performance levels. Thus, these results suggest that relationship between these variables that has been observed in this study need to be studied in the future studies in more details. No matters employees come from both public and private sector organization involvement in both self leadership and Organizational citizenship Behaviour enhances the performances of the organizations.

#### **4.6.1. Future research**

The research also suggests some avenues for future investigations of Self leadership and creative performance. In particular, due to the small sample size we have limitations in our studies. However, it would also be interesting to investigate more about these variables that directly and indirectly influence Self Leadership and Creative performance in both public and private sector organization.

Likewise, additional investigation is needed for better reliability of the analysis with large sample size with Structural Equation modeling, or multinomial regression analysis in order to compare private and public sector organizations in India in more detail. Moreover, the limitations of our researches directed to investigate in future on these variables.

Finally, as our research is based on only one country studied hence future researcher needed to focus their studies with other countries research with larger sample size.

### **4.6.2. Limitations**

This study makes some important contributions to our sales management but it also has some important limitations. First, the response rate was fairly high; we are unable to determine if the respondents in our study differed from those who did not respond. It is possible, that the findings here could be biased in some way.

Secondly, the sample size for this study is relatively very small and focused only on Indian employees working in sales job. Further studies should rely on larger, more diverse sample and provide greater statistical power to yield findings that are more generalizable for the employees working in other countries and occupations.

Thirdly, as is typical in research on both Self leadership and Creative Performance some supervisors in this study evaluated more than one subordinates. The subordinates reported to the same supervisor, the observations in this data set are not completely independent. Hence our findings may be biased due to the lack of independence. This analysis yielded results that were essentially identical. Nevertheless, utilizing a different research design could ensure that supervisor ratings of employees were completely independent.

### **4.6.3. Practical implications**

In global market Private Organization can boost up their firm-level by fostering creativity and self leadership. However, in private sector organization improve firm's competitiveness and to foster long term success they need to focus on self leadership and creative performance. In order to get more profit in their sales and to survive in this competitive world market all the public sector organization have change their focus to lead themselves instead of having top down traditional structure in the organization. To be creative in their performance employees need to have their self independence in their work task and need to perform uniquely or differently to compete with their competitors. Morris and Jones (1999) who concludes in their research that public sector organizations needs to imply creative and play a proactive role to improve the quality level of the organization. Self leadership and Creativity within private and public sector organization would be challenging but beneficial in enhancing the performance of the organization.

**CHAPTER 5**  
**CONCLUSIONS AND IMPLICATIONS**



## 5. Conclusions

One of the central concerns in both research and practice management is to find out about the antecedents and consequences of creativity in sales management and Self leadership effect on Sales Performance and Creative Performance. We began our discussion on Transformational Leadership and Creativity direct and indirect effect in Sales context. We establish that Transformational Leadership encourage their subordinates to be more confident of their new ideas through a combination of intellectual stimulation and Charismatic Behaviour (Brass 1985) which helps their subordinates to exhibit creativity. The purpose of this work is to contribute how transformational Leadership influence to creativity through various mechanism like intrinsic motivation, trust in supervisor to be creative.

Essay 1 explores the effect of Transformational Leadership on Creative performance through intrinsic motivation and trust in supervisor. Essay 2 investigate the results of creativity i.e. the consequences of creativity. Essay 3 addresses the Self Leadership direct and indirect effect to Sales Performance. Essay 4 examines the Self Leadership effect in both Private and Public sector organization to Proactivity, Creative performance and Organizational Citizenship Behaviour.

We used a survey design methodology. Survey has been used to analyze the sales person's self evaluation and supervisor's evaluation of the sales person's rating. The samples were randomly selected from India (n=120). In Essay 1, Essay 2, Essay 3, the analysis involves the data of various industries. Essay 4, we take only 2 private sectors and 2 public sector organization from our data base. Through the current research it makes an important contribution in modern sales management system. However, creativity is a life blood of today's modern management system. It helps to generate new friendly environment, new services, new ideas, and can reinvent their products (Bacon Heyward 2006, Nussbaum et al 2005). Beside this Self leadership also plays an important role in modern sales management system because it encourages employees to take their own responsibilities rather than depending on their leaders.



Each essay discusses the findings and draws specific conclusion and implications. Following are the most important implications of this research.

### **5.1. Conceptual implications**

Regarding the conceptual implications, the findings of the present research enrich the existing literature and progress the understanding of the effect on business organizations in Sales Management. The present findings advance previous work by adding insights how creativity and Self Leadership affect in Sales Management system. This study is an unexplored area in sales management; most researches have focused on Organizational Behaviour. In our first essay, we show how Transformational Leadership directly and indirectly affects to Creative Performance through intrinsic motivation and Trust in Supervisor. When Leaders encourage their subordinates or motivates their subordinates intrinsically then subordinates gets more pleasure and enjoyment in their work through idea generation and idea realization. Apart from that Transformational leadership also makes employees more confident in their ability to develop idea generation , idea promotion through their intellectual thinking which results sales people to be more creative. Likewise, intrinsically motivates employees can generate more creative work hence enhance creative performance. Apart from this employees who trust their boss can be more comfortable, to come up with new ideas, and gets more motivated in his or her work in order to perform their job.

Furthermore, the thesis build on the concept of “consequences of creativity”. Although some scarce researches found previously but still there is a lack of researches on it. This thesis changes the focus how creativity directly and indirectly affects to sales performance and sales organizational effectiveness. We have discussed here how creativity influence to adaptive selling and sales performance and further sales performance to sales organizational effectiveness. We have elaborated here that when a person is creative he/she can adapt the prevailing selling situation easily as per the customer requirement. Likewise creativity improves the sales performance of the organization.

This work also emphasizes on Self leadership how it influences directly and indirectly to performance. In spite of researches made earlier but still there is a lack of researches in sales management. Here we have developed a concept how self leadership influence through self efficacy, Job satisfaction to improve the sales performance level.

Another model we have developed where we have tested how self leadership influence to creative performance, proactivity and organizational citizenship behavior in public sector organization and private sector organization in India. Consequently, we have made a comparative analysis between the two sector organizations in India. In spite of some previous studies made earlier but due to its previous limitations we have focused our studies on this. Our models also suggest that self leadership influence to sales performance and creative performance. Apart from that we have discussed how self leadership influence to sales performance through various mechanism like self efficacy, and Job satisfaction. Besides that we also discussed the influence of self leadership, creative performance, proactivity and Organizational citizenship Behaviour in both private and public sector organization.

## **5.2. Managerial and Practical implication**

### **5.2.1. Key implications: Transformational Leadership ----Intrinsic motivation --- Trust in Supervisor ---- creative performance.**

The findings from our first essay suggest that transformational leadership positively influence to creative performance. Likewise, trust in supervisor positively influence to creative performance. Besides that intrinsic motivation and trust in supervisor is also positively influence to transformational leadership. This research has an important implication in global sales market. It contributes greater understandings about the process through which creativity is expressed in sales person's behaviour. It also encourages the leaders to motivate their subordinate's through various mechanism like intrinsic motivation, trust in supervisor which significantly enhances employee's creative performance.

### **5.2.2. Key implications: Creativity--- adaptive selling----Sales performance--- sales organizational effectiveness.**

The finding from essay2 indicate that creativity directly influence to adaptive selling and sales performance. Likewise adaptive selling influence to sales performance and sales performance influence to sales organizational effectiveness. It plays an important role in today's competitive global market. Sale is the only primary source

where both sales people and customer interact with each other directly. To interact with the customer sales people need to come up with their creative thinking skill to adapt the present selling situation as per the customer requirement which enhances the sales performance of the sales people and finally affects the overall performance of the organization i.e. sales organizational effectiveness. However, in modern sales attention is required for organizational design, supervisory style and managerial support where creativity needs to be care in the sales force (Van Krogh 1988).

**5.2.3. Key implications: Self Leadership--- Self Efficacy---Job Satisfaction--- Performance.**

The findings from essay3 indicate that Self leadership is positively influence to Self efficacy, Job satisfaction and Sales performance. Likewise, self efficacy positively influence to job satisfaction, but job satisfaction doesn't influence to Sales performance. This study suggests how sales person's can take their own initiatives to perform their task independently through their self efficacy skills and becomes satisfied with their job to improve their performance. In the challenging environment sales person need to accept more responsibility of their own to improve their performance.

**5.2.4. Key implications: Self Leadership---Proactivity---Organizational Citizenship Behaviour----Creative Performance in private sector and public sector organization.**

This finding from essay 4 indicates that self leadership influence to proactivity, Organizational Citizenship Behaviour in both private and public sector organization. This study suggests how self-leadership influences to proactivity, Organizational citizenship Behaviour and creative performance in both private and public sector organization. It also suggest that in modern globalization market public sector organization needs to change their focus from traditional management system to modern management system. In this study, it encourages that sales employees of the public sector organization can take their own initiatives through their proactiveness and with their extra role behaviour i.e. OCB (by volunteering, making innovative suggestions in the department and not wasting time)Organ 1983, Schnake 1991, Smith et al 1983. By doing so, Self leadership in public sector organization can boost the creative performance of the sales people. But in Private sector organization, organizational competitiveness are very high in order to survive in

this competitive market. This competition boosts the Self leadership behaviour of the employees and makes employees more proactive in their task and encourage them to put more efforts in their task to perform creatively.

### **5.3. Future research**

This research suggests some avenues for future investigations on Creativity and Self leadership management. Future research should investigate more about the antecedents and consequences of creativity in Sales which helps the organization to perform more effectively and efficiently in today's competitive environment.

Our researches have been done with one country data. Moreover, due to its limitation of the research future researches need to investigate with other country studies. Likewise, additional investigation is needed to better understanding how self leadership influence to performance with other variables and its mediating and moderating effect to self efficacy and sales performance.

Beside this, it also suggest that additional investigation is required to investigate how self leadership influence to creative performance, Organizational Citizenship behaviour and proactivity in both public and private sector organization and their comparative analysis. Future studies needs to rely on larger, more diverse samples of employees working in India.

Last but not the least, the cross sectional character of our studies imposes a series of limitations because one supervisor rated more than one subordinates. Hence our findings may be biased due to the lack of independence. Our future perspectives aim to consider longitudinal check up studies to explore these issues.

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**APPENDIX**



## Questionnaire: Sales Person

For each of the following Questions, please indicate your degree of agreement or disagreement on a scale ranging from 1(strongly disagree) to 7(completely agree). Please mark a circle surrounding the score that seems to be the most appropriate one.

It is very important to answer all of the following questions, so please do not to leave any blank.

	<b>Punctuation</b>
I obtain a sense of accomplishment from my work	1 2 3 4 5 6 7
I feel a sense of personal growth and development in my work	1 2 3 4 5 6 7
I get a feeling of stimulations and sense of challenging involvement in my work	1 2 3 4 5 6 7

	<b>Punctuation</b>
I enjoy facing and overcoming obstacles to my ideas.	1 2 3 4 5 6 7
Nothing is more exciting than seeing my ideas turn into reality.	1 2 3 4 5 6 7
I excel at identifying opportunities.	1 2 3 4 5 6 7
I love to challenge the status quo.	1 2 3 4 5 6 7
I can spot a good opportunity long before others can.	1 2 3 4 5 6 7

	<b>Punctuation</b>
I know the right thing to do in selling situations.	1 2 3 4 5 6 7
Overall, I am confident of my ability to perform my job well.	1 2 3 4 5 6 7
I feel I am very capable at the task of selling.	1 2 3 4 5 6 7
I feel I have the capabilities to successfully perform.	1 2 3 4 5 6 7

	<b>Punctuation</b>
I feel quite confident that my manager will always try to treat me fairly.	1 2 3 4 5 6 7
My manager would never try to gain an advantage by deceiving his or her salespeople.	1 2 3 4 5 6 7
I feel a strong faith in the integrity of my manager.	1 2 3 4 5 6 7

	<b>Punctuation</b>
He expressed confidence that goals would be achieved.	1 2 3 4 5 6 7
He talked enthusiastically about what needed to be accomplished.	1 2 3 4 5 6 7
He acted in ways that build your respect.	1 2 3 4 5 6 7
He displayed a sense of power and confidence.	1 2 3 4 5 6 7
He sought out differing perspectives when solving the problem.	1 2 3 4 5 6 7
He reexamined critical assumptions to question whether they are appropriate.	1 2 3 4 5 6 7
He have suggested new ways of looking things to solve the problem.	1 2 3 4 5 6 7
He got to look at the problem from many different angles.	1 2 3 4 5 6 7

	<b>Punctuation</b>
I think about my progress in my job	1 2 3 4 5 6 7
I make a point to keep track of how I'm doing	1 2 3 4 5 6 7
I pay attention to how well I'm doing	1 2 3 4 5 6 7
I consciously have goals in my mind	1 2 3 4 5 6 7
I keep a record of progress in my tasks.	1 2 3 4 5 6 7
I pay attention to what I'm telling myself	1 2 3 4 5 6 7
I try to extend my area of responsibility.	1 2 3 4 5 6 7
I focus on ways I can extend my responsibility	1 2 3 4 5 6 7
I think about new responsibilities I can take over	1 2 3 4 5 6 7
I try to do more than my assigned responsibilities	1 2 3 4 5 6 7
I think about increasing my responsibilities	1 2 3 4 5 6 7
I look for activities beyond my responsibilities	1 2 3 4 5 6 7

I take action to solve problems on my own.	1 2 3 4 5 6 7
I like to act to solve problems by myself.	1 2 3 4 5 6 7
If I have a problem, I solve it myself.	1 2 3 4 5 6 7
I identify solutions to problems in my mind.	1 2 3 4 5 6 7
I think through solutions to problems on my own.	1 2 3 4 5 6 7
I think up ways to solve problems	1 2 3 4 5 6 7
I choose to make improvements in how I do my job.	1 2 3 4 5 6 7
I try to think of positive changes I can make in my job.	1 2 3 4 5 6 7

	Puntuación
When I feel that my sales approach is not working, I can easily change to another approach.	1 2 3 4 5 6 7
I like to experiment with different sales approaches.	1 2 3 4 5 6 7
I am very flexible in the selling approach I use.	1 2 3 4 5 6 7
I can easily use a wide variety of selling approaches.	1 2 3 4 5 6 7
I try to understand how one customer differs from another.	1 2 3 4 5 6 7

☞ Others:

Age	
Sex (Encounter with a circle as appropriate)	1.Male 2.Female
Marital Status (Encounter with a circle as appropriate)	1. Single 2.Married 3.Divorced 4.Widower/Widow
Seniority in the company (in years)	
Length of the post currently occupied (in years)	

Company name-



## Questionnaire: SUPERVISOR

For each of the following questions, please indicate your degree of agreement or disagreement on a scale ranging from 1 (strongly disagree) to 7 (completely agree). Please mark a circle surrounding the score that seems to be the most appropriate one.

It is very important to answer all of the following questions, so please do not leave any blank.

☞ **Think of sales representatives whose work is monitored by you. Select one of them and answer the following questions.**

☞ **Code of the Sales Representatives you supervise (e.g. S1, S2) -----**

	Punctuation
He makes sales presentations in a innovative ways	1 2 3 4 5 6 7
He carries out sales tasks in ways that are resourceful.	1 2 3 4 5 6 7
He comes up with new ideas for satisfying customer needs.	1 2 3 4 5 6 7
He generates and evaluate multiple alternatives for novel customer problems	1 2 3 4 5 6 7
He is having fresh perspectives on old problems	1 2 3 4 5 6 7
He is improving methods for solving a problem when an answer is not apparent.	1 2 3 4 5 6 7
He is generating creative selling ideas.	1 2 3 4 5 6 7

	Punctuation
He builds effective relationships with customers	1 2 3 4 5 6 7
He makes presentations of actual sales of both current clients and the future.	1 2 3 4 5 6 7
He achieve the annual sales objectives and other established objectives	1 2 3 4 5 6 7
He needs to understand well about our products and services and their applications.	1 2 3 4 5 6 7
He understands the needs of the client and the process of working.	1 2 3 4 5 6 7
He helps to improve the performance of the unit of sales.	1 2 3 4 5 6 7
He provides feedback to the supervisor.	1 2 3 4 5 6 7
He helps to increase the market share in its territory.	1 2 3 4 5 6 7
He maintains the costs at acceptable levels.	1 2 3 4 5 6 7

	<b>Punctuation</b>
He willingly gives his or her time to help other agents who have work related problems.	<b>1 2 3 4 5 6 7</b>
He is wiling to take time out of his busy Schedule to help with recruting or training new agents.	<b>1 2 3 4 5 6 7</b>
He 'Touches base' with other before intitiating actions that might affect them.	<b>1 2 3 4 5 6 7</b>
He takes steps to prevent problems with other agents and or other personnel of the company.	<b>1 2 3 4 5 6 7</b>
He encourages other agents when they are down.	<b>1 2 3 4 5 6 7</b>
He acts as a "peacemaker" when other in the agency have disagreements.	<b>1 2 3 4 5 6 7</b>
He is a stabilizing influence in the agency when dissention occurs.	<b>1 2 3 4 5 6 7</b>
He attends functions that are not required but help the company image.	<b>1 2 3 4 5 6 7</b>
He attends training/information sessions that agents are encouraged but not required to attend.	<b>1 2 3 4 5 6 7</b>
He attends and actively participates in agency meeting.	<b>1 2 3 4 5 6 7</b>
He consumes a lot of time complaining about trival matters.	<b>1 2 3 4 5 6 7</b>
He always finds fault with what the company is doing.	<b>1 2 3 4 5 6 7</b>
He tends to make "mountain out of molehills"(make problems bigger than they are)	<b>1 2 3 4 5 6 7</b>
He always focuses on what is wrong with this or her situation rather than the positive side of it.	<b>1 2 3 4 5 6 7</b>

☞ Length of the relationship between you and the sales person you supervise(in years)-----

☛ Answer the following questions by indicating 1(very low) or 7(very high).

	Punctuation
What is the sales volume compared to sales unit objectives?	1 2 3 4 5 6 7
What is your share compared to major competitor?	1 2 3 4 5 6 7
What is your Market share compared to sales unit objectives?	1 2 3 4 5 6 7
What is your profitability compared to major competitor?	1 2 3 4 5 6 7
What is your profitability compared to sales unit objectives?	1 2 3 4 5 6 7
What is your customer Satisfaction compared to major competitor?	1 2 3 4 5 6 7
What is your customer Satisfaction compared to sales unit objectives?	1 2 3 4 5 6 7

AGE	
Sex (Encounter with a circle as appropriate)	Male      Female
Marital Status (Encounter with a circle as appropriate)	Single Married Divorcee Widower/widow
Experience as a supervisor in this or in other companies (in years)	
Length of the post currently occupied (in years)	
Number of employees who you supervise	
Size of company (number of employees of the company)	

Company Name-