

Key Drivers of Salesperson Performance: The Role of Sales Antecedents and Moderating Effect of Customer Directed Extra Role Behavior

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Authors' contributions

This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.

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ABSTRACT

The salespersons are considered as one of the important sources while interacting between the company and its prospective customers. The purpose is to develop and test the model that involves salespersons performance in the pharmaceutical sector of Pakistan. Specifically, the study demonstrates the effects of salesperson creativity, adaptive selling behaviour, selling experience and customer directed extra-role behavior on salesperson performance. Adaptive selling behaviour has been taken as a mediator in this study. Individual salespersons in different pharmaceutical companies are the population of this study. Total 500 questionnaires were distributed among the salespersons, 367 useful responses were analyzed through structural equation modeling (SEM). The results revealed that salesperson creativity has a positive and significant impact on adaptive selling behavior and performance. Furthermore, salespersons experience has significant impact on

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salesperson's performance. Moreover, the adaptive selling behavior has positive and significant impact on salesperson's performance. The research finding shows that the moderating role is stronger on the relationship among creativity, adaptive selling behaviour and salesperson performance but it is weaker on the relationship between salesperson experience and salesperson performance. This study is helpful to understand some indicators that could be highly influential on salesperson's performance. The findings of this paper have some managerial implications for improvising sales team performance.

Keywords: Salesperson creativity; selling experience; adaptive selling behavior; customer directed extra role behavior; salesperson performance; pharmaceutical industry.

1. INTRODUCTION

Salesperson performance is an important element and massively contributes to the success of an organization in any industry [1]. However, limited number of studies has been conducted on salesperson performance in pharmaceutical industry [2]. Overall country's demand of finished medicine in Pakistani pharmaceutical industry is around 70% and this industry has shown a progressive growth over the years. Whereas, the organizations in pharmaceutical industry are still striving hard to improve the salesperson's performance. The major issues related to the salesperson performance are the lack of competitive skills. According to, "Pakistan Pharmaceutical Manufacturer Association" now about 759 manufacturing units consist in all over Pakistan that are rapidly growing. More than 240000 employees operating in Pakistan [3]. So the massive competition also one of the major worries for salespersons. So the numbers of factors have been used to combat this situation and improve their sales performance such as salesperson's creative behavior, adaptive selling behavior, and customer directed extra-role behavior. Creative performance within sales literature is defined by Al-Adamat & Alserhan, [4] "the amount of new ideas generated, and novel behaviours exhibited by the salesperson in performing his or her job activities". Some of the sales activities may require more creativity than others because the problems represent by various activities differ on the experimental dimension [5]. In literature, the salespersons who seeks information with their different experiences, they must have different expectations and needs. They usually have defined their skills as a combination of information and useful knowledge and they want to achieve positive results with their capabilities [6]. Chai, Zhao, & Babin [7] suggest that advancement of the personal selling increasingly depends on the ability of sales managers and

salespersons to make quick, effective and continuous adaption to changing sales environment. Customer-directed extra role behavior (CDERB) is unrestricted behaviours of an employee in serving the customer that is actually beyond the formal requirement of its role. While dealing with strong customers, providing extra role customer service may help salespeople correct service failure and avert negative word of mouth [8]. It has become a very critical factor in providing flexible services to the customers as per their needs [9]. Furthermore, adaptive selling behavior changes the salesperson individual behavior during the interaction with the customers while selling the products [10]. Salespersons who are more sophisticated in their sales knowledge and skills set are expected to be more successful to understand the needs and wants of customer [11]. A salesperson that can constantly perceive, anticipate and react to customer, demands in different situations can make customer more satisfied with the customized services. It will enhance customer's trust on sales person and eventually customer will become loyal to the salesperson in the long run [12]. Customer always appreciates those adaptive sellers who listen to their concerns and create the new approaches [13]. Salesperson performance is the outcome of considering number of specific activities which may across different types of selling jobs and situation [14]. Throughout the academic research personal selling is one of the most important parts of marketing communication to most business concerns [15]. The growth of Pakistani pharmaceutical industry is a success story which is not only animated but looking forward as well. In the last few years, Pakistani pharmaceutical industry has grown at the rate of 10 to 15% nationwide [16]. After develop a framework the first main objective of this research is to explore the relationship between salesperson creativity, selling experience, adaptive selling behavior with salesperson performance. Second, after current

framing we examined the mediating role of adaptive selling behavior between dependent and outcome variable. Finally, we tested moderator between dependent and outcome variables.

1.1 Salesperson Creativity

This is much debated topic which shows the arguments on both sides: that creativity can be considered as a special case of solving the problems and one of the major problem solving is a case of creativity. This topic provides the opportunity to the sales person to use their creative skills and try to win the trust of customers and build a strong relationship with them [17]. The prior researches have showed that job characteristics and work situation can be simplified with the creative problem solving [18]. Otherwise all the actions do not want same level of creativity [19]. Salespersons who are selling new services or products should have high level of innovative skills for launching new services/products in the market place. Creative work involvement is basically employee's commitment which is associated with the work [20].

1.2 Salesperson Experience

Experience is one of the most important factors in the salesperson's performance. Higher selling experience suggests that dealer will get more chances to interact with a variety of clients and gain a great amount of knowledge and understanding [21]. Salespersons who have the wide-ranging work experience will have profound understanding of organization and have experienced the events that can occur mostly in the job [6]. Ali & Farzaneh [22] have concluded that experience of sales person may directly be linked with sales person performance but many other factors can effects the sales performance. This research suggests that experienced salespeople in adaptive selling have more skills and meet better the needs of their customers and this leads to high levels of customer satisfaction and thus improve performance [21].

1.3 Adaptive Selling Behavior

The practice of adaptive selling has been defined as the changes in salesperson individual behavior during the interaction with the customers while selling the products [10]. The advancement of the personal selling increasingly depends on the ability of sales managers and

salespersons to make quick, effective and continuous adaption to changing sales environment [7]. Those sales persons who use wide variety of adaptive selling techniques they receive favorable attitudes from the customers [23]. If a salesperson can constantly perceive, anticipate and react to customer's demands in different situations, than customer will be satisfied with the customized services. Customer will trust the salesperson and will eventually become loyal to the salesperson in the long run [12]. The author in the literature argues that salespersons are likely to understand the customer status and different selling situations as they can easily change their presentation skills when needed [24]. Adaptive selling is the ability that is used to match the customer attributes with their actual sales strategies [25].

1.4 Customer Directed Extra Role Behavior

Customer directed extra role behavior is basically discussed as the sales person behavior that is beyond the call of his/her duty and the customer gets the benefits of it during their interaction. When the sales person goes out of the way to help or satisfy the customers then this behavior generates a feeling of gratitude and it motivates the customer to have a favorable behavior towards the salesperson. Customer-directed extra role behavior is unrestricted behaviors of an employee and it suggests that those salesperson who are involves in customer directed extra role behavior they can increase the customer satisfaction and trust by providing them the higher service quality which results in favorable word of mouth [26]. Moliner, Martinez-Tur, Ramos, Peiro, & Cropanzano [9] suggested that those sales person who engage more with customers are more likely to perform extra role customer service, while those sales person who are less engaged with their customers will show lower level of effective customer service. The concept of serving to customer that is actually beyond the formal role requirements has become a very critical factor in providing flexible services as per the customer needs [9].

1.5 Salesperson Performance

Salesperson performance is the results from carrying out the number of separate and specific activities which may vary greatly across different types of selling jobs and situations [14]. Today companies are more aware of the benefits associated with having a good strategy that will

help them to attract the customers and seek a long-term profitable relationship with them. Therefore, gaining the better understanding of the performance is very important for the sales representatives [27]. Salespeople with high level of perception are well organized, dependable, and hardworking and they are likely to set their goals and objectives [28]. The salesperson's performance is having great interest of the managers and academic researchers because of its vital importance in the market. Therefore the sales managers are taking more interest in hiring, training and managing their sales force [29].

Hofstede cultural theory [30] has described the effect of society's cultures on the value of its members and behaviors and also defined that countries have cross cultural differences. This research is in Pharmaceutical Industry of Pakistan is aiming to identify the effect of salesperson creativity, selling experience and adaptive selling behavior on performance of sales force with moderating effect of customer directed extra role behavior. This will ultimately lead to check, whether changing the culture will effect the results or otherwise?

1.6 Development of Hypotheses

1.6.1 Salesperson creativity and Salesperson Performance

Groza, Locander, & Howlett, [18] test their conceptual framework they suggested that creative sellings plays a very vital role in sales literature and it improves the service behavior of sales person and also the sales performnce. Creativity is a very important source of organizational competitive gain. The real execution of creative ideas creates the market advantage for the organization through its process participation and the product differences which turns into customer satisfaction, loyalty and improve the salesperson performance [27]. Creativity in the work place means that the salespersons invent the new methods to produce performing the sales tasks and producing sales outcomes or services to better meet the customer needs and also may increase the customer confidence [31].

H1. Salesperson creativity has positively association with salesperson performance.

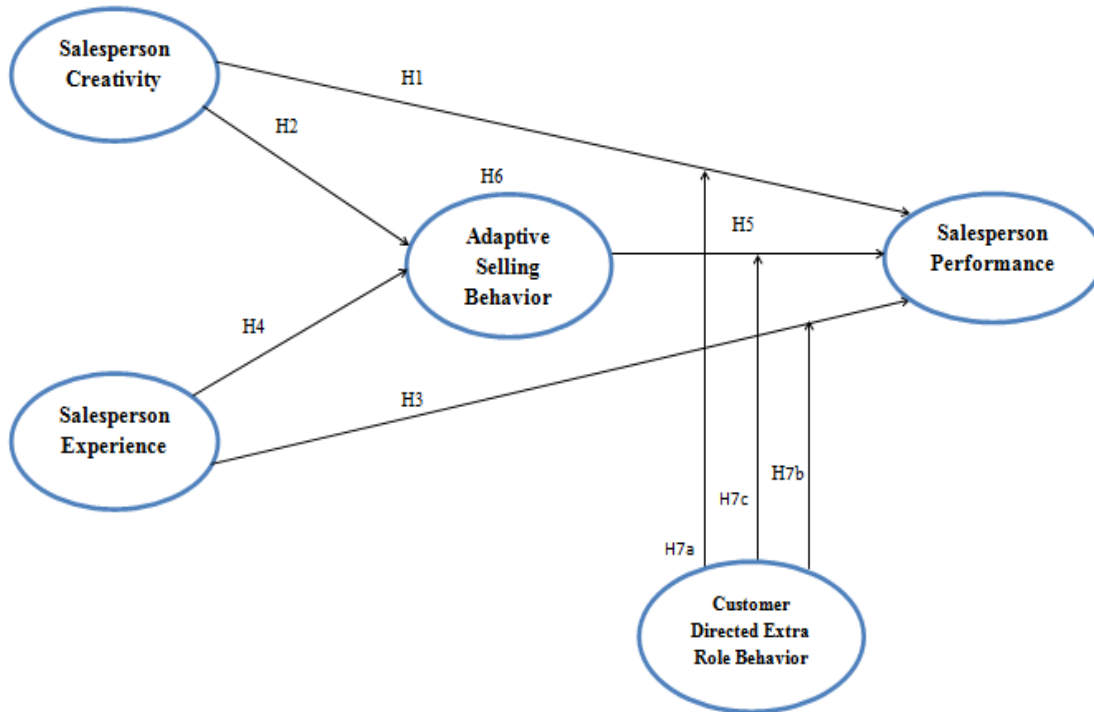


Fig. 1. Conceptual Framework

1.6.2 Salesperson creativity and adaptive selling behavior

Adaptability may be often required the expanded search for new technologies, ideas and methods that can improve or completely change the existing routine. These premises suggest that new unique ideas and information provide the mean to update the knowledge of salesperson and thus increase their adaptive selling ability which shows the positive effect in nature [32]. Wang & Ma, [33] suggest that creative sales persons are generate different responses which may be more effective who deals with those tasks that are used them for their advantage and then developing the new techniques to improve customer's services, reduce the cost, expand distribution and reach new customers.

H2. Salesperson creativity has a positive impact on adaptive selling behavior.

1.6.3 Salesperson experience and salesperson performance

Work experience is likely to have the positive impact on salesperson performance. The learning theory suggests that through acquired knowledge and skills the working experience improves job performance [34]. Wang, [5] pointed out that managers are often faced with a dilemma of choosing between a less experienced but hardworking salesperson and a more experienced one who is more costly to hire, harder to control, and may be less diligent. A wide range of personal experience provides the strongest information for attribution analysis leading to more accurate understanding of the causes to performance and more effective self-management and environmental management.

H3. Salesperson experience has positively association with salesperson performance.

1.6.4 Salesperson experience and adaptive selling behavior

In sales literature it is recorded that with increasing experienced sales persons face with different clients and with different conditions which can be expand the skills of sales person which they can use in different situations. The experienced sales persons will most likely used the adaptive selling strategy that will ultimately lead to a positive impact on their sales performance [21]. Through experience sales persons can easily improvise their skills and

capabilities to be developing the more authorized knowledge of the different selling situations. This kind of wide knowledge gives the confidence to the sales person to distinguish wide range of selling situations and thus facilitate the training of adaptive selling [10].

H4. Salesperson experience has negative effect on adaptive selling behavior.

1.6.5 Adaptive selling behavior and salesperson performance

According to Itani et al. [35] adaptive selling behavior is the ability of the sales person that can easily raise the sales person strength to develop quality relationship with the customers which ultimately affects the sales performance. Adaptive selling is a selling skill which has widely used construct by the researchers and it has different effect on different proportions. The positive relationship between adaptive selling behavior and sales person performance has been verified in numerous studies [36]. The sales person who is very adaptive sales person they are more likely to make personalized presentations that ultimately affects the sales person performance [2].

H5. Adaptive selling behavior has positively association with salesperson performance.

1.6.6 Adaptive selling behavior as mediator between salesperson creativity and salesperson performance

Adaptive selling is some time seen as creative behavior and it totally involved by selecting the right sales presentation style from the individual existing knowledge based on specific sales situations. The creative idea improves the effectiveness and efficiency of daily task activities and thereby contributing overall to sales performance [19]. However the adaptability may be often required the expanded search for new technologies, ideas and methods that can improve or completely change the existing routine. These premises suggest that new unique ideas and information provide the mean to update the knowledge of salespersons and thus increase their adaptive selling ability which shows the positive effect in nature [32].

H6a. Salesperson creativity at using adaptive selling behavior has a positive effect on salesperson performance.

1.6.7 Adaptive selling behavior as mediator between salesperson experience and salesperson performance

The sales manager of an organization ranked the sales person ability to engaged in adaptive selling skills as a second most important sales presentation skill in the sales literature. Ali & Farzaneh, [22] found the positive association between adaptive selling and outcome performance through experience and in this study the results also shows significant effect through this role of mediation. The creative idea improves the effectiveness and efficiency of daily task activities and thereby contributing overall to sales performance [19].

H6b. Salesperson experience at using adaptive selling behavior has negative association with salesperson performance.

1.6.8 Customer directed extra role behavior and its moderating role

When the sales person goes out of the way to help the customer than this kind of behavior generates the feeling of appreciation, which automatically motivates the customers to return the favor toward the salesperson [26]. As such, those sales persons who are involves in customer directed extra role behavior so with providing the interaction to the higher quality of customer intelligence the customer also likely to adopt the sales person creative solution which directly effects the salesperson performance. When the salespersons involve in customer directed extra role behavior the customer will not only provide the access of high quality of customer aptitudes but also give the adoption of the sales person creative solutions that is directly leads to the sales person performance [26].

H7a. Customer directed extra role behavior moderate the relationship between salesperson creativity and salesperson performance such that the relationship is stronger for more involvement than less involvement.

H7b. Customer directed extra role behavior moderate the relationship between salesperson experience and salesperson performance such that the relationship is stronger for more involvement than less involvement.

H7c. Customer directed extra role behavior moderate the relationship between adaptive selling behavior and salesperson performance

such that the relationship is stronger for more involvement than less involvement.

2. METHODOLOGY

2.1 Data Collection and Sample

The study is descriptive in nature and the responses from individual salesperson were analyzed by using quantitative approach. The primary aim of this research is to manage the salesperson performance in pharmaceutical industry of Pakistan. The population of current study is the individual salespersons from different pharmaceutical companies. The data were collected by distributing "mail questionnaires" to the sales managers which is then distributed among the sales teams. They were requested to return it back to the author after completion. According to, Krejcie & Morgan [37] the sample size of 384 is sufficient if the total population is not defined. Using convenience sampling technique a total of 500 questionnaires were distributed and out of 500 distributed questionnaires, 394 filled questionnaires were received. Due to incomplete and unengaged responses 27 questionnaires were not considered for analysis. So at the end it came out to be 367 useful responses. Structure equation modeling (SEM) was used for analysis purpose.

2.2 Measures

Total five variables involved in the study i.e. salesperson creativity, salesperson experience, adaptive selling behavior, customer directed extra role behavior and salesperson performance. All the constructs have been measured on 5 point Likert scale which is responded by ranging from '1=strongly agree to '5=strongly disagree. *Adaptive selling behavior* scale is adapted from the literature which is 6 items likert scale designed by Agnihotri & Krush [38] and Emani [39]. *Sales person creativity* is adapted and designed by Miao & Wang [26] which is 7 items likert scale. Another 4 items likert scale which is used to measure *customer directed extra role behavior* ranging from '1=Very frequently to '5=Never is adapted from the literature and is designed by the Miao & Wang [26]. *Salesperson performance* scale is also adapted from the literature and is designed by the Itani, Agnihotri, & Dingus [35], Singh & Das [14] which is 5 items likert scale. *Sales Experience* scale was also adapted from

literature which is 3 items likert scale and designed by Rapp, Agnihotri, & Forbes [40].

3. RESULTS

Out of total respondents 94.6% were males and the remaining were females with the ratio of 5.4%. 57.2% of the respondents were between 25-34 year of age. 57.2% of the respondents were between 25-34 year of age which is highest in range. 75.8% of the respondents had graduation degree which is the highest ratio in the level in the level of degree. Descriptive statistics of the study variables are shown in Table 1. Also the reliability of variables can be observed from Table 1. All the variables have Cronbach's alpha value is almost equal and greater than 0.70, which indicates the internal consistency of the variables.

The correlation between the same variable always is equal to one. According to the Table 2 correlation of adaptive selling behavior is significantly negative correlated to the salesperson experience with the value of ($r = -0.065^{**}$, $p < 0.01$). The salesperson creativity and adaptive selling is significant and positively correlated with the value of ($r = 0.504^{**}$, $p > 0.01$). The salesperson experience is positively correlated with sales performance with the value of ($r = 0.124^*$, $p < 0.05$). Adaptive selling behavior is significant positively correlated with sales performance with the value of ($r = 0.392^{**}$, $p < 0.01$). Salesperson creativity is also significant positively correlated with salesperson performance with the value of ($r = 0.449^{**}$, $p < 0.01$). Furthermore, customer directed extra role behavior also shows positive correlation with salesperson creativity, adaptive selling behavior and salesperson performance but shows negative correlation with salesperson creativity with the value of ($r = -0.130^*$, $p < 0.05$).

In Table 4 we conducted CFA just to confirm the engagement of the main variables. Measurement model as a whole showed a satisfactory level. All the items are almost loaded significantly on the hypothesis latent construct ($P < 0.05$). The composite reliability (CR) for all the construct measures were greater than 0.70 which is

acceptable. In addition the minimum average variance extract (AVE) was above the acceptable level and exceeded the square of the correlation, suggesting the adequate discriminant validity.

Next, we observed the correlation among the study variable. All the variables have significant positive correlation among each other except the salesperson experience has negative correlation with salesperson creativity and ASB at $p < 0.01$. The correlations are shown in Table 3. Regression analysis was conducted for analysis purpose because it allows all the hypnotized relationships to be tested simultaneously.

3.1 Hypothesis Testing

H1. Salesperson creativity has positive impact on salesperson performance.

We used hierarchical linear regression for testing the hypothesis. In hierarchical linear regression, the hypotheses are tested by adding variable in the block. It is observed that when the independent variable salesperson creativity is regressed over the dependent variable salesperson performance it gives the significant positive beta coefficient value (coefficient = 0.392, $p < 0.01$). The R^2 value is 0.153 which means that there is 15.3% changes occur in dependent variable due to independent variable. To the actual coefficient the P- value is 0.000 which is less than 0.05, thus we can say H1 is supported.

H2. Salesperson creativity has a positive association with adaptive selling behavior.

When the independent variable salesperson creativity is regressed over the dependent variable adaptive selling behavior it gives the significant positive beta coefficient value (coefficient = 0.504, $p < 0.01$). The R^2 value is 0.254 which means that there is 25.4% changes occur in dependent variable due to independent variable. To the actual coefficient the P- value is 0.000 which is less than 0.05, thus we can say H2 is supported.

Table 1. Descriptive statistics and reliability

Variable	Mean	SD	Cronbach's Alpha
Salesperson Creativity	1.73	0.38	0.71
Salesperson Experience	2.04	0.56	0.69
Adaptive Selling Behavior	1.76	0.40	0.75
Salesperson Performance	1.74	0.42	0.70
Customer Directed ERB	1.97	0.62	0.78

Table 2. Correlation Matrix

S. No	Variable	1	2	3	4	5
1	Salesperson Creativity	1				
2	Salesperson Experience	-0.095**	1			
3	Adaptive Selling Behavior	0.504**	-0.065**	1		
4	Salesperson Performance	0.392**	0.124*	0.449**	1	
5	Customer directed ERB	0.301**	-0.130*	0.326**	0.601**	1

**Correlation is significant at the 0.01 level (2-tailed), $p < .01$. Correlation is significant at the 0.05 level (2-tailed), $p < .05$

Table 3. Testing hypotheses

	Hypotheses	Path ratio (β)	P-value	Results
H1	Salesperson creativity \rightarrow Salesperson Performance	0.392	0.000	Supported
H2	Salesperson creativity \rightarrow Adaptive selling behavior	0.504	0.000	Supported
H3	Salesperson experience \rightarrow Salesperson performance	0.124	0.018	Supported
H4	Salesperson experience \rightarrow Adaptive selling behavior	-0.065	0.213	Not Supported
H5	Adaptive selling behavior \rightarrow Sales person performance	0.449	0.000	Supported
H6a	Salesperson creativity \times ASB Salesperson performance	0.245	0.000	Supported
H6b	Salesperson experience \times ASB \rightarrow Salesperson performance	-0.719	0.40	Not Supported
H7a	Creativity_x_CDERB \rightarrow Sales performance	0.151	0.031	Supported
H7b	Experiencex_CDERB \rightarrow Sales performance	0.056	0.163	Not Supported
H7c	ASB_x_CDERB \rightarrow Sales performance	0.151	0.000	Supported

$n = 381$, significance level * $p < 0.05$

H3. Salesperson experience has positive association with salesperson performance.

In tis hierarchical linear regression the hypothesis are tested by adding variables in the blocks results are shown in above mentioned table. It is observed that when the independent variable sales person experience is regressed over the dependent variable salesperson performance it gives the positive beta coefficient value (coefficient = 0.124, $p < 0.01$). The R^2 value was 0.015 which means that 1.5% changes occur in dependent variable due to independent variable. To the actual coefficient the P- value is 0.018 which is less than 0.05, thus it proves that H3 is highly supported.

H4. Salesperson experience has negative impact on adaptive selling behavior.

In the above table it is observed that when the independent variable sales person experience is

regressed over the dependent variable adaptive selling behavior it gives the negative beta coefficient value (coefficient = -0.065, $p < 0.01$). The R^2 value is 0.004 which means that there is no changes occur in dependent variable due to independent variable .To the actual coefficient the P- value is 0.213 which is greater than 0.05 and we accept the null hypothesis which means that salesperson experience is not significant to sales person performance. Therefore we can say that H4 is not supported.

H5. Adaptive selling behavior has a positively associated with salesperson performance.

It is observed in the above table that when adaptive selling behavior is regressed over the dependent variable sales person performance it gives the significant positive beta coefficient value (coefficient = 0.449, $p < 0.01$). The R^2 value is 0.202 which means that there is 20.2% changes occur in dependent variable due to

independent variable. To the actual coefficient the P- value is 0.000 which is less than 0.05 and it means that adaptive selling behavior is positively significant effect on sales person performance. Now we can say that H5 is supported.

H6a. Salesperson creativity at using adaptive selling behavior has a positive effect on salesperson performance.

Through structure equation modeling in Fig. 1 we observed that when independent variable salesperson creativity is regressed over the dependent variable (salesperson performance) through mediating variable (adaptive selling behavior) then we find positive significant beta value 0.245. The P-value of is 0.000 which is less than 0.05 which means that salesperson creativity is positively significant to salesperson performance.

H6b. Salesperson creativity at using adaptive selling behavior has a positive effect on salesperson performance.

The researcher has observed the results of these hypotheses through structure equation modeling

when independent variable (salesperson experience) is regressed over the dependent variable (salesperson performance) through mediating variable (adaptive selling behavior) then results gives the negative value -0.071. To the actual coefficient the P- value is 0.040 which is less than 0.05 its means in this case creativity is positively significant to salesperson performance.

H7a. Customer directed extra role behavior moderate the relationship between salesperson creativity and salesperson performance such that the relationship is stronger for more involvement than less involvement.

For testing the moderation effect of customer directed extra role behavior in the relationship between salesperson creativity and salesperson performance, the interaction term is added in the model which is run through structure equation modeling (SEM). After running the model and showed the significant effect on the relationship with the P- value 0.031 which is less than 0.05 and it gives the positive beta coefficient value of 0.250 which indicate that H7a is supported.

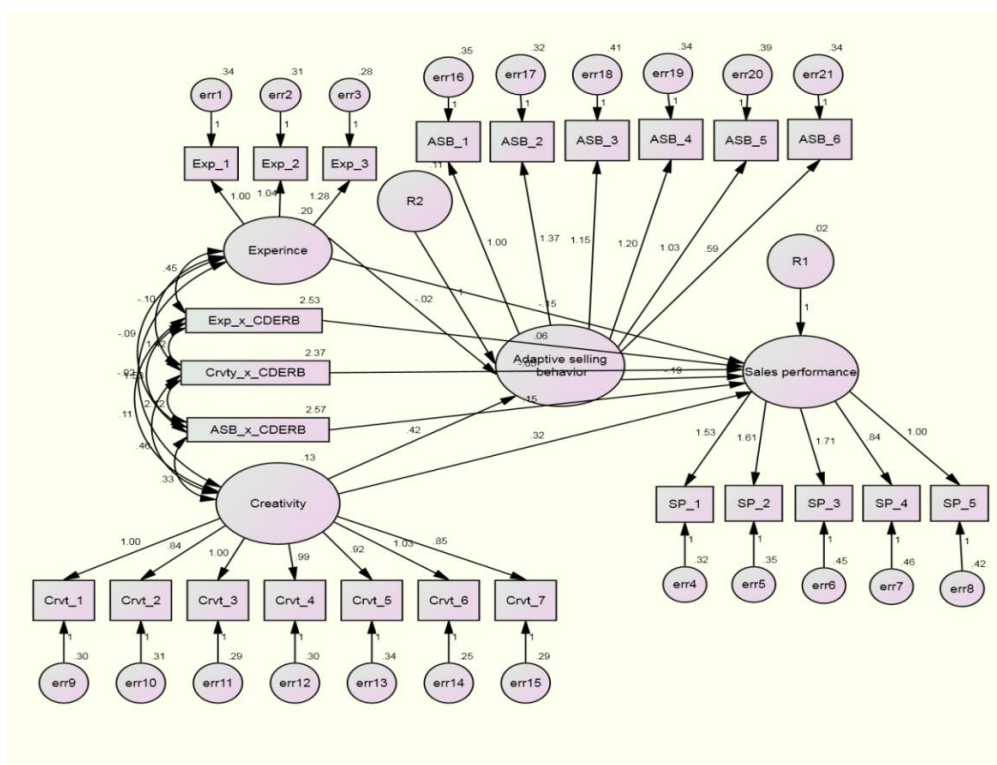


Fig. 2. Structure Equation Model

Table 4. Factor loading of items

Items Loading	Factor	CR	AVE
Salesperson experience		0.81	0.60
How much experience do you have in a sales job	0.68		
How long have you been with the company	0.81		
For how long have you been working in your current territory	0.82		
Adaptive selling behavior:		0.81	0.56
I like to experiment with different sales approaches	0.61		
I adapt selling approaches from one customer to another.	0.79		
When I feel that my sales approach is not working, I can easily change to another approach.	0.62		
I am very flexible in the selling approach I use	0.74		
Tendency to use multiple sales styles	0.62		
I effort to understand the differences of customers	0.73		
Creativity:		0.79	0.46
Make my sales presentations in creative ways.	0.69		
Implement the sales tasks in ways that are resourceful.	0.54		
Come with new ideas for satisfying customer needs.	0.79		
Generate multiple alternatives for new customer problems.	0.75		
Have fresh opinions on old problems.	0.80		
Improvise the methods for solving customer problems.	0.73		
Generate and implement creative selling ideas.	0.43		
Salesperson Performance:		0.67	0.21
Go above the sales targets.	0.70		
Generate a high level of sales.	0.79		
Sell the full range of products.	0.60		
The sales are compares to the top performing salesperson in my group	0.41		
The sales are with respect to my sales targets	0.45		
Customer directed extra role behavior:		0.74	0.41
How often did you go above and beyond the “call of duty” when serving customers?	0.85		
How often did you willingly go out of your way to make a satisfied customer?	0.72		
How often did you voluntarily assist customers even if it meant going beyond job requirements?	0.74		
How often did you help customers with problems beyond what was expected?	0.68		

H7b. Customer directed extra role behavior moderate the relationship between salesperson experience and salesperson performance such that the relationship is stronger for more involvement than less involvement.

Next, For testing the moderation effect of customer directed extra role behavior in the relationship between salesperson experience and salesperson performance, the interaction term of salesperson experience and customer directed extra role behavior is added in the model, and it gives the negative beta coefficient value of -0.361 and the p-value is 0.163 which is greater than 0.05. It means H7b is not supported.

H7c. Customer directed extra role behavior moderate the relationship between adaptive selling behavior and salesperson performance such that the relationship is stronger for more involvement than less involvement.

So further for testing the moderation effect of customer directed extra role behavior in the relationship between adaptive selling behavior and salesperson performance, another interaction term of adaptive selling behavior and customer directed extra role behavior is added in the model, and it gives the positive beta coefficient value of 0.151 and the p-value is 0.000 which is less than 0.05. It indicates that H7c is supported.

4. DISCUSSION

In this study we examined few selling drivers that can directly or indirectly impact the sales outcome performance. So the current findings indicate that salesperson creativity has significant positive association with salesperson performance which is the opportunity for the salesperson to win the customer's trust and build strong relationship with them. Secondly, salesperson experience also revealed significant and positive relationship with salesperson performance which means that higher the selling experience will greater the chances to interact with verity of customers and gaining extra amount of knowledge [21].

Furthermore, adaptive selling behavior is considered as one of the important indicator in personal selling. It is the seller's ability to fulfill the customer's mutual need by using their various adaptive skills [41]. The above finding shows that there is positive relationship among adaptive selling behavior and salesperson performance. Finally, while salesperson creativity has direct positive impact on sales performance. Such effect is stronger when salesperson also engage in customer directed extra role behavior. In sales setting, performance is largely dependent upon the relationship quality between the salesperson and the customer. By comparing the results of this research with previous studies, it can be said that these findings are consistent with the results of Miao & Wang [26] in aspects of salesperson creativity and customer directed extra role behavior. Few studies have been explored in pharmaceutical sector under sales context [2]. As per author's knowledge in Pakistan no study yet explored with moderating role of CDERB between the relationship of adaptive selling behavior and salesperson performance. The current study is directly benefited to the marketing management teams and to the individual salesperson.

5. CONCLUSION

The current study is conducted in Pahraceutical sector of Pakistan where salesperson's are the main contributor to this study. The sample is gathered from salesperson in different pharmaceutical companies and our results showed signifacant contribution to the study. The conclusion of this study has highlighted the answer of problem that can really effect the improvement of salesperson performance. Firstly, the creative behavior of salesforce gives

novel ideas to their customer to satisfy their needs. Furthermore, the capability of adaptive selling has been considered to be one of the most important technique in saleperson performance and the study shows significant and positive effects on sales performance. For this study, there were many challenges to improve salesperson performance through engagement of adaptive selling behavior. Although, salesperson experience and adaptive selling behavior were considered to be the self-contradictory eliment under sales context. In last, the research enlighten that salesperson creativity and adaptive selling behavior and customer directed extra role behavior are important managerial practices that should be influence towards the sales teams to improve outcome performance.

6. IMPLICATION AND FUTURE DIRECTION

The sales managers should consider the important factors that can improve performance of a salesperson. The current study highlighted that the performance of the salesperson can be improved by various factors such *as creativity, adaptive behavior and extra role behavior toward customers. There are some limitations in the study that gives the direction for the future research. One of its limitation is the study design, we didn't collect the longitudinal data to evaluate the changes occurred over the period of time. So, future research could be longitudinal in nature just to evaluate the selling behaviors in different span of time. Hence, the data for this study were gathered from Pakistani pharmaceutical industry, the findings of this study may not be comparatively generalizable in terms of other industries or other Asian context. So the future research should be conducted other than pharmaceutical sectors (e.g., telecommunication industry, textile industry, hotel industry or automobile industry). In this study the adaptive selling behavior is considered as mediating variable. However, there is an opportunity for future research to use other selling behavior as mediator e.g. relational selling behavior. Furthermore, the researcher may include any internal organizational factor to comprehend the individual performance in more dynamic way i-e environmental factor, technological factor.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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