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SALESPERSON COUNTERPRODUCTIVE BEHAVIOR: A STUDY OF DIRECT
AND INDIRECT EFFECTS OF COMPLEXITY, ORGANIZATIONAL, AND
PERSONALITY-RELATED ANTECEDENTS

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SALESPERSON COUNTERPRODUCTIVE BEHAVIOR: A STUDY OF DIRECT
AND INDIRECT EFFECTS OF COMPLEXITY, ORGANIZATIONAL, AND
PERSONALITY-RELATED ANTECEDENTS

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MICHAEL F. PRICE COLLEGE OF BUSINESS

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Abstract

Recent events suggest that counterproductive salesperson behavior—a behavior with the possibility of damaging the organization and its related partners—is a common phenomenon in the professional selling context. Considering the negative effect of counterproductive salesperson behavior on the image and performance of the selling organization and the fact that the behavior remains an under-researched topic in the domain of sales research, this study conceptualizes and explores a new perspective for the understanding the phenomenon. Drawing from Kunda's (1990) theory of motivated reasoning and studies in the management, sales, and social psychology literature, this study proposes and explores a direct and indirect mechanism for understanding the effects of complexity, organizational, and personality-related factors in the occurrence of counterproductive behavior in the sales role. The conceptual model was tested using data gathered from 400 professional salespeople. Empirical findings revealed that counterproductive salesperson behavior is influenced not only directly by organizational factors, as has been found in prior research, but also indirectly by factors in the customer and external market environments, and by specific personality traits of the salesperson. Furthermore, findings show that transformational leadership resources made available to salespeople is effective in attenuating occurrence of counterproductive behavior specifically directed at the firm. These results indicate not only how counterproductive salesperson behavior develops, but also why salespeople engage in the behavior and how sales managers can adapt their leadership behaviors to lessen unfavorable behaviors in the sales role.

CHAPTER 1

INTRODUCTION

“For years, Wells Fargo employees secretly issued credit cards without a customer’s consent. They created fake email accounts to sign up customers for online banking services. They set up sham accounts that customers learned about only after they started accumulating fees. These deceptive banking practices cost Wells Fargo \$185 million in fines, including a \$100 million penalty from the Consumer Financial Protection Bureau, the largest such penalty the agency has issued.”
(Michael Corkery, *New York Times*, October 2016)

“For the year 2008, McIntyre qualified for a \$4,000 *Expense Allowance* but he did not spend that amount on qualified expenses. Apparently, in an effort to secure the full payment of the allowed amount, he fabricated on his computer 10 restaurant receipts for September through October 2008 totaling \$3,300.90 in order to make it appear that he was entitled to be reimbursed for business expenses that he had not incurred. Morgan Stanley fully paid the expenses.” (Bill Singer, *Forbes.com*, 2012)

As the face of the organization to prospective and current customers, the contribution of salespeople to the selling organization’s value proposition and overall performance is substantial. For instance, salespeople contribute to the development and quality of the cooperative relationship between the sales organization and its customers, and they assist in the gathering of market intelligence that organizations use to develop a competitive marketing strategy (Rapp, Agnihotri, and Baker 2011). Similarly, a customer’s trust and loyalty toward the organization can be predicated by the trust and loyalty that they have already developed over time with salespeople (Palmatier et al. 2007). These benefits are particularly evident in the professional selling context, where strong competition, complex products and close customer engagements are becoming the norm. However, to provide these benefits effectively, salespeople must conduct themselves in such a manner that relevant parties (e.g., coworkers, supervisors, and customers) will perceive it as honest and principled (Hansen and Riggle 2009). In other words, a salesperson’s behavior that is deemed unfavorable (e.g., counterproductive salesperson behavior) will undermine the benefits that the sales role has to offer to the organization and its related parties.

While the positive contribution of favorable salesperson's behavior to the image and performance of the selling organization cannot be overstated, it is surprising that much of what is generally reported about sales professionals is not so favorable. For instance, for nearly 40 years, Gallup Inc. has conducted a poll asking people to rate the honesty and ethical standards of people in different professions. Over this period of time, sales professions such as insurance sales, real estate sales and stock brokering have consistently scored poorly. In the recent widely publicized Wells Fargo scandal, salespeople representing the organization were also found to be using deceptive selling tactics in their dealings with customers. This has resulted in huge fines and penalties for the organization from regulatory authorities, and a tainted corporate image in the court of public opinion (Cockery 2016). Considering that the negative effect of counterproductive salesperson behavior on the organization and its related partners can be severe, it is surprising that the phenomenon remains an under-researched topic in the sales literature (Dawson 1997; Dubinsky and Levy 1985; Jelinek and Ahearne 2006; Pettijohn et al. 2011). Part of this stems from the fact that sales researchers mostly focus on positive aspects of the sales role. The few studies examining negative aspects of the sales role (e.g., counterproductive salesperson behavior) also generally adopt insights and perspectives from research in the management and organization science literature. This has yielded a minimal understanding of the phenomenon in the selling context.

The management and organization science's perspective of the occurrence of negative workplace behavior generally suggests that counterproductive workplace behaviors are mainly influenced by management and organizational factors (e.g., Litzky, Eddleston, Kidder 2006; Robinson and Greenberg 1999). According to Jelinek

and Ahearne (2006), this perspective is not completely sufficient for examining the phenomenon of counterproductive behavior in the professional selling context. This is due, in part, to the unique nature of the salesperson's job. For example, aside from interacting with those within his or her organization, the typical salesperson spends a high percentage of his or her time out of the office meeting with prospects and customers, and responding to the conduct of salespeople from competing organizations (Jelinek and Ahearne 2006). In addition, unlike other employees, a sales force's incentive is tied mostly to short-term, individual and results-oriented metrics (Boichuk et al. 2014), necessitating the saying "salespeople do not eat unless they sell". Compared to other employees, who perform their jobs mainly within the organizational workplace and relate mainly with others in the internal environment of the organization, salespeople work mostly outside the organization and under less supervision.

In this dissertation, counterproductive salesperson behavior (henceforth referred to as CP-BEH¹)² is conceptualized as a planned behavior by a salesperson that has the potential to harm or cause damage to the organization and/or its internal and external parties (e.g., co-workers and customers). This conceptualization of CP-BEH does not include work-related actions or conduct that involves errors, mistakes or even unconscious negligence and action-slips. Focusing on the phenomenon of CP-BEH is important because it affects not only how well the organization operates internally, but also how well it operates externally with respect to developing customer relationships and effectively cross-selling and up-selling products and services over time (Jelinek and

¹ I use the term counterproductive salesperson behavior to refer broadly to all behaviors that run contrary to goals, objectives, and expectations of the selling organization and its related stakeholders (e.g., employees and customers).

² See Appendix 1 for a list of all acronyms included in this study.

Ahearne 2006). According to behavior researchers (e.g., Perlow and Weeks 2002; Taylor 1991), negative behaviors such as CP-BEH can evoke strong and more rapid psychological, emotional, and social responses than positive ones. Based on this logic, while a positive salesperson behavior might not necessarily guarantee a positive outcome, an unfavorable behavior (e.g., CP-BEH) is more likely to result in an unfavorable outcome for the organization. In effect, CP-BEH can easily erode an organization's market competitiveness and market reputation, particularly in today's highly competitive marketplace where products and services are highly replaceable.

Purpose of the Study

The purpose of this study is to explore a new perspective to better understand and manage the occurrence of counterproductive behavior in the professional selling context. Specifically, this new perspective (1) introduces and examines a new category of antecedent factors in the CP-BEH model, (2) explores the cognitive explanation of CP-BEH in the professional selling context (something that has been completely overlooked in prior CP-BEH research), and (3) examines the roles of two moderating conditions, which are particularly relevant to the sales profession (transformational leadership behavior and the percentage of sales commission to total salary) in the CP-BEH model.

Drawing from prior CP-BEH research and Kunda's (1990) theory of motivated reasoning, this study posits that trigger factors in the internal and external environment of the organization directly and indirectly contribute to the occurrence of CP-BEH, and the development of biased mental models in salespeople. In general, mental models are mental images (or interpretations) in the mind of an individual about the possibilities in

a situation and environment (Johnson-Laird and Byrne 2012). Accordingly, mental models are conceptualized in this study to describe a salesperson's mental interpretation of job-related environments, routines and strategies required to achieve job-related goals. The salesperson's mental models explored in this study are cognitive biases that focus on two elements of the work environment highly relevant to the sales role; the internal organizational environment and the external selling environment (Castleberry, Shepherd, and Ridnour 2015; Li and Calantone 1998). The mental model of the selling environment explored in this study describes a salesperson's understanding of routines and strategies required to achieve selling and customer acquisition goals. A mental model of the organizational environment describes a salesperson's understanding of routines and strategies required to achieve personal and job-related goals within the organization.

This study also seeks to contribute to the literature pertinent to the dark side of selling by adding insights in the following unexplored areas. First, I investigate causes and roles of salesperson's biased mental models (cognitive explanation) in the CP-BEH model. Specifically, I hypothesize that specific trigger factors in the internal and external environments of the organization will influence salespeople to develop biased mental models, which contribute to counterproductive behavior in various job-related situations (e.g., in relations with customers and within the organization). While considerable prior sales research has focused on the direct effect of managerial and organizational factors on CP-BEH, cognitive scientists (e.g., Azjen 2002; Johnson-Laird 2010) suggest that behavior is the outcome of a process involving an individual's interpretation of things occurring in his/her surrounding environment. In other words,

the behavior that a salesperson expresses is likely to be influenced by his/her interpretation of dynamics in the internal and external environments of the organization. This perspective deviates from the predominant proposition in prior sales research (e.g., Darrat, Amyx, and Bennett 2010; Jelinek and Ahearne 2006, 2010; Swimberghe, Jones, and Darrat 2014; Yoo and Frankwick 2013). Investigating the role of salesperson's mental models in the occurrence of CP-BEH is important, because individuals use mental models to anticipate events and to justify specific actions or behaviors (Johnson-Laird 2010). Accordingly, since salespeople can use mental models to justify work-related actions and behaviors, sales managers need a thorough understanding of how these biased mental models develop and how they influence a salesperson's behavior.

Second, I investigate the role of complexity (a phenomenon described as integral to the selling task, Schmitz and Ganesan 2014) relevant to counterproductive behavior among salespeople. Complexity in a sales context refers to the extent to which the sales task entails large numbers and a great diversity of elements in the customer, organizational and external market task environment (D'Aveni 1994; Schmitz and Ganesan 2014). According to a recent report by Bain and Company (2013), complexity causes the sales model of many large business-to-business (B2B) marketing organizations to be less efficient and results in reduced profit margins. As a result, it is surprising that the effect of this critical aspect of the sales role on CP-BEH has been largely overlooked in prior examinations of the phenomenon among salespeople.

In today's marketplace, there are several factors that can contribute to complexity in the selling role. For example, customers can readily gather basic information about products and sellers, in large part due to the internet. This can

increase their negotiation power and propensity to switch between sellers. In this case, while the salesperson tries to understand and elicit customers' needs, he/she also has to understand the type of information that a customer is privy to, in order to ensure sales effectiveness. The relative maturity of the marketplace also contributes to complexity in the sales role, in that many products are becoming commoditized. The consequence of this trend for salespeople is that customers are becoming more sophisticated and more experienced with competitive, disciplined bidding processes (Ledingham et al. 2013). This could result in high levels of competition in the marketplace and increases in buyer's price sensitivity. Customers are becoming less loyal in order to avoid being locked into a vendor's products (Ledingham et al. 2013). Drawing from Kunda's (1990) theory of motivated reasoning, I theorize why CP-BEH tends to occur as salespeople experience complexity within the organization, in the customer environment and in the external market environment. In this sense, I find that sales people tend to develop a biased mental model of the selling situation and of the organizational environment, when exposed to high levels of complexity. This has the effect of contributing to CP-BEH. Therefore, understanding how complexity can be reduced or eliminated, is essential for sales managers to control counterproductive behavior among salespeople.

Third, there is a consensus in the sales research domain that the type of incentive structure employed by an organization can play a significant role on the attitude and behavior that salespeople express on the job (Miao, Evans, and Zou 2007; Oliver and Anderson 1994). Surprisingly, the effect of this critical sales force management variable has been mostly ignored in prior CP-BEH research. Studies examining the differences between behavioral and outcome-based incentive structures, suggest that result-based

metrics (which generally emphasize reward based on performance) may impact a salesperson's cognitions, affects and behavior negatively (e.g., Oliver and Anderson 1994). Therefore, this current study examines the role of a specific outcome-based sales force incentive (percentage of sales commission to total salary) in the CP-BEH model. In a particular industry, I find that compared to a low percentage of sales commission, the use of high sales commission to total salary amplifies the effect of a salesperson's self-serving mental models on CP-BEH directed at customers. Exploring the role of this key element of the sales force control system in the occurrence of CP-BEH, may advance our understanding of the phenomenon and provide managers with insights for effective managerial action.

Finally, I tested the efficacy of transformational leadership such as articulation of a vision, leading by example and fostering the acceptance of group goals (Boichuk et al. 2014) in extenuating the effect of a salesperson's self-serving mental models on CP-BEH. Specifically, I find that core transformational leadership reduces CP-BEH directed at the organization when salespeople have already developed a biased interpretation of the selling situation and of the internal environment of the organization. With this insight, this study offers sales managers some approaches on how to reduce the occurrence of CP-BEH.

As the subsequent literature review will show, there are several gaps in the literature related to how counterproductive behavior has been examined in the sales role and what antecedent factors contribute to the behavior. In summary, this dissertation seeks to contribute to academic insight by empirically answering these primary questions:

- a. Why do salespeople engage in CP-BEH?
- b. Since the focus of prior CP-BEH research has been on management/organizational trigger factors, what is the effect of factors emanating from other sales-related contexts on CP-BEH?
- c. How do trigger factors in a work-related environment (both internal and external) and salesperson's mental models interrelate to influence the occurrence of counterproductive behavior in the sales role?
- d. What actions can be taken to mitigate the occurrence of CP-BEH in the sales role?

Overview of Research

The remainder of this study is structured as follows. Chapter 2 presents a review of the literature on counterproductive salesperson behavior, antecedents and various theoretical perspectives used to examine the phenomenon of CP-BEH as they are currently depicted in the literature. Chapter 3 presents the direct effect proposition, which suggests managerial/organizational and job-related factors as direct antecedents of CP-BEH using data collected for this dissertation. This chapter also provides results to support the contributions of the new multi-factor mediation model proposed in this study. In Chapter 4, I draw upon the extant personal selling and sales management, marketing, management, organizational behavior and social psychology literature to support the proposed relationships in the finer-grained conceptual model (the multi-factor mediation model). In Chapter 5, the methodology used in conducting the study is discussed, including details on the sample and measurement constructs. Chapter 6

presents the results of the analysis and tests of the main effects hypotheses, moderating effects and alternative model. Chapter 7 concludes the study with findings, implications, limitations and avenues for future research.

CHAPTER 2

LITERATURE REVIEW

This section presents a review of the literature related to salesperson behavior that is considered as counterproductive to the goals and expectations of the organization and its related parties (co-workers and customers). In this pursuit, a review and integration of research conducted on this behavior in the social psychology, organizational behavior and sales context is provided. Since multiple representations and labels of counterproductive behavior exist, the second section elucidates the research pertaining to various labels of the phenomenon as described in the literature. The third section helps to delineate between various antecedent factors, and discusses major theoretical perspectives used to explore the phenomenon in the professional selling context. This chapter is comprised of the qualitative and quantitative work conducted in this domain, and provides an overview of relationships proposed and tested in the literature. In addition, this review was employed to identify gaps in the literature that this current research aims to fill.

Why Do People Behave as They Do?

Over the years, researchers from various disciplines have been interested in understanding the reason(s) why people behave as they do in different situations. Traditionally, it is believed that the principal cause of behavior resides in forces within the individual (Bandura 1997; Tsang 2002). Proponents of this proposition suggest that human behavior is impelled by inner forces in the form of needs, drives and impulses, often operating below the level of consciousness (Ajzen 2002; Bandura 1997). While this perspective has enjoyed widespread acceptance and continues to do so, it has also

been criticized on both conceptual and empirical grounds (Bandura 1997). For example, theories suggesting personality traits and internal forces as the only determinant of human behavior were criticized for disregarding the tremendous complexity of human responsiveness (Bandura 1997). Conversely, opponents argue that theories relying only on internal motivators cannot “account for the marked variation in the incidence and strength of a given behavior in different situations, toward different persons, at different times and in different social roles” (Bandura 1971, p. 1). Thus, since the individual is faced with various roles and situations, the behavior that he/she expresses cannot be explained by a single set of factors. Therefore, studies supporting the internal motivation perspective as the only determinant cause of human behavior can be faulted for providing an incomplete account of human behavior (Ajzen 2002; Bandura 1971, 1997).

Responding to the inadequacies of research attributing behavior to only internal forces, behavioral researchers have shifted their focus to the detailed examination of other influences, which are external to the individual, on behavior. For instance, some researchers (e.g., Ajzen 2002; Bandura 1997; Weiner 1985) suggest that human behavior is influenced largely by elements in the external environment surrounding the individual. This environmental influence perspective underlies the conceptualization of counterproductive workplace behavior as presented in the organizational science and management literature, and is now replicated in sales management literature (e.g., Boichuk et al. 2014; Jelinek and Ahearne 2006). While this perspective has contributed to the understanding of counterproductive behavior in the professional selling context, it also has its own limitations and can be faulted because it assumes that the salesperson is

always buffeted by environmental influences (Bandura 1997), without which unfavorable behaviors such as counterproductive salesperson behavior would be absent.

Counterproductive Salesperson Behavior

Research interest in employee behavior that is considered to be running contrary to the goals, objectives and expectations of the organization has a long history in the management and organizational science literature (e.g., Bennett and Robinson 2000; Robinson and Greenberg 1998; Thau, Bennett, and Mitchell 2009). In general, organizational behavior researchers have classified and examined the phenomenon under different terminology such as anti-citizenship behavior (Ball, Trevino, and Sims 1994), organizational misbehavior (Vardi and Wiener 1996), counterproductive workplace behavior (Martinko et al. 2002) and noncompliant behavior (Puffer 1987). In recent times, however, the term “workplace deviance” (Peterson 2002; Robinson and Bennett 1995) has emerged as one of the dominant labels (Jelinek and Ahearne 2006; Oh et al. 2011). Robinson and Bennett (1995) define employee workplace deviance as a “voluntary behavior that violates significant organizational norms and, in so doing, threatens the well-being of an organization, its members, or both” (p. 556). They classify workplace deviance as voluntary because employees either lack the motivation to conform to normative expectations of the existing social context within the organization, or become motivated to violate those expectations.

Despite the history of research in the area of counterproductive workplace behavior in the management and organizational studies literature, research on aspects of the phenomenon specific to the selling context has been rather sparse. The few studies in the sales literature that have explored the phenomenon (prior to Jelinek and Ahearne

2006) have focused only on specific behaviors such as salesperson opportunism (Anderson 1988) and sales-oriented selling behavior—a behavior that emphasizes the use of high pressure selling tactics (Saxe and Weitz 1982). This is surprising considering that the sales profession continues to rank in the bottom position in the annual Gallup's Honesty/Ethics in profession poll (Gallup 2015). Furthermore, in the seminal article by Walker, Churchill, and Ford (1977), the authors urged researchers to conduct more studies in various areas of salesperson behavior. While this call has led researchers to examine mainly positive aspects of salesperson's behavior such as organizational citizenship, prosocial behaviors and relational selling behavior (Crosby, Evans, and Cowles 1990; Dubinsky et al. 1997; MacKenzie, Podsakoff, and Ahearne 1998), attention on the negative aspects of a salesperson's behavior has been meager. These few studies also adapt insights from management and organizational sciences research, which has been described as insufficient for understanding the phenomenon in the sales context (Jelinek and Ahearne 2006). This is primarily due to the unique nature of the professional salesperson's job role. First, aside from interacting with those within the selling organization, the typical salesperson spends a high percentage of his or her time out of the office interacting with prospects and customers (Jelinek and Ahearne 2006; Marks 1997). Therefore, unlike other employees, salespeople not only can engage in negative behaviors directed at members within their organization, but they can also engage in negative behaviors directed at related external targets (i.e., customers and outside parties).

Second, because the professional selling role is performed under minimal monitoring and supervision, especially when on sales calls outside the organization,

salespeople are more likely to engage in negative behaviors with regards to how they manage their work time and effort. The typical salesperson has more flexibility to determine what to do with his or her work time and effort while in the field than other employees who work primarily in the company office, and are easily monitored by their supervisors. For instance, due to minimal monitoring, a salesperson can decide to use work time to attend to personal issues. Hence, unlike other employees, salespeople can not only engage in negative behaviors directed at members within their organization and customers, but they can also engage in negative behaviors directed at their jobs, such as how they use work time.

While research attention on a salesperson's counterproductive behavior has been sparse, it is important to note that the issue of salesperson ethics (a related research domain) has received considerable attention in prior literature (e.g., Chonko, Tanner, and Weeks 1996; Lagace et al. 1991). Salesperson ethics is a research area that focuses on behavior that is right or wrong when judged in terms of societal guidelines determining the morality of behavior (Robinson and Bennett 1995). While salesperson counterproductive behavioral research focuses on behaviors deemed contrary to the goals, objectives and expectations of the organization and its stakeholders, salesperson ethics research focuses on those behaviors deemed as right or wrong in terms of societal guidelines. While a particular behavior can be both counterproductive and unethical, the focus of this current study is on counterproductive behavior.

The next section presents the research pertaining to various labels of CP-BEH as suggested in the literature.

Classification of Salesperson Counterproductive Behavior Research

The typology of a concept is a useful starting point for developing a systematic, theory-based study of the concept (Robinson and Bennett 1995). In general, the classification of counterproductive salesperson behavior (CP-BEH) in prior research has been based on the target dimension of the phenomenon. Specifically, prior studies have examined CP-BEH according to the party that the behavior is targeted at, e.g., the organization, other internal employees or customers. Table 1 provides examples of studies belonging to each of the above-mentioned groups. Table 2 provides examples of items included in each target group as presented in previous studies.

Table 1
Salesperson Counterproductive Behavior Studies

Level of Analysis	Terminology	Exemplars
Organization, co-workers, customer ³	Organizational deviance, interpersonal deviance and frontline deviance	Jelinek and Ahearne (2006a)
Organization	Anti-citizenship behavior	Jelinek and Ahearne (2006b)
Organization	Salesperson lying	Mathieu and Pousa (2011)
Organization	Ethical climate, philosophy	Pettijohn, Keith, and Burnett (2011)
Organization	Salesperson directive modification	McAmis, Evans, and Arnold (2015)
Co-workers	Internal opportunism	Murtha, Challagalla, and Kohli (2011)
Co-workers	Workplace bullying	Valentine, Fleischman, and Godkin (2015)
Customer	Sales-oriented behavior	Boichuk et al. (2014)

³ See Table 2 for examples of measures of organization-targeted, co-worker-targeted and customer-targeted counterproductive behavior.

Table 2
Sample of Target Dimension of Counterproductive Behavior in Prior Studies⁴

Organization-Targeted	Co-worker-Targeted	Customer-Targeted
* Used company resources for personal purposes.	* Blamed other co-workers and colleagues when things went wrong at work.	* Used deceptive selling tactics when selling to prospects or customers.
* Ignored input from sales manager on how to do the job.	* Accepted credit for work of other people.	* Acted out work-related frustrations in front of a customer.
* Fudged an expense report.	* Said hurtful things to other co-workers and colleagues.	* Did not follow specific customer rules or etiquette.

Antecedents of Salesperson Counterproductive Behavior

The various antecedent factors identified as directly influencing counterproductive behavior in the professional selling context are: (i) organizational factors, (ii) job/role factors and (iii) salesperson personality factors.

Organizational factors. Following the long history in organizational research, which suggests that employees may misbehave as a reaction to something occurring at the organizational level (e.g., Berger and Cummings 1979; Leigh, Lucas, and Woodman 1988; Parker et al. 2003), salesforce researchers have mainly focused on the direct influence of organizational factors (e.g., organizational justice and bureaucracy) on counterproductive behavior among salespeople. These studies justify their propositions with the reactance theory (Berger and Cummings 1979), which suggests that employees often misbehave as a reaction to something occurring at the organizational level. This is further supported by the belief that organizational factors provide management with variables they can sufficiently manage and control (Jelinek and Ahearne 2006).

⁴ Jelinek and Ahearne (2006); Yoo and Frankwick (2013)

Organizational factor variables that have been explored as antecedents of salesperson counterproductive behavior include: perceived organizational justice, intra-organizational bureaucracy, role modeling, intrafirm competition and corporate ethical value. Various studies (e.g., Jelinek and Ahearne 2006; Yoo and Frankwick 2013) have investigated and shown the positive effect of these organizational factors on salesperson counterproductive behavior. However, of all these organizational factors, perceived organizational justice is found to be the most consistent antecedent of counterproductive behavior in most studies. Organizational justice is an employee's perception of the "rightness or wrongness of his or her company's handling and treatment of employees" (Jelinek and Ahearne 2006a, p. 333). Hence, research has shown that when organizational justice is lacking, there is a higher likelihood of counterproductive practices in the professional sales role.

Job Factors. The effect of the unique characteristics of the sales role on a salesperson's job-related attitude and behavior cannot be over-emphasized. For example, as boundary spanners, salespeople are expected to not only interact with customers and other external stakeholders to ensure effective and productive selling, they are also required to interact with other employees within the organization. This often puts them in a challenging position where what they do is perceived as favorable by one party (such as the organization) and perceived as unfavorable by another party (such as customers). Furthermore, the pressure comes from being between a rock and a hard place—squeezed on both sides—balancing the win-lose dilemma on one side (from their customers) and accurate performance criteria on the other (from their supervisor) (MacKenzie, Podsakoff, and Fetter 1993). Drawing upon the cognitive

appraisal and perceived powerlessness perspectives (Bennet 1998; Martinko and Zellars 1998), several studies have explored the effect of various aspects of the sales role (e.g., role conflict and perceived task difficulty) on counterproductive behavior. These studies suggest that salespeople who perceive their job as difficult and lacking needed support, are more likely to resort to counterproductive behaviors in order to overcome job-related challenges and pressures.

The job-related factors that have been investigated as influencing salesperson counterproductive behavior include job stress and the cumulative periods of sales failure (Boichuk et al. 2014; Jelinek and Ahearne 2006b). Studies show that these job-related antecedents are positively related to counterproductive behavior in the sales role, particularly those counterproductive behaviors directed at customers and the organization. The literature shows support for the positive effect of the nature of the sales role on counterproductive behavior among salespeople. According to Darrat, Amyx, and Bennett (2010), the dramatic increase in administrative roles (such as reporting and CRM-related tasks) assumed by salespeople may pressure them to meet the expectations of work-role partners (including managers, co-workers, or customers) through deviant behaviors. The authors further argue that “sales people who are not able to spend ample time with their families due to highly demanding work schedules may also resort to ‘cutting corners’ through deviant behavior . . . in order to cope with this pressure” (p. 241).

Salesperson Personality. Several researchers in the marketing, management, and the organizational sciences have explored the effect of employee personality characteristics on the employees’ attitudes, behaviors and overall performance on the

job (e.g., Brown et al., 2002; Spivey, Munson, and Locander 1979). These studies theorized that people possess generalized personality traits that lead them to behave in a consistent manner. Overall, these studies find that ongoing personality traits directly impact employees' behaviors on the job. This research history has been adapted to the sales literature to investigate salesperson counterproductive behavior. Specifically, two salesperson personality factors have been found to directly influence counterproductive behavior in the professional selling context: trait competitiveness and person-organization fit. Trait competitiveness describes an "internal and intentional desire on the part of the individual to engage in activities and situations that involve interpersonal competition" (Jelinek and Ahearne 2010, p. 305). Person-organization fit describes the congruence of the salesperson's personal values with the culture, strategic needs and norms and values of the organization (Jelinek and Ahearne 2010). Findings from prior studies show that salespeople who exhibit a high level of trait competitiveness and those who struggle to fit within the organization (in terms of organizational norms and culture) may be influenced to resort to counterproductive behavior as a coping mechanism.

Table 3 provides a list of antecedent variables of salesperson counterproductive behavior that have been investigated in the literature.

Table 3
Antecedents of Salesperson Counterproductive Behavior

Level of Analysis	Antecedent Variable	Effect on CP-BEH⁵	Nature of Study	Exemplar
Job/Role	Job stress	Positive	Conceptual	Jelinek and Ahearne (2006)
Job/Role	Cumulative period of sales failure	Positive	Empirical	Boichuk et al. (2014)
Job/Role	Person-organization fit	Negative	Empirical	Jelinek and Ahearne (2010)
Organizational	Organizational justice	Negative	Conceptual	Jelinek and Ahearne (2006)
Organizational	Intra-firm competition	Positive	Conceptual	Jelinek and Ahearne (2006)
Organizational	Corporate ethical values	Negative	Empirical	Valentine, Fleischman, and Godkin (2015)
Organizational	Corporate ethical values	Positive	Empirical	Pettijohn et al. (2011)
Organizational	Bureaucracy	Positive	Empirical	Jelinek and Ahearne (2006)
Organizational	Future orientation	Negative	Empirical	Jelinek and Ahearne (2006)
Organizational	Intrafirm competition	Positive	Empirical	Jelinek and Ahearne (2006)
Organizational	Role modeling	Negative	Empirical	Boichuk et al. (2014)
Salesperson Personality	Trait competitiveness	Positive	Empirical	Jelinek and Ahearne (2010)
Salesperson Personality	Work-family conflict	Positive	Empirical	Darrat, Amyx, and Bennett (2010)

In general, much of the previous CP-BEH research is based on a direct effect proposition, whereby management/organizational factors and personality factors are hypothesized as direct antecedents of negative behavior in the selling context such as CP-BEH (this is henceforth referred to as the direct model proposition). While these studies have contributed to our current understanding of the phenomenon, there are unexplored areas that needed to be investigated. For instance, the roles of key aspects of

⁵ CP-BEH refers to salesperson counterproductive behavior.

the sales function such as complexity, compensation and reward structures on CP-BEH have been largely omitted in much of the previous research. Similarly, current dynamics of the marketplace (including customers' easy access to information, increased competition, maturity of the marketplace and increasing levels of customer demand) are reshaping the current marketplace and introducing complexity into the sales role. The effect of these dynamics in the marketplace on CP-BEH is currently missing in the literature.

In addition, while several personality traits and influencing factors in the internal and external environment of the organization have been hypothesized to directly influence the occurrence of counterproductive salesperson behavior, only a few of these hypothesized antecedent factors have been empirically supported. Therefore, the importance of investigating mechanisms (such as a mediation mechanism) to better understand the salience of these influencing factors on CP-BEH is essential. According to Rucker et al. (2011), mediation is typically the standard for testing theories regarding processes in social psychology. This observation is particularly relevant to the study of CP-BEH, because the direct effect proposition that is commonly explored in previous studies, has failed to provide adequate explanatory power of CP-BEH. For instance, in examining the direct effect of organizational factors on CP-BEH, Jelinek and Ahearne (2006) were able to account for only 13 percent of the variance in negative behavior directed at the organization. Furthermore, according to Ajzen (2002), three kinds of considerations may help to develop an effective conceptual framework for the study of human behavior, including: (1) consideration of the likely consequence of the behavior, (2) consideration of the normative expectations of other people, and (3) beliefs about

the presence of factors that may further or hinder performance of the behavior. These considerations explain the cognitive explanation of human behavior. This cognitive perspective has yet to be explored in CP-BEH research.

Some questions remain that have yet to be addressed by the direct effect proposition currently explored in the literature. For instance, do sales people always express CP-BEH as a direct consequence of exposure to influences in the work environment and personality traits? According to the sales force socialization process (Dubinsky et al 1986), salespeople learn the values, abilities, behaviors and social knowledge needed to succeed within the organization. The socializing effect of the organization on CP-BEH has received little attention in the literature.

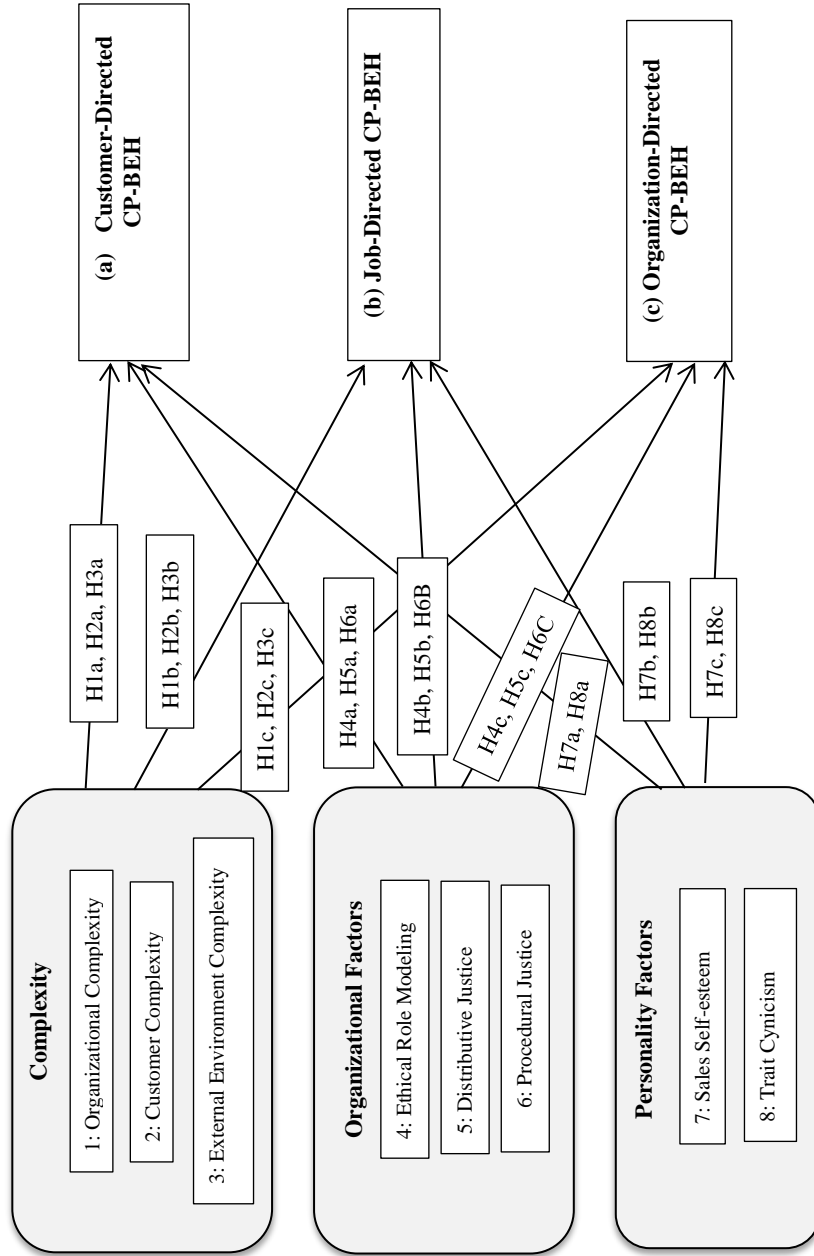
To address these questions and other unexplored areas in previous research, I hypothesize a new model—the multi-factor mediation model—that focuses on the interactions between managerial/organizational factors, external environment factors, trait personality factors and the salesperson’s cognitive process in contributing to CP-BEH. Moreover, the multi-factor mediation model introduces two intervening variables (salesperson’s mental models) into the CP-BEH model in order to better understand the phenomenon. This model draws from: (1) Kunda’s (1990) theory of motivated reasoning, which states that when individuals approach a situation with a preference toward a particular outcome, it distorts their cognitions in the direction of the desired outcome (Tsang 2002), and (2) Ajzen’s (2002) theory of planned behavior, which emphasizes the importance of an individual’s consideration of the consequence of a behavior and consideration of factors in the environment in the development of a conceptual framework for the study of human behavior.

CHAPTER 3

DIRECT EFFECT OF ORGANIZATIONAL FACTORS, JOB-RELATED FACTORS AND SALESPERSON PERSONALITY TRAITS ON CP-BEH

Based on the rationale behind the direct effect proposition, all relevant antecedents (such as management/organizational factors, job-related factors and personality traits of the individual) should directly influence the occurrence of CP-BEH. The main purpose of this chapter is to examine this proposition, in order to provide results that will support the contributions of the proposed multi-factor mediation model (examined in Chapter 4). Hypotheses will be presented according to these three categories of antecedent variables.

Figure 1: Conceptual Model 1



Counterproductive Salesperson Behavior

As stated in the previous chapter, various labels of counterproductive behavior exist in the literature. The classification is primarily based on the entity at which the behavior is targeted (e.g., the organization, customer or co-workers). This study adapts the target classification of CP-BEH as: (i) customer-directed CP-BEH (referred to as CD-CB), (ii) job-directed CP-BEH (referred to as JD-CB) and (iii) organization-directed CP-BEH (referred to as OD-CB).

Customer-directed CP-BEH (CD-CB) refers to a planned behavior by a salesperson that has the potential to harm or cause damage to prospects and customers. This type of CP-BEH is primarily directed at the customer by the salesperson in order to achieve a self-serving job-related goal. An example of such behavior is sales-oriented selling behavior, a behavior that emphasizes the use of high pressure selling tactics for the primary benefit of the salesperson (Saxe and Weitz 1982). The reported deceptive selling tactics used by sales employees in the Wells Fargo Bank scandal can also be categorized as a CD-CB.

Job-directed CP-BEH (JD-CB) refers to a planned behavior by a salesperson that has the potential to place physical and/or psychological distance between the salesperson and his/her job involvement. Job involvement refers to a cognitive belief state of psychological identification with one's job (Brown and Leigh 1996). Studies have shown that job involvement is positively related to work-related effort and performance. When a salesperson intentionally places a physical or psychological distance between him/herself and his/her job involvement for a self-serving reason, the job will likely suffer. This will result in potential damage to the organization and/or its

related parties (e.g., other employees and customers). An example of JD-CB, is when a salesperson intentionally withdraws the effort required to sell a new product, and instead pushes existing and popular products in order to achieve a personal sales goal. A salesperson also expresses JD-CB, when he/she uses company time to attend to personal business or affairs. In a recent survey conducted by Georgetown University's Ethics Resource Center, job-directed counterproductive behavior (e.g., using company time for personal business) is one of five most frequently observed unfavorable behaviors in the U.S. workplace (Schwartz 2015).

Organization-directed CP-BEH (OD-CB) refers to a planned self-serving salesperson behavior that is directed specifically at the organization with the potential to cause discomfort or harm, and damages the organization and/or its relevant internal stakeholders (e.g., co-workers). Examples of OD-CB include: sabotaging co-workers' accounts, insubordination and misrepresenting information to co-workers and supervisors.

Complexity and Counterproductive Salesperson Behavior

The salesperson's role within the organization is unique and complex. For example, as boundary-spanners, salespeople not only interact with their employer and other internal employees, they also interact with people in external organizations (e.g., prospects, customers and competitors). The boundary-spanning role is particularly challenging because it places salespeople in a position where conflicting demands from different parties (i.e., employer and customers) must be met. According to Schmitz and Ganesan (2014), the boundary-spanning role is a key source of complexity in the professional selling context, and complexity has been related to the most failures that

salespeople experience on the job. Likewise, in today's marketplace customers are being more sophisticated, (primarily due to the internet and marketplace maturity), thereby creating increased demand for tailored solutions and disciplined and more competitive bidding tactics (Ledingham, Kovac, Heric, and Montaville 2013). These marketplace dynamics have a serious impact on selling effectiveness and overall sales performance of organizations in business-to-business (B2B) markets (Bain and Co. 2013).

In this section, the relationship of three types of complexity—organizational, customer, and external environment— are examined in their expected relation with CP-BEH. According to the direct effect proposition discussed earlier, these job-related factors (complexities) should directly influence counterproductive behavior in salespeople.

The relationship between complexity and CP-BEH can be explained by the theory of learned helplessness. This is because over time, the sales professional may learn from the repeated experience of failure (i.e., resulting from job-related complexity), which is directly related to lower compensation (Zoltners, Sinha, and Lorimer 2011). According to the theory of learned helplessness, an individual displays helplessness when one views one's actions as irrelevant to an expected outcome (Diener and Dweck 1980). These beliefs regarding control over an outcome can have highly debilitating effects on the individual in performance and achievement situations (Diener and Dweck 1980). The central tenet of the theory of learned helplessness is the assumption that "repetitive, seemingly uncontrollable failure leads people to behave helplessly" (Boichuk et al. 2014, p. 96). In the sales context, a counterproductive

salesperson's behavior may result from learned helplessness in some organizations where sales goals are set unrealistically high (Sesser and Beckham 2008). This is because such behavior, although contradicting normative behavior expected from a member of an organization, is most likely being expressed to overcome challenges encountered in the course of achieving job-related goals.

Organizational Complexity

Organizational complexity in the selling context is “the degree to which salespeople must respond to a diverse array of people, expectations, and policies within their own organizations in carrying out their jobs” (Schmitz and Ganesan 2014, p. 61). To perform the sales job effectively, salespeople must work in tandem with rules, policies and other internal employees of the organization. These rules, policies and other internal employees make a significant contribution to the final outcome of every sales and boundary-spanning role performed by salespeople. For example, other employees (e.g., engineers and finance employees) can help with sales conversions, delivery and the provision of after-sales services. Organizational rules and policies also determine and specify the relationship between salespeople and their own organization on the one hand, and with external entities (e.g., customers and prospects) on the other hand. Therefore, organizational rules and policies dictate and guide the behavior and selling tactics that salespeople can express in relations with external prospects, customers and competitors.

In the current marketplace, many business-to-business (B2B) organizations are embracing multi-channel strategies to reach a wider audience of potential customers. For example, in addition to using sales force as a selling and relationship-building

option, many organizations are offering similar services online (through mobile apps and the company website). While discussions are ongoing as to whether the internet can completely take over the role that salespeople play within the organization, there is consensus on the part of the sales role that the internet directly threatens selling in straight re-order and informational selling situations. Therefore, if the salesperson's selling effectiveness can be impacted by management actions and dynamics within the organization, the effort to understand how management actions affect CP-BEH as a self-serving salesperson behavior cannot be overlooked.

Complexity in Customer and External Market Environment

Salespeople experience complexity in the customer and external market environments, because they spend most of their working hours in the field interacting with prospects and customers, dealing with competition and abiding by regulatory requirements. Customer complexity “refers to the degree to which salespeople must respond to a diverse array of customer needs and personnel involved with various buying processes in carrying out their jobs” (Schmitz and Ganesan 2014, p. 61). The external market environment complexity refers to the degree of heterogeneity in external environment conditions and entities that a salesperson needs to anticipate and navigate in order to ensure selling effectiveness (Dwyer and Welsh 1985).

Heterogeneity reflects the extent to which the environmental conditions and entities that the salesperson must navigate are dissimilar to one another, and the minimal extent to which these entities are coordinated or structured. Furthermore, heterogeneous environments represent greater uncertainty for salespeople, as a result of the greater difficulty in obtaining and assimilating information about diverse external

environmental entities and in formulating effective selling strategies (Dwyer and Welsh 1985). For example, because of the maturity of today's marketplace buyers and the liberalization of global marketing, which contributes to reduced dissimilarities of products, salespeople now face diverse and complex competition intensity from domestic and international markets (D'Aveni 1994). Therefore, since competition will likely come in different sizes and from various locations, salespeople must seek a greater amount of information and develop multiple strategies regarding different entities in the industry. The combination of the greater amount of information required and the greater difficulties associated with developing multiple, compatible strategies, contribute to the level of complexity in the marketplace (Dwyer and Welsh 1985).

Since complexity negatively impacts performance (Schmitz and Ganesan 2014) and because salespeople "don't eat unless they sell" (Boichuk et al. 2014), counterproductive behavior is a potential coping mechanism for helplessness that salespeople may face in the challenging boundary-spanning role. Therefore, consistent with the learned helplessness paradigm (Seligman 1975), I posit that exposure to organizational complexity, customer complexity, and external environment complexity will have a debilitating effect on sales effectiveness, which will increase the likelihood of the incidence of counterproductive behavior as a coping mechanism.

H1: *Organizational complexity positively affects: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

H2: *Customer complexity positively affects: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

H3: *External environment complexity positively affects: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

Management/Organizational Factors and Counterproductive Salesperson Behavior

The direct effect proposition suggests that employees often misbehave as a direct reaction to something occurring at the organizational level, especially due to the actions of managers and supervisors (Berger and Cummings 1979; Leigh, Lucas, and Woodman 1988; Parker et al. 2003). According to studies supporting this viewpoint, managers who focus on management/organizational factors are more likely to curb negative behavior among employees. This perspective has been generally adapted to the sales management context, and studies have examined various management/organizational level variables as directly influencing counterproductive behaviors in the selling context. Two variables that are common in this domain are organizational justice and management role modeling.

Management Role Model and Counterproductive Salesperson Behavior

Management role modeling is defined as behavior on the part of managers perceived by sales people to be an appropriate example to follow that is consistent with both the value that the sales manager espouses and the goals of the organization (Rich 1997). The management role modeling assumes that managers have profound, extraordinary effects on employees because managerial actions express a set of values and beliefs to which employees want to subscribe (Rich 1997). The more specific relationship between management role modeling and an employee's behavior can be explained by Bandura's (1986) social learning theory, which states that people acquire

much of their behavior by observing and imitating others in their immediate environment (Rich 1997).

In the selling context, salespeople are likely to learn a lot about the job and the work environment from supervisors and sales management (Pettijohn et al. 2011; Valentine et al. 2015). Accordingly, when sales managers express unfavorable or negative behavior, there is a high likelihood that such behavior will be imitated by salespeople and expressed in their relationship with relevant parties (e.g., customers and co-workers). As a result, when management role modeling is visible to sales people, they learn about the job the appropriate way and the likelihood of counterproductive behavior will be minimal. Thus, the following hypothesis is posited:

H4: *Ethical role modeling negatively affects: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

Organizational Justice and Counterproductive Salesperson Behavior

Organizational justice is defined as “an employee’s perception of the rightness or wrongness of his or her company’s handling and treatment of employees” (Jelinek and Ahearne 2006, p. 333). Justice in organizational settings is comprised of distributive and procedural elements. The distributive element focuses on an employee’s perception of the fairness of outcomes and management decisions, and primarily deals with whether rewards or punishments are distributed appropriately in a given situation (Jelinek and Ahearne 2006). The procedural element focuses on “the process by which a decision is made and may include whether an employee was able to voice his or her opinion during the management decision-making process” (Jelinek and Ahearne 2006, p. 333).

Social exchange theory (Emerson 1976) provides a theoretical basis for understanding the relationship between salesperson behavior and organizational justice. According to Blau (1964), social exchange is “the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do, in fact, bring from others” (p. 91). A central tenet of the social exchange theory is that relationships evolve over time into trusting, loyal and mutual commitments, and, to do so, parties must abide by certain “rules” of exchange (Cropanzano and Mitchell 2005). One of these exchange rules that is applicable to this current study, is the “rule of reciprocity” which emphasizes contingent relationships, whereby an action by one party leads to a response by another. There is no reason to believe that this general principle would not apply to the relationships in the selling context. Therefore, when a salesperson perceives that he/she has been treated fairly by the organization, he/she is likely to react by expressing a positive behavior (i.e., directed at the organization) in return. Conversely, if the salesperson feels that he/she has been treated unfairly, there is a higher likelihood that he/she would express a negative behavior (e.g., CP-BEH). Given that organizational justice (distributive and procedural) is essentially the formalization of the rule of reciprocity (Masterson et al. 2000), the following hypothesis is posited:

H5: *Distributive justice negatively affects: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

H6: *Procedural justice negatively affects: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

Salesperson Personality and Counterproductive Salesperson Behavior

Personality traits refer to a small set of enduring characteristics that influence an individual’s acts and dispositions in different circumstances (Dant, Weaven, and Baker 2013). Studies examining the effect of personality trait variables on human behavior are

of the notion that these personality characteristics predispose people to psychological processes that make it easier to commit to a certain behavior (Post 1990; Tsang 2002). For example, research supports the notion that gender is related to unfavorable behaviors in men compared to women, because males are more likely to express overt aggression than females (Martinko, Gundlach, and Douglas 2002). Various individual personality traits have been examined in the literature such as the big five personality dimensions—extroversion, agreeableness, emotional stability, conscientiousness and openness to experience. This current study examines two personality traits that are specifically related to the selling context: (1) sales self-esteem and (2) trait cynicism.

Sales self-esteem. In general, self-esteem transcends different aspects of an individual's life (e.g., job, family, social activities). Sales self-esteem is a specific aspect of the salesperson's life that reflects the individual's degree of competence that is felt in performing the sales task (Baggozi 1980). Sales self-esteem also defines a salesperson's belief in his/her own ability to perform the sales task effectively (Schmitz and Ganesan 2015). Sales self-esteem is an important construct in the sales context because it impacts the manner in which salespeople attribute and infer dispositions in themselves while performing the sales function. According to Schmitz and Ganesan (2014), "salespeople with high sales self-efficacy have a greater capacity to understand, prioritize, and articulate customer expectations to internal constituents than do sales people with lower sales self-efficacy" (p. 64). In other words, sales people who perceive themselves as capable, are more likely to believe that their conscientious efforts will translate into high performance (Walker, Churchill, and Ford 1977).

Therefore, since salespeople who are confident in their sales ability will likely get positive results, I predict further that these salespeople will be less likely to engage in any unfavorable behavior targeted at customers, the job or the organization. Conversely, according to studies on attribution bias (e.g., Billett and Qian 2008; Tetlock and Levi 1982), people are more likely to attribute successful outcomes to their own competence and attribute failures to external entities (such as management and the economic situation). In other words, a successful salesperson is likely to attribute success to his/her own competence, thereby increasing their own sales self-esteem. Since a salesperson with a low level of sales self-esteem is likely to attribute their source of failure to external entities such as management, this individual will be more likely to express OD-CB. On the other hand, a salesperson with a high level of sales self-esteem will be less likely to express OD-CB.

H7: *Sales self-esteem negatively affects: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

Trait cynicism. Trait cynicism refers to “a ubiquitous personality characteristic represented by an overarching frustration, disappointment and contempt for others, including an inherent distrust of the motives that underlie actor behavior that is not malleable to situational cues” (Hochwarter et al. 2004, p. 46). Kanter and Mirvis (1989) suggested that trait cynics believe that human conduct is motivated exclusively by self-interest. In a recent study by Seriki et al. (2016), the authors find a strong and positive relationship between cynicism and salesperson’s attributes, such as job satisfaction and organizational commitment. Furthermore, the boundary-spanning role, which places salespeople in a position where conflicting demands from different parties must be met, has been described as a key source of the challenges that the salesperson faces on the

job (Schmitz and Ganesan 2014). Therefore, because job-related challenges are ubiquitous to the sales role, a cynical salesperson is more likely to attribute the source of such challenges (e.g., from within the organization and from customers' environment) to the organization, customers and/or other co-workers. Thus, the following hypothesis is posited.

H8: *Trait cynicism positively affects (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

Methodology

Data for this study were collected from salespeople in the services (i.e., insurance sales) and tangible product (real estate sales) industries. Insights from these industries are particularly important for generalizability to the population of most salespeople in today's highly connected and dynamic marketplace. For instance, real estate sales has strong determinants linked to market conditions, supply and demand, interest rates and other financial market dynamics. On the other hand, insurance sales is a pure service that is entirely, if not significantly dependent on the salesperson to build value and sustain the sales relationship. Service sales is equally important because the world economy is increasingly characterized as a service economy. Many leading organizations in other industries (e.g., manufacturing) are adding services to their existing product offerings in an attempt to provide total customer solutions and to improve their competitiveness and performance within the market (Lusch, Vargo, and O'Brien 2007).

There is a concern that these two different fields of selling may demonstrate different dynamics on the focal construct in the study (i.e., CP-BEH). To address this concern, the following measures were taken: First, an industry control dummy variable

was included in all levels of analysis. Second, all path relationships in the direct and mediated models were analyzed in three different batches using: (a) combined data only, (b) insurance sales data only and (c) real estate sales data only. Results from these analyses were compared and all estimates are close in size and direction (see Appendix 2).

Sample and Data Collection

To empirically test all hypotheses, data were collected using Qualtrics, a third-party online survey administration company. Qualtrics maintains a nationally representative panel of salespeople, and data from this source in investigations involving the salesperson has appeared in multiple academic journal articles, including the *Journal of Marketing*, *Journal of Academy of Marketing Science*, *Journal of Management* and *Journal of Personal Selling and Sales Management*. As Darrat et al. (2010) note, “recently, high-quality business journals have been publishing online panel data extensively and many of these studies involve salespeople” (p. 244).

Qualtrics’ panel members are compensated with “survey cash,” credits that can be converted into monetary compensation after individuals participate in a certain number of research studies, including this present study. Only qualified participants who complete the online survey are compensated. Qualtrics estimates that at least 50 percent of their electronic survey questionnaires are filtered out by widely used “SPAM blockers” or are inadvertently deleted by respondents. In addition, only individuals who work full-time in jobs primarily described as sales were solicited to participate in the study. To ensure data quality, attention filter questions were included in the survey. For example, participants were asked to “Please select that last statement – “strongly agree,”

to continue. Four such questions appeared in various parts of the survey. Only those participants who answer all four filter questions correctly, are allowed to continue with the survey. These limitations filtered out an additional 25 percent of respondents. In total, Qualtrics estimates that 1,500 respondents received the survey questionnaire. Out of these 1,500 respondents, only 789 met the employment restrictions (full-time employment and sales job function). After receiving 400 acceptable responses, the survey was closed. The responses consist of 200 salespeople from the financial services industry, and 200 salespeople involved in real estate sales.

The resulting sample is composed of salespeople that are gender balanced (45.5% male), experienced (mean sales experience 17.1 years) and educated (majority possessing a minimum of two-year associate degree or higher). The composition of the sample is detailed in Table 4.

**Table 4
Respondent Profile**

	Frequency	Percent of Total
Gender		
Male	178	44.5%
Female	222	55.50%
Age		
20 - 29 years	57	14.25%
30 - 39 years	101	25.25%
40 - 49 years	83	20.75%
50 - 59 years	100	25%
60 plus years	59	14.75%
Years of Post-High School Education		
0 years	18	4.50%
1 - 2 years	109	27.25%
3 - 4 years	183	45.75%
Over 4 years	90	22.50%
Sales Experience		
1 - 5 years	72	18%
6 - 10 years	142	35.50%
11 - 20 years	110	27.50%
Greater than 20 years	76	19%
% of Commission to Total Salary		
0 - 20 %	114	28.50%
21 - 40 %	27	6.75%
41 - 60 %	31	7.75%
61 - 80 %	27	6.75%
81 - 100 %	201	50.25%
Work Location (Mostly)		
Home	129	32.25%
Firm Office	250	62.50%
Field	21	5.25%

There have been concerns in prior research about asking survey respondents to report on sensitive behaviors such as counterproductive work-related behaviors (Podsakoff, MacKenzie, Lee, and Podsakoff 2003). Therefore, researchers made a call to collect ratings of employees' sensitive behavior from their supervisors or co-workers (also referred to as other-raters). This technique could not be utilized for this current study because the number of sales managers that could be reached through Qualitrics was too low to give any significant power to the study.

A recent meta-analysis study comparing the use of self-report and other-report methodologies to capture variances in sensitive job-related phenomenon found that: (a) both methodologies were moderately to strongly correlated with each other, (b) both methodologies exhibited very similar patterns and magnitudes of relationships with a set of common correlates and (c) other-raters capture a narrow subset of negative behaviors beyond self-report negative behaviors (Berry, Carpenter, and Barratt 2012). This meta-analysis study utilized a database of 40 studies from which 50 independent samples containing 224 independent correlations were drawn. Eleven of these 40 studies collected data primarily from salespeople.

With this in mind, several steps were used to overcome concerns regarding self-reporting negative behaviors. First, pre-testing was used to understand respondents' sensitivity to the wording of the survey items. Further, comments from the pre-testing guided careful wording of the survey to reduce the sensitivity to certain items; this method has been shown to reduce low-base rate reporting (Jelinek and Ahearne 2006). Second, studies have shown that emphasizing both confidentiality and voluntariness reduce a respondent's reluctance to disclose sensitive information (Fox and Spector 1999). Accordingly, these characteristics of the survey were emphasized to respondents. In addition, no personal identifying information was collected from participants in order to ensure anonymity of the respondents. Finally, according to Jelinek and Ahearne (2006), compared to other methods, online data collection may help to overcome the concern associated with data collection on sensitive issues. Hence, the survey for this study was conducted online rather than through the paper-and-pencil format.

Measures Development

All scales used to measure the constructs in the conceptual model were adopted or modified from existing measures. A detailed discussion of the scales used in the study is presented next (see Table 5 for a summary list and sources of scale items). After incorporating the recommendations from experts, the initial survey was distributed to a pre-test sample of salespeople currently employed in two different service-selling organizations (IT services and insurance sales). In total, 20 salespeople took the initial survey and provided feedback on the survey items. The primary purpose of this pre-test was to: (a) make low-power qualitative assessments of measures, and (b) to determine if the items produced anticipated patterns of correlations (Summers 2001). All pre-test salespeople participated, however, none of them are included in the main study. These salespeople provided detailed feedback on their perceptions of item efficacy and clarity for all scales included in the instrument. Multiple modes of collection were used to maximize the amount of feedback generated from this pre-test sample. A common pre-testing approach of talking with participants after they take the pre-test and discussing areas of concern was used. A text box was also included after every set of questions, so that the sales people could provide their comments and concerns immediately, rather than having to recall them later. By using both of these approaches, rich information was gleaned and scale content and format was altered consistent with the salesperson's feedback to optimize the items for the main data collection.

Constructs Measured

This section explains the definitions of the variables utilized in this study and gives citations where applicable.

Organizational complexity refers to the degree to which salespeople must respond to a diverse array of people and policies within their own organizations in carrying out their jobs (Schmitz and Ganesan 2014). The items for this construct are adapted from Schmitz and Ganesan (2014). This is a four-item, Likert scale.

Customer complexity refers to the degree to which salespeople must respond to a diverse array of customer needs and personnel involved with various buying processes in carrying out their jobs (Schmitz and Ganesan 2014). The items for this construct are adapted from Schmitz and Ganesan (2014). This is a three-item, Likert scale.

Environmental complexity refers to the degree of heterogeneity in external environment conditions that a salesperson needs to anticipate and navigate in order to undertake his or her sales job function (Dwyer and Welsh 1985). The items for this construct are adapted from Dwyer and Welsh (1985). This is a four-item, Likert scale.

Management ethical role model describes the extent to which sales supervisors express positive characteristics, and seek to influence salespeople by actively displaying and managing ethical behaviors (Mayer, Kuenzi, and Greenbaum 2010). The items for this construct are adapted from Ross and Robertson (2003) and Trevino, Hartman and Brown (2000). This is a four-item, Likert scale.

Distributive justice describes a salesperson's perception of the fairness of outcomes and management decisions, and primarily deals with whether rewards or

punishments are distributed appropriately in a given situation. The items for this construct are adapted from Jelinek and Ahearne (2006). This is a two-item, Likert scale.

Procedural justice focuses on “the process by which a decision is made and may include whether an employee was able to voice his or her opinion during the management decision-making process” (Jelinek and Ahearne 2006, p. 333). The items for this construct are adapted from Jelinek and Ahearne (2006). This is a two-item, Likert scale.

Sales self-esteem refers to a salesperson’s belief in his/her own ability to perform the sales task effectively. The items for this construct are adapted from Bagozzi (1980). This is a four-item, Likert scale.

Trait cynicism refers to “a ubiquitous personality characteristic represented by an overarching frustration, disappointment, and contempt for others, including an inherent distrust of the motives that underlie actor behavior that is not malleable to situational cues” (Hochwarter et al. 2004, p. 46). The items for this construct are adapted from Johnson and O’Leary-Kelly (2003). This is a four-item, Likert scale.

CP-BEH Classification

In the context of this present study, salesperson counterproductive behavior (CP-BEH) is defined as a planned behavior by a salesperson that has the potential to harm or cause damage to an organization and/or its stakeholders (e.g., co-workers and customers). The classifications of CP-BEH examined in this study are: (i) CD-CB, (ii) JD-CB, and (iii) OD-CB.

CD-CB refers to a salesperson behavior that has the potential to harm or cause damage to customers. This type of CP-BEH is primarily directed at the customer by the

salesperson to achieve personal or job-related goals. The items for this construct are adapted from Anderson (1988). This is a four-item, Likert scale.

JD-CB refers to a salesperson behavior that has the potential to place psychological distance between the salesperson and his/her job involvement. This type of CP-BEH is mainly directed at job involvement by the salesperson. The items for this construct are adapted from Ramsey, Lassk, and Marshall (1995). This is a four-item, Likert scale.

OD-CB refers to a salesperson behavior that has the potential to cause discomfort, harm and damage to the sales organization and/or its relevant internal stakeholders (e.g., co-workers). The items for this construct are adapted from Ambrose, Seabright, and Schminke (2002), as well as Jelinek and Ahearne (2005). This is a seven-item, Likert scale.

Control Variable

To control for variance in the dependent variables (counterproductive behaviors) that might be explained by factors other than hypothesized variables, three context-relevant control variables—industry, salesperson experience, and turnover intention—were included in all analyses. In prior studies (e.g., Franke and Park 2006; Spector 1997), industry specificity, salesperson experience and turnover intentions have been described as key factors that might influence variance in a salesperson's job-related attitude and behavior. For instance, salespeople in specific industries (e.g., real estate) are more likely to possess more information about products than an average customer, and such information asymmetry may influence customer-directed CP-BEH. Experienced salespeople are expected to adapt themselves to various job and

organization level dynamics to the point that, unlike new sales people, their reactions to behavior-influencing factors might remain unchanged. Furthermore, salespeople who are already considering the idea of seeking alternative employment opportunities (turnover intention), are more likely to show less regard for authority and company policies (i.e., job-directed CP-BEH and organization-directed CP-BEH). The inclusion of turnover intention as a control variable will also help to address right-censoring, since a limitation in this study is that salespeople who have already quit their job were not captured. However, the turnover intention measure is intended to capture those who might be close to doing so in the future.

Following the data collection process, several analyses were used to establish the reliability and validity of the measures. The remainder of this section details these analyses and the procedures used to test the hypotheses advanced in the conceptual model (Figure 1).

Reliability and Validity

To provide an initial examination of the underlying structure of the items in this study, an exploratory factor analysis (EFA) was performed using the principal components of the Varimax rotation. The EFA shows that all items loaded adequately on their respective scales. This is not unexpected, since all scale measures were adapted or modified from previous studies. Subsequent to this process, the reliabilities of the various scales were computed with coefficient alpha (α). To indicate a reliably measured construct, the alpha coefficients for each scale should be in excess of 0.7 (Nunnally 1978). Individual items of any scale failing to meet this threshold are assessed, and items with low item-to-total correlations were eliminated from their

respective scales. Only one item was dropped from all of the scales in the examination during this process.

In addition to computing the Cronbach alphas (CA), composite reliabilities (CR) for all included constructs (Fornell and Larcker 1981) were computed. Composite reliabilities are inherently superior to coefficient alphas in assessing reliability, since they refute the assumption in calculating alphas that the indicators have equal factor loadings and error variances (Styles 1998). The CR values of all latent constructs (except one, customer complexity 0.68) were greater than 0.70, the conventional benchmark of CR (Fornell and Larcker, 1981; Nunnally and Bernstein 1994). Table 5 shows a summary of constructs' Cronbach alphas and composite reliability.

Validity

To assess convergent validity, the average variance extracted (AVE) of all latent constructs was computed. The results showed that all constructs (except one, customer complexity 0.48) were well above the recommended value of .50 (Bagozzi and Yi 1988) with a high average AVE of .60. These high AVE values support the case for convergent validity (Fornell and Larcker 1981).

The AVEs were also used to assess discriminant validity. Discriminant validity of the measures was assessed by comparing the shared variance (correlation) between each pair of constructs against the product of the AVEs for these two constructs (Fornell and Larcker 1981). The largest shared variance was 0.48, which was lower than the study's smallest AVE value of 0.49. Since the shared variance observed is lower than the minimum of their AVEs within each possible pair of constructs, claims of discriminant validity can be supported. Tables 5A, 5B, 5C, and 5D show a summary of

the constructs' AVEs and composite reliabilities, and Table 6 shows the construct correlations and descriptive statistics.

Table 5A
Psychometric Assessment of Measures

Construct	Reference	Items	Standardized Loading	CR	CA	AVE
Organizational complexity	Schmitz and Ganesan (2014)	Often, I don't clearly know who is responsible for various decisions in my firm.	0.65	0.84	0.84	0.69
		Sometimes, the action of our corporate office makes processes complicated.	0.74			
		It takes a lot of people and processes before a decision can be made in my firm.	0.8			
		My firm has too many rules and procedures guiding the sales function.	0.8			
Customer complexity	Schmitz and Ganesan (2014)	Many different customer personnel are involved in the purchase process.	0.71	0.68	0.68	0.48
		Our customer buying process involves executives from different departments	0.8			
		It takes a lot of effort to keep up with our customers' expectations.	0.4			
Environmental complexity	Dwyer and Welsh (1985)	There are many regulations pertaining to product sales.	0.48	0.73	0.71	0.67
		Price competition among competitors is high.	0.5			
		There are many significant competitors in our external market environment.	0.63			
		It takes a lot of effort to keep up with changes in our external business environment.	0.7			

Notes: CR = Composite Reliability; CA = Cronbach's alpha; AVE = Average Variance Extracted. All standardized factor loadings are statistically significant at $p = 0.01$.

Table 5B
Psychometric Assessment of Measures

Construct	Reference	Items	Standardized Loading	CR	CA	AVE
Ethical Role ^a modeling	Ross and Robertson (2003) and Trevino, Hartman and Brown (2000)	Top management in my firm has no clear directive against unethical behavior.	0.77	0.86	0.83	0.70
		Top management in my firm should have higher ethical standards than they do now.	0.76			
		Top management in my firm makes rivals look bad in the eyes of everyone.	0.55			
		Top management in my firm look for a “scape goat” when they feel they may be associated with failure.	0.72			
Distributive justice	Jelinek and Ahearne (2006)	I am fairly paid or rewarded considering my job responsibilities.	0.75	0.88	0.81	0.70
		I am fairly paid or rewarded considering the stresses and strains of my job.	0.82			
Procedural Justice	Jelinek and Ahearne (2006)	When decisions are made about my job, my manager treats me with kindness and consideration.	0.82	0.89	0.80	0.70
		When decisions are made about my job, my manager shows concern for my rights as an employee.	0.71			
Sales self-esteem	Bagozzi (1980)	Compared to others in my firm, I excel in sales performance achieved in the past 6 months.	0.82	0.89	0.89	0.74
		Compared to others in my firm, I excel in achieving high sales.	0.87			
		Compared to others in my firm, I excel in my ability to reach my sales quota.	0.85			
		Compared to others in my firm, I excel in my performance in regards to management of time.	0.62			

Notes: CR = Composite Reliability; CA = Cronbach's alpha; AVE = Average Variance Extracted.

Table 5C
Psychometric Assessment of Measures

Construct	Reference	Items	Standardized Loading	CR	CA	AVE
Trait cynicism	Johnson and O'Leary-Kelly (2003)	Most people would tell a lie, if they could gain by it.	0.77	0.89	0.89	0.70
		People take advantage of an unselfish person in today's world.	0.8			
		People claim that they have ethical standards, but few people stick to them when the chips are down.	0.82			
		People pretend to care more about one another than they really do.	0.75			
CD-CB	Anderson (1988)	Sometimes, I hide important information from my customers to achieve sales goals.	0.81	0.89	0.89	0.71
		Sometimes, I feel I have to exaggerate my products' claims to make a sale.	0.83			
		On occasion, I feel like I should distort information to my customer about certain things in order to protect my interest.	0.75			
		Sometimes, I apply too much pressure on my customers to sell them more.	0.74			
JD-CB	Ramsey, Laskk, and Marshall (1995)	I used to be more ambitious about my job than I am now.	0.62	0.80	0.79	0.64
		I used to care about my job, but now other things are more important.	0.71			
		I often think about other things when performing my job.	0.7			
		I often overlook some aspects of my job and let personal issues take over.	0.72			

Notes: CR = Composite Reliability; CA = Cronbach's alpha; AVE = Average Variance Extracted. All standardized factor loadings are statistically significant at $p = 0.01$.

Table 5D
Psychometric Assessment of Measures

Construct	Reference	Items	Standardized Loading	CR	CA	AVE
OD-CB	Jelinek and Ahearne (2005)	Openly disobey company-prescribed sales rules?	0.7	0.91	0.89	0.69
		Not return account and job-related emails and phone calls?	0.5			
		Withhold information that you are required to provide?	0.77			
		Withhold information that can be useful to your supervisor?	0.83			
		Make efforts to hold up a co-worker's sales work?	0.8			
		Confront co-workers in a directly hostile fashion?	0.81			
		Air the firm's "dirty laundry" in public?	0.8			
Turnover intention ^b	Mulki, Jaramillo, and Locander (2013)	How often have you seriously considered quitting your current job?				

Notes: ^bone-item measure; CR = Composite Reliability; CA = Cronbach's alpha; AVE = Average Variance Extracted. All standardized factor loadings are statistically significant at $p = 0.01$.

Table 6
Correlations and Descriptive Statistics

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Organizational complexity	2.57	1.14												
2. Customer complexity	3.30	1.11	0.34**											
3. Environmental complexity	3.31	0.99	0.24**	0.18**										
4. Ethical role modeling	3.01	1.14	-0.32**	-0.08	-0.10									
5. Distributive justice	3.62	1.30	-0.32**	-0.03	-0.05	0.32**								
6. Procedural justice	3.22	1.34	-0.27**	-0.01	-0.07	0.41**	0.49**							
7. Sales self-esteem	3.65	0.96	-0.02	0.10*	0.09	0.08	0.16**	0.17**						
8. Trait cynicism	3.44	1.01	0.21**	0.10*	0.19**	-0.26**	-0.18**	-0.14**	-0.06					
9. Customer-Directed CP-BEH	2.01	0.98	0.32**	0.14*	0.01	-0.28**	-0.15**	-0.22**	-0.02	0.11*				
10. Job-Directed CP-BEH	2.72	1.12	0.34**	0.11*	0.16*	-0.29**	-0.28**	-0.22**	-0.22**	0.18**	0.33**			
11. Organization-Directed CP-BEH	1.96	0.87	0.22**	0.16**	0.03	-0.32**	-0.12**	-0.14**	0.05	0.21**	0.27**	0.31**		
12. Variety seeking ^a	3.44	1.76	-0.09*	0.03	0.08	0.03	0.04*	0.09	0.07*	-0.07	-0.06	0.03	0.01	1

^a = Marker variable; Notes: N = 400; * p ≤ 0.05; ** p ≤ 0.01

Common method bias. Because all measures in this present study (predictor and outcome variables) were collected from a singular source (salespeople only), common method variance (CMV) may contaminate the model relationships (Podsakoff et al. 2003).

Common method variance (CMV) “refers to the amount of spurious covariance shared among variables because of the common method used in collecting data” (Malhotra, Kim, and Patil 2006, p. 1865). Common method variance has been noted to be a source of potential bias in survey-based research (Podsakoff et al. 2003). Careful planning can reduce this bias and post hoc analyses can estimate and partial out its impact (Podsakoff et al. 2003). To assess the potential bias of common method variance in this study, two techniques were utilized: (i) Harman’s single-factor test (Podsakoff et al. 2003), and (ii) Lindell and Whitney’s (2001) correlational marker technique.

Harman’s single-factor test analysis showed that a single factor did not emerge or account for the majority of the variance in the hypothesized model (Figure 1). Analysis shows that a single factor explained only 20 percent of the variance in the model. While the Harman’s single-factor test is simple and straightforward, this technique has several limitations (Malhotra, Kim, and Patil 2006). For instance, as the number of latent variables increases (as is the case in this study), one factor is less likely to account for the majority of the variance in the manifest variables (Malhotra, Kim, and Patil 2006).

To further assess the degree of CMV, the CFA with a marker variable procedure developed by Williams, Hartman, and Cavazotte (2010) was utilized. This method has been applied in various marketing research settings (e.g., Fang, Palmatier, and Evans 2008) and consists of adding a marker variable linked to all exogenous variables used in

the structural model. The marker variable should be theoretically unrelated to most scales used in the questionnaire (Williams, Hartman, and Cavazotte 2010). Variety-seeking behavior was the marker variable used that is believed to be theoretically unrelated to most constructs in the conceptual model. Variety-seeking behavior refers to the tendency for an individual to seek multiple items at the same time, or switch away from the item consumed on the last occasion. This variable was measured with three items adopted from Grunhagen, Dant, and Zhu (2012). This scale has a Cronbach's alpha of 0.71. To test for CMV bias, all items under each construct in the conceptual model were connected to the common latent factor (i.e., marker variable) and the loadings were set to be equal. The analysis shows that the restricted loadings from the marker variable to individual items are 0.502. The common method variance, which is the square of that value, is 0.25. This value (0.25) is below the threshold of 50 percent (Williams, Hartman, and Cavazotte 2010). Furthermore, the approach suggested by Lindell and Whitney (2001) to adjust model correlations was then followed.

To begin, the correlations of the marker variable and all other constructs in the conceptual model were examined. According to Lindell and Whitney (2001), the second lowest positive correlation can be used to modify the uncorrected (original) correlation estimates. The second lowest positive correlation was 0.04. Based on this estimate, CMV-adjusted correlations were computed using the formula suggested by Lindell and Whitney (2001). The differences between the original and CMV-adjusted correlations are relatively small (see Appendix 3 for original correlation estimates and CMV-adjusted correlation estimates).

Subsequently, a path analysis (direct effects only) using the original (uncorrected) correlations and the CMV-adjusted correlations was conducted to acquire and compare model fits. The CMV-adjusted path estimates (χ^2 [23] = 193.54; AIC = 6004.13; BIC = 6119.88) are close in size to the original estimates (χ^2 [22] = 189.9; AIC = 6000; BIC = 6015). Chi-square difference tests (Bollen 1989) were also conducted to compare the two estimates. The results indicated that the unadjusted path estimates were not statistically different from the CMV-adjusted estimates ($\Delta\chi^2(1) = 3.61, p = .05$). This suggests that a threat of common method variance does not appear to compromise the findings.

Measurement Model

A confirmatory factor analysis (CFA) was run to assess the properties of the latent variables. Model parameters were estimated using the maximum likelihood method in Mplus 4.2 (Muthen and Muthen 2006). The measurement model yielded supportive fit indices: χ^2 [718] = 1239.89, confirmatory fit index [CFI] = 0.95; Tucker-Lewis index [TLI] = 0.94; root mean square error of approximation [RMSEA] = 0.04; and standard root mean square residual [SRMR] = 0.05. As Table 5 (A-D) shows, all-item standardized factor loadings were significant relative to their focal latent constructs.

Structural Model

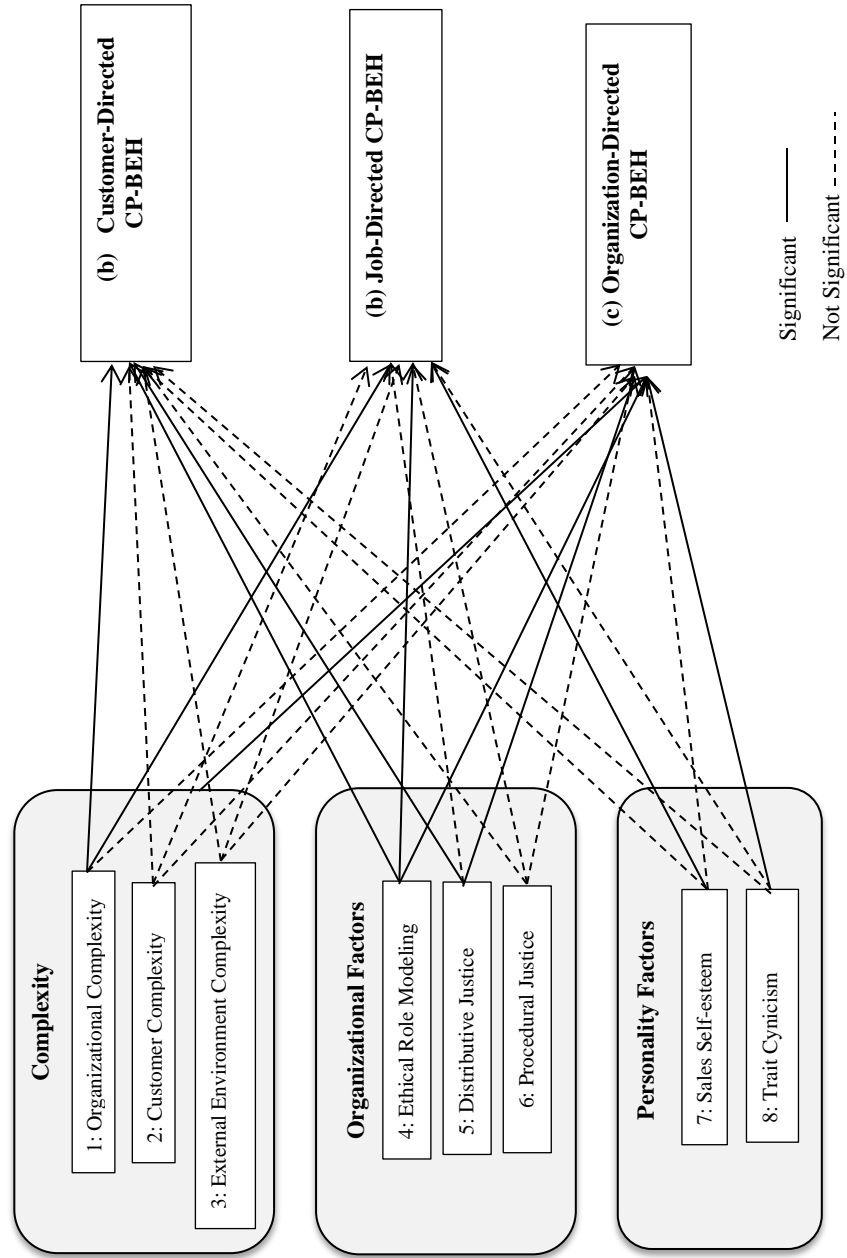
Parameters in the structural model were estimated using the maximum likelihood method in Mplus 4.2 (Muthen and Muthen 2006). Overall, the hypothesized direct model (Figure 1) fits the data satisfactorily well: χ^2 [794] = 1522.47, confirmatory fit index [CFI] = 0.95; Tucker-Lewis index [TLI] = 0.94; root mean square error of

approximation [RMSEA] = 0.04; and standard root mean square residual [SRMR] = 0.05. Table 7 summarizes the results of the parameter estimates that are discussed in the next section.

Table 7
Direct Model Results

Dependent Variable and Predictors	Std. Estimate	p-value	R-square
Customer-directed CP-BEH			0.29
Organizational complexity	0.18	0.00	
Customer complexity	0.05	0.49	
Environmental complexity	0.10	0.19	
Ethical role modeling	-0.27	0.00	
Distributive justice	-0.15	0.04	
Procedural justice	-0.05	0.09	
Sales self-esteem	0.05	0.31	
Trait cynicism	-0.04	0.25	
<i>Control: Industry dummy</i>	-0.09	0.21	
<i>Control: Sales Experience</i>	-0.05	0.25	
<i>Control: Turnover intention</i>	0.10	0.05	
Job-directed CP-BEH			0.39
Organizational complexity	0.21	0.001	
Customer complexity	0.06	0.79	
Environmental complexity	0.04	0.57	
Ethical role modeling	-0.24	0.00	
Distributive justice	-0.03	0.65	
Procedural justice	0.03	0.68	
Sales self-esteem	-0.13	0.001	
Trait cynicism	0.04	0.37	
<i>Control: Industry dummy</i>	0.05	0.49	
<i>Control: Sales Experience</i>	0.06	0.13	
<i>Control: Turnover intention</i>	0.20	0.03	
Organization-directed CP-BEH			0.34
Organizational complexity	0.10	0.16	
Customer complexity	0.04	0.40	
Environmental complexity	-0.03	0.64	
Ethical role modeling	-0.41	0.001	
Distributive justice	-0.16	0.00	
Procedural justice	-0.04	0.10	
Sales self-esteem	0.02	0.72	
Trait cynicism	0.04	0.07	
<i>Control: Industry dummy</i>	-0.14	0.21	
<i>Control: Sales Experience</i>	-0.02	0.36	
<i>Control: Turnover intention</i>	0.06	0.03	

Figure 2: Model 1 Results



Model Results

Effect of Complexity on CP-BEH

H1, H2, and H3 predict that complexity (organizational, customer, and external market environment) will positively affect all types of counterproductive salesperson behavior. The hypotheses for the relationships are as follows:

H1: *Organizational complexity positively affects: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

H2: *Customer complexity positively affects: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

H3: *External environment complexity positively affects: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

The analysis finds support for direct positive, effects of organizational complexity on CD-CB ($\beta = 0.18$, $p = 0.00$) and JD-CB ($\beta = 0.21$, $p = 0.001$), but not for OD-CB ($\beta = 0.10$, $p = 0.16$), hence supporting H1a, H1b and failing to support H1c. The analysis finds no support for direct, positive effect of customer complexity on CD-CB ($\beta = 0.05$, $p = 0.49$), JD-CB ($\beta = 0.06$, $p = 0.79$), or OD-CB ($\beta = 0.04$, $p = 0.40$), hence failing to support H2a, H2b and H2c. Likewise, the predicted direct, positive effects of external market complexity on CD-CB ($\beta = 0.10$, $p = 0.19$), JD-CB ($\beta = 0.04$, $p = 0.57$), and OD-CB ($\beta = -0.03$, $p = 0.64$) were not supported, failing to support H3a, H3b, and H3c.

Effect of Organizational Factors on CP-BEH

H4, H5, and H6 predict that organizational factors (i.e., management role modeling, distributive justice, and procedural justice) will have a direct, negative effect on all types of CP-BEH. The hypotheses for the relationships are as follows:

H4: *Ethical role modeling negatively affects: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

H5: *Distributive justice negatively affects: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

H6: *Procedural justice negatively affects: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

The results show mixed support for these hypothesized relationships. H4 predicts a direct, negative effect of management role modeling on all types of CP-BEH. The result suggests that management role modeling has a direct, negative effect on CD-CB, JD-CB, and OD-CB ($\beta = -0.27$, $p = 0.00$, $\beta = -0.24$, $p = 0.00$, and $\beta = -0.41$, $p = 0.00$, respectively). This result supports H4a, H4b, and H4c. Analysis shows that distributive justice has a direct negative effect on CD-CB and OD-CB ($\beta = -0.15$, $p = 0.04$, $\beta = -0.16$, $p = 0.00$, respectively), but its predicted negative effect on JD-CB is not supported ($\beta = -0.03$, $p = 0.65$). These results support H5a and H5c, but H5b is not supported. The predicted negative effect of procedural justice on CD-CB, JD-CB, and OD-CB were not supported ($\beta = -0.05$, $p = 0.09$, $\beta = 0.03$, $p = 0.68$, and $\beta = -0.04$, $p = 0.10$, respectively). These results fail to support H6a, H6b, and H6c.

Personality Traits and CP-BEH

H7 and H8 predict a direct effect of salesperson's personality traits (sales self-esteem and trait cynicism) on the occurrence of CP-BEH. The hypotheses for the relationships are as follows:

H7: *Sales self-esteem negatively affect: (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

H8: *Trait cynicism positively affect (a) CD-CB, (b) JD-CB, and (c) OD-CB.*

The analysis reveals that sales self-esteem has a direct, negative effect only on JD-CB ($\beta = -0.13$, $p = 0.001$). Its predicted negative effect on CD-CB ($\beta = 0.05$, $p = 0.31$) and OD-CB ($\beta = 0.02$, $p = 0.72$) were not supported. This result supports H7b and fails to support H7a and H7c. Salesperson's trait cynicism is predicted to have a direct, positive effect on all types of CP-BEH. The analysis reveals a partially supported effect of trait cynicism on OD-CB ($\beta = 0.04$, $p = 0.07$). The effect of trait cynicism on CD-CB ($\beta = -0.04$, $p = 0.25$) and JD-CB ($\beta = 0.04$, $p = 0.37$) were not supported. Hence, while H8a and H8b were not supported, and H8c received a weak support ($p = 0.07$).

Table 8 shows the summary of the results for hypotheses 1-8.

Table 8
Results of H1-H8

Dependent Variable	Independent Variable	β	p-value	Result
CD-CB	Organizational complexity	0.18	0.001	H1a: Supported
	Customer complexity	0.05	0.49	H2a: Not Supported
	Environmental complexity	0.10	0.19	H3a: Not Supported
	Ethical Role modeling	-0.27	0.001	H4a: Supported
	Distributive Justice	-0.15	0.04	H5a: Supported
	Procedural Justice	-0.05	0.09	H6a: Not Supported
	Sales self-esteem	0.05	0.31	H7a: Not Supported
	Trait cynicism	-0.04	0.25	H8a: Not Supported
JD-CB	Organizational complexity	0.21	0.001	H1b: Supported
	Customer complexity	0.06	0.79	H2b: Not Supported
	Environmental complexity	0.04	0.57	H3b: Not Supported
	Ethical Role modeling	-0.24	0.001	H4b: Supported
	Distributive Justice	-0.03	0.65	H5b: Not Supported
	Procedural Justice	0.03	0.68	H6b: Not Supported
	Sales self-esteem	-0.13	0.001	H7b: Supported
	Trait cynicism	0.04	0.37	H8b: Not Supported
OD-CB	Organizational complexity	0.10	0.16	H1c: Not Supported
	Customer complexity	0.04	0.40	H2c: Not Supported
	Environmental complexity	-0.03	0.64	H3c: Not Supported
	Ethical Role modeling	-0.41	0.001	H4c: Supported
	Distributive Justice	-0.16	0.001	H5c: Supported
	Procedural Justice	-0.04	0.10	H6c: Not Supported
	Sales self-esteem	0.02	0.72	H7c: Not Supported
	Trait cynicism	0.04	0.07	H8c: Not Supported

Discussion

The goals in this direct effect study were threefold: (1) to examine the direct effect proposition, which suggests CP-BEH as a direct reaction to something occurring at the organizational level, (2) to understand how other factors occurring outside of the organizational environment, such as complexity in the customer and external market environment, cynicism, and sales self-esteem directly affect CP-BEH, and (3) to build the groundwork for showing the contributions of the multi-factor mediation model, as proposed in the next chapter. In all, out of 24 hypothesized relationships in the direct effect model (Figure 1) only 8 were supported.

Consistent with findings in prior studies (e.g., Jelinek and Ahearne 2006; Yoo and Frankwick 2013), this study finds support for the hypothesized direct effects of management/organizational factors, i.e., ethical role modeling, distributive justice, and organizational complexity on CP-BEH. Interestingly, the result indicates that the distributive justice perception (which deals with whether rewards or punishments are distributed appropriately in a given situation) significantly affect CP-BEH, while procedural justice (which focuses on the process by which a decision is made and whether an employee was able to voice his or her opinion during the management decision-making process) does not. This suggests that salespeople are more concerned about the fairness of outcomes of management decisions than whether or not they are involved in the decision making process. This is particularly instructive because salespeople spend less time in the office than they spend on the field. Accordingly, while they may not be available to participate in the office decision making process, this result indicates that they pay attention to the resulting outcomes from such processes.

Drawing from social exchange theory (Emerson 1976), the supported effects of organizational factors on CP-BEH shows that salespeople are more likely to react toward and reciprocate actions emanating from within the organization with CP-BEH. It would be prudent to assume that most salespeople in the context of this study are less likely to express CP-BEH when they perceive conditions within the organization as favorable. However, the hypothesized direct effect of other factors, which do not directly occur from within the internal environment of the organization (i.e., customer complexity and external environment complexity) on CP-BEH were not supported. This result is particularly surprising, because complexity (a phenomenon ubiquitous to the selling role) in the internal and external environment of the organization have been described as one of the sources of challenges that salespeople encounter on the job (Schmitz and Ganesan 2014). A possible explanation for this result is that complexity will likely influence a different reaction in salespeople, which will then influence the expression of CP-BEH. For instance, in a study by Boichuk et al. (2014), the authors find that difficulties that salespeople experience in the selling process can cause them to develop a mindset that describes the sales role as inherently difficult. The authors also find that salespeople who describe the sales role in this manner are more likely to utilize deceptive selling tactics during their encounter with customers and prospects.

Furthermore, the hypothesized direct effects of salesperson's personality factors (sales self-esteem and trait cynicism) on all types of CP-BEH were not supported, except the effect of sales self-esteem on job-related CP-BEH. Since personality factors reside specifically with the individual and not with the organization, this result further shows that organizational factors (not personality or external environment factors) have

the most direct effect on the expression of CP-BEH in the sales role. Of the three control variables examined in this analysis (industry dummy, sales experience, and turnover intention), the result shows turnover intentions as having the only significant control effect. Specifically, this shows that salespeople who harbor turnover intentions are more likely to express CP-BEH. This result is particularly insightful for managers, because CP-BEH is not a sustainable formula for long-term success, since research has shown that the behavior lowers customers' trust in salespeople and the selling organization (Hansen and Riggle 2009). While the salesperson can turnover to another organization, the employing organization has little opportunity to overcome the negative implication of CP-BEH. In other words, the organization has more to lose when CP-BEH among its sales force is overlooked, because salespeople can always turnover to another organization. Therefore, in order to overcome the potential negative effect of CP-BEH, managers should not only focus on sales numbers but also on how these sales numbers are achieved.

Hence, since the direct effect proposition borrows from organizational behavior and management research, it is not surprising that, similar to the results in other CP-BEH studies in the sales literature, this current study finds support for the effect of organization/management-focused factors, such as organizational complexity, distributive justice and role modeling in directly contributing to the occurrence of CP-BEH in the professional selling context. However, the effects of other sales-context factors such as sales self-esteem, customer complexity and complexity in the external selling environment on CP-BEH were not supported.

Therefore, the following questions remain: (1) since the direct effect analysis shows no support for the effects of other sales-context factors (i.e., factors which do not emanate from management/organization sources) on CP-BEH, should managers be concerned about their effect on the occurrence of CP-BEH? (2) If so, what mechanism can be explored, other than the direct-effect mechanism, to explain and understand the effect of all sales-relevant factors on CP-BEH? (3) What moderating factors can be explored to better understand the counterproductive salesperson behavior phenomenon? These questions are addressed by the conceptual model examined in the next chapter.

CHAPTER 4

MULTI-FACTOR MEDIATION MODEL

This chapter introduces and examines a broader perspective for understanding the occurrence of counterproductive behavior in the professional selling role with a finer-grained multi-factor mediation model. While the predominant perspective in prior CP-BEH research focuses primarily on the effect of trigger factors emanating from the selling organization to understand CP-BEH, the multi-factor mediation perspective in the study explores: (1) the combined effects of sales-context factors from within and outside the organizational environment and (2) the effect of cognitive factors to understand the phenomenon of CP-BEH. The multi-factor mediation model relies on the logic of Kunda's (1990) theory of motivated reasoning and perspectives in the cognitive psychology literature such as Ajzen's (2002) theory of planned behavior and Johnson-Laird and Byrne's (2012) perspective of mental models.

The first section describes the background of this chapter. The second section provides an overview of the theory of motivated reasoning (Kunda 1990) and describes the mechanism of the proposed multi-factor mediation model. The third section explores the theoretical application of the theory of motivated reasoning to the conceptual model, and advances a series of hypotheses.

Background

Previous CP-BEH research is based on the proposition of direct effect, whereby CP-BEH is directly influenced by management/organizational factors (Jelinek and Ahearne 2006; Pettijohn, Keith, and Burnett 2011). This proposition is rooted in

management and organizational behavior research's depiction of negative workplace behavior, where the focus is on employees who perform their job functions mainly within the confines of the organization. While the direct effect proposition is generally used to investigate counterproductive behavior in the selling context, results from these studies have failed to uncover strong and consistent effects. For example, in a study by Jelinek and Ahearne (2006) examining the direct effect of management and organizational factors on salesperson deviance behavior, results account for only 13 percent of the variance in organizational deviance. The findings also show 10 significant hypothesized relationships (at $P \leq 0.05$) out of 21. Hence, Jelinek and Ahearne (2006) suggested that other models and antecedent factors be explored to further understand why salespeople engage in counterproductive behavior. Similarly, results from the analysis of the direct effect proposition explored previously in Chapter Three of this study show that only 8 out of 24 hypothesized relationships are significant. These results indicate that the direct effect proposition might not be sufficient for understanding counterproductive behavior in the selling context. This is because it fails to show how critical factors such as dynamics in the customer environment (that should influence a salesperson's behavior) relate to CP-BEH.

More importantly, the structure of the direct effects proposition, which focuses generally on factors affecting all employees, gives no specific consideration to the effect of the unique nature of the salesperson's role. For instance, compared to incentives by way of compensation of other internal employees, "the vast majority of the sales force incentives are tied to short-term, individual, results-focused metrics" (Boichuk et al. 2014, p. 97). While other employees may be compensated with a full

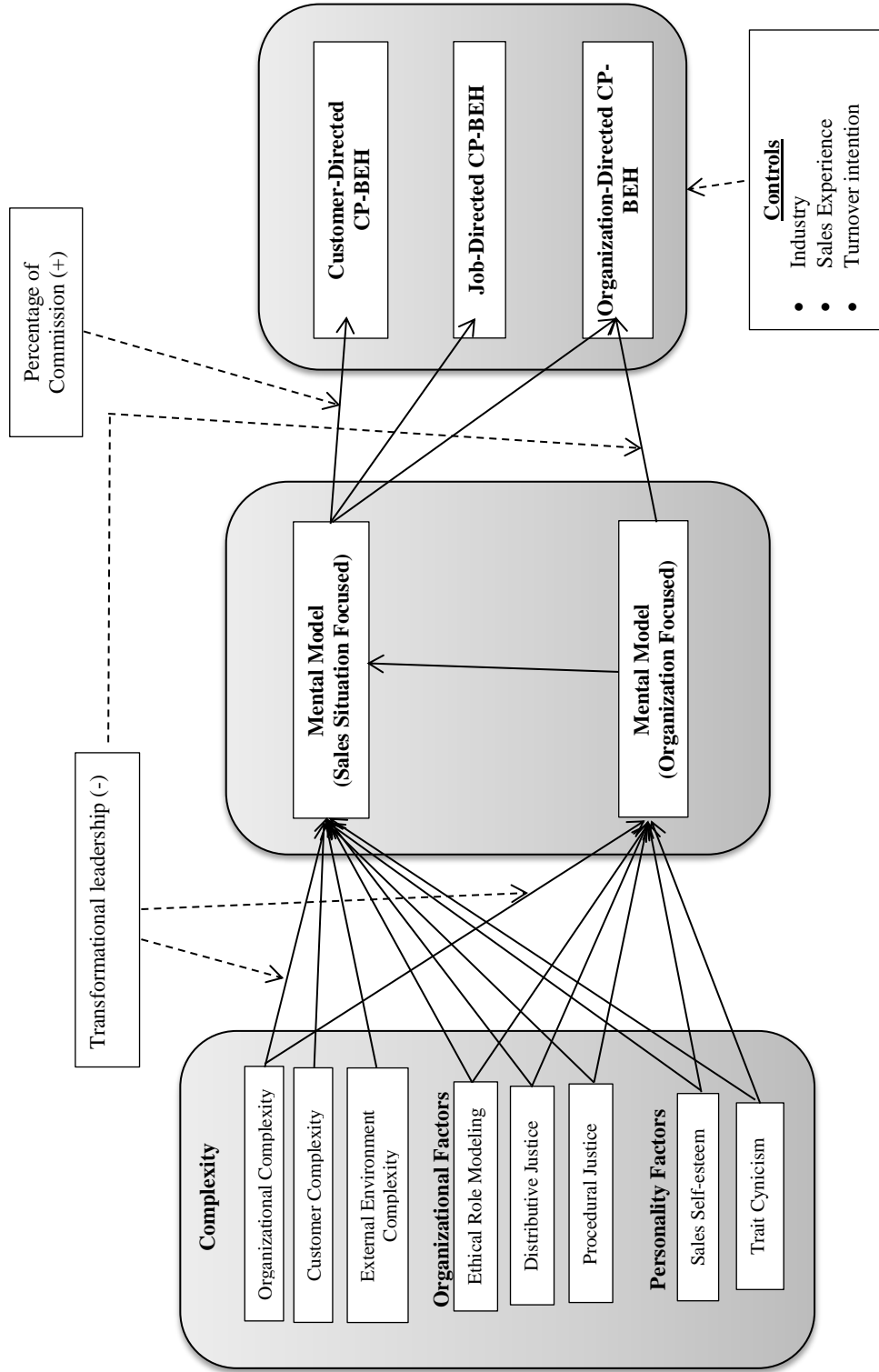
salary, salespeople are mostly incentivized (e.g., through the use of sales quotas) to have a preference for only one direction of outcome: making sure that customers purchase products or services in order for them to get *salaried*. As the saying goes, salespeople do not eat unless they sell. According to Kunda's (1990) theory of motivated reasoning, this preconceived preference for a particular outcome direction can distort people's cognitions such that any action or behavior that will help to achieve such a preferred outcome will likely be rationalized by the individual.

In addition to focusing only on internal triggers factors, previous CP-BEH research has completely overlooked a cognitive explanation of the phenomenon. This is particularly surprising because social psychology literature scholars (e.g., Bandura 1997; Johnson-Laird 2010) find human behavior to be influenced by the individual's cognitive interpretation of a related situation or environment. According to Ajzen (2002), understanding the cognitive processes that people go through before expressing a behavior, is important to developing an effective conceptual framework for the study of human behavior. The author further suggests that people are likely to go through the following considerations before expressing a behavior: (1) consideration of the likely consequence of the behavior, (2) consideration about the normative expectations of other people, and (3) beliefs about the presence of factors that may further or hinder performance of the behavior. The cognitive perspective of behavior has yet to be explored in the CP-BEH research. Accordingly, the multi-factor mediation model proposed in this study explored the cognitive perspective of behavior in the CP-BEH theory to better understand the occurrence of counterproductive behavior in the sales role.

Studies have also shown that the specific aspect of the sales role, such as the boundary spanning role, which requires salespeople to deal with conflicting expectations from customer and organization-related task environments can influence sales-related behavior (Singh, Marinova, and Brown 2012). Due to the dynamic nature of today's marketplace, which is characterized by the increased use of marketing research, the emergence of powerful electronic data-processing tools and continuous changes in customers' demands/expectations (Louth 2015), examining the effect of marketplace challenges on the occurrence of CP-BEH cannot be over-emphasized. While the effect of this sales-relevant external market factor has been overlooked in prior CP-BEH, it is explored in this study to better understand the phenomenon of CP-BEH.

Accordingly, the multi-factor mediation model (Figure 2) is comprised of current and theoretical factors that impact CP-BEH.

Figure 3: Conceptual Model 2



Conceptual Framework: The Multi-Factor Mediation Model

The multi-factor mediation model relies upon precepts from Kunda's (1990) theory of motivated reasoning and studies in the cognitive psychology literature (e.g., Ajzen 2002; Johnson-Laird 2010) to explain how counterproductive behavior develops in the professional selling role. According to the theory of motivated reasoning, when "individuals approach a situation with a preference toward a particular outcome, this preference distorts their reasoning in the direction of the desired outcome" (Tsang 2002, p.34). Two of the central tenets of the theory are that: (1) people rely on cognitive paradigms to interpret their surroundings in order to arrive at a desired conclusion or outcome, and (2) the motivation to arrive at a desired conclusion may affect reasoning through reliance on self-serving, biased representations (Kunda 1999; Tsang 2002).

The theory of motivated reasoning is particularly relevant to CP-BEH research for the following reasons. First, the ability to reason and develop effective representations of the internal and external environment of the organization is essential for success in the sales role, because salespeople use this to develop strategies, behaviors, and routines that will help them to be successful in diverse selling situations (Porter and Inks 2000). Therefore, a salesperson's reasoning that is motivated by the desire to achieve only self-serving goals is likely to result in the expression of unfavorable behavior (e.g., CP-BEH) toward the organization, co-workers and other related parties.

Second, the theory of motivated reasoning is relevant to CP-BEH research because salespeople are generally incentivized to pursue a particular, directional outcome such as to always make sales. There is, therefore, a high likelihood that they

will be motivated to develop a biased reasoning, especially when the selling situation or dynamics in the internal environment of the organization is perceived as inimical to achieving a desired sales outcome. Third, because failure, which is a large part of the sales profession (Boichuk et al. 2014), will affect a salesperson's compensation, there is a high likelihood for salespeople to be motivated to rationalize the use of biased, self-serving reasoning to overcome imminent failure. For example, in a study by Boichuk et al. (2014), the authors find that cumulative periods of sales failure can lead salespeople to develop a biased interpretation of the sales role, i.e., describing it as inherently difficult and requiring only inappropriate selling practices to succeed. Fourth, the cognitive reasoning paradigm is an integral aspect of the sales function. According to Porter and Inks (2000), the cognitive selling paradigm allows salespeople to develop the knowledge structure that they use to recognize and categorize a variety of selling situations.

Given the relationship between the phenomenon of motivated reasoning and the sales role, the multi-factor mediation model depicts: (1) the effect of management/organizational factors, job-related factors and personality factors on salesperson's reasoning (referred to as mental models), and (2) the mediating role of the salesperson's mental models on the effect of trigger factors in the internal and external environment on CP-BEH, such that the impact of this mediation relationship provides a greater explanatory power than the direct effect of one or more factors. In addition, the model depicts the moderating roles of transformational leadership and percentage of commission to total salary on the strength and direction of a salesperson's mental model's effect on CP-BEH. The essence of the multi-factor mediation model is

not to imply that the direct effect of trigger factors (i.e., management/organizational, job-related, and personality disposition) on CP-BEH is completely insignificant. The proposition is that the direct effect of these factors on CP-BEH, will produce a stronger explanatory power when the relationship is partially mediated by the salesperson's cognitive processing (mental models) of the internal and external environment.

There are two theories of deductive reasoning that dominate the cognitive literature—mental logic and mental models (Goel 2005). While mental logic deals with reasoning governed by rules and systematic strings, with mental models, the reasoner is guided by his/her own knowledge and interpretation of the situation (Goel 2005). Because counterproductive workplace behavior is a voluntary behavior that may originate from an employee's reaction to something occurring in his/her work environment (Robinson and Greenberg 1999), mental models (as aspect of deductive reasoning) is used in this study to portray a salesperson's reasoning in the CP-BEH model.

Mental Models

Reasoning is defined as the cognitive activity of drawing inferences from given/available information (Goel 2005). As previously mentioned, mental models are an important element of the theory of deductive reasoning which is related to an individual's own knowledge and interpretation. Hence, mental models are representations in the mind of an individual of a situation or an environment (Johnson-Laird and Byrne 2012). The idea that people rely on mental models to understand their environment can be traced back to Kenneth Craik's suggestion that the mind constructs small-scale models of reality that it uses to anticipate and manage events (Johnson-

Laird and Byrne 2012). Mental models can develop from perception, imagination or the comprehension of discourse (Johnson-Laird and Byrne 2012).

Many marketing and sales researchers have examined the phenomenon of mental models in various contexts. For example, Porter and Inks (2000) examined and found support for the effect of the salesperson's mental model (of the importance of understanding human behavior) on his/her expression of adaptive selling behavior. Day and Negundadi (1994) propose that managers' mental models relating to competitive advantage, affect their information search pattern and usage. While salespeople will generally use mental models to understand the selling situation and environment (Johnson-Laird and Byrne 2012), I argue that the inherent nature of the sales function combined with some factors in the internal and external environment of the organization may influence the development of biased mental models that will contribute to the expression of CP-BEH. This proposition is in line with the theory of motivated reasoning (Kunda 1990), which states that people's interpretation of a situation will be influenced by their preferred outcome in such a situation.

For the purpose of this study, the roles (both direct and mediation roles) of a salesperson's mental models of the selling environment and internal environment of the organization are explored in the CP-BEH model. Furthermore, the central role of these mental models in the CP-BEH model is that they provide a stronger explanatory power of the effect of influencing factors on CP-BEH. A salesperson's mental models of the selling environment is conceptualized as a biased interpretation of selling routines and strategies required to achieve personal and job-related goals. A salesperson's mental models of the organizational environment is conceptualized as a salesperson's

understanding of the extent to which negative and unfavorable conducts are encouraged and promoted within the internal environment of the organization.

Theoretical Background and Hypotheses

Relationship between Complexity and Salesperson Mental Models

Complexity in the selling context refers to the extent to which the sales task entails a large number and great diversity of elements in customer, organization and external task environments that the salesperson must consider in order to perform the sales task effectively (Schmitz and Ganesan 2014). Schmitz and Ganesan (2014) indicate that complexity has debilitating effects on sales effectiveness and performance. Drawing from the theory of motivated reasoning (Kunda 1990), when selling effectiveness is challenged by complexity, there is the likelihood that salespeople will develop a biased mental model of the selling situation in order to arrive at their desired outcome of selling effectiveness. I explore the effect of three types of complexity that is relevant to the selling situation—organizational complexity, customer complexity and external market complexity—in influencing biased mental models in salespeople, and how this contributes to the occurrence of counterproductive behavior in the sales role.

Organizational Complexity

Organizational complexity in the selling context is “the degree to which sales people must respond to a diverse array of people, expectations, and policies within their own organizations in carrying out their jobs” (Schmitz and Ganesan 2014, p. 61). To perform their sales job effectively, sales people must work in tandem with other internal employees, organizational rules and policies. These intra-organizational factors greatly contribute to a salesperson’s selling effectiveness (Stamper and Johlke 2003). For

example, other internal employees such as engineers and financial analysts can help with sales conversion, order delivery and the provision of after-sales services—factors that contribute to customer satisfaction and relationship management. Organizational rules and policies also determine and specify the relationship between salespeople and their own organization on the one hand, and with external entities (e.g., customers and prospects) on the other. Therefore, the ability to understand and navigate organizational rules, policies, and internal dynamics effectively is a critical capability in the salesperson’s role. However, this task can become overwhelming and makes the sales role much more challenging, if the task is perceived as complex. For example, if there are too many individual and organizational bottlenecks that a salesperson must deal with in order to ensure the timely delivery of customers’ orders, this might affect customer service delivery and sales performance. Organizational complexity can also lead to role conflict where: “a salesperson’s perception that the expectations of two or more role senders ... are incompatible such that compliance with one sender’s expectations makes compliance with another’s expectations difficult or impossible” (Schmitz and Ganesan 2014, p. 61).

In an organization or a subunit where organizational complexity is commonplace, there is a high likelihood that such internal dynamics will affect the mental models of most employees, such that using a self-serving coping mechanism becomes an acceptable model that many employees will utilize in all work situations. Furthermore, in today’s marketplace, many business-to-business (B2B) organizations are embracing a multi-channel strategy to reach their customers, including online, website and mobile app services. While the discussion is still on-going as to whether the

internet can completely take over the role that salespeople play within the organization, there is consensus that the internet directly threatens straight re-buy and informational selling situations. Therefore, if the salesperson's effectiveness can be impacted by various organizational dynamics, then it is important to understand how this could influence salespeople to develop biased mental models of the job environment.

Therefore, following the preceding arguments, I predict that when a salesperson is confronted with organizational complexity that he/she perceives as undermining (or having the potential to undermine) sales goals, such an individual is likely to develop a self-serving mental model of the selling situation. When organizational complexity becomes a common phenomenon within the organization, salespeople are likely to develop a negative mental model of the internal environment of the organization. This is particularly plausible in the selling context, where the vast majority of sales force incentives are tied to short-term, individual, result-focused metrics (Boichuk et al. 2014; Sasser and Beckham 2008). Therefore, I propose the following hypotheses for empirical examination:

H9: *Organizational complexity positively affects a salesperson's self-serving: (a) mental model of the selling environment, and (b) mental model of the organizational environment.*

Customer and External Environment Complexity

Customer complexity "refers to the degree to which sales people must respond to a diverse array of customer needs and personnel involved with various buying processes in carrying out their jobs" (Schmitz and Ganesan 2014, p. 61). Complexity in the customer environment is strongly influenced by various dynamics in today's

marketplace. For example, customers can readily gather basic information about products, in large part due to the internet, which can increase their negotiation power and propensity to switch providers. In this case, while the salesperson tries to understand customers' needs, he/she also must understand the type of information that the customer is privy to, in order to ensure sales effectiveness. The relative maturity of the marketplace also contributes to complexity in the sales role, in that most products are becoming commoditized (D'Aveni 1994). The consequence for salespeople is that customers are becoming more sophisticated and more experienced with competitive, disciplined bid processes (Ledingham et al. 2013). Furthermore, customers in commoditized markets are likely to be more fixated on price (Bertini and Wathieu 2010), hence adding to the level of complexity that salespeople face in persuading customers. Finally, in most markets where products are becoming commoditized, two strategies commonly utilized by marketers to keep their products and brands relevant are: (1) increasing product features, and (2) offering product bundles (Quelsh 2007). The problem with these strategies for salespeople is that most new features are generally incremental and do not create much value for customers. Therefore, customers might not value the bundle when less preferred products are bundled with a popular one (Gerdeman 2013). In any case, both strategies commonly employed by organizations in mature markets might result in increasing the complexity that salespeople encounter in the customer environment.

The preceding arguments show that encountering complexity in the customer environment is a ubiquitous phenomenon in the selling function, particularly in today's knowledgeable marketplace. Following the theory of motivated reasoning (Kunda

1990), I predict that, because of the potential of customer complexity to undermine selling effectiveness, salespeople will develop a biased, self-serving mental model of the selling environment. A salesperson with a biased mental model will, therefore, rationalize the use of self-serving selling tactics to achieve sales goals. The following hypothesis is posited:

H10: *Customer complexity positively affects a salesperson's self-serving mental model of the selling environment.*

In addition to the effect of organizational and customer complexity, environmental complexity is also predicted to influence a salesperson's biased individual mental model. External market environmental complexity refers to the degree of heterogeneity in external environmental conditions that a salesperson needs to anticipate and navigate in order to undertake his or her sales job function effectively (Dwyer and Welsh 1985). Heterogeneity reflects the extent to which the environmental conditions and entities that the salesperson must navigate are dissimilar to one another, and the minimal extent to which these entities are coordinated or structured. Heterogeneous environments represent greater uncertainty for salespeople, as a result of the greater difficulty in obtaining and assimilating information regarding diverse external environmental entities and in formulating an effective selling strategy (Dwyer and Welsh 1985). This is particularly evident in today's marketplace where salespeople face a complex competitive landscape driven largely by globalization and the technological revolution (Uhl-Bien, Marion, and McKelvey 2007, p. 299). As a result, salespeople must source for a greater amount of information and develop multiple strategies about different entities in the marketplace. The combination of a greater

amount of information that salespeople must source for and the greater difficulties associated with developing multiple, compatible strategies to address hypercompetitive environments, will increase the level of complexity in the marketplace (Dwyer and Welsh 1985).

The preceding arguments show the complexities that salespeople encounter in the external environment have a debilitating effect on their sales effectiveness. Therefore, drawing from the theory of motivated reasoning (Kunda 1990), I predict that when faced with environmental complexity, salespeople will be influenced to develop a biased, self-serving representation of the marketplace situation. For example, when a salesperson encounters intense competition in the marketplace, he/she might rationalize misrepresenting product benefits to customers as normal and as a way of ensuring sales effectiveness. Therefore, because complexity in the external environment has the potential to disrupt and undermine a salesperson's selling effort (Schmitz and Ganesan 2014), salespeople will develop a biased, self-serving interpretation of the situation in order to overcome the possible unexpected outcome that complexity might cause. Therefore, the following hypothesis is posited:

H11: *Environmental complexity positively affects a salesperson's self-serving mental model of the selling environment.*

Management Role Modeling

Management role modeling “theorizes that because employees learn what is expected of them and how they should behave from watching the actions of managers, companies can attempt to shape the behavior of the masses by having management serve as role models” (Jelinek and Ahearne 2006, p. 334). The management role model

concept explored in this study, refers to a situation in which individuals in positions of authority within the organization practice behaviors that subordinates perceive as favorable, ethical and positive. When salespeople interact with effective role models, they are more likely to develop the appropriate mental model of the selling situation and of the organizational environment. On the other hand, when management role models are lacking or when management models express negative and unethical behaviors, salespeople are likely to follow or be left to interpret the selling situation and organizational climate as they choose. This is in line with Bandura's (1997) conclusion that people learn about how to interpret their environments from observing others and through direct experience. The knowledge that salespeople learn from their superiors can influence routines, behaviors, and strategies that they in turn use in selling situations and within the organization (Porter and Inks 2000). When salespeople see managers express a particular behavior or signal that a behavior (e.g., unethical behavior) is acceptable, it might be used to define the normative behavioral climate of the organization. For example, in the recent Wells Fargo scandal, it was reported that the deceptive tactics utilized by salespeople were not expressly communicated to them by managers. The deceptive selling tactics emerged because sales managers modeled the notion that sales personnel could explore any behavior required to achieve Wells Fargo's aggressive sales targets. According to some ex-employees of the bank, the use of deceptive sales tactics had become common across the organization (Arnold 2016).

On the basis of the preceding arguments, I propose that positive management role modeling will deter the development of biased, self-serving mental models by members of the organization:

H12: *Management ethical role modeling negatively affects a salesperson's self-serving: (a) mental model of the selling environment, and (b) mental model of the organizational environment.*

Organizational Justice

Organizational justice is defined as “an employee’s perception of the rightness or wrongness of his or her company’s handling and treatment of employees” (Jelinek and Ahearne 2006, p. 333). Previous research argues that justice enhances the value of a relationship, engenders greater trust and expectation of continuity and can influence partners’ negative emotions (Anderson and Weitz 1989; Kumar, Scheer, and Steenkamp 1995; Xia, Monroe, and Cox 2004). Justice in organizational settings can be described in two distinct categories: distributive justice and procedural justice. Distributive justice focuses on employee’s perceptions of the fairness of outcomes and management decisions, and primarily deals with whether rewards or punishments are distributed appropriately in a given situation. Conversely, procedural justice perception focuses on the process by which a decision is made and may include whether an employee was able to voice his or her opinion during the management decision-making process.

While the relationship between organizational justice and salesperson behavior has been examined in the literature (see Jelinek and Ahearne 2006b), the focus of this current study is to examine how organizational justice (or lack thereof) affects the representation of the selling situation and organizational environment in the mind of the salesperson. Specifically, I posit that both organizational justice factors, which describes a salesperson’s perception of how he/she is treated within the organization,

will influence the salesperson's representation of the job situation and the internal environment of the organization.

Organizational justice (or lack thereof) is associated with a salesperson's mental models, because employees learn from their environment and the people around them (Bandura 1997). In a study by Deconinck and Johnson (2013), the authors found that lack of organizational justice can lead to higher salesperson turnover. In addition, Anand, Ashforth, and Joshi (2005) suggest that employees who stay in a work environment that supports unfavorable behaviors are more likely to partake in the behavior or in other similar behaviors. Therefore, salespeople who stay in an organization where distributive and procedural justice are lacking, will be more likely to cope in such a work environment by developing a mental model that views injustice as justified in other job-related situations. Conversely, perception of organizational justice is likely to hinder the development of a biased interpretation of the job situation and work environment. Therefore, the following hypothesis is posited:

H13: *Distributive justice negatively affects a salesperson's self-serving: (a) mental model of the selling environment, and (b) mental model of the organizational environment.*

H14: *Procedural justice negatively affects a salesperson's self-serving: (a) mental model of the selling environment, and (b) mental model of the organizational environment.*

Personality Traits

Personality traits refer to a set of enduring characteristics that influence an individual's acts and dispositions in different circumstances (Dant, Weaven, and Baker 2013). Trait theories assume that: (1) all individuals have internal characteristics or traits related to psychological and behavioral tendencies, and (2) there are consistent and measurable differences between individuals based on these characteristics (Hawkins and Mothersbaugh 2013). Researchers have examined personality traits using various approaches, such as the multi-trait approach (e.g., the five-factor classification) and the single-trait approach (e.g., need for cognition) (Hawkins and Mothersbaugh 2013). In this current study, the single-trait approach is explored to examine the relationship between two sales-context relevant traits, sales self-esteem and trait cynicism, on a salesperson's mental model of the selling environment.

In general, self-esteem transcends different aspects of an individual's life (e.g., job, family, social activities). Sales self-esteem is a specific aspect of the salesperson's life that reflects the individual's felt degree of competence in performing the sales task (Baggozi 1980). Sales self-esteem refers to a salesperson's belief in his/her own ability to perform the sales task effectively (Schmitz and Ganesan 2015). Sales self-esteem is an important construct in the sales context, because it impacts the manner in which salespeople attribute and infer dispositions in themselves while performing the sales function. According to Schmitz and Ganesan (2014), "salespeople with high sales self-efficacy have a greater capacity to understand, prioritize and articulate customer expectations to internal constituents than do salespeople with lower sales self-efficacy" (p. 64). Thus, salespeople who perceive themselves as capable are more likely to

believe that their efforts will translate into good performance or outcomes (Walker, Churchill, and Ford 1977). This perception of capability is likely to influence them to develop a favorable interpretation of the job situation. For example, a salesperson who is confident of his/her capacity to be effective on the job, will likely interpret the job situation accordingly, such that favorable, positive and ethical selling tactics and strategies will be justified as appropriate in order to be successful on the job.

Therefore, since salespeople who are confident in their ability will likely get positive results, I predict that high self-esteem salespeople are less likely to develop a misrepresentation of the work-related environment (both internal and external). Hence, the following hypothesis is posited:

H15: *Sales self-esteem negatively affects a salesperson's self-serving: (a) mental model of the selling environment, and (b) mental model of the organizational environment.*

Trait cynicism refers to “a ubiquitous personality characteristic represented by an overarching frustration, disappointment, and contempt for others, including an inherent distrust of the motives that underlie actor behavior that is not malleable to situational cues” (Hochwarter et al. 2004, p. 46). Kanter and Mirvis (1989) suggested that trait cynics believe that human conduct is motivated exclusively by self-interest. In a recent study by Seriki et al. (2016), the authors find a strong and positive relationship between cynicism and the boundary spanner's job-related attributes. Building from these studies, sales people with high levels of trait cynicism are more likely to doubt or second-guess their own ability because of the perception that “the cards are already stacked against them”. Therefore, these salespeople are more likely to develop a

misrepresentation of the work-related environment (both internal and external).

Therefore, the following hypothesis is posited:

H16: *Trait cynicism positively affects a salesperson's self-serving: (a) mental model of the selling environment, and (b) mental model of the organizational environment.*

Salesperson's Mental Models of the Internal and External Environment

The multi-factor mediation model predicts that a salesperson's mental model of the internal environment of the organization will be related to the mental model of the external environment (i.e., selling environment). In other words, the mental model developed regarding the internal environment of the organization is likely to influence that of the external environment (i.e., the selling environment). Members of an organization sometimes share a consensus about the meaning of information, situations and events. This may imply that their various interpretations of these cues may be reconciled and a common belief can be developed (Daft and Weick 1984). In the social psychology research domain, the behavior that people express can be influenced by factors such as culture, subculture, social status, family and reference groups (Hawkins and Motherbaugh 2013). When applied to the organizational context, studies have shown that employees develop a belief system regarding the culture or internal environment of an organization. This may regulate the behavior and attitude that individual members express both within and outside the organization, especially in a job-related context (Goodman and Svyantek 1999; Sheridan 1999). As Anand, Ashforth, and Joshi (2005) point out, employees who stay in a work environment where a particular behavior or belief system is supported, will likely partake in the behavior or similar behaviors in other related contexts. This logic is applied in this study to predict

that a salesperson's mental model of the organizational environment will influence his/her mental model of the external environment.

Therefore, following the preceding arguments I posit that because of the influence of the group dynamics in predicting the attitude and behavior of individual members (Goodman and Svyantek 1999; Sheridan 1999), a salesperson's selling environment mental model will be influenced by the mental model of the internal environment of an organization. Thus, the following hypothesis is posited:

H17: *A salesperson's mental model of organizational environment positively affects mental model of the selling environment.*

Moderating Roles of Transformational Leadership

Transformational leadership. In general, the transformational leadership construct has been described as an essential supervisory resource that can help salespeople achieve desired job and behavioral objectives (Schmitz and Ganesan 2014). A transformational leader has been characterized "as one who articulates a vision of the future that can be shared with peers and subordinates, intellectually stimulates subordinates and pays considerable attention to individual differences among people" (Kevin et al. 2000, p. 385). Studies in various disciplines such as organizational behavior, social psychology and marketing have shown transformational leadership as having a positive effect on employees' job-related attitude, behavior and productivity (e.g., Bass 1990; Eagly et al. 2003, Schmitz and Ganesan 2014).

Following the preceding arguments, in a situation where a salesperson perceives complexity in the work environment to be inimical to job effectiveness, I expect transformational leadership behavior to attenuate the effect of this factor in influencing

a salesperson to develop biased, self-serving mental models. Thus, the following hypothesis is posited:

H18: *Strong core transformational leadership weakens the positive effect of organizational complexity on a salesperson's self-serving mental model of the selling environment.*

H19: *Strong core transformational leadership weakens the positive effect of organizational complexity on a salesperson's self-serving mental model of the organizational environment.*

Mental Models and Counterproductive Salesperson Behavior (CP-BEH)

As depicted in the multi-factor mediation model, the mental models that salespeople develop in response to factors (i.e., management/organizational, job-related and personality traits) are related to the occurrence of counterproductive behavior in the salesperson's role. In this section, the relationships between a salesperson's mental models and various types of CP-BEH are examined.

Ajzen's (2002) theory of planned behavior is particularly relevant to explore the relationship between a salesperson's mental models and CP-BEH. According to the theory of planned behavior (Ajzen 2002), human behavior is guided by "the belief about the likely consequences of the behavior, belief about the normative expectations of relevant others and the belief about the presence of factors that may further or hinder performance of the behavior" (Ajzen 2002, p. 665). These three tenets of the theory of planned behavior are explored in this study to justify the effects of salesperson's mental models on CP-BEH. The theory of planned behavior is relevant to this study because CP-BEH, like other negative workplace behaviors, is generally conceptualized as a

planned or voluntary behavior by the salesperson (Jelinek and Ahearne 2006; Robinson and Greenberg 1999). The tenets of Ajzen's (2002) theory of planned behavior are also relevant to this study, because the multi-factor mediation model depicts CP-BEH as influenced by a salesperson's reasoning that the behavior is an appropriate tool to achieve job-related goals and the reasoning that it will likely be accepted by relevant others.

Therefore, since an individual will likely express a behavior if he/she believes that the behavior will yield an expected consequence (Ajzen 2002), this study contends that a salesperson who has developed a biased, self-serving mental model of the selling environment will likely express counterproductive behavior towards his/her organization, customers and job. This relationship will be activated in the sales role because mental models describe or create a mental picture of a situation or environment in the mind of an individual (Johnson-Laird and Byrne 2012). Thus, the following hypothesis is posited:

H20: *A salesperson's self-serving mental model of the selling environment positively affects (a) CD-CB, (b) JD-CB, and (b) OD-CB.*

Consistent with the second tenet of Ajzen's (2002) theory of planned behavior, which states that a behavior is likely to be expressed if the individual believes that relevant others (such as co-workers and supervisor) are not likely to disapprove of it, the multi-factor mediation model contends that the mental model of the internal environment of the organization will influence the behavior that a salesperson will express in all job-related situations. For the context of this study, a salesperson develops a biased mental model of the internal environment of the organization, if he/she believes

that negative and unfavorable conducts are encouraged and promoted within the internal environment of the organization. Therefore, if a salesperson believes that negative and unfavorable conducts are encouraged and promoted within the organization, it is likely to increase the likelihood of such individual's expression of counterproductive behavior in all job-related situations. Thus, the following hypothesis is posited:

H21: *A salesperson's mental model of the organizational environment positively affects OD-CB.*

Mediating Role of Salesperson's Mental Models in the CP-BEH Model

One of the key contributions of this study is the prediction that a salesperson's mental models of the work-related environment will partially mediate the effects of certain factors on CP-BEH. Specifically, the mental model of the selling environment is predicted to mediate the effects of all influencing factors (managerial/organizational, job-related, and personality factors) on CP-BEH, and the mental model of the organizational environment is predicted to mediate the effect of management/organizational factors on CP-BEH directed at the organization.

Evidence shows that the effect of the direct effect proposition (the direct effect of certain factors on CP-BEH), explored in prior studies have resulted in minimal explanatory power (Jelinek and Ahearne 2006). Therefore, to better understand the explanatory power of these factors in the occurrence of CP-BEH, the partial mediation role of a salesperson's mental models is explored in this study. This partial mediation relationship draws from previous works conducted in the cognitive psychology literature (e.g., Ajzen 2002) and tenets of the theory of motivated reasoning (Kunda 1990), where the behavior that an individual expresses is conceptualized as the result of

some cognitive processing of factors in the environment. According to Ajzen (2002), understanding the cognitive consideration of factors surrounding a behavior will help to better understand whether the behavior will be expressed or not. Drawing from the logic of this perspective, when a salesperson encounters complexity in the customer environment, the decision to express CP-BEH behavior will be influenced by the individual's consideration of the likely effect of the behavior in resolving the complex situation (or not). In other words, if the salesperson believes that CP-BEH will help him/her to make sales in a complex customer environment, then such behavior is likely to be expressed.

In addition, I adopted the tenets of the theory of motivated reasoning (Kunda 1990) to develop the hypotheses. Specifically, I hypothesize that salespeople will develop biased, self-serving mental models after encountering trigger factors in the internal and external environment of the organization. That is, as these influencing factors appear to undermine sales effectiveness or the ability to achieve sales goals, salespeople will likely develop a biased mental model that will justify the use of CP-BEH as an appropriate coping tool. For instance, when a salesperson encounters complexity in the customer environment and this appears to undermine selling effectiveness, the theory of motivated reasoning (Kunda 1990) suggests that the individual is likely to interpret the situation in a manner where only a self-serving behavior will be deemed as appropriate. Conversely, when factors in the environment (internal and external) do not appear to undermine salesperson's job-related goals, a self-serving mental model is less likely to be effective in such a situation. Therefore, the following hypotheses are posited:

H22: *Salesperson's self-serving mental model of the selling environment mediates the effects of (a) complexity (organizational, customer, and environmental), (b) management role modeling, (c) sales self-esteem (d) and trait cynicism on CD-CB.*

H23: *Salesperson's self-serving mental model of the selling environment mediates the effects of (a) complexity (organizational, customer, and environmental), (b) management role modeling, (c) sales self-esteem and (d) trait cynicism on JD-CB.*

H24: *Salesperson's self-serving mental model of the selling environment mediates the effects of (a) complexity (organizational, customer, and environmental), (b) management role modeling, (c) sales self-esteem and (d) trait cynicism on OD-CB.*

The preceding logic also applies to a salesperson's mental model of organizational environment. As depicted in the multi-factor mediation model, a salesperson's mental model of the organizational environment will mediate the relationship between managerial/organizational factors and CP-BEH that is expressed within the organization (organization-directed CP-BEH). For example, when injustice is a commonplace phenomenon within an organization, employees will likely interpret the organizational climate as one where inter-personal injustice and other related negative conducts e.g., insubordination and sabotage will be overlooked. From this reasoning, the following mediation hypothesis is posited:

H25: *A salesperson's mental model of the organizational environment will mediate the effects of (a) organizational complexity, (b) management role modeling, and (c) sales self-esteem and (d) trait cynicism on OD-CB.*

Moderating Roles of Transformational Leadership and Sales Commission

The multi-factor mediation model suggests that the percentage of commission to total salary and transformational leadership resources made available to salespeople will moderate the effects of salesperson's mental models on CP-BEH, respectively. These moderating effects are discussed in the following subsections.

Transformational leadership. Since factors that could trigger biased, self-serving mental models in salespeople (i.e., organizational complexity, customer complexity and environmental complexity) are ubiquitous to the selling role, it is important to understand how sales managers can ameliorate the effects of the salesperson's mental model in influencing CP-BEH. In this pursuit, the moderating role of transformational leadership behavior in this relationship is examined because of its relevance to the sales profession (Boichuk et al. 2014). Transformational leadership behavior is an important resource that can help a salesperson's job objectives (Schmitz and Ganesan 2014). As previously mentioned, studies in various disciplines such as organizational behavior, social psychology and marketing have shown transformational leadership as having a positive effect on employees' job-related attitude and behavior (e.g., Bass 1990; Eagly et al. 2003, Schmitz and Ganesan 2014).

Therefore, in situations where a salesperson has developed a biased interpretation of the organizational environment, I expect transformational leadership behavior to attenuate the effect of this negative reasoning in contributing to the occurrence of CP-BEH expressed within the organization. The following hypothesis is, therefore, posited:

H26: *Strong core transformational leadership weakens the positive effect of the mental model of organizational environment on OD-CB.*

Percentage of commission to total salary. One of many factors that differentiate the sales role from other roles is the compensation structure for most salespeople. According to Boichuk et al. (2014), “the vast majority of sales force incentives are tied to short-term, individual, results-focused metrics” (p. 97). There are two different types of sales control systems—behavioral and outcome-based (Oliver and Anderson 1994). Outcome-based control “uses incentives to reward sales people in direct proportion to their sales outcomes (e.g., sales volume), whereas behavioral control often entails intense management involvement in training, monitoring, evaluating and compensating salespeople according to their selling behaviors rather than focusing on immediate sales outcomes” (Miao, Evans, and Zou 2007, p. 417). The use of commission-based compensation is an element of the outcome-based sales control system (Oliver and Anderson 1994). Studies examining the differences between behavioral and outcome-based incentive structures suggest that outcome-based metrics, which generally emphasize reward based on performance, may impact salesperson’s cognitions, affects and behavior negatively (e.g., Oliver and Anderson 1994).

Therefore, since high commission to total salary will likely incentivize salespeople to generate more sales, I expect that the positive effect of a salesperson’s biased mental model of the selling environment on customer-directed CP-BEH will be amplified for salespeople whose compensation includes a high percentage of commission, and vice versa. Therefore, the following hypothesis is posited:

H27: *A high percentage of commission to total salary strengthens the positive effect of a salesperson's self-serving mental model of the selling environment on customer-directed counterproductive behavior.*

Methodology

Constructs Measured

In addition to variables utilized in the direct model analysis (Chapter 3), the following variables were included in the multi-factor mediation model analysis.

Mediators: Mental Models

Salesperson's mental model of the selling environment (MMSE) describes a salesperson's understanding of routines and strategies required to achieve selling and customer acquisition goals. The construct is measured by a variable referred to as salesperson negative orientation. The items for this construct are adapted from Detert, Trevino, and Sweitzer's (2008) moral disengagement scale. This is a four-item, Likert scale.

Salesperson's mental model of organizational environment (MMOE) describes a salesperson's understanding of routines and strategies required to achieve personal and job-related goals within the organization. The construct is measured by a variable referred to as negative organizational climate. The items for this construct are adapted from the Boxx, Odom, and Dunn (1991). This is a three-item, Likert scale.

Moderators

Transformational leadership describes a leadership behavior that articulates a vision of the future that can be shared with peers and subordinates, intellectually

stimulates subordinates and pays high attention to individual differences among people (Kevin et al. 2000). The items for this construct are adapted from MacKenzie, Podsakoff, and Rich (2001). This is a four-item, Likert scale.

Percentage of commission to total salary is captured by a single-item measure. This refers to the proportion of the total salary of the salesperson that is expected to come from sales commissions.

CHAPTER 5

DATA ANALYSIS AND RESULTS

Following the data collection process, several analyses were conducted to establish the reliability and validity of the measures. The remainder of this section details these analyses and the procedures used to test the hypotheses advanced in the conceptual model (Figure 1).

Reliability and Validity

Reliability

To provide an initial examination of the underlying structure of the items in this study, an exploratory factor analysis (EFA) was performed using principal components of Varimax rotation. The EFA shows that all items loaded adequately on their respective scales. This is not unexpected, since all scale measures were adapted or modified from previous studies. Subsequent to this process, the reliabilities of the various scales were computed with coefficient alpha (α). To indicate a reliably measured construct, the alpha coefficients for each scale should be in excess of 0.7 (Nunnally 1978). Individual items of any scale failing to meet this threshold were assessed, and items with low item-to-total correlations were eliminated from their respective scales. Only one item was dropped from all of the scales in the examination during this process.

In addition to computing the alphas, composite reliabilities (CR) for all included constructs (Fornell and Larcker 1981) were computed. Composite reliabilities are inherently superior to coefficient alphas in assessing reliability, since they refute the assumption in calculating alphas that the indicators have equal factor loadings and error

variances (Styles 1998). The CR values of all latent constructs (except one, customer complexity 0.68) were greater than 0.70, the conventional benchmark of CR (Fornell and Larcker, 1981; Nunnally and Bernstein 1994). Table 9 provides a summary of newly included constructs' Cronbach alphas (CA) and composite reliability (CA).

Convergent Validity

To assess convergent validity, average variance extracted (AVE) of all latent constructs was computed. The results showed that all constructs (except one, customer complexity 0.49) were well above the recommended value of 0.50 (Bagozzi and Yi 1988) with a high average AVE of 0.60. These high AVE values support the case for convergent validity (Fornell and Larcker 1981).

Discriminant Validity

The AVEs were also used to assess discriminant validity. Discriminant validity of the measures was assessed by comparing the shared variance (correlation) between each pair of constructs against the product of the AVEs for these two constructs (Fornell and Larcker 1981). The largest shared variance was 0.48, which was lower than the study's smallest AVE value of 0.49. Since the shared variance observed is lower than the minimum of their AVEs within each possible pair of constructs, claims of discriminant validity can be supported. Table 9 provides a summary of constructs' AVEs and reliability estimates for the newly included variables. Table 10 provides all constructs' correlations and descriptive statistics.

Table 9
Psychometric Assessment of Measures (Newly included variables)

Construct	Reference	Items	Standardized Loading	CR	CA	AVE
Mental Model of the Selling Environment	Detert, Trevino, and Sweitzer's (2008)	Sometimes, hiding information from the customer is part of the sales game.	0.75	0.82	0.82	0.68
		Compared to other illegal things people do, putting pressure on customers to sell them more is not very serious.	0.73			
		Most sales people are pressured into behaving aggressively toward customers, and they shouldn't be blamed for it.	0.60			
		Some customers are too big to be hurt by a little bit of a lie.	0.72			
Mental Model of Organizational Environment	Boxx, Odom, and Dunn (1991)	In my company, the distortion of information for sales performance is encouraged.	0.63	0.82	0.87	0.74
		My firm does not believe in the details of job execution.	0.84			
		My firm does not believe in the importance of fairness in dealing with customers.	0.88			
Transformational leadership	Schmitz and Ganesan (2014)	My supervisor acts in ways that build my confidence.	0.85	0.89	0.89	0.68
		My supervisor expresses his/her confidence that we will achieve our goals.	0.83			
		My supervisor is able to get others committed to his/her dream sales target.	0.88			
		My supervisor leads by "doing", rather than simply "telling".	0.73			
Percentage of commission to salary ^b		Approximately, what percent of your income comes from commission?				

^bone-item measure; CR = Composite Reliability; CA = Cronbach's alpha; AVE = Average Variance Extracted. All standardized factor loadings are statistically significant at $p = 0.01$.

Table 10
Correlations and Descriptive Statistics

	Mean	SD	1	2	3	4	5	6	7	8	9
1. Organizational complexity	2.57	1.14									
2. Customer complexity	3.30	1.11	0.34**								
3. Environmental complexity	3.31	0.99	0.24**	0.18**							
4. Ethical role modeling	3.01	1.14	-0.32**	-0.08	-0.10						
5. Distributive justice	3.62	1.30	-0.32**	-0.03	-0.05	0.32**					
6. Procedural justice	3.22	1.34	-0.27**	-0.01	-0.07	0.41**	0.49**				
7. Sales self-esteem	3.65	0.96	-0.02	0.10*	0.09	0.08	0.16**	0.17**			
8. Trait cynicism	3.44	1.01	0.21**	0.10*	0.19**	-0.26**	-0.18**	-0.14**	-0.06		
9. Mental model of the selling environment	2.04	0.95	0.32**	0.13**	0.10*	-0.27**	-0.22**	-0.23**	-0.07	0.26**	
10. Mental model organizational environment	2.07	1.11	0.26**	0.08	0.06	-0.32**	-0.24**	-0.28**	-0.04	0.23**	0.37**
11. Customer-Directed CP-BEH	2.01	0.98	0.32**	0.14*	0.01	-0.28**	-0.15**	-0.22**	-0.02	0.11*	0.38**
12. Job-Directed CP-BEH	2.72	1.12	0.34**	0.11*	0.16*	-0.29**	-0.28**	-0.22**	-0.22**	0.18**	0.36**
13. Organization-Directed CP-BEH	1.96	0.87	0.22**	0.16**	0.03	-0.32**	-0.12**	-0.14**	0.05	0.21**	0.46**
14. Transformational leadership	3.52	0.96	-0.10**	0.08	-0.03	0.24**	0.32**	0.42**	0.16**	-0.06	-0.17**
15. <i>Variety seeking</i> ^a	3.44	1.76	-0.09*	0.03	0.08	0.03	0.04*	0.09	0.07*	-0.07	0.10

^a = Marker variable; Notes: N = 400; *p ≤ 0.05; **p ≤ 0.01

Table 10 (cont.)
Correlations and Descriptive Statistics

	Mean	SD	10	11	12	13	14	15
10. Mental model organizational environment	2.07	1.11						
11. Customer-Directed CP-BEH	2.01	0.98	0.32**					
12. Job-Directed CP-BEH	2.72	1.12	0.37**	0.33**				
13. Organization-Directed CP-BEH	1.96	0.87	0.29**	0.27**	0.31**			
14. Transformational leadership	3.52	0.96	-0.25**	-0.16**	-0.21*	-0.12*		
15. <i>Variety seeking</i> ^a	3.44	1.76	-0.02	-0.06	0.03	0.01	0.04*	1

^a = Marker variable; Notes: N = 400; *p ≤ 0.05; **p ≤ 0.01

Common Method Bias

Because all of the measures in this study (predictor and outcome variables) were collected from a singular source (sales people only), common method variance (CMV) may contaminate the model relationships (Podsakoff et al. 2003).

Common method variance (CMV) “refers to the amount of spurious covariance shared among variables because of the common method used in collecting data” (Malhotra, Kim, and Patil 2006, p. 1865). Common method variance has been noted to be a source of potential bias in survey-based research (Podsakoff et al. 2003). Careful planning can reduce this bias and post hoc analyses can estimate and partial out its impact (Podsakoff et al. 2003). To assess the potential bias of common method variance in this study, two techniques were utilized: (i) Harman’s single-factor test (Podsakoff et al. (2003), and (ii) Lindell and Whitney’s (2001) correlational marker technique. Harman’s single-factor test analysis showed that a single factor did not emerge or account for the majority of the variance in the hypothesized model (Figure 1). Analysis shows that a single factor explained only 20 percent of the variance in the model. While the Harman’s single-factor test is simple and straightforward, the technique has many limitations (Malhotra, Kim, and Patil 2006). For instance, as the number of latent variables increases (like the case in this study), one factor is less likely to account for the majority of the variance in the manifest variables (Malhotra, Kim, and Patil 2006).

To further assess the degree of CMV, the CFA with a marker variable procedure developed by Williams, Hartman, and Cavazotte (2010) was utilized. This method has been applied in various marketing research settings (e.g., Fang, Palmatier, and Evans 2008) and consists of adding a marker variable linked to all of the exogenous variables

used in the structural model. The marker variable should be theoretically unrelated to most scales used in the questionnaire (Williams, Hartman, and Cavazotte 2010).

Variety-seeking behavior was the marker variable used that is believed to be theoretically unrelated to most constructs in the conceptual model. Variety-seeking behavior refers to the tendency for an individual to seek multiple items at the same time, or switch away from the item consumed on the last occasion. This variable was measured with three items adopted from Grunhagen, Dant, and Zhu (2012). This scale has a Cronbach's alpha of 0.71. To test for CMV bias, all items under each construct in the conceptual model were connected to the common latent factor (i.e., marker variable) and the loadings were set to be equal. The analysis shows that the restricted loadings from the marker variable to individual items are 0.502. The common method variance, which is the square of that value, is 0.25. This value (0.25) is below the threshold of 50 percent (Williams, Hartman, and Cavazotte 2010). The approach suggested by Lindell and Whitney (2001) to adjust model correlations was then followed.

The correlations of the marker variable and all other constructs in the conceptual model were first examined. According to Lindell and Whitney (2001), the second lowest positive correlation between variables in the conceptual model and the marker variable can be used to modify the uncorrected (original) correlation estimates. The second lowest positive correlation in this case was 0.04. Based on this estimate, CMV-adjusted correlations using the formula suggested by Lindell and Whitney (2001) were utilized. The differences between the original and CMV-adjusted correlations are relatively small (see Appendix 3 for table showing original correlation estimates and CMV-adjusted correlation estimates).

Subsequently, a path analysis (all direct effects) using the original (uncorrected) correlations and the CMV-adjusted correlations was conducted to acquire and compare the change in model fit. The CMV-adjusted path estimates (χ^2 [15] = 39.73; AIC = 12319.04; BIC = 12570.50) are close in size to the original correlation estimates (χ^2 [15] = 38.50; AIC = 12402.19; BIC = 12598.65). Chi-square difference tests (Bollen 1989) were also conducted to compare the two estimates. The results indicated that the unadjusted path estimates were not statistically different from the CMV-adjusted estimates ($\Delta\chi^2(1) = 1.23, p < .05$). This suggests that a threat of common method variance does not appear to compromise the findings.

Measurement Model

A confirmatory factor analysis (CFA) was run to assess the properties of the latent variables. Model parameters were estimated using the maximum likelihood method in Mplus 4.2 (Muthen and Muthen 2006). The measurement model yielded supportive fit indices: χ^2 [996] = 1572, confirmatory fit index [CFI] = 0.94, Tucker-Lewis index [TLI] = 0.93, root mean square error of approximation [RMSEA] = 0.04; and standard root mean square residual [SRMR] = 0.049. As Table 9 shows, all-item standardized factor loadings were significant relative to their focal latent constructs.

Structural Model

Parameters in the structural model were estimated using the maximum likelihood method in Mplus 4.2 (Muthen and Muthen 2006). The moderation effects of transformational leadership (H18, H19, and H26) and percentage of commission to salary (H27) were assessed by forming interaction terms. These terms are products of moderator variables (including transformational leadership and percentage of

commission to total salary) and corresponding mediator variables (such as salesperson's mental model of the selling environment and mental model of organization environment).

The first step was to specify a model to estimate all direct effects but not the interaction effects with transformational leadership and percentage of commission to salary. The model fit the data satisfactorily: $\chi^2 [1000] = 1676$, confirmatory fit index [CFI] = 0.94, Tucker-Lewis index [TLI] = 0.93, root mean square error of approximation [RMSEA] = 0.04, standard root mean square residual [SRMR] = 0.05, Akaike [AIC] = 44620.41 and Bayesian [BIC] = 45514.50. The full model with the interaction effects was estimated. Tables 11-13 summarize the results of the structural model (multi-factor mediation model) that are discussed.

Table 11
Results: Factors Affecting Mental Models

Dependent Variable and Predictors	Std. Estimate	p-value	R²
Mental Model of the Selling Environment			0.51
Organizational complexity	0.17	0.01	
Customer complexity	0.08	0.05	
Environmental complexity	0.11	0.01	
Ethical role modeling	-0.07	0.40	
Distributional Justice	0.02	0.72	
Procedural Justice	-0.04	0.53	
Sales self-esteem	0.05	0.25	
Trait cynicism	0.18	0.001	
Mental model of organizational environment	0.32	0.001	
Moderator: Transformational leadership (TRFD)	0.01	0.86	
Interaction Effect: Organizational complexity x TRFD	0.10	0.13	
<i>Control Variable: Industry dummy</i>	-0.08	0.27	
<i>Control Variable: Sales Experience</i>	-0.04	0.31	
<i>Control Variable: Turnover Intention</i>	-0.03	0.61	
Mental Model of Organizational Environment			0.38
Organizational complexity	0.10	0.001	
Ethical role modeling	-0.44	0.001	
Distributional Justice	0.06	0.27	
Procedural Justice	-0.03	0.65	
Sales self-esteem	0.01	0.82	
Trait cynicism	0.03	0.54	
Moderator: Transformational leadership (TRFD)	-0.07	0.04	
Interaction Effect: Organizational complexity x TRFD	-0.06	0.05	
<i>Control Variable: Industry dummy</i>	-0.03	0.58	
<i>Control Variable: Sales Experience</i>	0.06	0.32	
<i>Control Variable: Turnover Intention</i>	0.03	0.37	

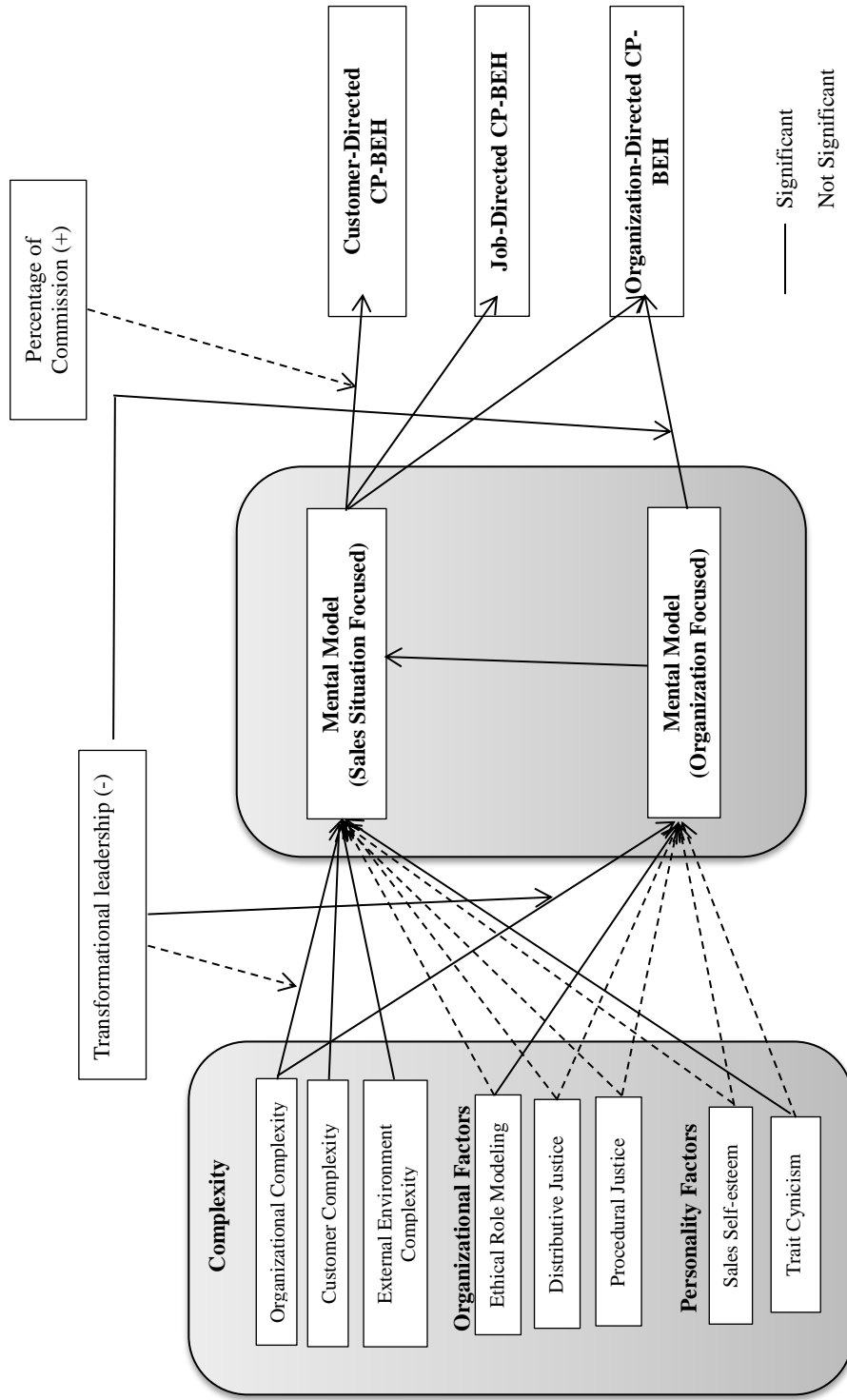
Table 12
Results: Factors Affecting Customer-Directed and Job-Directed CP-BEH

Dependent Variable and Predictors	Std. Estimate	p-value	R²
Customer-Directed CP-BEH			0.67
Organizational complexity	0.12	0.01	
Customer complexity	-0.05	0.20	
Environmental complexity	0.05	0.40	
Ethical role modeling	-0.05	0.51	
Distributional Justice	-0.11	0.01	
Procedural Justice	0.01	0.69	
Sales self-esteem	0.02	0.59	
Trait cynicism	0.13	0.01	
Mental model of the selling environment (MMSE)	0.83	0.001	
Moderator: Percentage of Commission	0.04	0.10	
Interaction Effect: MMSE x Percentage of Commission	0.06	0.44	
<i>Control Variable: Industry dummy</i>	0.10	0.25	
<i>Control Variable: Sales Experience</i>	-0.02	0.32	
<i>Control Variable: Turnover Intention</i>	0.08	0.01	
Job-Directed CP-BEH			0.45
Organizational complexity	0.24	0.01	
Customer complexity	0.03	0.63	
Environmental complexity	0.15	0.28	
Ethical role modeling	-0.15	0.03	
Distributional Justice	-0.03	0.62	
Procedural Justice	0.03	0.53	
Sales self-esteem	-0.23	0.00	
Trait cynicism	-0.06	0.34	
Mental model of the selling environment	0.61	0.00	
<i>Control Variable: Industry dummy</i>	0.14	0.27	
<i>Control Variable: Sales Experience</i>	0.1	0.35	
<i>Control Variable: Turnover Intention</i>	0.17	0.00	

Table 13
Results: Factors Affecting Organization-Directed CP-BEH

Dependent Variable and Predictors	Std. Estimate	p-value	R2
Organization-Directed CP-BEH			0.51
Organizational complexity	0.05	0.30	
Customer complexity	0.04	0.21	
Environmental complexity	0.04	0.53	
Ethical role modeling	-0.25	0.00	
Distributional justice	-0.12	0.01	
Procedural Justice	0.03	0.51	
Sales Self-Esteem	-0.02	0.68	
Trait cynicism	0.01	0.82	
Mental model of the selling environment (MMSE)	0.73	0.00	
Mental model of organizational environment (MMOE)	0.20	0.05	
Moderator: Transformational Leadership	-0.06	0.09	
Interaction Effect: MMOE x Transformational Leadership	-0.07	0.05	
<i>Control Variable: Industry dummy</i>	-0.04	0.22	
<i>Control Variable: Sales Experience</i>	-0.06	0.68	
<i>Control Variable: Turnover Intention</i>	0.07	0.02	

Figure 4: Model 2 Results



Model Results

H9 – H16 predict that trigger factors in the internal and external environment of the selling organization will directly influence biased mental models in salespeople. In addition, a salesperson's mental model of the organizational environment is predicted to directly influence the mental model of the selling environment (H17). The hypotheses for the relationships are as follows:

H9: *Organizational complexity positively affects a salesperson's self-serving: (a) mental model of the selling environment, and (b) mental model of the organizational environment.*

H10: *Customer complexity positively affects a salesperson's self-serving mental model of the selling environment.*

H11: *Environmental complexity positively affects a salesperson's self-serving mental model of the selling environment.*

H12: *Management ethical role modeling negatively affects a salesperson's self-serving: (a) mental model of the selling environment, and (b) mental model of the organizational environment.*

H13: *Distributive justice negatively affects a salesperson's self-serving: (a) mental model of the selling environment, and (b) mental model of the organizational environment.*

H14: *Procedural justice negatively affects a salesperson's self-serving: (a) mental model of the selling environment, and (b) mental model of the organizational environment.*

H15: *Sales self-esteem negatively affects a salesperson's self-serving: (a) mental model of the selling environment, and (b) mental model of the organizational environment.*

H16: *Trait cynicism positively affects a salesperson's self-serving: (a) mental model of the selling environment, and (b) mental model of the organizational environment.*

H17: *A salesperson's mental model of organizational environment positively affects mental model of the selling environment.*

Tables 14a and 14b show the results of these hypothesized relationships. They show mixed support for the direct effect of trigger factors in influencing biased, self-serving mental models in salespeople. Analysis shows that organizational complexity has a direct, positive effect on salesperson's mental model of the selling environment and mental model of the organizational environment ($\beta = 0.17$, $p = 0.01$ and $\beta = 0.10$, $p = 0.001$, respectively), thus supporting H9a and H9b. This result indicates that complexity in the internal environment of the organization can influence salespeople to develop a biased, self-serving mental model of the work environment.

H10 predicts a direct, positive effect of customer complexity on a salesperson's mental model of the selling environment. Analysis has shown that customer complexity in the customer environment, which describes the degree to which salespeople must respond to a diverse array of customer needs and personnel involved with various buying processes in carrying out their jobs, has a direct, positive effect on the salespeople biased, self-serving mental model of the selling environment ($\beta = 0.08$, $p = 0.05$), thus supporting H10. The analysis also shows that complexity in the external market environment (external environmental complexity) has a direct, positive effect on a salesperson's mental model of the selling environment ($\beta = 0.11$, $p = 0.01$) supporting

H11. These results indicate that salespeople may develop a biased representation of the work-related environment, when exposed to organizational, customer and environmental complexity.

The analysis reveals that management ethical role modeling has no direct effect on salesperson's mental model of the selling environment ($\beta = -0.07$, $p = 0.40$), thus failing to support H12a. However, the analysis reveals a direct, negative effect of management ethical role modeling on a salesperson's mental model of organizational environment ($\beta = -0.44$, $p = 0.001$) in support of H12b. Based on these results, salespeople who are exposed to positive and ethical role models are less likely to develop a biased, self-serving mental model of organizational environment. The analysis also reveals that both distributive and procedural justice do not have a direct effect on a salesperson's mental model of the selling environment ($\beta = 0.02$, $p = 0.72$; $\beta = -0.04$, $p = 0.53$, respectively), thus failing to support H13a and H14a. Similarly, the predicted negative effects of distributive ($\beta = 0.06$, $p = -0.27$) and procedural justice ($\beta = -0.03$, $p = 0.65$) on the mental model of organizational environment in H3b and H14b were not supported.

H15 and H16 predict that the salesperson's personality factors (sales self-esteem and trait cynicism) will contribute to biased mental models. The analysis shows that sales self-esteem does not have effect on either the mental model of the selling environment ($\beta = 0.05$, $p = 0.25$) or the mental model of the organizational environment ($\beta = 0.01$, $p = 0.82$), thus failing to support H15a and H15b. However, the analysis shows that trait cynicism ($\beta = 0.18$, $p = 0.001$) positively contributes to the mental model of the selling environment but has no effect on the mental model of the

organizational environment ($\beta = 0.03$, $p = 0.54$), thus supporting H16a and failing to support H16b.

Finally, H17 predicts a direct, positive effect of a salesperson's mental model of organizational environment on the individual's mental model of the selling environment. The analysis provides support for this prediction ($\beta = 0.32$, $p = 0.001$), thus supporting H17.

Table 14 summarizes the results of these hypothesized relationships (H9-H17).

Table 14
Factors Affecting Salesperson's Mental Model of the Selling Environment

Dependent Variable	Independent Variable	Std. Estimate	p-value	Result
Mental model of the selling environment	Organizational complexity	0.17	0.01	H9a: Supported
	Customer complexity	0.08	0.05	H10: Supported
	Environmental complexity	0.11	0.01	H11: Supported
	Management ethical role model	-0.07	0.40	H12a: Not Supported
	Distributive justice	0.02	0.72	H13a: Not Supported
	Procedural justice	-0.04	0.53	H14a: Not Supported
	Sales self-esteem	0.05	0.25	H15a: Not Supported
	Trait cynicism	0.18	0.001	H16a: Supported
	Mental model of organizational environment.	0.32	0.001	H17: Supported

Table 14 (cont.)
Factors Affecting Salesperson's Mental Model of Organizational Environment

Dependent Variable	Independent Variable	Std. Estimate	p-value	Result
Mental model of organizational environment	Organizational complexity	0.10	0.001	H9b: Supported
	Management ethical role model	-0.44	0.001	H12b: Supported
	Distributive justice	0.06	0.27	H13b: Not Supported
	Procedural justice	-0.03	0.65	H14b: Not Supported
	Sales self-esteem	0.01	0.82	H15b: Not Supported
	Trait cynicism	0.03	0.54	H16b: Not Supported

Moderating Effect of Transformational Leadership Behavior

H18 and H19 predict that transformational leadership behavior will attenuate the effect of organizational complexity in influencing biased mental models in salespeople.

The hypotheses for the relationships are as follows:

H18: *Strong transformational leadership behavior weakens the positive effect of organizational complexity on a salesperson's self-serving mental model of the selling environment.*

H19: *Strong transformational leadership behavior weakens the positive effect of organizational complexity on a salesperson's mental model of the organizational environment.*

Table 15 details the results of these hypothesized relationships. The results show no support for the moderating effect of transformational leadership behavior on the effect of organizational complexity on the salesperson's mental model of the selling environment ($\beta = 0.10$, $p = 0.13$), thus failing to support H18. However, in support of H19, the analysis shows a negative, significant moderating effect of transformational leadership behavior on the effect of organizational complexity on a salesperson's mental model of the organizational environment ($\beta = -0.06$, $p = 0.05$).

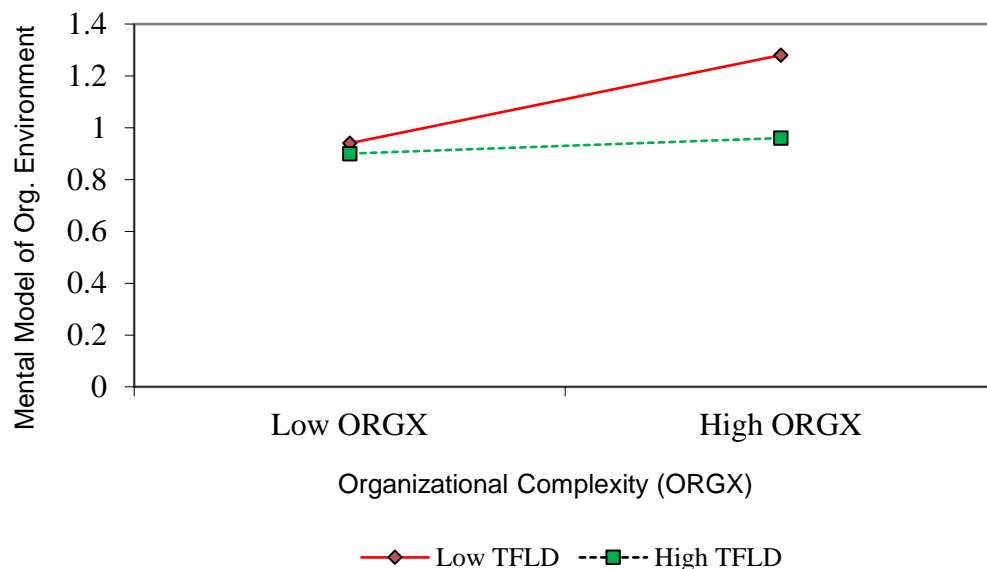
Table 15
Moderating Effect of Transformational leadership Behavior on Salesperson's Mental Models (H18 -H19)

Dependent Variable	Independent Variable	Std. Estimate	p-value	Result
Mental model of the selling environment	Organizational complexity x Transformational leadership	0.10	0.13	H18: Not Supported
Mental model of organizational environment	Organizational complexity x Transformational leadership	-0.06	0.05	H19: Supported

To separate out the significant moderation effect in H19, the direct moderating effect conditional on different levels of transformational leadership was tested using Aiken and West's (2012) technique. Specifically, high and low levels of the moderating variable were defined as one standard deviation above and below the mean, and then the slopes of organizational complexity (independent variable) were calculated, as summarized in Figure 5. Consistent with H19, the positive effect of organizational complexity on a salesperson's biased mental model of organizational environment weakens when transformational leadership is high but became stronger when transformational leadership is low.

FIGURE 5

Interaction Effect of Transformational Leadership (TFLD) x Organizational Complexity (ORGX) on Mental Model of Organizational Environment (MMOE)



Direct Effects of Salesperson’s Mental Models on Counterproductive Behavior

H20: Salesperson’s self-serving mental model of the selling environment positively affects (a) CD-CB, (b) JD-CB, and (c) OD-CB.

H21: Salesperson’s mental model of organizational environment positively affects OD-CB.

Tables 16a, 16b, and 16c detail the results of these hypothesized relationships. The results show strong support for the direct effect of salesperson’s mental models on CP-BEH. Specifically, the analysis shows that a salesperson’s mental model of the selling environment has a direct, positive effect on CD-CB, JD-CB, and OD-CB ($\beta = 0.83$, $p = 0.001$ and $\beta = 0.61$, $p = 0.001$, and $\beta = 0.73$, $p = 0.001$, respectively), thereby supporting H20a, 20b, and 20c. H21 is also supported; indicating that a salesperson’s mental model of the organizational environment influences OD-CB ($\beta = 0.20$, $p = 0.05$).

Table 16a
Effect of Mental Model of the Selling Environment on CD-CB

Dependent Variable	Independent Variable	Std. Estimate	p-value	Result
CD-CB	Mental model of the selling environment	0.83	0.001	H20a: Supported

Table 16b
Effect of Mental Model of the Selling Environment on JD-CB

Dependent Variable	Independent Variable	Std. Estimate	p-value	Result
JD-CB	Mental model of the selling environment	0.61	0.001	H20b: Supported

Table 16c
Effect of Mental Models on OD-CB

Dependent Variable	Independent Variable	Std. Estimate	p-value	Result
OD-CB	Mental model of the selling environment	0.73	0.001	H20c: Supported
	Mental model of organizational environment	0.20	0.05	H21: Supported

Mediation Analysis

In addition to assessing the direct impact of trigger factors on salesperson's mental models, the conceptual model also suggests that both the selling and organizational environment mental models will mediate the effects of trigger factors on CP-BEH (i.e., CD-CB, JD-CB, and OD-CB), such that the impact of this mediation relationship explains CP-BEH greater than the direct effect of an individual factor.

These hypotheses are as follows:

H22: *Salesperson's mental model of the selling environment mediates the effects of (a) complexity (i: organizational, ii: customer and iii: environmental), (b) management role modeling, (c) distributive justice, (d) procedural justice, (e) sales self-esteem and (f) trait cynicism on CD-CB.*

H23: *Salesperson's self-serving mental model of the selling environment mediates the effects of (a) complexity (i: organizational, ii: customer and iii: environmental), (b) management role modeling, (c) distributive justice, (d) procedural justice, (e) sales self-esteem and (f) trait cynicism on JD-CB.*

H24: *Salesperson's self-serving mental model of the selling environment mediates the effects of (a) complexity (i: organizational, ii: customer and iii: environmental), (b) management role modeling, (c) distributive justice, (d) procedural justice, (e) sales self-esteem and (f) trait cynicism on OD-CB.*

H25: *A salesperson's mental model of the organizational environment mediates the effects of (a) organizational complexity, (b) management role modeling, (c) distributive justice, (d) procedural justice, (e) sales self-esteem and (f) trait cynicism on OD-CB.*

Tables 17, 18, 19 and 20 show the results for this mediation analyses. In the mediation model, H22, H23, and H24 predict the mediation role of a salesperson’s mental model of the selling environment on the effects of trigger factors on CD-CB, JD-CB, and OD-CB, respectively. As Table 21 shows, salesperson’s mental model of the selling environment mediates the effects of organizational complexity, customer complexity and environmental complexity on CD-CB ($\beta = 0.14$, $p < .05$, $\beta = 0.06$, $p < 0.05$, $\beta = 0.09$, $p < 0.05$, respectfully), thus supporting H22a (i, ii, iii). The predicted indirect effects of management role modeling ($\beta = -0.06$, $p > 0.05$), distributive justice ($\beta = 0.02$, $p > 0.05$), procedural justice ($\beta = -0.06$, $p > 0.05$), and sales self-esteem ($\beta = 0.04$, $p > 0.05$) on CD-CB were not supported. Hence, the analysis failed to support H22b, H22c, H22d, and H22e. However, the analysis supports H22f, which predicts that the mental model of the selling environment will mediate the effect of trait cynicism on CD-CB ($\beta = 0.15$, $p < 0.05$).

Table 17
Mediation Effect of Mental Model of the Selling Environment (MMSE)

Dependent Variable	Trigger Variable	Direct Effect	p-value	Indirect Effect via MMSE	p-value	Result
CD-CB	Organizational complexity	0.18	0.01	0.14	<.05	H22ai: Supported
	Customer complexity	0.05	0.49	0.06	<.05	H22aii: Supported
	Environmental complexity	0.1	0.19	0.09	<.05	H22aiii: Supported
	Management ethical role model	-0.27	0.01	-0.06	>.05	H22b: Not Supported
	Distributive justice	-0.15	0.04	0.02	>.05	H22c: Not Supported
	Procedural justice	-0.05	0.48	-0.03	>.05	H22d: Not Supported
	Sales self-esteem	0.05	0.31	0.04	>.05	H22e: Not Supported
	Trait cynicism	-0.04	0.25	0.15	<.05	H22f: Supported

Table 18 shows the results for the mediation effect of the mental model of the selling environment (MMSE) in the relationship between organizational complexity, customer complexity, environmental complexity, management role modeling, distributive justice, procedural justice, sales self-esteem and trait cynicism on JD-CB as predicted in H23a_(i, ii, iii), H23b, H23c, H23d, H23e, and H23f. The results show that a salesperson's mental model of the selling environment mediates the effect of organizational complexity ($\beta = 0.10$, $p < 0.05$), customer complexity ($\beta = 0.04$, $p < 0.05$), and environmental complexity ($\beta = 0.07$, $p < .05$) on JD-CB, thus supporting H23a_(i, ii, iii). The predicted indirect effects of management role modeling ($\beta = -0.04$, $p > 0.05$), distributive justice ($\beta = -0.01$, $p > 0.05$), procedural justice ($\beta = -0.02$, $p > 0.05$), and sales self-esteem ($\beta = 0.03$, $p > 0.05$) on JD-CB were not supported. Hence, the analysis fails to support H23b, H23c, H23d, and H23e. However, the analysis supports H23f, which predicts that the mental model of the selling environment will mediate the effect of trait cynicism on JD-CB ($\beta = 0.11$, $p < 0.05$).

Table 18

Mediation Effect of Mental Model of the Selling Environment (MMSE)

Dependent Variable	Trigger Variable	Direct Effect	p-value	Indirect Effect via MMSE	p-value	Result
JD-CB	Organizational complexity	0.21	0.01	0.10	<.05	H23ai: Supported
	Customer complexity	0.06	0.79	0.04	<.05	H23aii: Supported
	Environmental complexity	0.04	0.57	0.07	<.05	H23aiii: Supported
	Management ethical role model	-0.24	0.01	-0.04	>.05	H23b: Not Supported
	Distributive justice	-0.03	0.65	-0.01	>.05	H23c: Not Supported
	Procedural justice	0.03	0.68	-0.02	>.05	H23d: Not Supported
	Sales self-esteem	-0.13	0.01	0.03	>.05	H23e: Not Supported
	Trait cynicism	0.04	0.37	0.11	<.05	H23f: Supported

Table 19 shows the results for the mediation effect of the mental model of the selling environment (MMSE) in the relationship between organizational complexity, customer complexity, environmental complexity, management role modeling, sales self-esteem and trait cynicism on OD-CB as predicted in H24a(i, ii, iii), H24b, H24c, and H24d. The results show that a salesperson's mental model of the selling environment mediates the effect of organizational complexity ($\beta = 0.12$, $p < 0.05$), customer complexity ($\beta = 0.05$, $p < 0.05$) and environmental complexity ($\beta = 0.08$, $p < .05$) on OD-CB, thus supporting H24a(i, ii, iii). The predicted indirect effects of management role modeling ($\beta = -0.05$, $p > 0.05$), distributive justice ($\beta = 0.01$, $p > 0.05$), procedural justice ($\beta = -0.03$, $p > 0.05$) and sales self-esteem ($\beta = 0.03$, $p > 0.05$) on OD-CB were not supported. Therefore, the analysis fail to support H24b, H24c, H24d, and H24e. However, the analysis supports H24f, which predicts that mental model of the selling environment will mediate the effect of trait cynicism on OD-CB ($\beta = 0.13$, $p < 0.05$).

Table 19
Mediation Effect of Mental Model of the Selling Environment (MMSE)

Dependent Variable	Trigger Variable	Direct Effect	p-value	Indirect Effect via MMSE	p-value	Result
OD-CB	Organizational complexity	0.10	0.16	0.12	<.05	H24ai: Supported
	Customer complexity	0.04	0.4	0.05	<.05	H24aai: Supported
	Environmental complexity	-0.03	0.64	0.08	<.05	H24aiii: Supported
	Management ethical role model	-0.41	0.01	-0.05	>.05	H24b: Not Supported
	Distributive justice	-0.16	0.01	0.01	>.05	H24c: Not Supported
	Procedural justice	-0.04	0.36	-0.03	>.05	H24d: Not Supported
	Sales self-esteem	0.02	0.72	0.03	>.05	H24e: Not Supported
Trait cynicism	0.04	0.07	0.13	<.05	H24f: Supported	

H25 predicts that the salesperson's mental model of the organizational environment will mediate the effects of organizational complexity, ethical role modeling, distributive justice, procedural justice, sales self-esteem and trait cynicism on OD-CB. Table 20 shows the results of these predictions. The analysis shows significant coefficients for the indirect effects of organizational complexity ($\beta = 0.02$, $p < 0.05$) and management ethical role modeling ($\beta = -0.09$, $p < 0.05$) on OD-CB, hence supporting H25a and H25b. However, the predicted indirect effects of distributive justice ($\beta = -0.01$, $p > 0.05$), procedural justice ($\beta = -0.01$, $p > 0.05$), sales self-esteem ($\beta = 0.02$, $p > 0.05$) and trait cynicism ($\beta = 0.06$, $p > 0.05$) on OD-CB were not supported, rejecting H25c, H25d, H25e, and H25f.

Table 20
Mediation Effect of Mental Model of Organizational Environment (MMOE)

Dependent Variable	Trigger Variable	Direct Effect	p-value	Indirect Effect via MMOE	p-value	Result
OD-CB	Organizational complexity	0.1	0.16	0.02	<.05	H25a: Supported
	Management ethical role model	-0.41	0.01	-0.09	<.05	H25b: Supported
	Distributive justice	-0.16	0.01	-0.01	>.05	H25c: Not Supported
	Procedural justice	-0.04	0.36	-0.01	>.05	H25d: Not Supported
	Sales self-esteem	0.02	0.72	0.02	>.05	H25e: Not Supported
	Trait cynicism	0.04	0.07	0.06	>.05	H25f: Not Supported

Moderation Analysis

The moderating roles of transformational leadership and the percentage of commission to total salary in the multi-factor mediation model were examined in H26 and H27, respectively. Specifically, the multi-factor mediation model suggests that these two management controllable variables will affect the relationships between the

salesperson's mental model of the selling environment, mental model of the organizational environment and salesperson's counterproductive behaviors. These hypotheses are as follows:

H26: *Strong transformational leadership weakens the positive effect of the mental model of organizational environment on OD-CB.*

H27: *High percentage of commission to total salary strengthens the positive effect of the salesperson's self-serving mental model of the selling environment on CD-CB.*

Table 21 provides the standardized coefficients for these moderation predictions, while Figure 3 illustrates the effect of the significant moderating variable. H26 predicts that strong transformational leadership will weaken the positive effect of a salesperson's mental model of the organizational environment on OD-CB. In line with this prediction, the analysis shows that when transformational leadership is available to salespeople, the effect of the mental model of organizational environment on OD-CB is weakened ($\beta = -0.07$, $p = 0.05$), thus supporting H26. H25 predicts that a high percentage of sales commission to total salary will strengthen the positive effect of salesperson's mental model of the selling environment on CD-CB. The analysis did not support this prediction ($\beta = 0.06$, $p = 0.44$).

To separate out the only significant result (H26), the direct moderating effect conditional on different levels of transformational leadership was tested using Aiken and West's (2012) technique. Specifically, high and low levels of the moderating variable were defined as one standard deviation above and below the mean, and then the slopes of the salesperson's mental model of the organizational environment (independent variable) were calculated, as summarized in Figure 4. Consistent with

H26, the positive effect of the mental model of organizational environment (MMOE) on organization-directed CP-BEH weakens, when transformational leadership is high but became stronger when transformational leadership is low (Figure 4).

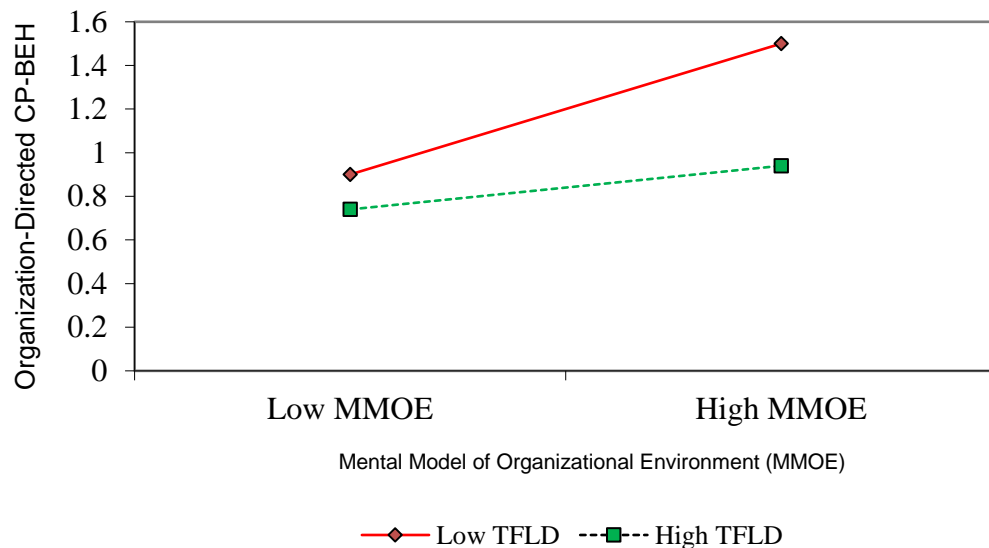
Standardized coefficients for the moderation analysis for H17 and H18 are provided in Table 26.

Table 21
Results: Moderation Analysis

Dependent Variable	Independent Variable	Std. Estimate	P-value	Result
OD-CB	Mental model of organization environment (MMOE)	0.73	0.01	
	Transformational leadership	-0.06	0.09	
	Interaction: MMOE x Transformational leadership	-0.07	0.05	H26: Supported
CD-CB	Mental model of the selling environment (MMSE)	0.83	0.001	
	Percent of commission to total salary	0.04	0.10	
	MMSE x Percent of commission to total salary	0.06	0.44	H27: Not Supported

FIGURE 6

Interaction Effect of a Salesperson's Mental Model of Organizational Environment (MMOE) x Transformational Leadership (TFLD) On Organization-Directed CP-BEH



Test of Rival Model

The consensus in structural equation modeling is that researchers should contrast results and estimates from a proposed model with that of a rival model (Casalo, Flavian, and Guinaliu (2008; Morgan and Hunt, 1994). Thus, to check the efficacy of the proposed multi-factor mediation model in understanding the phenomenon of CP-BEH, I compared the model with a rival model. Based upon Casalo, Flavian, and Guinaliu (2008), the proposed multi-factor mediation model is compared with the rival model on the following terms:

- a. Overall model fit.
- b. Number of model relationships that were statistically significant.
- c. Percentage of variance of the endogenous variables explained.

In the rival model, items of all counterproductive behavior variables (i.e., customer-directed, job-directed, and organization-directed) were merged together to form a single counterproductive construct (referred to as CP-BEH). This was suggested in the modification output generated by the analysis of the original model in Mplus 4.2. Also, studies (e.g., Serviere-Munoz and Mallin 2013) suggest that all negative workplace behaviors have similar effects on organizational outcomes. Therefore, the aim of the rival model was to test how the two mediating constructs (mental model of the selling environment and mental model of the organizational environment) proposed in this dissertation impact a single counterproductive behavior construct. The goal was also to explore how this rival model fits the data in comparison to the multi-factor mediation model (Figure 2).

To perform this test, a direct path was included from mental model of the selling environment and mental model of the organizational environment to “CPBEH”—the single construct, while other paths remain the same as in the original model (Figure 2). The rival model is depicted in Figure 6.

The relationships in the rival model were tested using the same analysis as hypotheses 1 through 27. First, the analysis shows that the rival model did not provide a better fit over the multi-factor mediation model (see Table 22). Second, results show that 9 out of 29 relationships are significant in the rival model whereas the 22 out of 51 hypothesized relationships are significant in the multi-factor mediation model (see Table 23). Lastly, the R^2 (variance explained) of endogenous variables (mental models and CP-BEH) in the rival model are smaller compared to the proposed conceptual model (multi-factor mediation model). These findings show that the rival, like the direct effect model in Figure 1, is not better than the proposed multi-factor mediation model in understanding the phenomenon of CP-BEH in the professional selling context. However, the rival model may also serve to support the role of mental models in the CP-BEH model as shown in this study.

Figure 7: Alternative Model

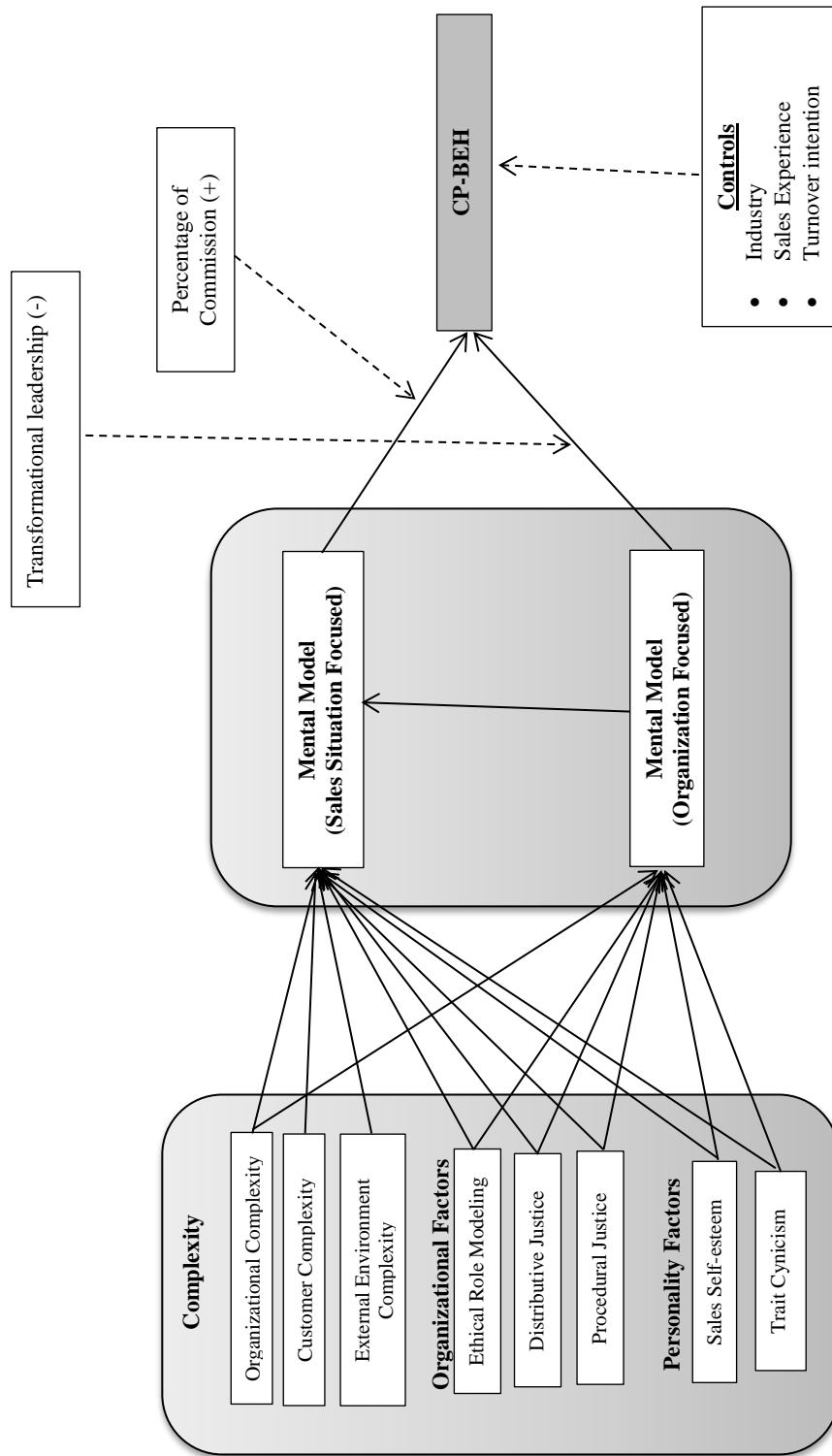


Table 22
Model Fit Comparison

	Multi-Factor Mediation Model	Rival Model
χ^2	1676	2789.09
<i>Df</i>	1000	1762
CFI	0.94	0.84
TLI	0.93	0.83
RMSEA	0.04	0.08
AIC	44620.41	45691.5
BIC	45514.5	46501.76

Table 23
Model Result: Rival Model

Variables	β	p-value	R2
MMSE			0.47
Organizational complexity	0.12	0.01	
Customer complexity	0.08	0.07	
Environmental complexity	0.05	0.03	
Ethical Role modeling	-0.06	0.52	
Distributinal Justice	0.07	0.70	
Procedural Justice	-0.05	0.50	
Sales self-esteem	0.1	0.35	
Trait cynicism	0.09	0.05	
MMOE	0.11	0.01	
MMOE			0.33
Organizational complexity	0.08	0.01	
Ethical Role modeling	-0.38	0.001	
Distributinal Justice	0.10	0.27	
Procedural Justice	-0.05	0.60	
Sales self-esteem	0.01	0.75	
Trait cynicism	0.05	0.50	
CP-BEH (Single Construct)			0.32
MMSE	0.30	0.02	
MMOE	0.09	0.02	
Organizational complexity	0.02	0.65	
Customer complexity	0.04	0.25	
Environmental complexity	0.05	0.56	
Ethical Role modeling	0.22	0.01	
Distributinal Justice	0.09	0.07	
Procedural Justice	0.04	0.26	
Sales self-esteem	-0.03	0.43	
Trait cynicism	-0.02	0.47	
Moderator: Percentage of commission (%Comm)	0.03	0.15	
Moderator: Transformational leadership (TRLD)	-0.10	0.11	
Interaction 1: MMSE x %Comm	0.01	0.72	
Interaction 2: MMOE x TRLD	0.05	0.12	

CHAPTER 6

DISCUSSION

This chapter discusses the results of the analyses performed in Chapter 5 in testing the hypotheses advanced in the multi-factor mediation model. I first discuss the results of the effect of organizational, job-related and personality factors on counterproductive salesperson behavior and salesperson mental models, and the mediation role of salesperson's mental models in the CP-BEH model. The results of the moderation effects of transformational leadership and percentage of sales commission to total salary in the conceptual model are also discussed. Since the intent of this study is to provide contributions to theory and management, I conclude by discussing the implications of the findings pertinent to these areas, as well as limitations for the study and potential avenues for future research.

Overview

The intent of this dissertation was to answer a set of questions pertaining to the occurrence of counterproductive behavior in the sales role and to contribute to the research on the dark side of selling. The specific questions are: (1) Why do salespeople engage in CP-BEH?; (2) How do the dynamics in the work-related environment (both internal and external) influence the occurrence of counterproductive behavior in the sales role?; (3) Since the focus of prior CP-BEH research has been on management/organizational trigger factors, what is the effect of factors emanating from other sales-related contexts?, and (4) what actions can be taken to mitigate the occurrence of CP-BEH in the sales role?

Investigating counterproductive behavior in the professional selling context is important, because of its potential negative effect on the image and well-being of the organization and/or its internal and external stakeholders (e.g., co-workers and customers). For instance, after the highly publicized Wells Fargo scandal, the bank's reputation has suffered. The bank has been suspended from doing business in some states (e.g., Ohio), and as a result, the bank has incurred fines of approximately \$185 million from the Consumer Protection Bureau, Office of the Controller of the Currency, and the City and County of Los Angeles, California (Cockery 2016).

Drawing insights from Kunda's (1990) theory of motivated reasoning, studies in management, sales, and social psychology literature, a multi-factor mediation model is proposed and explored in this study to better understand the phenomenon of counterproductive behavior in the professional selling context. As Table 24 shows, this new model (Model 2) was able to account for higher variance in customer-directed, job-directed, and organization-directed counterproductive behavior than the variance accounted for in the direct model (the model commonly used to investigate counterproductive salesperson behavior). For instance, while the mediation model (Model 2) was able to account for 67 percent of the variance in customer-directed CP-BEH, the direct model (Model 1) account for only 29 percent. Similarly, the mediation model (Model 2) accounted for 45 percent of the variance in job-directed CP-BEH while the direct model (Model 1) accounted for 39 percent of the variance. For organization-directed CP-BEH, while the new model (model 2) accounted for 61 percent of variance, the direct model (Model 2) was able to account for 34 percent.

Table 24
Direct Model versus Mediation Model

Dependent Variable	Trigger Variable	Model 1: Direct Effect	Model 2: Indirect Effect	Model 2: Indirect Effect via MMSE
Customer-directed CP-BEH	Organizational complexity	0.18	0.12	0.14
	Customer complexity	0.05	0.05	0.06
	Environmental complexity	0.1	0.05	0.09
	Management ethical role model	-0.27	-0.05	-0.06
	Distributive justice	-0.15	-0.11	0.02
	Procedural justice	-0.05	0.01	-0.03
	Sales self-esteem	0.05	0.02	0.04
	Trait cynicism	-0.04	0.13	0.15
	R2	0.29	0.67	
Job-directed CP-BEH	Organizational complexity	0.21	0.24	0.10
	Customer complexity	0.06	0.03	0.04
	Environmental complexity	0.04	0.15	0.07
	Management ethical role model	-0.24	-0.15	-0.04
	Distributive justice	-0.03	-0.03	-0.01
	Procedural justice	0.03	0.03	-0.02
	Sales self-esteem	-0.13	-0.23	0.03
	Trait cynicism	0.04	-0.06	0.11
	R2	0.39	0.45	
Organization-directed CP-BEH	Organizational complexity	0.1	0.05	0.12
	Customer complexity	0.04	0.04	0.05
	Environmental complexity	-0.03	0.04	0.08
	Management ethical role model	-0.41	-0.25	-0.05
	Distributive justice	-0.16	-0.12	0.01
	Procedural justice	-0.04	0.03	-0.03
	Sales self-esteem	0.02	-0.02	0.03
	Trait cynicism	0.04	0.01	0.13
	R2	0.34	0.61	

Notes: Bolden estimates are statistically significant at $p \leq 0.05$.

In addition, Table 24 shows that the multi-factor mediation model (Model 2) provides a better mechanism for explaining the effects of complexity, organizational, and personality-related antecedents on counterproductive salesperson behavior than the mechanism of the direct model (Model 1). Specifically, while the direct effect model was able to show only the significant effects of organizational antecedents on counterproductive behavior, the mediation model (Model 2) shows how complexity, organization, and personality-related antecedents significantly affect counterproductive salesperson behavior.

Further, the theory of motivated reasoning explored in this study proposes a sobering thought for the sales profession because it suggests that salespeople are likely to adopt a biased, self-serving interpretation of the selling environment and the internal environment of the organization when faced with various influencing factors, and this contributes to the occurrence of counterproductive behavior in the sales role. This perspective provides a possible explanation for the negative reputation of the sales profession, since influencing factors such as organizational complexity, customer complexity and external environment complexity have been described as ubiquitous to the professional selling role (D'Aveni 1994; Schmitz and Ganesan 2014).

While prior research suggests that counterproductive salesperson behavior is a direct product of factors emanating from within the internal environment of the organization, this dissertation takes a different perspective by proposing and addressing the role of a salesperson's cognitive interpretation of work-related environments (in the form of mental models) in the counterproductive behavior model. The objective has been to determine how these mental models develop and interact with trigger conditions

to better explain the occurrence of counterproductive behavior in the sales role. The moderating roles of transformational leadership and the percentage of commission to total salary in the counterproductive salesperson behavior model are also examined because of their relevance to the sales profession. Results show the efficacy of transformational leadership behavior in managing CP-BEH that is expressed within the firm, i.e., organization-directed CP-BEH.

Triggers of CP-BEH

Studies have shown that the behavior that employees express on the job is influenced by factors occurring in the work environment (Berger and Cummings 1979; Robinson and Greenberg 1999). This theoretical explanation of employee behavior has been explored extensively in the sales literature by researchers investigating counterproductive behavior in the sales role (e.g., Jelinek and Ahearne 2006). However, the main focus has been on those factors occurring within the internal environment of the organization. While this perspective has helped to increase our understanding of the phenomenon of CP-BEH, it has also overlooked the effects of other factors that do not originate within the organization, but which salespeople are regularly exposed to in the course of performing the sales function (e.g., factors in the customers' environment and external marketplace conditions). This dissertation explores the effects of both internal and external factors in the occurrence of CP-BEH, and the findings provide mixed and insightful results. For instance, in support of findings in previous research the findings in this dissertation show CP-BEH to be directly influenced when salespeople perceive conditions from the internal organizational environment as unfavorable. Interestingly, the direct effect of distributive justice (which focuses on a salesperson's perception of

the fairness of outcomes and management decisions) on CP-BEH was supported but, the effect of procedural justice (which focuses on the process by which a decision is made including whether a salesperson was able to voice his or her opinion during the management decision-making process) was not. This result suggests that salespeople are more concerned about the fairness of outcomes of management decisions than whether or not they are involved in the decision making process. This is particularly instructive, because salespeople spend less time in the office than they do in the field. Accordingly, while they may not be available to be involved in the office management processes, this result indicates that they are more concerned about the resulting outcome from such process. This is also not surprising, since the trade press (e.g., SellingPower.com) has described a large chunk of time that salespeople spend in the office as wasted time.

In contrast to the supported direct effects of trigger conditions emanating from within the organization on CP-BEH, the findings show that salespeople are less likely to directly express CP-BEH, when trigger conditions emanate from external sources, such as from customers' environment. This result is surprising because unfavorable conditions in the external environment have been described as one of the sources of challenges that salespeople face on the job (Schmitz and Ganesan 2014). A possible explanation for this result is that salespeople may be interested in giving external parties (e.g., customers) more latitude than what they would allow from management and other employees from within their organization. This occurs because studies have shown that employees generally believe that a psychological contract exists between them and their employing organization. Therefore, any unfavorable conditions originating from within

the organization may be perceived as a violation of the contract (Morrison and Robinson 1997). “The psychological contract held by an employee consists of beliefs about the reciprocal obligations between that employee and his or her organization. Violation refers to the feelings of anger and betrayal that are often experienced, when an employee believes that the organization has failed to fulfill one or more of those obligations”, (Morrison and Robinson 1997, p. 226).

Previous studies have shown that salespeople generally develop a strategy for success in job-related roles similar to the business model that organizations develop to achieve business goals (Dixon, Spiro, and Jamil 2001; Porter, Wiener, and Frankwick 2003). As predicted, a salesperson’s mental models encouraged all types of counterproductive behaviors in the sales role. This finding is an important contribution of this dissertation since mental models describe a salesperson’s mental interpretation of conditions in the organizational and external selling environments. In particular, this result provides a new answer to the question of: why do salespeople engage in CP-BEH? The result shows that salespeople can use CP-BEH as a strategy for success in the sales role and in other aspects of the job, especially when mental interpretation of a situation (e.g., external selling environment and organizational environment) is biased towards favoring the salesperson’s desired expectation or outcome. For example, when a salesperson categorizes the internal condition of the organization as inherently difficult, use of organization-directed and job-directed CP-BEH will likely be the best strategy for such individual to achieve intra-organization goals. Likewise, if a salesperson characterizes conditions in a customer’s environment as too difficult to overcome, the use of customer-directed CP-BEH is likely to be justified as appropriate.

Mediation Hypotheses

The center of the multi-factor mediation model explored in this dissertation involved examining the partial mediation role of a salesperson's mental models in the relationship between influencing factors from various sources and all types of counterproductive salesperson behavior. Specifically, the model predicts that salespeople will engage in cognitive processing of the trigger conditions they experience within and outside the organization, before deciding whether or not to express a CP-BEH. The model also predicts that the effects of trigger conditions on CP-BEH, when mediated by the salesperson's mental models, will result in a greater explanatory power of CP-BEH than the direct effects of the triggers. The results show mixed and insightful support for this prediction. It consistently has been proposed and examined in prior research that trigger factors have a direct effect on the occurrence of CP-BEH among salespeople (Jelinek and Ahearne 2006). Findings show that this may be true in circumstances where such factors directly originate from within the organization (such as role modeling and distributive justice). In addition, the mediating roles of salesperson's mental models on management/organizational trigger factors were not supported. As previously explained, this may be because salespeople, like other employees, believe that there is a psychological contract between them and their employing organization. Conversely, I find that the effect of other factors not emanating from the organization on CP-BEH, is significantly mediated by a salesperson's mental models.

The salesperson's mental model of the selling environment partially mediates the effect of organizational complexity, customer complexity and external environment

complexity on all types of counterproductive salesperson behavior beyond the direct effects of the factors. Conversely, a salesperson's mental model of the organizational environment only partially mediates the effect of organizational complexity on organization-directed counterproductive salesperson behavior. This effect is greater than the direct effect of the factor. The partial mediation roles of a salesperson's biased mental models of the selling environment and organizational environment in the relationship between the salesperson's personality trait variables (sales self-esteem and trait cynicism) and CP-BEH were also explored. The results from this analysis are also mixed. The analyses show that the salesperson's mental model mediates the effect of the salesperson's trait cynicism on all types of counterproductive salesperson behavior. In other words, while findings show no support for the direct effect of trait cynicism on CP-BEH, its effect on salesperson's cognitive processing (the mental model) is supported. This result confirms the previous findings of the effect of employee cynicism on the organization, where cynicism is found to influence job-related attitude (Anderson and Bateman 1997; Seriki et al. 2016) and having no effect on job-related behavior (Wilkerson, Evans, and Davis 2008). The predicted mediating role of the salesperson's mental model in the effect of sales self-esteem on CP-BEH was not supported. However, the result did not support these mediation roles on the effect of sales self-esteem. This may be similar to the nonsignificant role of mental models in the link between organizational factors and CP-BEH, since salespeople who are confident in their selling capacity, will most likely be treated favorably within the organization. As a result, they would not have to perceive a violation of the psychological contract.

Triggers of Biased Mental Models

In addition to explaining the mediation role of a salesperson's mental models in the counterproductive salesperson behavior model, I also sought to explore conditions that may drive or deter biased, self-serving mental models in salespeople. I tested the relationships between various theorized influencing factors. The results provide some interesting insights.

Mental Model of the Selling Environment. Management/organizational, external environment complexity and personality factors were tested on their impact in influencing a biased, self-serving mental model of the selling environment in salespeople. The results show that complexity, as represented by complexity in the organizational environment, customer environment and external market environment, is highly impactful and have the highest standardized coefficients of all factors tested on a salesperson's mental model of the selling environment. This result is particularly sobering because complexity has been described as a common phenomenon in the professional selling context (D'Aveni 1994; Schmitz and Ganesan 2014). The results also show that trait cynicism has a significant impact on a salesperson's biased mental model of the selling environment. However, management and organizational factors (ethical role modeling and organizational justice perception), and personality trait of sales self-esteem, all have an insignificant deterring impact on a salesperson's mental model of the selling environment.

Mental Model of Organizational Environment. The salesperson's mental model of the organizational environment was hypothesized to be affected by management/organizational, work-related and personality factors. It was tested on their

impact in contributing to the development of a biased, self-serving mental model of the selling environment. Similar to the effect on the mental model of the selling environment, the results show that work-related factors, as represented by complexity (organizational, customer and external environment complexity) significantly drives a salesperson's mental model of the selling environment. However, positive management/organizational factors (ethical role modeling and organizational justice perception) and the personality trait of sales self-esteem, have an insignificant deterring impact on a salesperson's mental model of the selling environment.

Moderation Hypotheses

Transformational leadership behavior. I sought to assess the impact that organizational complexity (the only influencing factor that significantly impacts the two types of salesperson's biased mental models explored in this study) has on salesperson's mental models when factoring in the availability of transformational leadership behavior, which is a supervisory resource (Schmitz and Ganesan 2014). The result shows that transformational leadership behavior has no significant attenuating influence on the effect of organizational complexity on the mental model of the selling environment. However, findings show that transformational leadership behavior has a weakening effect on the positive relationship between organizational complexity and the mental model of organizational environment. Further, the moderating effect of transformational leadership behavior on the relationship between the salesperson's mental model of the organizational environment and organization-directed counterproductive behavior was also explored. The results show that transformational leadership behavior weakens this relationship. These findings suggest that leadership behavior has more effect on what

salespeople do within the organization and less on what they do outside the organization. In this sense, ensuring that managers frequently accompany salespeople in the field may help to mitigate the occurrence of CP-BEH in the external environment (e.g., customer environment).

Percentage of commission to total salary. The effect of salesperson's mental model of the selling environment on customer-directed counterproductive behavior was explored in a situation where the commission paid to salespeople is high compared to a situation where the percentage is low. The results fail to support the notion that the percentage of commission to total salary (high or low) affects the impact of the salesperson's mental model of the selling environment on counterproductive behavior directed at customers. While this finding is unexpected (since the use of high sales commission has been described as having a negative effect on salesperson behavior (Oliver and Anderson 1994), it is possible that salespeople included in the analysis (insurance and real estate salespeople) already expect a high sales commission. Therefore, its effect on job-related behaviors will be negligible.

Theoretical Implications

This study has a number of important implications. First, it is the first application of the concept of salesperson's cognitive interpretation (i.e., mental models) to the counterproductive salesperson behavior research. Mental models are representations in the mind of an individual of a situation or an environment (Johnson-Laird and Byrne 2012). According to cognitive scientists (e.g., Johnson-Laird and Byrne 2012; Mathieu et al. 2000; Norman 1983), the mental models that an individual develops regarding a particular situation, is likely to influence the attitude and behavior

that this individual will express in the actual situation. Drawing from Kunda's (1990) theory of motivated reasoning, this study examined the occurrence of counterproductive salesperson behavior as influenced by the salesperson's biased interpretation of the selling situation and the internal organizational environment. The theory contends that when individuals approach a situation with a preference toward a particular outcome, this preference will distort their interpretation of the situation in the direction of their desired outcome (Tsang 2002). This logic is applied to theorize that: (1) salespeople are likely to develop a biased and self-serving mental model of the selling situation and the organizational environment when factors in the organization, customer and external environments are perceived as undermining their personal and/or professional goals, and (2) this contributes to the use of counterproductive behavior as a coping mechanism. This study's results provide support for the logic of Kunda's (1990) theory of motivated reasoning in explaining the occurrence of counterproductive salesperson behavior as a result of mental models developed by salespeople in regards to the work-related environment.

While previous studies have focused primarily on managerial and organizational factors as the main antecedent variables of counterproductive behavior, this study proposed and explored other factors specific to the sales role (such as complexity in the customer and external marketplace environment) and, which do not emerge from the organization as important antecedent variables of the phenomenon. Complexity has been described as a ubiquitous phenomenon in the sales role (Schmitz and Ganesan 2014). Many factors contribute to the complexity that salespeople experience in their sales role. For instance, the uniqueness of the sales role in terms of the compensation

structure that most salespeople are placed on, the level of autonomy that the role gives to salespeople and the boundary-spanning function that salespeople must perform, contribute to the complexity that salespeople face on the job. In particular, the boundary-spanning role requires salespeople to assume greater and diverse work responsibilities, such as attending to demands from internal (supervisors and co-workers) and external customers. Considering the uniqueness of the nature of the sales role, it is surprising that prior studies have largely omitted its effect when investigating the phenomenon of CP-BEH. Other factors such as customers' easier access to information via the internet, maturity of the marketplace and an increased level of competition among selling organizations, also contribute to the complexity that salespeople encounter in their sales role. The results suggest that the complexity that salespeople encounter is likely to influence them to utilize counterproductive behavior as a coping mechanism.

Managerial Implications

In addition to these theoretical contributions, this study provides several important implications for sales managers. First, this study's findings suggest that managerial and organizational factors such as distributive justice, organizational complexity and management role modeling are negatively related to the occurrence of counterproductive salesperson behavior. In addition, results show that these variables are likely to curb the development of biased, self-serving mental models in salespeople, which can contribute to the occurrence of counterproductive salesperson behavior.

Based on these results, sales managers may choose to control the occurrence of CP-BEH in the sales role by designing organizational systems that help to recognize

and address sources of conditions within the organization that salespeople may find to be unfavorable. Sales managers should also make an effort to encourage salespeople to voluntarily report any aspect of the internal environment of the organization that they perceive as impeding job-related goals. When these internal issues are reported and addressed accordingly, salespeople are likely to become better organizational citizens. As a result, they will be less likely to engage in conduct and behavior that may undermine the objective of the organization (i.e., CP-BEH).

Second, the results suggest that when salespeople develop biased and self-serving mental models, managers can help to lessen their effect on counterproductive behavior by providing adequate support, resources and mentorship. It is possible that making such support and mentorship available to salespeople would help them to embrace an appropriate cognitive interpretation of the sales job and organization environment, thereby potentially influencing sales effectiveness.

Third, findings regarding differences in the effects of distributive and procedural justice should be instructive to sales managers. It consistently has been stated that involving salespeople in the decision making process can improve job-related attitudes and motivation (Johnson 2013). While this may be true in most decision-making situations, results from this study show that salespeople are more concerned about the fairness of the outcome of a decision (distributive justice) than the process by which a decision is made or whether (or not) they are included in the process (procedural justice). Based on this result, sales managers may experience unintended consequences when they try to involve salespeople in every decision making situation, since

salespeople may interpret this as wasting time that should be used interacting with customers in the field.

Fourth, regarding the effect of a salesperson's biased mental model of the selling environment on counterproductive behavior, results show that this specific mental model is positively related to all dimensions of counterproductive behavior. Therefore, focusing on it may play an important role in managing the occurrence of all types of counterproductive behavior (customer-directed, job-directed and organization-directed). Managers should carefully identify factors in the internal and external environment of the organization that contribute to a salesperson's biased interpretation of the selling situation and the internal organizational environment. When managers have a clear picture of how this mental model develops, they can begin to address the issues, and systematically eliminate them. Sales managers can also learn from the findings in this study that leading by example, ensuring equitable procedures and distribution of justice have a fleeting effect on how salespeople treat one another and other internal employees, and the general behavior that they express within the organization.

Fifth, this study provides managers with sobering insight on the role of turnover in the sales profession. Results show that turnover intention has a significant, positive control effect on all types of CP-BEH (i.e., customer-directed, job-directed and organizational-directed). This finding suggests that salespeople who express CP-BEH, are also likely to be harboring turnover intention. Therefore, since the organization will likely suffer the consequence of CP-BEH (e.g., those directed at customers) while salespeople can turnover to another organization, this result suggests that managers should pay more attention to understanding and mitigating the occurrence of this

phenomenon in the sales role. Sales managers should also pay attention to how sales are made (by salespeople) and not just on the sales numbers, which is the practice in most sales organizations. Managers can emphasize this among salespeople by putting in place behavioral control measures e.g., soliciting anonymous behavioral evaluation of salespeople from customers and using this to determine “who is doing what” and to suggest appropriate training program for erring individuals.

Finally, the results show that all types of complexity influence the development of biased, self-serving mental models in salespeople, which is likely to result in the occurrence of counterproductive behavior. This result is particularly instructive to sales managers, because when they help to minimize or eliminate job-related complexity in the sales role, salespeople are more likely to perform better in their sales role and avoid using selling practices that may hurt the firm, co-workers, prospects and customers. Although complexity in the customer environment and external environment are issues that managers cannot easily control, they can help salespeople, through adequate training and mentoring, to be better prepared to confront and manage such complexities. Managers can also focus on creating a customer-centric and market-centric organization with cross-functional teams supporting the salesperson when confronted with complex customer and external market situations (Schmitz and Ganesan 2014).

For support, managers should work toward reducing and eliminating complexity within the organization, so that salespeople can navigate the organization’s resources easily in order to get the necessary support to perform their job effectively. According to Schmitz and Ganesan (2014), when complexity exists internally in an organization “managers must carefully identify the “hot spots” where complexity is causing

problems for sales people and understand why it creates such problems” (p. 72). When these “hot spots” are identified, managers should urgently address the problems in order to help salespeople to overcome internal challenges, and to prevent the development of a negative psychological mindset among salespeople.

Limitations and Future Research

This study is not without limitations. First, while the data utilized in this study were collected from salespeople in two industries (financial services and real estate), the generalization of the results is still limited. However, this research is relevant to organizations with salespeople who work directly with customers and are supervised by a sales manager. This structure is common in many industries, and not only for salespeople in the financial services and real estate industries. Second, not unlike other investigations of sales representatives, data utilized in this study are self-reported. Although a certain causal relationship is proposed, one cannot rule out a potential threat of causal explanations that can be examined from a longitudinal dataset. Future research should seek to match self-reported survey data with objective sales performance measures, examine multiple informant perspectives (e.g. salespeople and sales supervisors) and collect data over extended periods of time to address some of these limitations.

Third, while two moderating variables—transformational leadership and percentage of commission to total salary—were examined to help sales managers understand how to mitigate the occurrence of counterproductive behavior in the selling context, none of these moderating variables holds across all of the categories of counterproductive behavior. For example, transformational leadership behavior relates

only to organizational complexity and organization-directed counterproductive behavior, and the predicted effect of percentage of commission on CP-BEH directed at customers was not supported. Since this could be as a result of data collected from salespeople in two industries (insurance and real estate), it would be interesting to investigate this relationship with data collected from salespeople in other industries, such as the industrial equipment and hospitality industries. Exploring the moderating effects of transformational leadership behavior and the percentage of commission on CP-BEH with data from multiple industries, will help to better understand the roles of these variables in the CP-BEH model.

Fourth, one of the surprising results from this study is the lack of support for the effect of procedural justice in the CP-BEH model. This is surprising because studies have shown that employee's attitude and behavior can be improved when they are involved in the decision-making process, especially those decisions that may affect them (Johnson 2013). This result may be similar to the nonsignificant moderating effect of percentage of commission in the model. It would, therefore, be interesting to investigate this among a different group of salespeople than those included in this study. It would be interesting to determine if a particular group of salespeople likes to be involved in the office decision making process, while other groups may not.

Fifth, an argument could be raised that counterproductive salesperson behaviors are predetermined from the negatively valenced mediation variables explored in this study (biased mental model). While this a legitimate concern, the goal of this study was to explore the causes and role of the biased mental model in the CP-BEH model. Therefore, future research should seek to propose and test the effect of positive mental

model constructs in the CP-BEH model. An example of a positive mental model that can be examined is the cognitive mindset of organizational citizenship. It would be interesting to investigate how this positive mental model develops and interacts with trigger factors in the CP-BEH model.

Sixth, while this study explores the effect of a salesperson's mental models on the occurrence of counterproductive behavior, the two mental model variables explored—the mental model of the selling environment and the mental model of organizational environment—cannot be described as exhaustive. Therefore, future research should propose and explore other aspects of a salesperson's mental models. For example, studies can investigate salesperson's mental models of new products, co-workers and supervisors on selling behavior and performance.

Finally, findings in this study show that complexity plays a key role in the occurrence of counterproductive behavior in the sales role. Since complexity is ubiquitous to the sales role, it would be interesting to investigate how managers can help salespeople overcome its negative consequence. Specifically, one could investigate what successful salespeople do to overcome complexity, and why others succumb easily.

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Appendices

Appendix 1: Scale Items

Organizational complexity (Cronbach's alpha = 0.84)

Source: Schmitz and Ganesan 2014

- Often, I don't clearly know who is responsible for various decisions in my firm.
- Sometimes, the action of our corporate office makes processes complicated.
- It takes a lot of people and processes before a decision can be made in my firm.
- My firm has too many rules and procedures guiding the sales function.

Customer complexity (Cronbach's alpha = 0.68)

Source: Schmitz and Ganesan 2014

- Many different customer personnel are involved in the purchase process.
- Our customer buying process involves executives from different departments.
- It takes a lot of effort to keep up with our customers' expectations.

Environmental complexity (Cronbach's alpha = 0.71)

Source: Dwyer and Welsh 1985

- There are many regulations pertaining to product sales.
- Price competition among competitors is high.
- There are many significant competitors in our external market environment.
- It takes a lot of effort to keep up with changes in our external business environment.

Ethical Role modeling (Cronbach's alpha = 0.83)

Source: Ross and Robertson (2003) and Trevino, Hartman and Brown (2000)

- Top management in my firm has no clear directive against unethical behavior.
- Top management in my firm should have higher ethical standards than they do now.
- Top management in my firm makes rivals look bad in the eyes of everyone.
- Top management in my firm look for a "scape goat" when they feel they may be associated with failure.

Distributive justice (Cronbach's alpha = 0.81)

Source: Jelinek and Ahearne (2006)

- I am fairly paid or rewarded considering my job responsibilities.
- I am fairly paid or rewarded considering the stresses and strains of my Job.

Procedural Justice (Cronbach's alpha = 0.80)

Source: Jelinek and Ahearne (2006)

- When decisions are made about my job, my manager treats me with kindness and consideration.
- When decisions are made about my job, my manager shows concern for my rights as an employee.

Sales self-esteem (Cronbach's alpha = 0.89)

Source: Bagozzi (1980)

- Compared to others in my firm, I excel in sales performance achieved in the past 6 months.
- Compared to others in my firm, I excel in achieving high sales.
- Compared to others in my firm, I excel in ability to reach my sales quota.
- Compared to others in my firm, I excel in performance in regards to management of time.

Trait cynicism (Cronbach's alpha = 0.89)

Source: Johnson and O'Leary-Kelly (2003)

- Most people would tell a lie if they could gain by it.
- People take advantage of an unselfish person in today's world.
- People claim that they have ethical standards but few people stick to them when the chips are down.
- People pretend to care more about one another than they really do.

Salesperson's Mental Model of the Selling Environment (Cronbach's alpha = 0.82)

Source: Detert, Trevino, and Sweitzer (2008)

- Sometimes, hiding information from the customer is part of the sales game.
- Compared to other illegal things people do, putting pressure on customers to sell them more is not very serious.
- Most salespeople are pressured into behaving aggressively toward customers, and they shouldn't be blamed for it.
- Some customers are too big to be hurt by a little bit of lie.

Salesperson's Mental Model of Organizational Environment (Cronbach's alpha = 0.87)

Source: Boxx, Odom, and Dunn (1991)

- In my company, distortion of information for sales performance is encouraged.
- My firm does not believe in the details of job execution.
- My firm does not believe in the importance of fairness in dealing with customers.

Transformational leadership (Cronbach's alpha = 0.89)

Source: Schmitz and Ganesan 2014

- My supervisor acts in ways that build my confidence.
- My supervisor expresses his/her confidence that we will achieve our goals.
- My supervisor is able to get others committed to his/her dream sales target.
- My supervisor leads by "doing", rather than simply "telling".

Customer-Directed CP-BEH (Cronbach's alpha = 0.89)

Source: Anderson (1988)

- Sometimes, I hide important information from my customers to achieve sales goals.
- Sometimes, I feel I have to exaggerate my products claims to make a sale.
- On occasion, I feel like I should distort information to my customer about certain things in order to protect my interest.
- Sometimes, I apply too much pressure on my customers to sell them more.

Job-Directed CP-BEH (Cronbach's alpha = 0.79)

Source: Ramsey, Lassk, and Marshall (1995)

- I used to be more ambitious about my job than I am now.
- I used to care about my job, but now other things are more important.
- I often think about other things when performing my job.
- I sometimes overlook some aspects of my job and let my performance go down.

Organization-Directed CP-BEH (Cronbach's alpha = 0.89)

Source: Ambrose, Seabright, and Schminke (2002); Jelinek and Ahearne (2005)

- Openly disobey company-prescribed sales rules?
- Not return account and job-related emails and phone calls?
- Withhold information that you are required to provide?
- Withhold information that can be useful to your supervisor?
- Make efforts to hold up a co-worker's sales work?
- Confront co-workers in a directly hostile fashion?
- Air the firm's "dirty laundry" in public?

Appendix 2: List of Acronyms

CP-BEH	Counterproductive Salesperson Behavior
CD-CB	Customer-Directed Counterproductive Behavior
JD-CB	Job-Directed Counterproductive Behavior
OD-CB	Organization-Directed Counterproductive Behavior
CUSX	Customer Complexity
ORGX	Organizational Complexity
ENVX	External Environment Complexity
MMOE	Mental Model of Organizational Environment
MMSE	Mental Model of the Selling Environment
TFLD	Transformational Leadership
%COM	Percentage of Commission to Total Salary

Appendix 3: Direct Model: Effect of Insurance Data, Real Estate Data, and Combined Data

Dependent Variable & Predictors	Combined Data			Insurance Data			Real Estate Data		
	Std. Estimate	p-value	R ²	Std. Estimate	p-value	R ²	Std. Estimate	p-value	R ²
CD-CB			0.28			0.28			0.3
Organizational complexity (OrgX)	0.21	0.001		0.45	0.001		0.36	0.001	
Customer complexity	0.05	0.53		0.05	0.62		0.06	0.54	
Environmental complexity (EnvX)	0.1	0.3		0.19	0.06		0.07	0.43	
Ethical Role modeling	-0.32	0.001		-0.28	0.001		-0.37	0.001	
Organizational Justice	-0.13	0.14		-0.08	0.48		-0.11	0.12	
Sales self-esteem	0.06	0.53		0.06	0.72		0.08	0.22	
Trait cynicism	-0.03	0.59		0.08	0.75		0.04	0.61	
JD-CB			0.41			0.42			0.43
Organizational complexity (OrgX)	0.21	0.001		0.1	0.06		0.42	0.001	
Customer complexity	0.08	0.52		0.15	0.16		0.16	0.15	
Environmental complexity (OrgX)	0.16	0.15		0.26	0.12		0.04	0.87	
Ethical Role modeling	-0.3	0.001		-0.36	0.001		-0.27	0.001	
Organizational Justice	-0.12	0.16		-0.11	0.37		-0.07	0.29	
Sales self-esteem	-0.14	0.001		-0.26	0.001		-0.2	0.001	
Trait cynicism	0.04	0.74		0.07	0.43		0.08	0.38	
OD-CB			0.34			0.31			0.38
Organizational complexity (OrgX)	0.1	0.19		0.1	0.5		0.1	0.26	
Customer complexity	0.08	0.22		0.05	0.62		0.14	0.14	
Environmental complexity (OrgX)	-0.05	0.53		0.02	0.42		0.06	0.49	
Ethical Role modeling	-0.47	0.001		-0.61	0.001		-0.57	0.001	
Organizational Justice	-0.24	0.001		-0.35	0.001		-0.15	0.001	
Sales self-esteem	-0.03	0.4		-0.03	0.62		0.04	0.49	
Trait cynicism	0.12	0.06		0.1	0.17		0.18	0.02	

Appendix 4: Original and CMV-Adjusted Correlations

	1A	1B	2A	2B	3A	3B	4A	4B	5A	5B	6A	6B	7A	7B	8A	8B
1. Organizational complexity	0.34	0.31														
2. Customer complexity	0.24	0.21	0.18	0.15												
3. Environmental complexity	-0.32	-0.38	-0.08	-0.13	-0.10	-0.15										
4. Ethical role modeling	-0.32	-0.38	-0.03	-0.07	-0.05	-0.09	0.32	0.29								
5. Distributive justice	-0.27	-0.32	-0.01	-0.05	-0.07	-0.11	0.41	0.39	0.49	0.48						
6. Procedural justice	-0.02	-0.06	0.10	0.06	0.09	0.05	0.08	0.04	0.16	0.13	0.17	0.14				
7. Sales self-esteem	0.21	0.18	0.10	0.06	0.19	0.16	-0.26	-0.31	-0.18	-0.23	-0.14	-0.19	-0.06	-0.1		
8. Trait cynicism	0.32	0.29	0.13	0.09	0.10	0.06	-0.27	-0.32	-0.22	-0.27	-0.23	-0.28	-0.07	-0.11	0.26	0.23
9. Mental model of the selling environment	0.26	0.23	0.08	0.04	0.06	0.02	-0.32	-0.38	-0.24	-0.29	-0.28	-0.33	-0.04	-0.08	0.23	0.20
10. Mental model organizational environment	0.32	0.29	0.14	0.10	0.01	-0.03	-0.28	-0.33	-0.15	-0.20	-0.22	-0.27	-0.02	-0.06	0.11	0.07
11. Customer-Directed CP-BEH	0.34	0.31	0.11	0.07	0.16	0.13	-0.29	-0.34	-0.28	-0.33	-0.22	-0.27	-0.22	-0.27	0.18	0.15
12. Job-Directed CP-BEH	0.22	0.19	0.16	0.13	0.03	-0.01	-0.32	-0.38	-0.12	-0.17	-0.14	-0.19	0.05	0.01	0.21	0.18
13. Organization-Directed CP-BEH	-0.10	-0.15	0.08	0.04	-0.03	-0.07	0.24	0.21	0.32	0.29	0.42	0.40	0.16	0.13	-0.06	-0.10
14. Transformational leadership																

^a = Marker variable; Notes: N = 400; *p ≤ 0.05; **p ≤ 0.01

Appendix 4 (cont.): Original Correlations and CMV-Adjusted Correlations

	9A	9B	10A	10B	11A	11B	12A	12B	13A	13B
9. Salesperson Negative Orientation										
10. Negative Organizational Climate	0.37	0.34								
11. Customer-Directed CP-BEH	0.38	0.35	0.32	0.29						
12. Job-Directed CP-BEH	0.36	0.33	0.37	0.34	0.33	0.3				
13. Organization-Directed CP-BEH	0.46	0.44	0.29	0.26	0.27	0.24	0.31	0.28		
14. Transformational leadership	-0.17	-0.2	-0.25	-0.3	-0.16	-0.21	-0.21	-0.26	-0.12	0.17

^a = Marker variable; Notes: N = 400; *p ≤ 0.05; **p ≤ 0.01