SALES FORCE CONTROL SYSTEM OUTCOMES: A COMPARISON OF THE BELIEFS OF SALESPEOPLE AND SALES MANAGERS

CHARLES J. QUIGLEY, JR., Bryant College
FRANK G. BINGHAM, JR., Bryant College

This paper reports the findings of a cross sectional study examining sales managers and salespeople's perceptions of the outcomes of sales control systems. Outcomes are identified as control of the activities of salespeople, control of salespeople's decision making, and feedback/knowledge of salespeople's activities. Relationships concerning the similarities and differences between salespeople and sales managers' perceptions are proposed and tested.

INTRODUCTION

The importance of sales force control is acknowledged by managers and researchers. A growing body of research has emerged that explores this topic (Grant and Cravens 1996; Bingham and Quigley 1994; Cravens, Ingram, LaForge and Young 1993; Singh 1993; Jaworski 1988; Merchant 1988; Avila, Fern, and Mann 1988). An understanding of sales force control issues are based upon insights drawn from economic theory, organizational theory, cognitive psychology and leadership-subordinate research (Singh, Verbeke, and Rhoads 1996; Arnold 1982; Tharenou 1979; O'Reilly and Roberts 1978; Szilagyi and Sims 1974; Runyon 1973; Gibson, Ivancevich and Donnelly 1973; House 1971).

This study adds to the growing body of literature by examining and comparing the perceptions of salespeople and sales managers of sales control system outcomes. The guiding premise of this investigation is based upon an extension of contingency theory that intimates that effective control is accomplished when supervisors and their subordinates are in agreement concerning what their roles and responsibilities are (Ramaswami 1996; Sujan, Sujan and Weitz 1988). We extend this body of knowledge to investigate the similarity of perceptions concerning control outcomes.

The Journal of Marketing Management
Volume 9, Issue 2, pages 73-83

BACKGROUND

Management utilizes a variety of tools and processes to influence the activities of employees to accomplish objectives the organization has established. The selection of tools and processes depends upon the objectives to be accomplished, the performance of the employees, and the organizational culture management desires to maintain (Jaworski, Stathakopoulos, and Krishnan 1993; Churchill, Ford, and Walker 1976).

If the employees are performing activities which contribute to or which accomplish objectives the organization has established, then management can be expected to devote minimal attention to the employees' activities, implying using fewer control tools and processes. If, however, the employees are not contributing to the accomplishment of organizational objectives, management can be expected to more vigorously interact with the employees to direct their activities (Singh 1993; Agarwal and Ramaswami 1993). From this perspective, control can be viewed as a set of tools and processes which management uses to influence the activities of its employees in order to accomplish objectives management has established. It includes providing feedback and reinforcing people on the basis of their performance (Anderson and Oliver 1987).

Salespeople perform at the boundary of the organization where monitoring and influencing activities is difficult and the nature of the role which the salesperson plays often demands flexibility and spontaneous adjustment to uncontrollable situations (Brown and Peterson 1994). Yet, control of this group is especially important because they are responsible for the accomplishment of important organizational objectives, most notably sales revenue.

A variety of descriptions of sales force control systems has been offered (Merchant 1988; Eisenhardt 1985, Churchill, Ford, Hartley, and Walker 1985; Flamholtz, Das, and Tsui 1985). Most of these descriptions can, however, be broadly classified as output-based, behavioral-based, or composite control systems (Anderson and Oliver 1987). Behavioral-based systems focus on the process by which sales are attained, not on the outcome or sale itself (Anderson and Oliver 1987). To attain control, a variety of techniques are employed including developing the concept of commitment to the organization (Sager and Johnson 1989; Ouchi 1979), basing evaluation systems on effort as opposed to results (Leong, Randall and Cote 1994; Brown and Peterson 1994), providing personal feedback, and providing the salesperson with direction (Agarwal and Ramaswami 1993). Implicit in this type of control system is the emphasis on communication between supervisor and subordinate. Communication is used by management to provide the subordinate with knowledge of what is expected and the tools to accomplish these expectations.

In output-based systems, management provides minimal direction and does little monitoring of the salesperson's efforts (Anderson and Oliver 1987). Sales reports are tools used to monitor salespeople, with the reward system being tied directly to sales performance (Cravens, Ingram, LaForge and Young 1993). Latitude is generally provided to salespeople to determine their own selling strategies and activities. The number of reporting and control tools and the frequency with which they are required tend to be minimized, although quotas, profit contribution, and other measures relating to bottom-line performance are sometimes used (Morris, Davis, Allen, Avila and Chapman 1991; Cron and Levy 1987).

Cravens, Ingram, LaForge, and Young (1993), suggest that viewing sales force control systems from the two extremes of this continuum is perhaps unrealistic. They suggest that many sales force control systems are a mix of approaches, containing elements of both behavioral and outcome-based strategies (Anderson and Oliver, 1987).

Information exchange between manager and salesperson is an important element in both behavioral and output-based control systems. Jaworski and Kohli (1991) found that feedback from supervisors was related to the performance of their salespeople. Feedback is a means of providing information to enable salespeople to clarify their understanding of what is expected and how to accomplish it, reducing role ambiguity and minimizing the chance of role conflict (Agarwal and Ramaswami 1993). Feedback also provides their managers with knowledge of their activities.

Contingency theory provides a basis for explaining the relationships between feedback, knowledge, and performance. Contingency theory posits that managers use tools that are appropriate for specific task conditions. Task conditions have been characterized along two dimensions, performance documentation and procedural knowledge (Jaworski and MacInnis, 1989). Performance documentation relates to an employee's knowledge of the measurement system used to evaluate performance while procedural knowledge relates to the employee's knowledge of the activities required to perform the job. When an employee has a clear understanding of the activities that are required to perform the job and the process a supervisor uses to reward behavior, role clarity is presumed to increase resulting in greater performance congruence and less dysfunctional behavior (Ramaswami 1996).

RESEARCH METHODOLOGY

To explore methods managers use to control the activities of their salespeople, three focus group sessions were conducted. The results of the focus groups were incorporated with findings of previous research to formulate relationships concerning control system outcomes. To evaluate these relationships, an instrument was constructed to measure perceptions of managers and salespeople concerning outcomes of control systems. The instrument was administered through a mail survey of a national cross section of sales managers and salespeople.

Focus Group Discussions

The purpose of the focus groups was to investigate the perceptions of salespeople and managers concerning tools, methods, and outcomes of sales control systems. Participants in the focus group sessions were selected from area companies that recruit from local colleges and universities. Career placement administrators provided names of managers in these organizations.

Twelve salespeople participated in the first focus group session. All salespeople had sales territories in the New England region. Males and females were equally represented. Their ages ranged from the mid-twenties to the mid-forties. A broad range of products and services were represented including copying equipment, computers, mailing equipment, and construction equipment. Companies represented included four Fortune 500 companies as well as eight small to medium size regional firms. Two of the salespeople had been in sales less than three years. The other salespeople had experience ranging from five to twenty-three years. All salespeople considered themselves to be good performers.

The sales manager group included seven male and five female managers, and represented a broad range of manufacturing and service firms, both large and small. The ages of the participants ranged from the mid-thirties to the mid-sixties. Their range of management experience was from two to twenty-eight years. Firms represented ranged from small regional companies with fewer than twenty employees to Fortune 500 companies.

In the mixed group, four of the managers and three of the salespeople were male while two managers and three salespeople were female. Their ages ranged from the mid-twenties to the mid-fifties. These participants represented firms selling in the New England area, and represented a broad range of manufacturing and service firms, both large and small. The participants in the mixed group had not participated in the previous two focus group sessions.

Salesperson Perspective

Salespeople were first asked to identify the tools and methods used by their managers to direct their activities. Salespeople were then asked to identify or explain those elements of their jobs that they felt their managers influenced or attempted to influence using these tools and methods. The salespeople acknowledged most of the tools identified in the literature. Salespeople stated that they were given a great deal of freedom concerning how they accomplished these objectives. Interaction with their supervisor was a function of their ability to obtain sales objectives. If sales objectives were not met, managers became more involved with their daily activities.
Generally, salespeople did not resent or resist increased involvement with their managers. Several salespeople suggested that they would prefer more involvement from their supervisor. This conflicted with the views expressed by their managers.

Sales Manager Perspective

Conflicting with the salespeople's beliefs, managers thought they had control of the daily activities of their salespeople. They reported that communication is an important element in their ability to control the activities of their salespeople. Managers stated that they met often in both group sessions and individually with their salespeople. All managers agreed that their salespeople's knowledge of what was expected was an important requirement and that these meetings were instrumental in providing their salespeople with details of their expectations. They attempted to forge relationships with their salespeople in the belief that these relationships would aid in their control of salespeople's activities. These methods of communication also allowed managers to tailor their control techniques to the individual needs of their salespeople.

Although the focus group discussions revealed that salespeople and sales managers agreed on the use of a variety of tools, they disagreed on how these tools would be used and what these tools were intended to control. While both groups agreed that feedback was necessary to exert proper control of selling activities and provide both managers and salespeople with knowledge of their activities, they disagreed on whether feedback was actually provided. Further, managers believed that little freedom should be given to salespeople to determine their own actions while salespeople believed the opposite. Managers suggested that they should have maximum influence on directing the activities of their salespeople while salespeople stated that they should have almost total control of their activities.

The factors identified in these discussions affect the control process. It is not the intention of this research to focus on each individual factor. Instead, this study aggregates factors into separate categories. These categories of factors provide the focus of investigation in this study. These categories include communication between salespeople and managers, knowledge of activities and expectations, and discretion or freedom to decide upon which activities are to be performed. The postulated relationships between these categories are provided in Figure 1.

FIGURE 1
Relationships Among Control Constructs and Outcomes

Control systems are created to accomplish organizational objectives that have been established by management. However, to accomplish organizational objectives, salespeople must perform sets of activities. Managers attempt to influence these activities to ensure that desired objectives are met. Thus, the dependent variable of the sales control system is the set of activities which salespeople perform.

Managers employ combinations of tools, including reports, incentives, and training, to control these activities. These tools are designed to collect information from their salespeople concerning the activities that are or are not being performed and convey to salespeople the activities that managers expect them to perform. Information collected from salespeople via expense reports, itineraries, and call reports provide the manager with knowledge. With this knowledge, the manager determines what activities the salesperson is expected to perform. These managerial expectations constitute decision latitude. These expectations are communicated to the salesperson in terms of activity reports, performance evaluation, and training.

RESEARCH POSTULATES

To evaluate the relationships between control of salespeople's activities, communication, knowledge, and decision freedom depicted in Figure 1, a series of research postulates have been developed. The bases of these postulates are prior research findings and focus group findings.

The postulates posed in this study concern beliefs that differences in roles and in performance influence perceptions of control outcomes. These beliefs evolve from the context of output-based and behavioral-based control systems and superior/subordinate relationships. Salespeople who are accomplishing the objectives established by management will not be required to adjust their activities while those that do not accomplish objectives will have their activities adjusted by management. Managers will need less knowledge of the activities of their best salespeople, require less communication, and require fewer changes to their activities. Managers will require more knowledge about the activities of salespeople who are not accomplishing objectives. They will communicate more often and make more changes to the activities of these salespeople.

P_1: Best performing salespeople, average performing salespeople and sales managers have different beliefs concerning outcomes of sales control systems.

P_2: Sales managers, best salespeople, and average salespeople have different perceptions of the amount of control managers have over salespeople's activities.

To control the activities of their salespeople, managers must acquire knowledge of their salespeople's activities and performance. They view communication as the vehicle to obtain this knowledge and as a means to direct the activities of their salespeople. Managers believe that communication is not only important but that they communicate frequently and effectively with their salespeople. Salespeople's view of communication is however, mixed. They view communication as a vehicle used by management to exercise control and tend to resist managers' attempts to communicate. Salespeople also view communication as a vehicle to clarify what their managers expect of them. In this regard, communication may be seen as a vehicle to define roles and reduce ambiguity. Contingency theory suggests that reduction of role ambiguity and role conflict is related to improved performance and satisfaction.

P_3: Managers believe they communicate effectively with their salespeople while salespeople do not believe that their manager communicates effectively with them.

In order to control their salespeople's activities, managers must first have knowledge of what those activities are. Communication is the vehicle managers use to obtain information which will provide them with knowledge of salespeople activities. Knowledge is the basis upon which managers assess the performance of salespeople and determine what activities are or should be performed. Further, as indicated in the focus groups, managers believe that knowledge of activities is important and that they have knowledge of their salespeople's activities. Salespeople however, indicated that their sales managers are not aware of many of the activities in which they engage.

P_4: Sales managers believe they have knowledge of their salespeople's activities while salespeople believe their manager does not have knowledge of the activities they perform.

Knowledge of their salespeople's activities allows managers to assess whether they are accomplishing objectives that have been established and to adjust activities if called for. The process of evaluation and determination of corrective action impacts upon salespeople's ability to adjust their own activities. Thus, managers believe they provide their salespeople with little discretion in decision making concerning their activities. They also believe it is important to have control of decision making relative to the activities their salespeople perform. Salespeople, however, believe they have freedom to make their own decisions concerning the activities they perform and that having this decision freedom is important to them.

P_5: Managers believe that they have control of decision making concerning the activities their salespeople perform while salespeople believe that they have decision freedom concerning their own activities.

Sample

To evaluate the research postulates of this study, data from sales managers and two salespeople who reported directly to the sales manager was obtained. A package containing three questionnaires was sent to 1,526 sales managers whose names and addresses were obtained from a national list broker during the summer of 1993. Sales managers were asked to respond to a questionnaire and to distribute additional enclosed questionnaires to their best salesperson based upon sales performance and a salesperson whom they felt was an average sales performer. These questionnaires were in separate sealed envelopes. Performance was left up to the sales manager to define. This approach allowed the sales manager to use criteria he/she believed was most appropriate to their particular situation. Accompanying each salesperson's questionnaire was a letter of introduction explaining the purpose of the study and assuring the salesperson of confidentiality. The salespeople were asked to mail the completed questionnaires directly to the researchers. Each salesperson questionnaire was pre-coded to identify which salesperson was responding. The questionnaire which salespeople received was identical to the questionnaire the sales manager received, except questions were worded to reflect their different positions. Follow-up letters were sent to sales managers two weeks after the initial mailing.

From the initial and a follow-up mailing, 140 completed questionnaires were received from sales managers, 97 from best salespeople and 100 from average salespeople. Responses of subjects from the initial mailing were compared to those of the second mailing. Comparison of responses demonstrated no statistical difference between the groups for the classification variables used, including age, gender, years with the firm, years in current position, and years of experience. Sample characteristics are provided in Table 1.

TABLE 1
Sample Characteristics

Characteristic	Sales Manager	Best Sales-person	Average Sales-person
Gender (% male)	79.0	65.0	60.0
Age (yrs.) (Ave.)	41.9	37.0	36.7
Management Experience (yrs.) (Ave.)	11.1	NA	NA
Sales Experience (yrs.) (Ave.)	15.8	9.8	10.3
Years in Current Position (Ave.)	4.9	4.5	4.9
Years with Current Employer (Ave.)	8.9	7.0	6.5

SALES CONTROL OUTCOME MEASURES

To measure control system outcomes, 20 questions were created which attempted to capture the following dimensions:

1. overall activities of salespeople,
2. decision freedom which salespeople have,
3. communication occurring between salespeople and managers, and
4. knowledge managers have of their salespeople's activities.

The initial set of questions was pre-tested on a sub-sample of managers and salespeople used in the initial focus group discussions. Responses to these questions resulted in the rewording of several questions and the dropping of 5 questions. The final set of 15 questions used in this study are presented in Table 2.

EVALUATION OF POSTULATED RELATIONSHIPS

Usable returns produced 77 verifiable matched sets of data (manager and both best and average salesperson that reported to the manager). Therefore, the analysis was based upon responses of subjects grouped by respondent status (sales manager, best salespeople and average salespeople) and by control domain (overall control of activities, decision freedom, communication, and knowledge). Mean responses for these groups for each domain are presented in Table 2. Comparison of group responses was analyzed using multivariate analysis of variance (MANOVA). Analysis of variance (ANOVA) was used to compare individual measures across the groups. A summary of the MANOVA and ANOVA findings is also presented in Table 2.

P_1: The MANOVA test statistic is significant at the 0.01 level, indicating that the response patterns of the three groups are significantly different. This lends support to the belief that overall perceptions of control outcomes differ between managers, best salespeople, and average salespeople.

P_2: To evaluate this postulated relationship, the items created to measure the control sales managers have over the activities of their salespeople were compared using ANOVA. For these measures, a significant difference between groups was found for only one item, "I control most of what my salespeople do." Group means indicate that all three groups disagree that activities are controlled. Managers more strongly disagree that they control their salespeople's activities than both best and average salespeople do and average salespeople believe their activities are more controlled than do best salespeople.

For the other items measuring overall control of activities, no significant differences between groups were found. Mean responses for all groups suggest that both managers and salespeople believe salespeople's activities are not controlled and they do not attach much importance to controlling their activities.

Thus, the evidence is not sufficiently clear to indicate support for P_2. We can not, therefore, conclude that these groups differ in their perceptions of the control of sales people's activities. The evidence does indicate that control of activities is not perceived to be important by these groups.

P_3: In the communication domain, significant differences between managers, best and average salespeople were found for two items; "It is important for the salesperson to get performance feedback from their manager"; and, "I keep my salespeople informed of how they are doing." A comparison of mean responses indicates that managers believe that they provide more information to their salespeople than their salespeople perceive them as providing. Managers also believe information feedback is more important than salespeople believe it is. There is little difference between the responses of average and best salespeople to these items.

Comparing mean responses of the importance attached to communication and the belief that communication of information occurs, indicates that although all groups attach great importance to communication, they are less in agreement that communication occurs. The difference between importance and belief is greater for salespeople than for managers. This suggests that communication is perceived by all to be important but managers believe they communicate effectively while salespeople believe they do not.

The evidence indicates that managers believe communication is more important than salespeople do and that they communicate effectively. Salespeople are significantly less in agreement that communication is important and that managers communicate effectively. Thus, P_3 is supported.

P_4: In the knowledge domain, statistically significant differences were found between groups for two items, "I scrutinize most aspects of my salespeople's jobs" and "I know what my salespeople are doing on the job." Although all three groups believe actions are scrutinized and there is knowledge of activities, managers believe they scrutinize their salespeople's activities and have a greater knowledge of what their salespeople are doing than salespeople believe. Additionally, both managers and salespeople believe it is important for a manager to know what their salespeople are doing. Thus, P_4 is supported.

P_5: Analysis of the decision freedom domain indicates significant differences in response between the groups on two items, "My salespeople make their own decisions" and "It is important for a salesperson to have decision freedom." Although both managers and salespeople agree that salespeople make their own decisions, salespeople more strongly agree with this statement than do managers. Salespeople also attach greater importance to decision freedom than do managers.

Although no significant differences in responses between groups were found for other items in this output domain, an inspection of mean responses indicates that salespeople's activities are not routine and that salespeople have flexibility in performing their jobs. Based upon these mixed results, there is insufficient evidence to support P_5.

TABLE 2
Response of Sales Managers and Salespeople
(Mean)

CONTROL DOMAIN Item Description	Manager	Average Salesperson	Best Salesperson	F Value
CONTROL OF ACTIVITIES				
I control most of what my salespeople do.	4.853	4.396	4.660	9.071**
I exert a lot of control over my salespeople's job actions.	4.647	4.406	4.680	1.986
It is important to control the activities of salespeople.	4.279	3.979	4.031	0.257
My salespeople's job functions are controlled.	4.400	4.464	4.619	0.109
FEEDBACK				
It is important for a salesperson to get performance feedback from their manager.	1.603	1.896	1.918	6.912*
If salespeople do not follow directives, they will hear bout it from their manager.	3.331	3.198	3.392	1.346
I keep my salespeople informed of how they are doing	2.081	2.794	2.845	23.183*
KNOWLEDGE				
I scrutinize most aspects of my salespeople's jobs.	3.140	3.406	3.813	3.953**
I know what my salespeople are doing on the job.	2.809	3.740	3.688	15.984*
It is important for a sales manager to know what their salespeople are doing.	2.434	2.604	2.531	0.524
DECISION FREEDOM				
My salespeople do not have much leeway in doing their jobs.	5.228	5.072	5.351	1.743
My salespeople's job consist mainly of following orders.	5.184	4.928	5.115	2.680
My salespeople make their own decisions.	2.462	2.270	2.165	2.777***
It is important for a salesperson to have decision freedom.	2.456	1.885	1.990	21.581*
I see eye-to-eye with my salespeople.	3.400	3.227	3.010	1.900
WILK'S LAMBDA 0.154				13.008**

Scale used: 1 - Very strongly agee; 7 - Very strongly disagree P: *<0.001; ** < 0.010; *** < 0.100

DISCUSSION

In reviewing the overall pattern of responses for all subjects, it is apparent that neither managers nor salespeople believe that the systems, which they use, provide complete control of activities nor do they believe that it is important to have complete control. This may indicate that control of activities is not an important aspect of sales force control systems and/or that the nature of sales management precludes complete control of activities.

The responses to the decision freedom domain may account for managers and salespeople's beliefs about overall control of activities. Both managers and salespeople agree that decision freedom is needed and that it is provided. Likewise they believe that flexibility is also required in the activities which salespeople perform. The need for flexibility and allowing salespeople to make their own decisions concerning their activities further reinforces the contention that the nature of sales management makes control difficult to attain.

Although overall control may be difficult to attain, knowledge of activities is believed to be necessary and information exchange is considered important. Managers and salespeople agree that feedback is important and acknowledge that it is provided. Managers and salespeople also concur that knowledge of activities is also important and that it also is provided. This suggests, as presented in Figure 1, that feedback provides knowledge. Knowledge of activities and of expectations influences the degree of control needed.

The information obtained from the survey contradicts the results of the focus group sessions with managers. Focus group results indicated that managers believe they have total control of their salespeople's activities. Survey results however, indicate that managers believe they did not control salespeople's activities but that it was important to control their activities.

Differences between managers' and salespeople's responses to specific control items included in the survey were also noted. Managers attach greater importance to providing performance feedback than salespeople do and managers also believe they provide more feedback than their salespeople believe they do. Perhaps, as a result, managers believe they have greater knowledge of what their salespeople are doing than salespeople believe they have. Manager's need for knowledge of their salespeople's activities may stem from their belief that decision freedom for salespeople is not as important as salespeople believe it is. Further, they provide less decision freedom than salespeople believe they receive.

SUMMARY

Control systems are created to direct the activities of others. Ultimately, the nature of the control system and the degree of control over activities that are needed depend upon the type of activities that are performed. This study's findings suggest that sales activities require flexibility and decision freedom that minimizes the need and the ability to control activities. Although control of activities may not be needed, information feedback and knowledge of activities is. When feedback occurs, knowledge of activities increase and the need to control activities may abate. This study also indicates that managers and salespeople have different beliefs concerning the importance of output domains and the occurrence of the output.

Limitations of this Study

The low response rate in this study weakens the ability to extend the results of this study to the broader population of sales managers and salespeople. Although characteristics of subjects closely approximate those reported in other studies and comparison of initial respondents to call-back respondents evidenced no change in response patterns, the limited sample size remains a limitation of this study.

Another limitation of this study was the manner by which salesperson performance was assessed. Managers selected their best and average performing salesperson. Although criteria for selection was suggested, including sales volume and customer satisfaction, final selection was left to the discretion of the manager. Thus, comparing salespeople grouped as best and as average in this study to performance criteria in other studies is difficult.

REFERENCES

Agarwal, Sanjeev and Srihar N. Ramaswami, (1993), "Marketing Controls and Employee Responses: The Moderating Role of Task Characteristics," *Journal of the Academy of Marketing Science*, 21 (Fall), p. 293-306.

Anderson, Erin and Richard L. Oliver, (1987), "Perspectives on Behavior-Based Versus Outcome-Based Sales Force Control Systems," *Journal of Marketing*, 51 (October), p. 76-88.

Arnold, Hugh J., (1982), "Moderator Variables: A Clarification of Conceptual, Analytic, and Psychometric Issues," *Organizational Behavior and Human Performance*, (April), p. 143-174.

Avila, Ramon A., Edward F. Fern, and O. Karl Mann, (1988), "Unraveling Criteria for Assessing the Performance of Salespeople: A Causal Analysis," *Journal of Personal Selling & Sales Management*, (May), p. 45-54.

Bingham, Frank G., Jr., and Charles J. Quigley, Jr, (1994), "Sales Control Systems: An Exploratory Study," *Developments in Marketing Science*, 17, Elizabeth J. Wilson and William C. Black, Ed., p. 442-445.

Brown, Stephen P. and Robert A. Peterson, (1994), "The Effect of Effort on Sales Performance and Job Satisfaction," *Journal of Marketing*, 58 (April), p. 70-80.

Churchill, Gilbert A., Jr., Neil M. Ford, Steven W. Hartley, and Orville C. Walker, (1985), "The Determinants of Salesperson Performance: A Meta-Analysis," *Journal of Marketing Research*, (May), p. 103-118.

Churchill, Gilbert A., Jr., Neil M. Ford, and Orville C. Walker, (1976), "Organizational Climate and Job Satisfaction in the Sales Force," *Journal of Marketing Research*, (November), p. 323-332.

Cravens, David W., Thomas N. Ingram, Raymond W. LaForge, and Clifford E. Young, (1993), "Behavior-Based and Outcome-Based Sales Force Control Systems," *Journal of Marketing*, (October), p. 47-59.

Cron, William L., and Michael Levy, (1987), "Sales Management Performance Evaluation: A Residual Income Perspective," *Journal of Personal Selling and Sales Management*, (August), p. 57-66.

Eisenhardt, Kathleen, (1985), "Control: Organizational and Economic Approaches," *Management Science*, 31 (February), p. 134-149.

Flamholtz, Eric G., T.K. Das, and Anne S. Tsui, (1985), "Toward an Integrated Framework of Organizational Control," *Accounting, Organizations and Society*, 10, p. 35-50.

Gibson, James L., John M. Ivancevich, and James H. Donnelly, (1973), Organizations: Structure, Processes, Behavior, Dallas: *Business Publications, Inc*.

Grant, Ken and David W. Cravens, (1996), "Examining Sales Force Performance in Organizations That Use Behavior-Based Sales Management Processes," *Industrial Marketing Management*, (September), p. 361-371.

House, Robert J., (1971), "A Path Goal Theory of Leader Effectiveness," *Administrative Science Quarterly*, (September), p. 321-338.

Jaworski, Bernard J., (1988), "Toward a Theory of Marketing Control: Environmental Context, Control Types, and Consequences," *Journal of Marketing*, (July), p. 23-39.

Jaworski, Bernard J., and Deborah J. MacInnis, (1989), "Marketing Jobs and Management Controls: Toward A Framework," *Journal of Marketing Research*, 26 (November), p. 406-419.

Jaworski, Bernard J., and Ajay K. Kohli, (1991), "Supervisory Feedback: Alternative Types and Their Impact on Salespeople's' Performance and Satisfaction," *Journal of Marketing Research*, (May), p. 190-201.

Jaworski, Bernard J., V. Stathakopoulos, and H. S. Krishnan, (1993), "Control Combinations in Marketing: Conceptual Framework and Empirical Evidence," *Journal of Marketing*, (January), p.57-69.

Leong, Siew Meng, Donna M. Randall, and Joseph A. Cote, (1994), "Exploring the Organizational Commitment-Performance Linkage in Marketing: A Study of Life Insurance Salespeople," *Journal of Business Research*, 29 (January), p. 57-63.

Lill, David J., (1996), *Selling: The Profession*, Nashville, TN: DM Bass Publication

Merchant, Kenneth A., (1988), "Progressing Toward a Theory of Marketing Control: A Comment," *Journal of Marketing*, (July), p. 40-44.

Morris, Michael H., Duane L. Davis, Jeffrey W. Allen, Ramon A. Avila, and Joseph Chapman, (1991), "Assessing the Relationships Between

Performance Measures, Managerial Practices, and Satisfaction When Evaluating the Sales Force," *Journal of Personal Selling and Sales Management*. (Summer), p. 25-35.

O'Reilly, Charles A., III, and Karlene H. Roberts, (1978), "Supervision, Influence, and Subordinate Mobility Aspirations as Moderators of Consideration and Initiation on Structure," *Journal of Applied Psychology*, (February), p. 96-102.

Ouchi, William G., (1979), "A Conceptual Framework for the Design of Organizational Control Mechanisms," *Management Science*, 25 (September), p. 833-847.

Ramaswami, Sridhar, N., (1996), "Marketing Controls and Dysfunctional Employee Behaviors: A Test of Traditional and Contingency Postulates," *Journal of Marketing*, 60 (April), p. 105-120.

Runyon, Kenneth E. (1973), "Some Interactions Between Personality Variables and Management Styles," *Journal of Applied Psychology*, (March), p. 288-294.

Sager, J.K., and M. W. Johnston, (1989), "Antecedents and Outcomes of Organizational Commitment: A Study of Salespeople," *Journal of Personal Selling and Sales Management*, 9 (Spring), p.30-41.

Singh, Jagdip, Willem Verbeke, and Gary K. Rhoads, (1996), "Do Organizational Practices Matter in Role Stress Processes? A Study of Direct and Moderating Effects for Marketing-Oriented Boundary Spanners," *Journal of Marketing*, (July), p. 69-86.

Singh, Jagdip, (1993), "Boundary Role Ambiguity: Facets, Determinants, and Impacts," *Journal of Marketing*, (April), p. 11-31.

Sujan, Harish, Mita Sujan, and Barton A. Weitz, (1988), "Knowledge Structure Differences Between More Effective and Less Effective Salespeople," *Journal of Marketing Research*, 25 (February), p. 81-86.

Szilagyi, Andrew D., and Henry P. Sims, Jr., (1974), "An Exploration of the Path-Goal Theory of Leadership in a Health Care Environment," *Academy of Management Journal*, (March), p. 622-634.

Tharenou, Phyllis, (1979), "Employee Self-Esteem: Review of the Literature," *Journal of Vocational Behavior*, (March), p. 316-346.