THE USE OF DOMINANCE ANALYSIS TO IDENTIFY KEY FACTORS IN SALESPEOPLE'S AFFECTIVE COMMITMENT TOWARD THE SALES MANAGER AND ORGANIZATIONAL COMMITMENT

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Selling in the current business environment requires dedication from various members of the organization. It is important for managers and researchers to identify key factors contributing to salesperson commitment within the organization and to the organization in order to achieve sales objectives. The purpose of this study is to identify the relative importance of variables influencing salesperson affective commitment to their sales manager and the commitment to the organization. Using social exchange theory and resource exchange theory, salesperson interaction with their manager is expected to be exchanged for commitment to that manager. On an organizational level, salesperson satisfaction with the organization is expected to be exchanged for commitment to the organization. Dominance is calculated for each of the independent variables examining affective commitment to the manager (trust, integrity, consideration) and organizational commitment (job satisfaction, promotion opportunity, needs fulfillment). Dominance analysis results show relative importance for perceived trustworthiness of the manager on salesperson commitment to the manager and promotion opportunity on salesperson commitment to the organization.

INTRODUCTION

A salesperson's commitment to the relationships in their professional lives are often determined by their attitudes and beliefs regarding management and their company. Because sales managers act as a link between the salesperson and the organization (Brashear, Boles, Bellenger & Brooks, 2003; Hulten, 2007; Lams & Pucetait, 2006; Perry & Mankin, 2004), the quality of the interactions between them influence the development of attitudes and behaviors demonstrated by the salesperson (Ingram & Bellenger, 1983; Kohli, 1985). These evaluations are formed based on the perceived characteristics and behaviors of the manager. Managerial behavior and leadership play critical roles in inspiring perceptions of quality in relationships (Mackenzie, Podsakoff & Rich, 2001), as well as being positively associated with employee attitudes and behaviors at both an individual and organizational level (Bakker, Albrecht & Leiter, 2011).

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Salesperson perceptions of the interactions shared with the manager influence their acceptance of organizational strategy, as well as their commitment and willingness to cooperate with the manager to achieve sales objectives (Jones & George, 1998; Lams & Pucetait, 2006). It is important for academics and practitioners to identify key factors within those interactions that influence commitment to the manager and factors impacting a salesperson's commitment to the organization. The likelihood of a successful relationship is related to the relationship quality created through social interactions (Crosby, Evans & Cowles, 1990). Social interactions create value in relationships with coworkers and the development of mutually beneficial orientations in working relationships (Yilmaz & Hunt, 2001).

Commitment is considered a key identifier in the social exchange process, suggesting that commitment leads to perceived future transactions (Morgan & Hunt, 1994). The quality of social interactions and the relationships the salesperson has with their manager leads to commitment within the organization and commitment to the organization. High levels of commitment and cooperation between an employee and their manager results in efficient operations in which work is conducted smoothly and the vision of the company can be realized (Smith, Carroll & Ashford, 1995; Wong & Tjosvold, 1995). In most organizations, and in research, the sales force has been considered as a key agent in organizational success for two primary reasons. First, the salesperson is the face of the organization, acting as a link between the customer and the firm. As spokespersons, the sales force is expected to convey a message that both the organization and manager have carefully crafted (Ferrin, Bligh & Kohles, 2007). Secondly, the salesperson is the primary source of revenue generation and growth. To meet the company goals of successful salesperson/customer interaction and reaching financial targets, the sales force needs to work in a cooperative manner with the organization and more particularly with their manager.

Social exchange theory (Blau, 1964) maintains that the level of cooperation between the sales manager and salesperson is a result of the relational exchange between both partners. Social exchange theory supports the notion that when the manager acts in ways that are helpful and supportive, the salesperson will reciprocate with higher levels of commitment to the manager and a willingness to implement the selling strategy. Similar to social exchange theory, resource exchange theory (Foa & Foa, 1974) maintains that the nature of the exchange between a manager and employee is more likely to be similar in nature. In this sense it is important to note that trust extended by a sales manager is likely to be reciprocated with positive feelings on the salespersons part, whereas a pay raise by a manager is more likely to result in working longer hours.

The unique focus of the present paper is to examine a salesperson's commitment as an affective component with regards to the feelings that a salesperson has toward their manager. It is proposed that the salesperson will be more likely to exchange higher levels of personal commitment when he/she perceives that the manager is deemed trustworthy, has high levels of integrity and is considerate of them. Commitment to the organization is also explored. Although the relationship is not interpersonal, employees have been found to express feelings of commitment to an organization. In the present study, organizational commitment is proposed to increase when the salesperson believes there are opportunities for promotion, the job can fulfill personal needs and the overall job is satisfying.

Previous studies on commitment have provided conflicting reports on significant predictors. This paper explores the relative importance of the independent variables in both models when examining the salespersons commitment to their manager and organization. Dominance analysis determines significant predictors in a regression, identifying factors with the most relative importance (Johnson & LeBreton, 2004). This is used as an alternative way to indicate the amount of contribution and relative importance of the independent variables in each model.

LITERATURE REVIEW

Social exchange theory (Blau, 1964) has been widely used to explain the motivation behind employee cooperative behaviors in the workplace (Bottom, Holloway, Miller, Mislin & Whitford, 2006; Eisenberger, Rhoades & Cameron, 2001; Korsgaard, Brodt & Whitener, 2002; Morgan & Hunt, 1994; Smith & Barclay, 1997). Social exchange theory maintains that exchanges are based on a belief that supportive actions and helpfulness will be reciprocated at some point in the future. The underlying idea is that people will often feel indebted to a source from which they have received positive actions and will be motivated to reciprocate in order to relieve the feeling of indebtedness. The essence of social exchange is that of mutual support from both parties involved in the exchange (Blau, 1964). In a sales context, social exchange theory explores the relationship between the salesperson and their manager, which influence organizational outcomes (e.g., Deconick & Johnson, 2009; Horn, Tsui, Wu, Lee, Yuan Zhang, Fu & Li, 2009; Menguc, 2000; Ramaswami, Srinivasan & Gorton, 1997; Tanner & Castleberry, 1990).

Social exchange has been conceptualized on an interpersonal level between the employee and manager as well as on an employee to organization level (Eisenberger et al., 2001; Setton, Bennett & Linden, 1996). With regards to the employee and management level, empirical research has shown that when employees are confident in their manager's abilities they are more likely to perform better in their jobs (Deconick et al., 2009; Eisenberger, 1986; Jaramillo, Grisaffe, Chonko & Roberts, 2009; Ingram, LaForge, Locander, MacKenzie & Podsakoff, 2005; MacKenzie, Podsakoff & Rich, 2001). When examining the exchange relationship between the manager and employee, there is also empirical support for the notion that when an employee perceives that the relationship with their manager is high in respect and competence they are more likely to be committed to their manager (Boezeman & Ellemers, 2007; Korsgaard et al., 2002; Morgan & Hunt, 1994; Neves, 2011; Smith & Barclay, 1997). Lastly, research has also established a positive linkage between employee commitment and perceived organizational support (Eisenberger, Fasolo & Davis-LaMastro, 1990; Grant, Dutton & Rosso, 2008; Rhoades & Eisenberger, 2002; Setton, Bennett, Linden, 1996; Shore & Wayne, 1993).

Resource exchange theory (Foa & Foa, 1974, 1980) is similar to social exchange theory in that exchanges are believed to be motivated by feelings of reciprocity and can happen on a personal or professional level. For example, job resources involving support for colleague functions in achieving work goals and facilitate engagement (Bakker, Albrecht & Leiter, 2011; Bakker & Demerouti, 2008; Bakker & Leiter, 2010; Bakker & Demerouti, 2007). Other job resources, such as skill variety and the organizational environment, have been found to increase intrinsic motivation by fulfilling basic human needs (Bakker, Albrecht & Leiter, 2011; Van den Broeck, Vansteenkiste, de Witte & Lens, 2008). Resource exchange theory goes on to postulate that exchanges between persons or even organizations are most rewarding when the exchange categories are similar. Empirical research has supported the notion that people prefer to have similar resources exchanged rather than dissimilar resources (Brinberg & Wood, 1983; Das & Teng, 2000; Parks, Conlon, Ang & Bontempo, 1999).

Foa and Foa (1974, 1980) define a resource as anything transacted in an exchange in their explanation of resource exchange theory. Resource categories included in their original taxonomy are love, status, information, money, goods and services. The dimensions of concreteness and particularism were formulated in order to demonstrate the differences in the before mentioned types of exchange. Concreteness refers to whether or not the form of exchange is a tangible resource (high in concreteness) or a resource that is less tangible and more symbolic (low in concreteness). Particularism refers to the uniqueness and personal involvement of the giver to the receiver (high in particularism) or the universal and low level of personal involvement in the exchange (low in particularism). The structure of resources is such that various levels of particularism and concreteness exist so resources are not considered to be only particularistic or non particularistic but can be low, moderate or high in particularism as well as concreteness. Work behaviors (cooperation in job duties) are conceived to be high in concreteness due to their very tangible nature and are believed to be more likely exchanged when a manager's work behaviors of competence, ability to communicate and dependability are perceived to be high.

Affective commitment to a sales manager is much higher in particularism and is proposed to be more likely to be exchanged when the salesperson perceives their manager to be trustworthy, considerate and with high levels of integrity. Lastly, affective commitment to an organization is proposed to be high in particularism and is proposed to be more likely exchanged when the salesperson feels high levels of job satisfaction, their professional needs are fulfilled and he/she believe there are opportunities to advance within the organization.

In the present study the theoretical concepts of social exchange (Blau, 1964) and resource exchange theories (Foa & Foa, 1974, 1980) are used as a framework to describe the nature of the exchange between the salesperson, their organization and their manager. Two exchange models are tested. In the first model, salesperson perceptions of the manager's personal traits (trustworthiness, consideration for employees and integrity) are regressed on salesperson affective commitment to the manager. In the second model, salesperson perceptions of organizational support (job satisfaction, personal need fulfillment and promotion opportunity) are regressed on commitment to the organization. Because the independent variables in both models tend to be moderately correlated, further analysis on the predictor variables will be conducted in order to establish which of the variables is most important when determining the relative importance of commitment to the manager as well as to the organization.

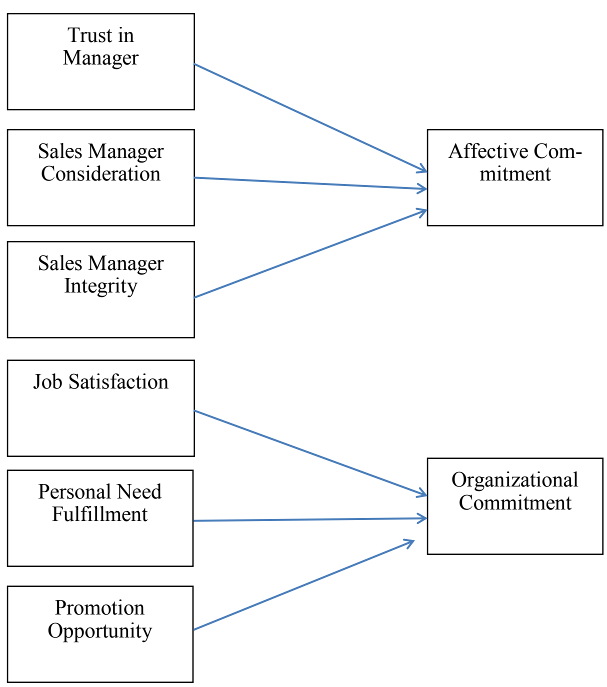
Commitment Between Salespeople and Sales Managers

Commitment refers to the desire to continue a relationship and cooperate to ensure the relationship continues. It has been defined as the desire to maintain a valued relationship (Moorman et al., 1992) with an implicit and explicit agreement between exchange partners to bring value and benefit to each partner (Lages et al., 2008). Employees and managers who feel committed to each other enjoy interacting and cooperating with one another to achieve work goals (e.g., Herold, Fedor, Caldwell & Liu, 2008; Neves, 2011; Paglis & Green, 2002).

In the current study, commitment to the manager is defined as an affective form of dedication. Affective commitment is the desire to continue the relationship because of positive affect toward the partner (e.g., Meyer & Allen, 1984). More specifically it is the belief in and acceptance of the manager which evokes a willingness to exert effort on behalf of the manager (e.g., Bakker et al., 2011; Porter, Steers, Mowday & Boulian, 1974). Managers that are considered to be more trustworthy, considerate of the employee and posses' higher levels of integrity will be more likely to receive commitment from the salesperson (e.g., Bakker et al., 2011; Herold et al., 2008; Neves, 2011; Stinglhamber & Vandenberght, 2003).

Trust is an important factor for developing working relationships (Korsgaard et al., 2002). Trust is defined as the salesperson's willingness to rely on the words and actions of the manager. Social exchange theory suggests trust exists when sales manager characteristics are positively perceived by the salesperson, which is developed based upon the interactions between them. Trust in the sales manager reflects the security the salesperson feels in the

FIGURE 1:
Model: Exchange Relationships between Salespeople and Sales Managers



relationship. In exchange for this trust, the salesperson will be more committed to the manager.

Sales managers are better able to demonstrate behaviors that generate trust and commitment to obtain desired behavior outcomes from the salesperson when they understand the psychological factors influencing the development of relationship (e.g., Lams & Pucetait, 2006). For example, developing salesperson potential and giving praise to the salesperson displays considerate behaviors of a sales manager. The salesperson is more likely to put forth extra effort when their manager is perceived to be considerate and supportive, and therefore have a stronger desire to continue the relationship with the manager.

Integrity is defined as the degree to which a manager is open and honest in dealing with the salesperson (Brashear et al., 2003). Sales managers are perceived as having integrity when they fulfill their obligations and keep their word (Brashear et al., 2003; Kumar et al., 1995). For example, managers with integrity are straightforward in their communications when confronting important issues and providing positive resolutions (LaFasto & Larson, 2001). The salesperson will exchange the honesty given by their manager with commitment to the manager.

Based on resource exchange theory, highly particularistic resources would be good feelings and trust. When managers show consideration for their employees, resource exchange theory postulates that employees would be more likely to reciprocate with a highly particular resource such as being more affectively committed to their boss (Neves, 2011; Rhoades et al., 2001; Stinglhamber & Vandenberghe, 2003). It is very possible that a salesperson may not believe their manager to be capable in their job so he/she is less responsive in performing job duties but may have more affect toward them because their manager has always been considerate and trustworthy.

H_1: To the extent salespeople perceive their managers to be trustworthy, considerate and possessing integrity they will be more likely to be committed to their sales manager.

Commitment Between Salespeople and Selling Organizations

Commitment can occur on two different levels within a selling organization. It can happen on an organization level or on a personal level with the sales manager. However, the type of resources that are exchanged are different in both cases as organizations represent a larger whole in which more general attitudes are formed whereas the managers represent a distinct set of personal traits in which the salesperson evaluates the exchange (Setton, Bennett & Lindon, 1996). Empirical evidence supports the notion that employees who perceive organizations to be supportive of their well-being are more likely to be committed to the organization (Babakus, Cravens, Johnston & Moncrief, 1996; Horn et al., 2009; Setton et al., 1996).

Organizational commitment refers to the identification of the salesperson with the organization and the willingness of the salesperson to exert additional effort to meet organizational goals and values (e.g., Perryer & Jordan, 2005). Organizations can show support for their employees by offering them a satisfying work environment that challenges them professionally, is sensitive to their personal needs and provides opportunity to advance within the organization. The salesperson perceives organizational support based on resources available to complete the job effectively and career opportunities within the organizational (e.g., Rhoades & Eisenberger, 2002).

Researchers have long examined job satisfaction to understand salesperson work related attitudes and behaviors (Brown & Peterson, 1993, 1994; Behrman & Perreault, 1984; Churchill et al., 1976; Johnston, Parasuraman, Futrell & Black, 1990). Job satisfaction is an individual attribute (Locke, 1976) and reflects upon past and present experiences. Churchill, Ford, and Walker (1974) conceptualize the construct of job satisfaction as a global measure of the salesperson's positive and negative sentiments toward their workplace. Job satisfaction has been related to cooperation within the organization and is positively linked to helpful behaviors (Yilmaz & Hunt, 2001). When the salesperson is more satisfied with the job, it is believed that he/she will be more committed to the organization.

Job attitudes are positively influenced when an individual's satisfaction of personal needs in their work are fulfilled (Gagne & Deci, 2005). Personal needs fulfillment in the workplace refers to the salesperson's individual need to experience competence-based activities, as well as be provided the opportunity to grow professionally and develop relationships with others (Baard, Deci & Ryan, 2004; Deci, Ryan, Gagne, Leone, Usunov & Kornazheva, 2001; Deci & Ryan, 2000; Gangne & Deci, 2005; Ryan & Deci, 2000). Competence-based needs are the drive to succeed at challenging tasks and applying personal competence to attain a desired outcome (Deci et al., 2001). When sales activities challenge the salesperson to apply skills and develop relationships he/she should be more committed to the organization.

Reward structure is used to influence and motivate the salesperson to achieve organizational objectives. Few studies have addressed the relative importance that the salesperson attaches to various types of reward motivators influencing cooperative behaviors. Chonko et al's (1992) research on sales reward structures found promotion opportunity the preferred reward choice over fringe benefits, incentive awards and recognition. Opportunity for promotion within the organization establishes salesperson perceptions of fairness of the reward (Ganesan, 1993). Promotion opportunity and equity, including the fairness of the rules for making the promotion decisions, must meet the salesperson's expectations to increase the likelihood that effort will induce outcome behaviors (Livingstone, Roberts & Chonko, 1995). When internal promotion opportunities are perceived to be favorable the salesperson should be more likely to be committed to their organization.

In the case of motivation and compensation, it has been found that when the salesperson performs extra role behaviors he/she is more desirous to receive recognition, as well as other intrinsic rewards, rather than a pay raise (Dubinsky, Anderson & Mehta, 2000; Galea, 2005; Lopez, Hopkins & Raymond, 2006). There is evidence to suggest that pay or a bonus is a disincentive to the commitment to a manager and a motivation to influence behavior. According to Foa and Foa's (1974, 1980) taxonomy resources, bonuses or pay are very high in concreteness, as well as behaviors such as working a 60 hour week or traveling for work purposes. Dissatisfaction of the exchange can put at risk the relationships between the salesperson and sales manager. Major conflict within the exchange has resulted in a lack of trust and commitment (e.g., Beer & Cannon, 2004). For example, a one-time bonus may be considered as a bribe in low commitment relationships (Beer & Cannon, 2004). Research finds that employees are likely to overestimate the importance of pay and in many cases pay is not ranked as a top factor for motivating employee behavior (Morrell, 2011; Towers, 2003). The perceived importance of the reward being exchanged might therefore impact the relationship the salesperson has with their manager and hinder the influence of desired outcome behaviors.

H_2: Salespeople's job satisfaction, professional need fulfillment and opportunity for advancement is positively related to their commitment to their organization.

METHODOLOGY

The sample frame consists of industrial salespeople conducting business-to-business sales activities working for a global equipment manufacturer. We administered data collection electronically using online questionnaires distributed through the company's intranet, 262 salespeople were invited to participate. The participants were given a hyper-link to the survey, this process allowed them to access and complete the questionnaire anonymously. A total of 126 questionnaires were usable, providing a response rate of 48%. The respondents were 90% male, which is consistent with industry statistics, and had an average of 8.42 years of sales experience with the company. To assess potential influence due to geographical or cultural factors, the means from these groups were compared. No significant mean differences were found. Table 1 provides a summary of sample demographics.

TABLE 1: Respondent Demographics

Demographic	Descriptive Statistics
Age (Years)	
Median	44 years
Range	23-68 years
Gender (Percent)	
Male	90%
Female	10%
Race (Percent)	
White/Non-Hispanic	90%
Other	10%
Education (Percent)	
Some College	31%
Technical/Bachelor's Degree	57%
Master's/MBS	4%
Geographic Location (Percent)	
North America	84%
Europe	7%
Asia/Middle East/Africa	7%
Employment (Number of Years)	
Mean	8.42 years
Range	1-40 years
Number of Years in Current Position	
Mean	5.03 years
Income	
Median Range	$40,000-60,000
Straight Salary (Percent)	57%
Salary/Commission Mix (Percent)	43%
Sample size n=126	Sample size n=126

Measurement

The measurement items were adapted from existing scales to examine the relationship and interactions between the salesperson and sales managers. Items were pretested by four business-to-business salespeople to evaluate length, clarity and relevance.

A correlation matrix was reviewed to reduce multi-collinearity in the overall model. Three items were deleted based upon high correlations. Confirmatory factor analyses were conducted to access the number of factors and strength of item loading with the measure.

Trust in the manager was measured using a ten item scale from Kumar et al (1995). The Likert-type items, ranging from 1 (strongly disagree) to 7 (strongly agree), had an internal consistency of Cronbach's α=.91. A sample item from this scale is "Even when my manager gives me a rather unlikely explanation, I am confident that he/she is telling the truth".

Sales manager's consideration was measured by the salesperson's perceptions on a scale used by Johnston et al. (1990).The scale consists of eleven Likert-type items ranging from 1 (strongly disagree) to 7 (strongly agree), developed by Churchill et al. (1976) and subsequently used by Johnston et al. (1990). One example of a sample item is "My sales manager gives us credit and praise for work well done." The internal consistency was Cronbach's α=.91.

Sales manager's integrity was measured using a scale by Brashear et al. (2003). The scale consists of four Likert-type items ranging from 1 (strongly disagree) to 7 (strongly agree). An example of a sample items would be "My manager is honest". The internal consistency was α=.90.

Job satisfaction of the salesperson and satisfaction with promotion was measured using a reduced version of INDSALES, as seen in Comer et al (1989). The job satisfaction scale consists of nine Likert-type items and the promotion satisfaction scale consists of 7 Likert -type items , both ranging from1 (strongly disagree) to 5 (strongly agree). An example of a sample item for job satisfaction would be "My work gives me a sense of accomplishment" and a sample item for promotion satisfaction is "Promotion is based on ability". The internal consistency was α=.913.

Personal need fulfillment of the salesperson was measured by a scale used in Cook and Wall (1980). The scale consists of 16 Likert-type items ranging from 1 (I have more now than what I really want) to 5 (I would like very much more). A sample item is "the opportunity to meet challenge in the work". The internal consistency was Cronbach's α=.90.
Sales person commitment to the manager was measured using a three Likert-type items used in Morgan and Hunt (1994). A sample item is "The relationship with my manager is something I am very committed to". The internal consistency was α=.895.

Organizational commitment was measured 15 item scale with Likert-type items ranging from 1 (strongly disagree) to 7 (strongly agree). A sample item from the Mowday, Steers, Porter (1979) organizational commitment questionnaire is "I am willing to put in a great deal of effort beyond that normally expected to help this organization be successful". The internal consistency was $\alpha = .90$.

Affective commitment was measured scale developed by Kumar et al. (1995). The affective commitment scale consists of five Likert-type items ranging from 1 (strongly disagree) to 7 (strongly agree). An example of a sample item for job satisfaction would be "My work gives me a sense of accomplishment" (α=.913).

RESULTS

Multivariate regression analyses were used to test the hypotheses. The first hypothesis predicts that salesperson trust in the manager, and the perceived consideration and integrity shown by the manager, will be positively related to affective commitment. All three factors were significant and positively related to commitment (R^2 =.713); trust in manager (β=0.914, $p<.001$), consideration (β=0.312, $p<.01$), and integrity (β=.228, $p<.05$).

The second hypothesis suggests that salesperson job satisfaction, personal need fulfillment and opportunity for advancement will positively impact commitment to the organization (R^2 =.340). Job satisfaction (β=0.242, $p<.001$) and opportunity for advancement (β=0.412, $p<.000$) were significant. However, personal need fulfillment was not significant (β=0.000, $p>.05$). A summary of hypotheses results in presented in Table 2.

The independent variables were individually summated and correlated with each other. Consideration was highly correlated with integrity (r=.854, $p<.01$) and trust in manager (r=.893, $p<.01$). There is also a high correlation between integrity and trust in manager (r=.870, $p<.01$). All other variables had a low correlation between corresponding variables. The correlation matrix is presented in Table 3.

Dominance Analysis

In order to better determine which of the significant predictors in each of the regression analyses had the most relative importance with regards to salesperson affective commitment to the manager and organization, dominance analyses was performed. Because all of the independent variables were at least moderately correlated in the regression analyses, a clear understanding of the results may be obscured. Relative importance refers to the "proportionate contribution each predictor makes to R^2 considering both its individual effect and its

TABLE 2:
Hypotheses Results

Hypotheses	Regression Results	Dominance Analysis (key predictor)
H_1: Trust in Manager, Consideration, Integrity —>Affective Commitment	Supported	Trust in Manager
H_2: Job Satisfaction, Personal Need Fulfillment —>Promotion Organizational Commitment	Supported	Promotion

TABLE 3:
Correlations Between All Independent Variables in the Model

	1	2	3	4	5	6
Consideration	1					
Integrity	.854**	1				
Trust in Manager	.893**	.870**	1			
Promotion Opportunity	.464**	.395**	.526**	1		
Personal Needs Fulfillment	-.264**	-.175*	-.183*	-.268**	1	
Job Satisfaction	.300**	.162	.257**	.530**	-.321**	1

effect when combined with the other variables in a regression equation" (Budescu, 1993, p.544). Conducting a relative importance analysis supplies the researcher with information about the amount of contribution each independent variable makes to the overall explanatory power of the model.

Several methods for assessing relative importance have been utilized in previous research such as: squared zero order correlations, squared beta weights and standardized regression coefficients. However, these methods are generally deficient either because (1) they are unable to provide estimates when independent variables are moderately correlated or (2) because they rely on inferred measures and not all of the variables effects are taken into consideration (direct, partial and total) (Azjen & Budescu, 2003). According to Johnson and LeBreton (2004), dominance analysis was specifically developed for use when examining relative importance of correlated predictors in a multivariate regression. In sales and marketing, many times independent variables tend to be moderately to highly correlated. Another advantage of dominance analysis is that the estimates are intuitively meaningful and patterns of dominance can be explored.

When employing dominance analysis three steps are followed. The first step in conducting a dominance analysis is to record the amount of variance explained (R^2) of simple bivariate regressions for each of the variables of interest (Budescu, 1993). In the present case, salespersons commitment to their manager was regressed singly on their perceptions of the manager's trustworthiness, consideration and integrity. Lastly, the salespersons commitment to the organization was regressed on job satisfaction, and promotion opportunity.

In the second step independent variables form various combinations of multivariate regressions. The R-square value of each regression model was recorded. Using the previously calculated R^2 values from univariate and multiple regression tests on the dependent measures general dominance was computed using LeBreton's (2008) calculator. In order to calculate dominance where commitment to the organization is the dependent variable of interest the univariate R^2 of trust, consideration and integrity (.692, .496, .569) were entered into the calculator. Then the R^2 from the multiple regressions were entered into the model.

Dominance was calculated for each of the significant independent variables of interest when examining affective commitment to the manager (trustworthiness, integrity and consideration) and commitment to the organization (job satisfaction and promotion opportunity. Estimates of relative importance for each variable were calculated that sum to newly estimated R^2 . The resulting values indicate in a straightforward manner which variables are viewed as "outperforming" the others.

When examining the results of the first model, the perceived trustworthiness of the manager was a dominant predictor of the salespersons commitment to the manager and accounted for approximately 47% of the model's R^2 , whereas, integrity accounted for only 29% and consideration only 17%. In the second model, where commitment to the organization was the dependent variable of interest, salesperson perceptions of job promotion opportunities was the dominant predictor (accounting for 66 % of the R^2) and job satisfaction accounted for approximately 33% of the R^2 in the model (See Table 4).

DISCUSSION, FUTURE RESEARCH AND LIMITATIONS

Successful strategy implementation requires commitment from various members of the organization. Exchange theory explains this connection through the principle of reciprocity, suggesting that the relationship between the salesperson and their manager lead to commitment to the manager and the organization. This is increasingly important with regards to the sales force due to the fact that the salesperson is a key component when communicating with customers to reach financial objectives of the organization. Theoretical contributions from this study support the concept that sales manager characteristics and the interactions with the

TABLE 4:
Dominance Analyses Results

Commitment	**Trust**	**Consideration**	**Integrity**
General Dominance	0.3302	0.1747	0.2082
*Rescaled Dominance	46.3067	24.4974	29.1959
R-square = .7130			
Organizational Commitment	**Job Satisfaction**	**Need Fulfillment**	**Promotion Opportunity**
General Dominance	0.1405	Not Significant	0.2775
*Rescaled Dominance	33.6124	Not Significant	66.3876
R-square = .4180			

*Rescaled dominance was computed by dividing the general dominance estimates by the R-square.

salesperson can impact affective commitment toward the manager and organizational commitment. The findings of this study introduce the method of dominance analysis in marketing research, which has been used in research for other disciplines (e.g., organizational behavior research and finance research) and the study provides further proof of the validity of social exchange and resource exchange theory in a sales context.

From a managerial view, it is important for sales managers to understand the psychological factors that influence the relationship with their sales force. Due to the fact that it takes time to build trusting relationships, the outcome of affective commitment could be determined as a long-term behavioral outcome. Both social exchange theory and resource exchange theory would suggest relationship factors demonstrating mutual support will in exchange lead to trust and commitment. For instance, sales managers develop trust to build long-term relationships with the salesperson and in exchange the salesperson will be committed to maintaining long-term relationships with managers.

Consistent with previous research, this study found sales manager consideration, integrity, and trust to be significant factors leading to commitment. Of these factors, trust is found to be a key predictor for affective commitment to the manager. This result is evident in the regression results but confirmed as being a key driver from the results of the dominance analysis. In the present study the managers perceived level of trustworthiness, integrity and consideration were all moderately correlated. When examining the beta values from the regression analysis it is not clear which of the three correlated independent variables really accounted for the most variance when predicting manager commitment. However, the dominance analysis made this point clear particularly when trust accounted for approximately 66% of the explained variance in the regression analysis.

Although numerous studies have examined salesperson commitment there are conflicting reports about the variables that impact these outcomes. An important issue with regards to variables that are used to measure commitment is that they are often times correlated and so the true effects often remain distorted. Another finding of this research shows opportunity for advancement as a key predictor for salesperson commitment to the organization. Although job satisfaction is found to be an important factor in organizational commitment, promotional opportunities for the salesperson is of higher importance. The salesperson might be satisfied with the current job situation (job satisfaction) but look forward to advancement within the organization as a goal/reward for successful performance. Personal needs fulfillment may influence this (not examined in current study) due to the fact that the salesperson needs additional challenge and professional activities, which are typically associated with advancement into a new position. Foa and Foa's (1974) resource exchange theory helps explain the relationship in terms of the salesperson being committed to an organization simply because the organization offers promotion or is committed to the career advancement of the salesperson. Therefore, the salesperson has a long-term commitment to the organization due to the advancement opportunities, therefore the salesperson is more likely to be committed to the success of the organization if the organization is committed to supporting the salesperson throughout their career within the firm. Desiring an opportunity for promotion implies that the salesperson expects to be with the firm long-term. As a result, the salesperson may invest more effort into the job, making it more likely for the salesperson to be committed to organization as a way of being committed to their career within the firm. Furthermore, the salesperson would want the organization to be successful because of future advancement opportunities and there would be stronger association with the firm when more time or effort is invested in the job.

The quality of the relationship between the salesperson and their manager has a direct impact on the organizational success through the sales force. Therefore, organizational activities such as managerial training to improve relationships between sales managers and salespeople within the organization (i.e. how to lead and develop direct reports, communication workshops, etc.) might be used as a way to more effectively achieve organizational objectives. This indicates that organizations should not only work to develop career opportunities for the salesperson to enhance the relationship and commitment to the organization, but also improve the relationship development between the sales manager and salesperson for greater commitment within the organization.

This study was able to identify the key driver behind salesperson affective commitment to their manager. According to the results of the dominance analysis the level of perceived trustworthiness of the manager contributes most to salesperson commitment. Further, salesperson commitment to an organization was fueled primarily by the opportunities to be promoted in the organization. This research provides additional insight into factors that heavily influence a salesperson to commit to their manager and organization. We hope these results will motivate other researcher to see possibilities in using a dominance analysis as a way to identify key predictors in research models.

Limitations

There are limitations to this research. First, self-report questionnaires can result in bias. To address this limitation, the model constructs used reverse-coded items and several steps were taken during the data collection process to assure anonymity. Second, due to the high correlation between independent variables, multi-collinearity may have affected regression results. In addition, the small sample size is seen as a limitation to the study. Dominance analysis is used to counterbalance the sample size and correlations, analyzing R^2 versus traditional regression methods.

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