Understanding an Effect of Technology Between the Relationships of the Five-Factor Model and Sales Performance Technology as a Moderating Tool

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ABSTRACT

Over the past decades, numerous experts have been investigating the correlation among distinct personality traits and job performance. However, relatively less attention was paid examining the significance of technological tools in sales management, especially in developing countries. This article explores the relationship among the five-factor model (FFM) of personality traits and sales performance (SP) with a moderating role of the technology. To this end, structural equation modeling and Fisher’s Z transformation analysis were employed to analyze the hypotheses. The findings revealed that extraversion, conscientiousness, openness to experience, and emotional stability traits are positively correlated to SP. In contrast, agreeableness is not highly correlated with SP relatively than the remainder traits. Additionally, results revealed the significant effect of technology as a moderator which strengthens the association of FFM and SP. This study proposes diverse managerial implications and future directions for practitioners and academicians across the nations.

KEYWORDS
Electronic Industry Of Pakistan, Sales Performance, Salesforce, Technology In Selling, The Five-Factor Model (FFM)

INTRODUCTION

Firms insistently endeavor to achieve higher market attention owing to the current competitive environment using distinct ways. Nowadays, technological advancement has brought radical transformation in diverse business practices because of widespread and rapid penetration of information systems (IS) and information communication technologies (ICTs) (Venkatesh & Davis, 2000; Melville, Shahsavaran, 2014; Alemu, 2015; Melville, Kraemer, & Gurbaxani, 2004; Nardelli, 2015; Gwadabe, 2017). Managing relationships with the customer is summit priority for marketing management where technology supports managing such relationships in marketing and sales related activities (Panni, & Hoque, 2017; Gwadabe, 2017; Waheed & Jianhua, 2018). We are living in the era where customers look for convenience and in such scenarios the use of IS may better assist satisfying their demands as dynamic ways (Stephens & McGowan, 2015; Waheed & Jianhua, 2018). Although many academic experts have been claimed that core competency is a prime factor of an individual

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to obtain work efficiency in a rapid transformation and competitive environment (Shalley, Zhou, & Oldham, 2004; Sung & Choi, 2009). Creativity among employees may enhance task performance together with organizational effectiveness and innovativeness (Fairbank & Williams, 2001). However, the sales performance critically enriches organizational profit and depended on salesperson’s work efficiency (Farr & Tippins, 2010). Furthermore, researchers have observed the positive relationships decades ago between sales performance and salesperson’s personality within unlike perspectives and dimensions (e.g., Warr, Bartram, & Martin, 2005; Furnham & Fudge, 2008; Verbeke, Dietz, & Verwaal, 2011; Yang, Kim, & McFarland, 2011; Sitser, van der Linden, & Born, 2013; Waheed, Yang, & Webber, 2017).

In contrast, the personality of sales reps is exceptionally praiseworthy in the field of sales because of communicating the message of a product as a vigorous way (Burch & Anderson, 2008). A dynamic personality may perform a crucial role in the profession of sales (Sitser, van der Linden, & Born, 2013). Therefore, various studies have been conducted to ensure to significance of the personality traits toward diverse perspectives, including retail industry, fashion industry, insurance industry, hotel industry, education industry, and banking industry (e.g., Hertz & Donovan, 2000; Caisdy, 2012; Farrukh, Ying, Mansori 2017; Magandini & Ngwenya, 2015; Yakasai & Jan, 2015). Likewise, Sung and Choi (2009) have been investigated the relationship of the personality traits toward creativity of an individual.

The scope of sales profession is remarkably growing across the world which predicted to further rise 5% within the period of 2014-2024 along with likely 0.7 million career opportunities (US Labor Department, 2015; Farr & Tippins, 2010). It assured the significance of sales occupation, whereas, sales performance might be enhanced by means of salesperson’s job efficiency (Farr & Tippins, 2010). To that end, the personality traits of the sales reps are extremely important to achieve work performance (Burch & Anderson, 2008). To boost the sales of the organizations is the ultimate goal for every business where salesperson may perform a prime contribution (Verbeke, Dietz, & Verwaal, 2011; Deeter-Schmelz, & Sojka, 2007; Sitser, van der Linden, & Born, 2013). The impact of salesperson’s personality has been evaluated in various contexts over the past decades. However, the known effect on the electronics industry has not well explored, especially in developing countries. Therefore, the intention of the present study is to examine the relationship between FFM and sales performance from the domain of Pakistani region.

Pakistan is a developing country which stands in the 6\textsuperscript{th} position as the populated country with nearly 189 million people and 2.1% rate of growth (World Meters, 2017). Electronic sector of Pakistan in one of growing sectors which is associated with unlike electronic gadgets (PCER, 2016). Such industry is further expected to grow, especially within the period of 2016-20 in selling of diverse electronic products, including computers, TVs, handsets, and rest of electronic products. In such industry, an effective personality of sales rep may perform a vital role to enhance the sales of organizations. Consequently, it is critical to assess a dynamic personality trait among salespersons (Burch & Anderson, 2008).

This study attempts to test the FFM such as extraversion (ET), agreeableness (AT), emotional stability (EST), conscientiousness (CT), and openness to experience (OET) on organizational sales performance (SP). The second goal is to conduct profound analysis for in-depth analysis of each dimension of the FFM that may enrich strategic decisions of the respective management to comprehend the more dynamic and influential trait within the Pakistani market. To this end, the first goal is to observe the linkage between FFM and SP. Second, the aim is to examine inter-associations of each attribute of FFM, i.e., ET, AT, EST, CT, and OET, respectively. Likewise, another goal is to explore the influence of technology (TV) as a moderating variable between the relationships of FFM and SP. The following theoretical support and hypotheses are presented for further proceedings.
Integration between Cloud Computing Benefits and Customer Relationship Management (CRM) Processes to Improve Organization's Performance

Intelligent Store Agent for Mobile Shopping
www.igi-global.com/article/intelligent-store-agent-mobile-shopping/51567?camid=4v1a