



**Creating an indicator for effective sales people on new entry level vehicle
sales**

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I. Abstract

The efficiency of motor industry sales people has not changed over the past 20 years, despite a R23.8 billion injection over the past 7 years. Making use of personality traits to identify a suitable employee limits the true nature and potential of an employee candidate. Given that the working environment has evolved into a predominantly teamwork based environment, emphasis has now been placed on the ability individuals have to work within groups, and the dynamics thereof. Three of the main elements that need to be considered are contextual performance, job fit and supervisor fit. There is another element that still needs to be considered, as it directly affects the motivational elements of team work and employee performance, namely psychological contracts. All four elements and their relevance in new motor vehicle sales for entry level brands have been tested in an attempt to create an indicator to increase efficiency from sales people.

The methodology used is directly related to determining the greatest relevance each element has in relation to sales performance. In essence, correlations between one and many elements have formed the basis for this research. Three quantitative analysis techniques have been used namely t-test, regression analysis and correlation matrix. A cronbach's alfa will be used to cross check the results. The data was collected via the respective brands own Area Managers on a standard and anonymous questionnaire (annexure 9.2) designed with the influenced from various research all outlined below in the questionnaire section. A

focus group with sales people was run to ensure intended understanding and interpretation of the questions asked in the questionnaire.

There were limited results, with only two of the null hypothesis being rejected. Contextual performance resulted in the strongest regression, even though it contained a weak correlation. Person-Organisation fit was statistically significant in both statistical analysis, t-test and regression analysis. The correlation matrix unveiled a strong correlation amongst three of the four dimensions, especially between Person-Organisation fit and psychological contract. In conclusion, statistically the research showed contextual performance and person-organisation fit to be useful in supplementing a conventional interview process, to indicate potential sales performance. In practice, this research has enabled organisations within the motor industry and alike, a more specific method of identifying more effective sales people at the time of interview, than before.

II. Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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Date

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1. Introduction to Research Problem

The productivity of sales people has not changed for 20 years (Sewells, 2007). The productivity has not improved despite ZAR23.8 billion in investments from 2000 to 2007 into infrastructure for the motor industry (Vermeulen, 2008). Furthermore, the stagnant productivity will not only affect the motor industry, it will affect South Africa's economy as the motor industry makes up more than 7.5% of the country's GDP (NAACAM, 2008b). According to the Sewells December (2007) report, directors of motor industry believe the balm falls back on poor quality sales people and their respective turnover.

1.1 Background:

According to the NAACAM 2008 (b) review of the motor industry, 2006 saw the greatest year of all-round achievement since the inception of the Motor Industry Development Program (MIDP) in 1995. Since the MIDP came into effect, the motor industry has seen vehicle exports grow from 4.1% of total South African exports to 13.9% in 2006. The increase in volumes equates to an actual volume (completely built unit, CBU) of 8,976 in 1995 to 119,171 in 2006. 2008 is projected to reach 150,000 CBU's (NAACAM, 2008b). The future outlook regarding exports is positive, given the new export program released by the Department of Transport and Industry (DTI) (NAACAM, 2008b). According to NAACAM (2008b) the 10 year volume target, of 1.2 million locally produced vehicles is likely to be achieved.

From a production point of view the outlook is positive. Unfortunately given the statistical information provided by Sewells (2007), the productivity of sales people is the complete opposite. Furthermore, the leaders within the industry that see the increased productivity in production see a decline in productivity on the retail front, despite the capital injection throughout. As Sewells (2007) suggests, these leaders blame the productivity of the sales people for the effective decline in productivity.

1.2 Definition of Concepts:

The managerial structure of a vehicle sales environment can vary (Sewells, 2007). The traditional structure is for a sales manager to be responsible for the retailing of motor vehicles through the sales personnel employed by either themselves or the general manager (can be referred to as the dealer principal or branch manager). A sales target is allocated based on the dealership's potential market within their respective territory. Given the dealership's sales target, the target is divided by the national average sales per person per month industry figure, to give an indication on the number of sales people required (Sewells, 2007). Each and every sales person is in competition with their fellow sales person, selling within the same territory and off the same showroom floor.

If the market potential within the dealer's area of responsibility exceeds the requirement of 8 sales people, then a second sales team may be created within the same dealership. As with one sales team, each sales person is in competition with

their fellow colleague regardless of sales team. Sales managers are now in competition with their counterparts from different teams. According to Ahadzie, Proverbs, and Olomolaiye (2008) increased competition leads to increased productivity.

As defined by Edwards (1998) productivity implies generating the required or more output with less input. Sewells (2007) views productivity within the motor vehicle sales environment as monthly vehicles sales for a sales person. The inputs required are the dealership infrastructure, stock, basic essentials, and people. The outputs are vehicle sales and ideally profits. Considering the significant increase in inputs over the past decade, there is a substantial reduction in productivity. There are other tools used to measure productivity, however they focus on efficiency and not the total volume of inputs in relation to the output (Edwards, 1998). According to Sewells (2007) there are many factors that need considering in order to improve sales persons' productivity.

One must understand the environment and nature of the sales people within the motor industry. According to Sewells (2007), sales people work within a highly competitive industry, where the sales people are in control of their own salary (highly commission based). Unfortunately a sales person only spends a proportionate amount of time selling, administration and operational responsibilities occupy the remainder of their time. A job description in annexure 9.1 outlines the complexity of the sales persons' role, including body movement and speech

analysis, financial model structuring, and even competitor and product positioning analysis. The complexity of the job role has changed the profile of individual required.

Given that a typical interview processes includes one of many personality based assessment tests, the motor industry is proof that relying solely on the personality tests is inadequate. In Warr, Bartram, and Martin's (2005) study of the big five personality characteristics, they state that in some circumstances or situations, the level of one personality trait influences another. Cravens, Grant, Ingram, LaForge, and Young (1991) found successful characteristics were generic, with self-motivation, selling skills, and risk taking propensity common amongst these individuals. A more recent meta-analysis by Murphy and Davis (2006) support the notion of predicting successful sales people by means of "configural" (Murphy, *et al* 2006, p. 2) analytical tools. All in all, the articles support the notion that it is possible to predict the sales success from analyzing the individual's personality traits.

To contradict the other studies, a study by Molleman, Nauta, and Jehn (2004) outlined the limited nature of using the big 5 personality traits as performance predictors. Molleman *et al* (2004) and various other researchers are all of the opinion, drawn from their research, that there are many other factors that contribute to the adequate performance levels. Goodman, and Svyantek (1999) along with Verquer, Beehr, and Wagner (2002) believe a major factor is the shared

values between the person (worker) and the organisation which lead to contextual performance. Other researchers such as Kristof-Brown, Zimmerman, and Johnson (2005) along with Carless (2005) believe it goes further than contextual performance, rather it is a combination of person-job and person-organisation fit that matters more so than anything else. Going back to the directors and experts within the motor industry, the Sewells report contains supportive arguments confirming all of the alleged alternative factors.

The likes of Rousseau (2001), Turnley, Bolino, Lester, and Bloodgood (2003), and Wöcke and Sutherland (2008) are some of many who have a different view. Their research has shown the impact of psychological contracts on the performance of workers as significant. Given the virtually standard operational methods across the entire motor industry (Sewells, 2007), breached psychological contracts, in terms of unit target based bonuses, are likely to be a factor in the performance of sales people. Furthermore this issue of breaching psychological contracts may be the cause of the second major factor for poor productivity.

Research from Peterson (2005) outlines that world leading retail organisation, Wal-Mart, has recognised the complexity of human resources and attempts to resolve potential future problems by hiring the correct staff to start off with. Issues such as psychological contracts and expectations, contextual performance, person organisation fit, and person supervisor fit were specifically identified in each potential employee at the interview stage before the personality tests were

conducted. Wal-Mart's approach to correct staff employment has led to an increase in productivity, a decrease in staff turn, and an increased talent pool to develop in to managers. This draws a parallel to the situation in Sewells's (2007) report of poor productivity and high staff turnover in the motor industry.

The Sewells (2007) report highlights the loss in productivity within the motor industry. Research into creating an indictor beyond the traditional methods of evaluating sales candidates is required. A researcher, Werner (2000), analysed the effectiveness of the traditional interview process, only to find it being ineffective in measuring citizenship behaviour. Werner (2000) recommends using a situational interview, as it enables the assessment of contextual performance by means of observation. As outlined above, when hiring a new sales candidate additional factors need to be considered, such as contextual performance, psychological contract, person supervisor and person organisation fit. If found relevant, these factors can easily be integrated into the traditional interview process, to complement or reaffirm the results.

2. Literature Review

The literature review will encompass the theory behind each of the three dimensions of this research. Person-environment fit will be divided into three sections, two of which apply to this research, person-organisation fit and person-supervisor fit. The hypothesis questions, and the respective null hypothesis, are outlined at the end of the respective literature reviews, as well as summarized in Chapter 3.

2.1 Contextual Performance

Even though many researchers perceive contextual performance to be a part or linked to the study of person-organisation fit Goodman and Svyantek (1999); Werner (2000); Ahadzie, *et al* (2007); and, Nguyen and Ziou (2000) believe it is different. Task performance in Goodman's *et al* (1999) research is defined as 'completion of technically core activities required by the organisation'. Contextual performance goes beyond the task performance and creates an environment that enables the tasks to be completed. In short, the difference can be described by a simple analogy; a person may fit the organisation well through its vision and objectives, and may perform their job tasks exceptionally well, however the same individual may not perform in terms of contextual performance. The individual may choose not to volunteer or participate in extra activity to provide a congruent environment.

A similar view is also outlined in a meta-analysis on person-organisation fit by Verquer, Beehr, and Wagner (2003). There were various definitions of person-organisation fit analysed in the research. Most of the definitions isolated the long term view and overall values of the organisation and person as being the critical determinant for person-organisation fit. The research however did not include the actions of individuals beyond their job description or primary tasks (i.e., contextual performance). The results from another meta-analysis by Kristof-Brown, Zimmerman and Johnson (2005) found low correlation between person organisation fit and contextual performance, 0.13 (p. 311). The implication thus is to identify contextual performance as being a separate element in the race to improve productivity. Given the situation as explained by the Sewells (2007) report the inputs have increased substantially, however the output has not increased accordingly.

What links contextual performance and productivity is simple. The greater the contextual performance, the more an organisation can extract from its workers for the same cost (Goodman, *et al*, 1999) (Ahadzie, *et al*, 2007). Peterson (2005) found through his research that employing contextual performers, especially those who work together, can improve productivity. Furthermore, the more team-orientated the workers are, the more likely innovative solutions can be created to increase output (Chatman, 1991 through Goodman, *et al* 1999). Ahadzie, *et al* (2007) also found it necessary for both team work and individual interaction to

occur in order for new innovative solutions to be created. Ahadzie, *et al* (2007) believes it is the historical background of each individual, when confronted with a problem, can, through interaction with others, create a new solution.

In a perfect world all employees would be motivated enough to hold the interests of the organisation before their own. In reality motivating people to perform and work beyond their core tasks. Motivating forces according to Hofstede (1980) is split into two divisions. One being your subconscious, named id, and the other your conscious, named ego. The supporting of your ego makes you feel elated and positive, whilst challenging your ego and going with your id makes you feel guilty and anxious (Hofstede, 1980). This understanding is in line with Sigmund Freud's work, according to Hofstede (1980), and Maslow's hierarchy of needs follows the same methodology.

The base of Maslow's hierarchy is self preservation. Conveniently for a sales organisation this means a trade is possible, labour and intellect for money. When the money earned is in line with the effort put from the employee, even closer aligned. Unfortunately given the additional work required beyond the sales process, basic motivation is not sufficient. Organisations are required to motivate in order to complete additional tasks (Hofstede, 1980).

The additional motivation, generally, will cost more (Hofstede, 1980). The intention is to ensure candidates employed share common goals, cultures, and work ethics.

If both parties are aligned, there is greater potential for contextual performance to occur, and reducing potential operational costs (Goodman, *et al*, 1999) (Ahadzie, *et al*, 2007). Peterson (2005) believes all companies should be searching for contextual performers with reference checks.

Other researches have the opinion that you are able to identify contextual performance through a standard interview process (Beaty, Cleveland, and Murphy, 2001; and, Borman and Motowidlo, 1997). Unfortunately neither of the studies has shown a strong proven correlation for their conclusions, implying personality tests are limited in identifying contextual performance.

Given the extraordinary capital investments into the motor industry over the past seven years, there is a significant requirement for an increased return on investment (Vermeulen, 2008). Reducing costs with the same or greater output will contribute towards generating an improved return on investment. Utilizing innovative solutions, either generated through a congruent work environment or team atmosphere, can increase output with the same cost. Ahadzie, *et al*, (2007) went on to explain the interaction of these individuals also generates the experience necessary for “Multidimensional” (Ahadzie, *et al*, 2007, p 632) effective managers.

This research aims to measure the impact contextual performance has on sales performance, and to determine if it can then be used as an indicator. According to

Borman and Motowidlo (1997) their research outlined that contextual performance is important for various reason, summarised by two, increase competition which generally decreases margin and thus a reduction in costs, one being staff, therefore a greater diversity in roles. And secondly, given the increases competition innovation can provide the necessary advantage over the competitors. Innovation, as outlined above, can be created by individuals of different backgrounds interacting around a central problem, thus making contextual performance important.

Borman, *et al* (1997) also raised an important element in managing people and assessing their performance. According to Borman, *et al* (1997); Ahadzie, *et al* (2007); Motowidlo, Borman, and Schmit (1997); assessors of employee performance place virtually equal emphasis on task as well as contextual performance. The problem is how to define or rate contextual performance. According to Borman *et al* (1997) and Peterson (2005) most companies do not have a formal method of rating contextual performance, nor is it incorporated in their performance evaluations. Having an equal weighting but not formal and measurable method in assessing will lead to a deterioration of the working environment according to Borman *et al* (1997) and Peterson (2005).

Goodman, *et al* (1999) and Werner's (2000) research found that warmth, competence and conscientiousness were the most effective characteristics for an organisation to build in order to achieve the highest contextual performance out of

their people. Borman, *et al* (1997); Ahadzie, *et al* (2008) concur with these representative icons. These three characteristics will be emphasised in this researches questionnaire. Questions 11 to 20 will be primarily focused on contextual performance. Some of characteristics between person-organisation fit and contextual performance are shared and so too are the questions. These questions are 29, 33, 35, 42, 43, and 45. Beyond the three representatives, there are other characteristics that were found to have a positive correlation however through all the other researches reviewed, they are not as significant.

Hypothesis (H1₁): *Contextual performance from a potential sales person can be used as an indicator for sales performance.*

Null Hypothesis (H1₀): *Contextual performance from a potential sales person cannot be used as an indicator for sales performance.*

2.2 Person-Environment Fit

The topic of person-environment (PE) has been studied for more than 100 years (Kristof-Brown, 2005), although the definition of fit was first attempted in Muchinsky & Monahan (1987) (through Kristof-Brown, *et al* 2005) research. What does “fit” actually refer to? According to Kristof-Brown, *et al* (2005) fit can be simplified by, “where there is an offset of needs and abilities by two different parties”. Although the definition goes further as there are two situations and their respective views, one of need and then supply and the other when both parties are in need. Kristof-Brown, *et al* (2005) refers to the needs and then supply approach as complementary fit and the both needs approach as supplementary fit.

Put simply, when an individual with the characteristics meet the needs of the environment, it is a complementary fit. When both parties’ needs are similar, it is a supplementary fit. Given the simplistic understandings, complementary fit is suitable for Person-Job fit, whereas supplementary fit is suitable elsewhere. Or so it was believed, as there are complications. Given previous studies on psychological influences and desires, the power relating to each of the two forms of fit continuously alter, depending on the circumstances. In short, a combination of both forms of fit in every relationship will ensure a stronger fit for greater outcomes (Kristof-Brown, *et al* 2005).

Now that the definition of fit is covered, how do we measure it to add reference to the relationship? According to the meta-analysis of Kristof-Brown, *et al* (2005) there are three methods of assessment, with two of the three being subjected to the view of each individual in the relationship. The three methods are perceived fit, subjective fit, and objective fit. Perceived and subjective fit contain manipulation as they are from an individual's perception, whilst the objective fit is from an independent party (Kristof-Brown, *et al* 2005). The strength of the fit will continuously alter as each issue or project manipulates the individuals' perception of their relationship with everyone else (Kristof-Brown, *et al* 2005). This research will be measuring the perceived fit from the sales persons view at a point in time.

2.2.1 Person-Organisation Fit

Person-organisation (PO) fit is one element in the study of interrelations between individuals and their environment, whether in the work place, groups or job. (Carless, 2005; Kristof-Brown, 2000; Kristof-Brown, *et al* 2005). Kristof-Brown (2005) defined PO fit as being the compatibility between people and an organisation. It is thought a high level of PO fit exists when the individual and organisation share similar personality characteristics and goals (Kristof-Brown, *et al* 2005). Given that there are shared and common goals, a supplementary fit profile is more likely to be predominant. Stemming from this suggestion is the inference that individuals who share similar characteristics with their organisations are more likely to be successful within the organisation as they will achieve more in relation to what the organisation values (Carless, 2005; Kristof-Brown, *et al* 2005).

An inference can then be made to link PO fit to productivity, the dire problem as outlined by Sewells (2007).

The three main attributes that were found to be the most indicative of PO fit in Kristof-Brown *et al's* (2005) meta-analysis were job satisfaction, organisational commitment, and on a negative correlation the intent to quit. The research will be utilizing these focal points to determine PO fit and levels thereof in this researcher's questionnaire. The relevant questions in the questionnaire are 21 to 37. As stated previously there are some shared characteristics with contextual performance, therefore here are some shared questions, more specifically questions 16, 18, 19 and 20.

Hypothesis (H₂₁): *Person-organisation fit with a potential sales person and organisation, can be used as an indicator for sales performance.*

Null Hypothesis (H₂₀): *Person-organisation fit with a potential sales person and organisation, cannot be used as an indicator for sales performance.*

2.2.2 Person-Supervisor Fit

As described by Peterson (2005) "... employees don't leave good companies, they leave bad bosses" (Peterson, 2005, p. 87). Sewells (2007) outlined that the second greatest issue facing the motor industry is the turnover of staff and the lack in talent pools to develop into managers. Peterson's (2005) statement brings about the

relationship between the individual and their supervisor, as the supervisor is likely to rate the subordinate in direct correlation with their fit (Chuang, *et al* 2005; Kristof-Brown, *et al* 2005). Person-supervisor (PS) fit is another element in PE fit analysis.

PS is the most relevant researched element of PE analysis, more so than PJ and PO. There are shared characteristics with PJ and PO fit, such as congruency. There is however greater complexities as there are now two different individuals to compare, not a simpler organisational or group culture (Kristof-Brown, *et al* 2005). Holistically from the research there seems to be two main factors to consider in PS analysis, similarity in personalities and goal congruency (Schaubroeck & Lam, 2002, through Kristof-Brown, *et al* 2005). This element will be tested in this research on a factor basis.

Since human behaviour and assessment thereof are subjected to an individual's unique perception of events, leader-follower congruency is the most relevant characteristic (Schaubroeck & Lam, 2002, through Kristof-Brown, *et al* 2005). Leading from this is the research on leader member exchange (LMX) (Graen, 1976, through Kristof-Brown, *et al* 2005). Unfortunately the LMX research focuses on the nature of the relationship between the two individuals and not the characteristics we are attempting to create an indicator of effective sales people. There is also the study of perceptual similarity (Wexley & Pulakos, 1983, through Kristof-Brown, *et al* 2005). Perceptual similarity focuses on the alignment instead of

the actual fit between the sales manager and the sales person (Kristof-Brown, *et al* 2005). To prevent the sample from leading the answers, the questions regarding PS fit were mixed throughout the questionnaire. The specific questions regarding PS fit are 16, 19, 20, 21, 33, 36, 39, 41, 46, 49, and 50. PS fit shares similar characteristics to both PO and psychological contracts. The relationship between PS and PO is obvious and explain in PE fit. The relationship between PS fit and psychological contract is the nature and role of the supervisor. The supervisor will generally be the creator of some psychological contracts as well as the administrator of the contracts. As a result, with the intension of minimising the length of the questionnaire and preventing duplicate questions, PS fit and psychological contract shared a few questions.

Hypothesis (H3₁): *Person-supervisor fit between a potential sales person and respective supervisor, can be used as an indicator for sales performance..*

Null Hypothesis (H3₀): *Person- supervisor fit between a potential sales person and respective supervisor, cannot be used as an indicator for sales performance.*

2.2.3 Other Person-Environment Fit Elements

There is an alternative element to PO fit, person-job fit (PJ). Put simply PJ refers to two elements in accordance to Edwards (1991) and Kahya (2007) research, the link between the individuals knowledge, skills, and abilities (KSA), and the fulfilment of the employees needs and desires through the tasks performed in their

job. Considering virtually all of the sales people employed, to some extent, fit the correct personality profile and sales experience, to some extent, is also a job prerequisite (Sewells, 2007), PJ fit will have a limited impact for this research, and this is not focused on. Another limited element of PE is person-group fit. Considering sales people act independently from their counter parts, as they compete for business on the same showroom floor, there is limited group work, however sales people do rely on others within a contextual performance view (Villanova, Bernardin, Johnson & Danmus, 1994).

The study of Person-Environment has given insight into the inner workings of peoples relationships. This research aims to gauge the relevance and impact of Person-Organisation and Person-Supervisor fit on the sales performance. With the use of the cues above, the questionnaire will attempt to draw inferences from the sales people's responses, to the body of knowledge in order to gauge the relevance on performance. The results will enable organisations to alter their organisations culture to create an environment that best encourages top performance.

2.3 Psychological Contracts

Rousseau (2001) defines a psychological contract (PC) as “an exchange agreement between an individual and, in organizations typically, the employing firm and its agents” (Rousseau, 2001, p. 512). As he explains, “A major feature of psychological contracts is the individual’s belief that an agreement is mutual, that is, a common understanding exists that binds the parties involved to a particular course of action” (Rousseau, 2001, p. 512). The basis, or schema, for any employees interpretation of an agreement with the organisation is built off the employees own understandings of how the organisation’s culture operates, a mental model (Rousseau, 2001). The initial formation of this foundation or mental model is based off the pre-employment experience, recruiting practices, and the initial on-the-job socialisation (Rousseau, 2001). Peterson (2005) believes the employees’ schema is establishment within the first few months of employment.

The evolutionary development of this mental model comes in the form of verbal and non-verbal interactions and experience (Rousseau, 2001). The evolutionary process will continually reset priorities and create a historically based perception on the organisation and the relevant supervisors. As outlined by Peterson (2005) a new employee will have their own established schema’s based off their previous experience. The responsibility then falls on the inductors of the new organisation to re-establish the expectations. Peterson (2005) states that in accordance to Fred Smith of Federal Express there are ultimately three questions that needs to be

answered by the inductor to establish the most critical elements of their schema, 1) Does the organisation care about their employees? If so how? 2) What do employees need to do to get ahead? If so how? 3) Where can employees go to get justice? A breach in any of these three pre-prescribed agreements of understanding will ultimately result in the employee leaving the organisation (Peterson, 2005). Peterson (2005) explained that most employees were willing to leave Wal-Mart due to a simple breach of PC entailing a conflict in rosters.

According to research, the overall notion of a PC can be split into four types, transactional, transitional, relational, and balanced (Rousseau, 2002; Rousseau, 2004; Thompson and Bunderson, 2003; through Wöcke & Sutherland, 2008). Transactional is a short term arrangement that entails specific duties and responsibilities. A transactional contract usually involves some form of economic exchange. The transactional contract is the most common type of psychological contracts in the motor vehicle sales environment. The transactional contract also has the least immediate and long term impact on the mental state for the two parties involved. The level of the impact is however directly related to the sum of the money involved.

Relational contracts entail the exchange of intangible value. From the employee's perspective, they will provide their services along with loyalty, for the greater good of the organisation. The employee requires the organisation to provide continued training, development and job security. Balanced PC's refer to the balance of

contribution between employees and organisations towards their shared growth through training and development, however the contract is based on the economic prosperity of the organisation. Transitional contracts are the most significant in managing employees, as it relates to the employees interpretation of an organisational change or alteration in reflection against the established schema of the respective employee (Wöcke, *et al* 2008).

To change a PC on purpose, the organisation needs to motivate the change in line with the individual's schema. This is done by making the individual process the information deeply and re-creates the relevant section of their schema (Rousseau, 2001). For most people, a circumstantial change must be experienced by the individual in order for the information to be processed deeply (Rousseau, 2001).

The relevant issue pertaining to this research project is the breach of a PC and the effects on the sales people's performance. As defined by Turnley, Bolino, Lester, and Bloodgood (2003) a breach can be defined as a perceived failure by the organisation to fulfil one or more of its obligations towards an employee in a PC, and vice versa. Turnley *et al* (2003) highlighted some of the effects, from previous research, that breaches have on employees, these include:

- “Reduced job satisfaction,
- Reduced trust in the organisation,
- Increased cynicism about organisational life in general, and
- Increased intent to quit” (p. 188)

These issues were supported by the results from other research (Coyle-Shapiro and Kessler, 2000; Turnley and Feldman, 2000).

Turnley, *et al*'s (2003) research went on to demonstrate that there was a significant change in the performance of the employees with a breach in PC, for their data set. Their results showed a negative reaction of 8% increase in variance toward colleagues, 16% towards role performance, and 21% towards the organisational citizenship, or contextual performance. Similar results were experienced from Coyle-Shapiro, *et al* (2000) research into a public services organisation. Their research found that the majority of employees and managers had experienced a breach in their PC's. As a result the employees were executing their form of justice by reducing their commitment and willingness to perform in relation to contextual activities.

Considering psychological contracts can only be experienced during employment, this research attempts to investigate the relation psychological contracts shares with PS fit. Ideally the sales people will answer without fear of any recourse in order to receive accurate results. The questions relating to psychological contracts are from 38 to 48 excluding 41, and 49. For the sake of purity in results, any shared question between PS fit and psychological contract will not be used for hypothesis 4.

Hypothesis (H4₁): *Person-Supervisor fit between a potential sales person and respective supervisor, can be used to indicate a potential future breach in Psychological Contract.*

Null Hypothesis (H4₀): *Person-Supervisor fit between a potential sales person and respective supervisor, cannot be used to indicate a potential future breach in Psychological Contract.*

Considering the data is being collected, this research will also try to determine whether a breach in psychological contract can affect sales performance in motor vehicle sales, as depicted in other research (Coyle-Shapiro, *et al* 2000; Turnley, *et al*, 2003).

Hypothesis (H5₁): *A breach in psychological contract for a sales person does have a predictable impact on sales performance.*

Null Hypothesis (H5₀): *A breach in psychological contract for a sales person does not have a predictable impact on sales performance*

3. Research Proposition and Hypothesis

3.1 Contextual Performance

Hypothesis (H1₁): Contextual performance from a potential sales person can be used as an indicator for sales performance.

Null Hypothesis (H1₀): Contextual performance from a potential sales person cannot be used as an indicator for sales performance.

3.2.1 Person-Organisation Fit

Hypothesis (H2₁): Person-organisation fit with a potential sales person and organisation, can be used as an indicator for sales performance.

Null Hypothesis (H2₀): Person-organisation fit with a potential sales person and organisation, cannot be used as an indicator for sales performance.

3.2.2 Person-Supervisor Fit

Hypothesis (H3₁): Person-supervisor fit between a potential sales person and respective supervisor, can be used as an indicator for sales performance..

Null Hypothesis (H3₀): Person- supervisor fit between a potential sales person and respective supervisor cannot be used as an indicator for sales performance.

3.3.1 Psychological Contract

***Hypothesis (H4₁):** Person-Supervisor fit between a potential sales person and respective supervisor, can be used to indicate a potential future breach in Psychological Contract.*

***Null Hypothesis (H4₀):** Person-Supervisor fit between a potential sales person and respective supervisor, cannot be used to indicate a potential future breach in Psychological Contract.*

3.3.2 Psychological Contract

***Hypothesis (H5₁):** A breach in psychological contract for a sales person does have a predictable impact on sales performance.*

***Null Hypothesis (H5₀):** A breach in psychological contract for a sales person does not have a predictable impact on sales performance*

4. Research Methodology and Design

4.1 Research Design

The research followed an applied descriptive methodology. The research took the theory as outlined in the literature review and applied it to a different industry, country and environment to measure the effectiveness and accuracy as outlined in previous studies (Goodman, *et al* 2002; Turnley, *et al* 2000; Turnley, *et al* 2003).

4.1.1 Data

The data type is in primary. The purpose of this research was to expand the body of knowledge for all to use. Stable research is built off existing knowledge with the use of thoroughly analyzed primary data to validate and make relevant to certain situations (Zikmund, 2003). This research utilized primary data collected from the selected population through a questionnaire. Altogether there were 166 completed questionnaires out of 400. Unfortunately it took over 10 weeks to collect the data as many sales people feared there would be repercussions from their answers, despite the autonomy of the questionnaire.

4.1.2 Research

The research took on a quantitative approach. There was a 3 step process followed to construct the questionnaire. Initially, using the reviewed literature

specifically from Goodman, *et al* (1999); Kristof-Brown (2000); Kristof-Brown, *et al* (2005); and, Coyle-Shapiro, *et al* (2000); Turnley, *et al* (2003), and their respective questionnaires, one questionnaire will be compiled. With the compiled questionnaire, a pre-test focus group with 8 sales people was undertaken to check the interpretation of the terminology and scaling techniques. Finally after the scrutinizing, the final questionnaire will emerge and be used to gather the information.

The interpretation of open ended questions may skew the data and therefore reduce the accuracy of the data collected, thus there were no open ended questions used. The control of bias avoidance was resolved by a pre-proscribed script was handed to every area manager who in turn read it when handing the questionnaire to each respondent. A negative question of validation was incorporated to verify the statistical accuracy. There was also the issue of mixing the segment questions throughout the questionnaire, to prevent the respondents from 'colouring' their responses. To ensure accurate input of data to electronic format, guides and restrictions were used in each respective cell, preventing the input of unsuitable data. Conditional formatting was also used to isolate any obsolete or void data on the excel worksheet.

4.2 Population

As outlined by Zikmund (2003), the population must be precisely defined to ensure replication at a later stage. The population only refers to new vehicle sales people

in entry level brands. Although there are many different brands retailing various products, they all share similar characteristics and constructs. The population is relevant due to the following shared constructs:

- All the products, despite the brands image, are subject to the same market and economic conditions.
- All the brands feed from the same pool of human resources to employ as their sales staff.
- The marketing mediums used to retail new vehicles are shared between all the competitors.
- The segmentation of this population can be easily defined through price, less than ZAR150,000.
- The Price bracket of ZAR150,000 is suitable as the size of vehicles beyond that price bracket are larger and referred to as a 'C-segment' (Naamsa, 2008).
- The size of the population constitutes a significant 40% of the total vehicle sales nationally (refer to table in annexure (9.3) from Naamsa, 2008).
- All the brands operate within the geographical location of the intended research proposal.
- All the brands adhere to the same governing bodies' methodology and practices (Sewells, 2007).
- The population does not include used vehicle sales people as the working environment is different from new vehicles sales (Sewells, 2007).

In summary the population can be defined as new vehicle sales people, employed to retail entry level vehicles, under ZAR 150,000, across South Africa. There was no distinction between age or experience, as the research aims to understand the factors to enhance sales performance.

4.3 Sample Technique

There was a quota approach taken to this task. The method was chosen on a non-probability basis, therefore according to Zikmund (2003), the statistical results can only be inferred and not directly proven. The quota method was chosen due to the accessibility of the sales people, as well as a reasonable geographical representation from both the rural and urban population. There was also sufficient time available to ensure a reasonable representation across various brands.

All of the sales people that fit the profile as stipulated in the population and sample definition will be included. The objective was to obtain the results from 120 sales people (justification given under Sample Size heading), however 166 were received. Unfortunately, the questionnaires could only reach the respondents via one avenue, face to face. Given the personality profile of the ideal sales person (Warr, *et al* 2005), it was expected the sales people would not complete administrative work. Therefore the only useful method of collecting the data was through a face to face request.

Given the time constraints and availability of funds, the researcher utilized the regional managers of the entry level organisations, who physically interact with

each sales person on a regular basis. An explanation briefing prior to the launch will be conducted at the brands head offices to all of the respective area managers. To avoid bias from the interviewer and auspices nature, emphasis will be placed on verbatim, level of assistance, and intended interpretation. Deadlines were e-mailed with incremental dates linked to targeted proportions achieved. Unfortunately it was difficult to get the sales people to complete the questionnaires in fear of repercussions.

In turn the intended structure used to collect the information helped create the anonymity / confidentiality with the series numbering and the multiple participants. At each of the deadlines, the completed questionnaires were collected and the results were captured electronically. Once all the results had been captured, removed of all possible data caption error occurred, then the statistical analysis began. For the accuracy of data, the only participants validated for this research were sales people with historical sales beyond 5 months.

The questionnaires were all completed during the working day, in all of the retail locations, to simulate similar conditions and reduce all possible factors that could lead to the Hawthorne Effect. There is one element that is difficult to control, time. The questionnaires were completed throughout 10 weeks, therefore there may be extraneous variables present at different times during the 6 weeks.

4.4 Sample Size

The quote objective was to reach 120 sales people. The entry level brands currently have approximately 1,000 sales people throughout South Africa. The 120 sales executives was representative of the sales forces as the entry level sales proportion constitutes 40% of the national vehicle sales. Having utilized the organisations Area Managers interfered with their productivity, therefore there was a restriction in the overall accessibility, time. The balance between cost and reaching also initially limited the size to 120 sales executive as an incentive program was implemented to encourage the area managers to participate and exceed 120. In the end there were 166 completed questionnaires, of which only 145 could be used.

4.5 Data Analysis

Labelling and segmentation was prescribed in the final questionnaire. Links between the questionnaire and hypothesis questions were mapped out before the questionnaire was released and distributed by the groups. The questions in the questionnaire were sourced from various articles namely, Kristoff-Brown (2000); Kristoff-Brown, *et al* (2005); Goodman, *et al* (1999); Turnley, *et al* (2003); and, Coyle-Shapiro, *et al* (2000). An analysis was required to ensure data integrity of the captured data to ensure statistical accuracy. There was no requirement for any proportions or weightings to be applied as we were directly measuring the perception of each individual.

As this research aims to create an indicator for effective sales people, in an attempt to increase sales teams' efficiency, a direct comparison was drawn between the variables being measured and the respective sales performance thereof. The requirements thus implied a division between the achievers of adequate sales and the under achievers. The two groupings thus need to have their respective variables measured accordingly to develop an indicative profile to predict potential sales.

There were specific steps followed in the analysis of the data. Initially the data was cleaned of any anomalies, absenteeism, and reversed given the polarity of the question. Then given the different scales, the results were standardised to enable accurate representation in the analysis (the mean minus the standard deviation). Average mean scores across each of the four topics were calculated, along with the split between underperformers and performers. A factor of 7 was used to differentiate the groups between under performers and under performers (Sewells, 2008). To check the accuracy of the results a histogram was used to check the normal distribution, fortunately the results did follow the curve, however, it was slightly weighted towards the positive end.

Once the data had proven its validation, a T-test was used to measure the homogeneous significance of each proposition (proposition to be referred to as a dimension) against each groups' performance. Given the limited significance, the t-

test was then used to independently test each question (question to be referred to as an item) against the each split group. A regression analysis on the cross sectional data was then used to measure the impact of each dimension on the sales performance, and then cross referenced against the other group to find significance. Another regression analysis was then run comparing the significant items against the sales performance. A stepwise listing was then tabulated to indicate the most significant, to the least significant variables.

Finally two further analysis approaches were used. A Correlation Matrix between the four dimensions was used to check the accuracy of the research literature on the interrelations between the topics. To ensure consistency throughout the dimensions, a Cronbach's Alpha test was used within each dimension.

4.6 Potential Research Limitations

4.6.1 Budgetary Constraints

There was a limitation of funds available. The research was conducted on a national basis. In an attempt to overcome this constraint, the infrastructure within the respective brands organisations was utilized to gain access to all the participants.

4.6.2 Access to Other Entry Level Brands

Ideally, access to all the entry level brands would be more insightful and produce more accurate results. The three entry level brands already agreed to enable me access to their own brand and product image and therefore will impact on the operational / work environment. In turn this research is thus limited to inferences only. The highly competitive nature of the motor industry limits the willingness in access to the competing brands. The researcher has an affiliation to a motoring brand and therefore given the competitive nature of the industry gaining access to a competitor is difficult. Efforts were continued through the research but limited to three.

5. Results

Chapter 5 presents and explains the results achieved from the data analysis. The hypothesis will be answered underneath the respective tables. The interpretation of the result will be covered in Chapter 6.

5.1 Frequency Tables

	Count	Percent
Male	113	77.9
Female	29	20.0
Missing	3	2.1

	Count	Percent
Daihatsu	34	23.4
Kia	20	13.8
Tata	82	56.6
Missing	9	6.2

	Count	Percent
Rural	15	10.3
Urban	130	89.7
Missing	0	0.0

	Count	Percent
White	96	66.2
Indian	19	13.1
Black	23	15.9
Coloured	5	3.4
Missing	2	1.4

	Count	Percent
Underperformer	88	60.7
Performer	57	39.3
Missing	0	0.0

Tables 5.1 indicate the sample description. Even though there were 166 questionnaires received, only 145 could be used for the analysis. The remaining eleven questionnaires could not be used due to missing information, anomalies, and/or parrot entries. There were reversed questions used for negative validation,

these were reversed before any analysis was completed. As confirmed by the Sewells (2007) report, there are more under performing sales people than performing ones. There is unfortunately a leniency towards the Tata brand, and the brands influences may distort the data slightly. The research is on entry level vehicle sales, and out of the three brands, Tata does currently offer the greatest variety of entry level model variants. Both the sex and race of the respondents was not planned. Unfortunately there is a slant towards males and whites which will affect the results, however, the questionnaires were released country wide, without prejudice, implying a fair representation of the vehicle sales force throughout South Africa.

5.2.1 T-test on the Four of Five Dimensions

	Mean	Mean	t-value	p	Valid N	Valid N	F-ratio	p
Person-Organisation	-0.005	0.006	-0.145	0.885	88	57	1.76	0.02
Person-Supervisor	0.006	-0.009	0.149	0.882	88	57	1.55	0.08
Psych Contract	0.012	-0.019	0.319	0.750	88	57	1.56	0.07
Contextual Performance	-0.040	0.061	-1.374	0.172	88	57	1.08	0.77

$H1_0$ is accepted. The results from the one sided t-test showed no significance on a 95% confidence interval. There was no need to run a normal distribution curve as there were a large number of data sets (frequency table 5.1), therefore t-test curve would follow a normal distribution curve. Strictly from the t-test, the results indicate that contextual performance is not a good indicator of sales performance. The literature states that the result of effective contextual performance is to create a conducive environment, to enable work practices to be completed efficiently. The t-test results do not concur.

$H2_0$ is rejected. On the PO fit dimension the t-test results indicate significance greater than a 95% confidence interval, p-value of 0.02 on a double sided t-distribution (highlighted). The significance did not result on a one sided t-test, however under a double sided curve, a significance was found. Considering the marginal significance in the t-test, a second statistical test is required to confirm the significance.

$H3_0$ is accepted. The t-test indicates there is no significance between PS fit and sales performance. The results go against the literature regarding increased work output and alignment with a supervisor personality (Kristof-Brown, *et al* 2005). The result is strange given there was a significance found in PO fit and there is also a strong correlation between the two dimensions (table 5.4). The literature does however outline that there is a difference between the two dimensions, PO and PS fit, and the differing results do support Kristof-Brown, *et al* (2005) conclusions.

$H4_0$ is accepted. Initial reversals were used to align negatively orientated questions. The results from the t-test indicated no significance in a relationship between sales performance and psychological contracts, implying psychological contracts should not be used as an indicator. In accordance to the results, only 13% (19 out of 145) of participants experienced some form of breach of a psychological contract. Like Turnley, *et al's* (2003) research there was a slight decline (40% of the breached individuals) in sales performance for the few that have had a breach in psychological contract. There is also a tendency (13 out of 19) for those who had experienced some form of breach, who want to leave their place of employment. As stated above, transactional contracts are common in the sales environment and the economic implications are minimal in relation to the individuals' ability to determine their own income, therefore implying minimal impact overall. Unfortunately the number of relevant participants is too small to draw any significance.

5.3.1 Regression Analysis on Four of Five Dimensions

Regression Summary for Dependent Variable: 9: Average monthly sales
(past 6 months) (Data SetM recoded stand)

R= .26629613 R²= .07091363 Adjusted R²= .04436831

F(4,140)=2.6714 p<.03463 Std.Error of estimate: 2.6982

	Beta	Std.Err. of Beta	B	Std.Err. of B	t(140)	p- level
Intercept			6.084	0.224	27.152	0.000
Contextual Performance	0.276	0.116	1.769	0.743	2.382	0.019
Person-Organisation	0.504	0.238	2.887	1.364	2.116	0.036
Psych Contract	0.805	0.416	3.936	2.035	-1.934	0.055
Person-Supervisor	0.213	0.307	0.989	1.424	0.694	0.489

H₁₀ is rejected. With the dimension, contextual performance, the regression analysis gave a significant p-value of 0.018 or 1.8% for contextual performance, well below a confidence interval of 95%. Supporting the Wal-Mart case (Peterson, 2005), the results imply, background checks on contextual performance can be used to indicate effective work performance.

H₂₀ is rejected. PO fit is the second most significant dimension with a p-value of 0.036. Considering both the t-test and regression analysis both reject the null hypothesis, then it is indicative that this dimension could be used to identify an effective sales person.

$H3_0$ is accepted. Unlike that with the PO fit, PS fit does not show any significance on the regression analysis. A t-value that does not even exceed 1 or -1 indicates no significance.

$H4_0$ is accepted. A p-value of 0.055 indicates significance within a 90% confidence interval, however, at a 95% confidence interval, there is no significance. Given the close proximity to the significance level, the statistical system did include the psychological contract dimension in the aggregated stepwise regression analysis (table 5.3.2).

To check the data's validity, a cronbach's alfa test was run. The result for contextual performance was 0.602 (annexure 9.4.1) indicating a good consistency in data supply. The results for PO fit were 0.88 (annexure 9.4.2) indicating a high consistency in the data set. The cronbach's alfa check on PS fit resulted in a consistent data rating of 0.83 (annexure 9.4.3). The psychological contract data was consistent with a result of 0.89 (annexure 9.4.3).

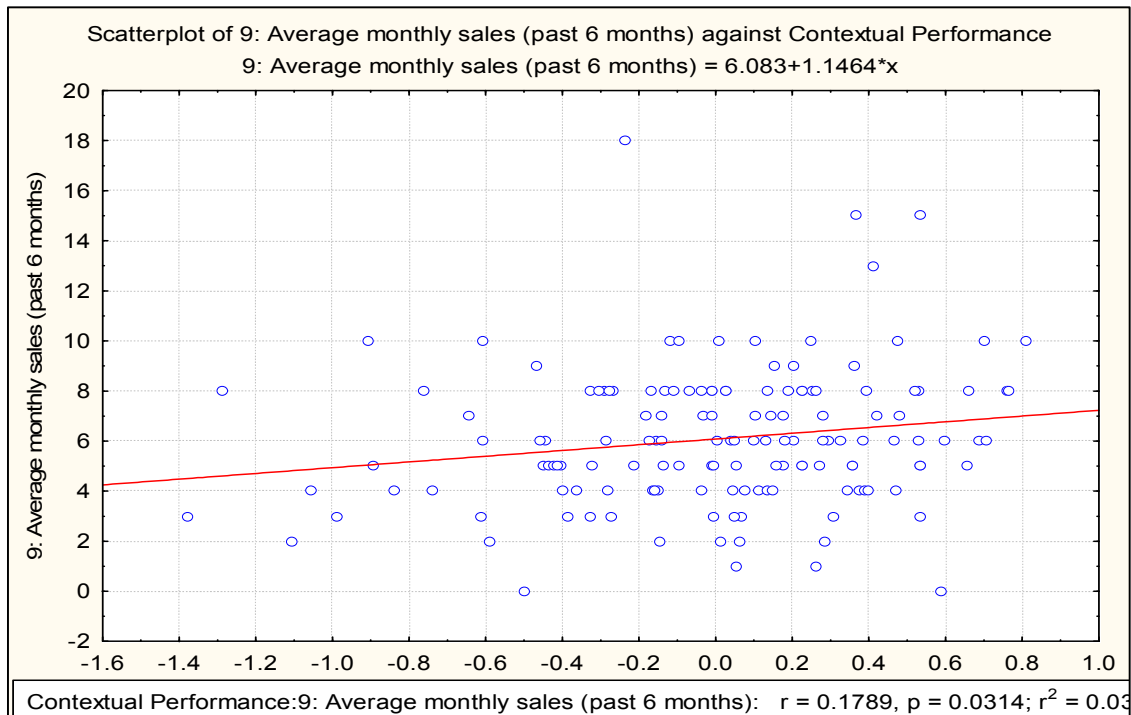
5.3.2 Aggregated Stepwise Regression Analysis

	Step	Multiple	Multiple	R-square	F - to	p-level
	+in/-out	R	R-square	change	entr/rem	
Contextual Performance	1	0.18	0.03	0.03	4.73	0.03
Psych Contract	2	0.20	0.04	0.01	1.05	0.31
Person-Organisation	3	0.26	0.07	0.03	4.33	0.04

On an aggregated regression stepwise analysis for all of the sales analysis based dimensions, sales performance being the outcome variable, contextual performance was the most significant dimension. The result from the aggregated stepwise regression analysis was a 7% correlation throughout the entire sample population, implying limited significance. Out of the four dimensions, from the sample, contextual performance is the greatest indicator for effective sales people. Unfortunately the significance value is only slight, implying this dimension has limited impact as an indicator. As a comparative tool amongst the other dimensions (table 5.4), contextual performance is the least internally correlate to the other dimensions, at best r^2 0.66. The correlation indicates a potential for contextual performance to be used as a complement to another dimension.

5.3.3 Scatter Plot for Contextual Performance and Sales

Performance

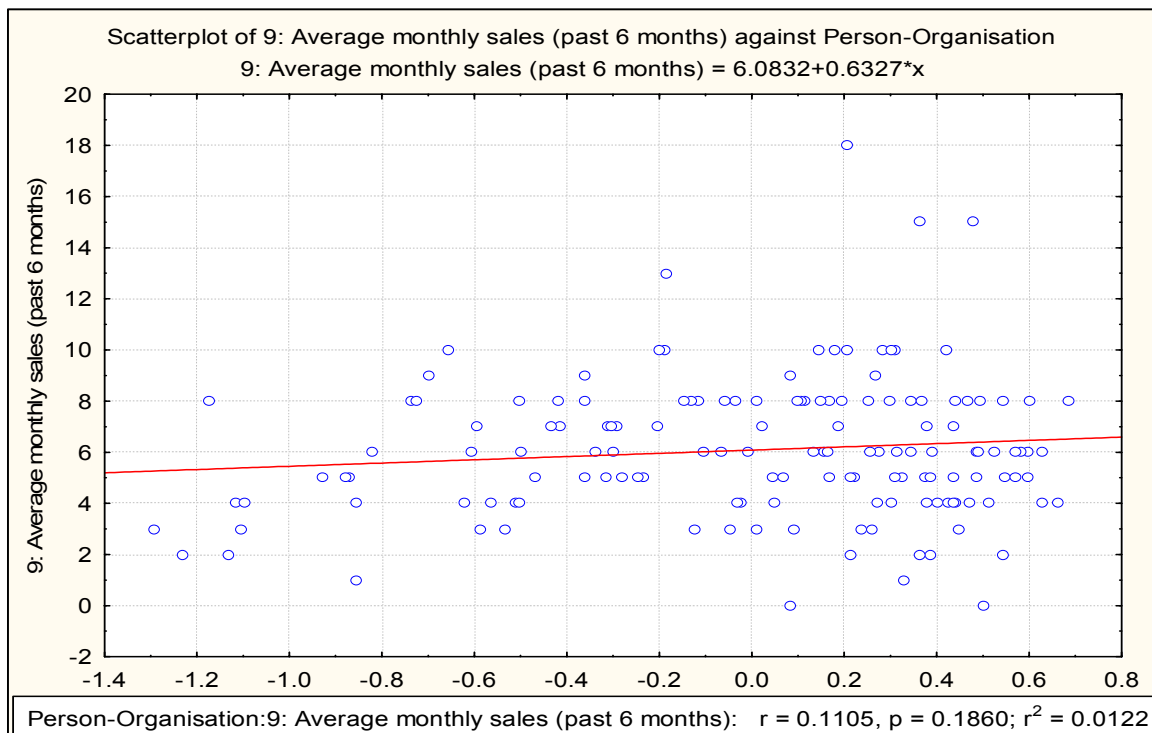


Upon observation of the scatter plot and the regression line, there is a positive gradient of 1.15 which indicates a relationship does exist. Being positive, the gradient indicates the greater the level of contextual performance, the greater the potential for sales performance, however only by a marginal amount, an average additional amount of 15% for every increased indexed unit of contextual performance. The r^2 value, 0.03, is weak at best, indicating minimal fit to the regression line. The regression results being what they are, they support the

literatures assumption that a conducive work environment enables effective work practises (Kristof-Brown, 2005).

5.3.4 Scatter Plot for Person-Organisation Fit and Sales

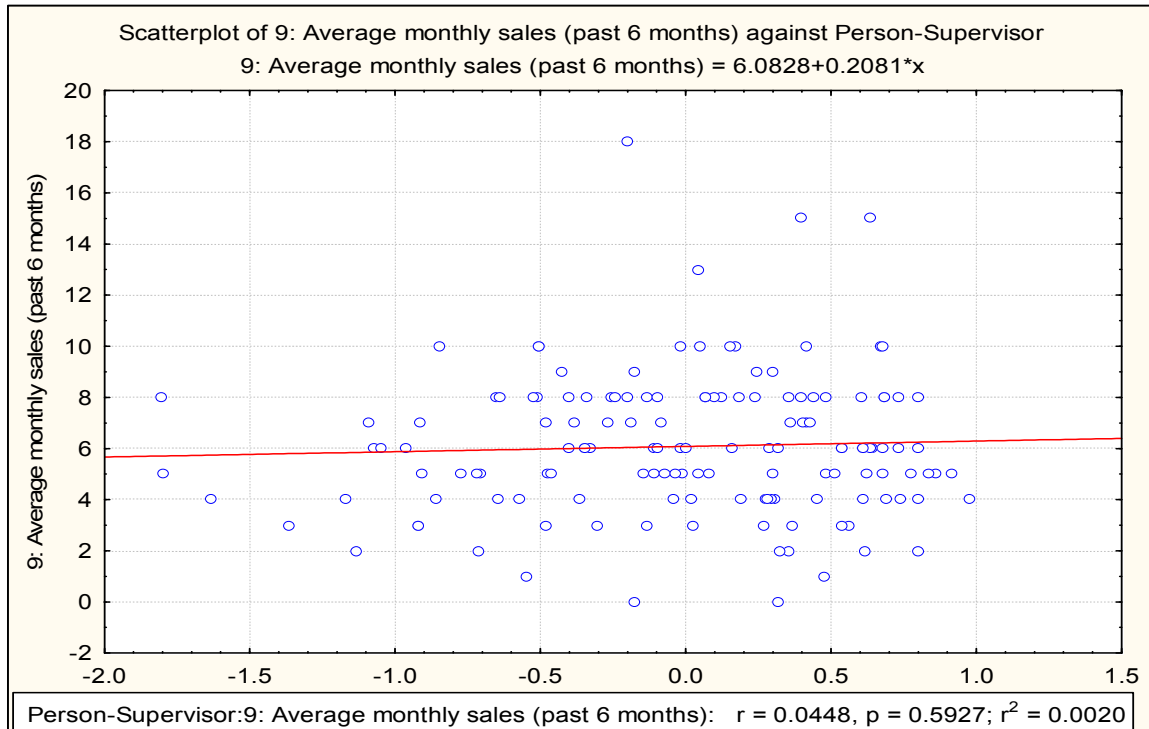
Performance



There is a slight positive gradient in the scatter plot diagram of 0.63, however a r^2 value of 0.0122 indicates limited potential for the regression curve as a predictor. With regard to the positive gradient, there is a concern. There are outliers that may have created a greater positive gradient than should have been. Supporting this notion, the r^2 figure implies limited to no relationship. Supporting the literature are the statistical results from the t-test and regression analysis. Statistically, PO fit can be used to identify potential sales performers.

5.3.5 Scatter Plot for Person-Supervisor Fit and Sales

Performance

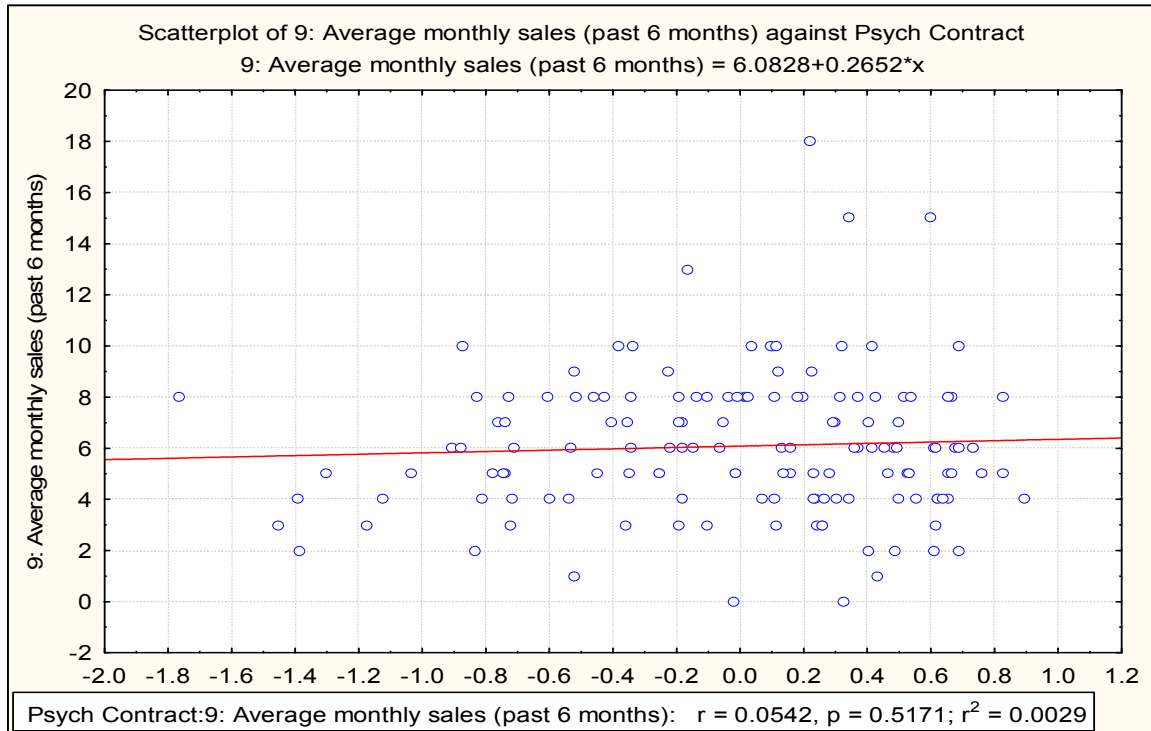


Upon viewing the scatter plot diagram, no significance is apparent. There is also no presence of a gradient on the line-of-best-fit. There is a slight gradient, however the outliers would have caused the slight slope, but otherwise the results show no significance. The r^2 value of 0.002 indicates no relationship. An observation on the PS fit index (x-axis) illustrates a negative slant between PS fit and sales performance. There are outliers towards the negative two indexes, implying a potential negative relationship between sales performance and PS fit. In lateral terms, a negative relationship implies a bad PS fit can worsen the performance potential. The observation does support half the literature, unfortunately though,

given such few respondents are within the region, this relationship cannot be implied. This could, perhaps, be an avenue for further research.

5.3.6 Scatter Plot for Psychological Contract and Sales

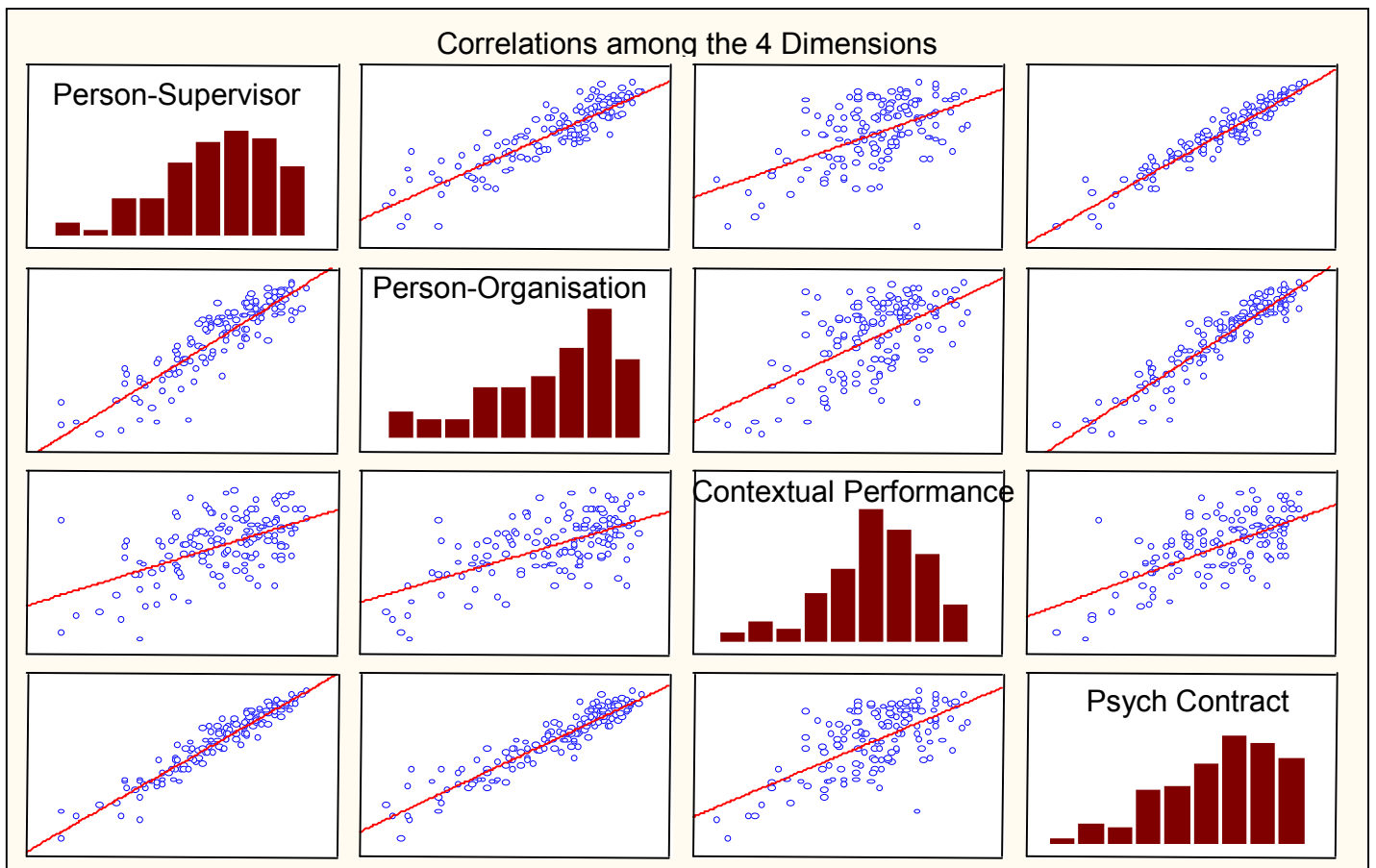
Performance



The scatter plot r^2 value of 0.0029 indicates no relationship exists at all between psychological contracts and sales performance. The very slight positive gradient will be the direct result of the outliers on the positive indexed psychological contract scale.

5.4 Correlation Matrix between the Four Relevant Dimensions

	Means	Std.Dev.	Person-Supervisor	Person-Organisation	Contextual Performance	Psych Contract
Person-Supervisor	0.00	0.59	1.00	0.89	0.55	0.96
Person-Organisation	0.00	0.48	0.89	1.00	0.62	0.94
Contextual Performance	0.00	0.43	0.55	0.62	1.00	0.66
Psych Contract	0.00	0.56	0.96	0.94	0.66	1.00



A correlation matrix was run to check the consistency between the 4 relevant dimensions. There is a close correlation on results between PO fit and PS fit

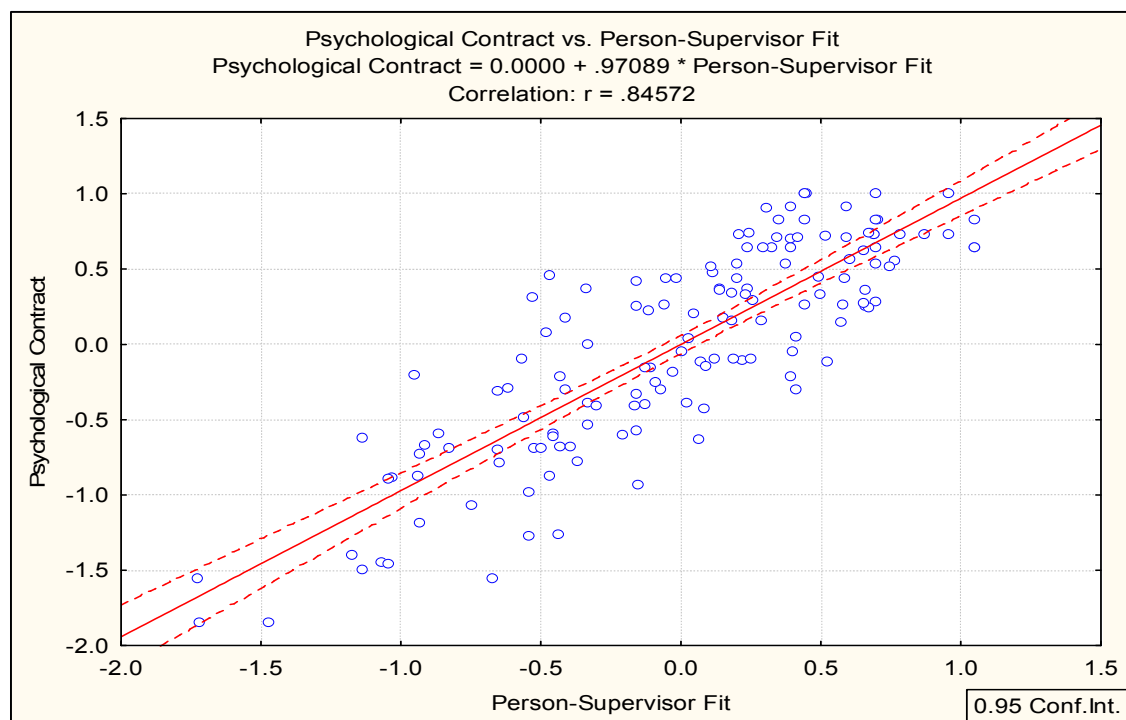
(0.89), as well as OP fit and Psychological Contract (0.94). Unfortunately contextual performance was the least correlated towards the other dimensions.

Given the literature by Rousseau (2001), the agent or immediate supervisor to the individual forms a significant portion of the individuals' schema. A breach of this schema will constitute a breach of psychological contract. Rousseau's (2001) research implies the supervisor will influence the perception of culture and person fit between the individual and their surrounds. Given this characteristic, it is likely a strong correlation between PS fit and psychological contract will exist.

5.5 Regression Analysis Between PS fit as a Predictor for a Potential Breach in Psychological Contract

	Beta	Std.Err. of Beta	B	Std.Err. of B	t(143)	p-level
Intercept			0.000	0.031	0.000	1.000
Person-Supervisor	0.846	0.045	0.971	0.051	18.952	0.000

	Value
Multiple R	0.846
Multiple R ²	0.715
Adjusted R ²	0.713
F(1,143)	359
p	0.000



(H4₀) is rejected. Statistically there is clear significance between PS fit and a breach of a psychological contract. To ensure true reflection was use, shared questions were removed from the construct of the variables. There is no need to run a T-test given the p-value of almost 0 and an r^2 figure of 0.71. The scatter plot clearly indicates the linear relationship between the two variables, with a gradient of 0.97. Surprisingly the data almost follows a perfect normal distribution curve. There is a slight leniency towards the negative, implying a poor PS fit has a greater probability in breaching a psychological contract, rather than upholding a contract with a strong relationship. As outlined in the literature, a strong PS fit implies congruency in personality and goals (Schaubroeck, *et al* (2002). Logically, given two individuals are concerned, it is likely either party will not feel as guilt in breaching a transactional psychological contract with the other if they cannot relate to each other, than if they could.

5.6 Further Analysis, T-Test for Each Item

	Mean under performer	Mean performer	t-value	p	Valid N under performer	Valid N performer	F-ratio Variances	p Variances
Question 49	2.45	1.74	3.30	0.001	88	57	1.94	0.01
Question 21	0.81	0.95	-2.71	0.007	88	57	3.11	0.00
Question 18	3.93	4.30	-2.11	0.037	88	56	1.37	0.21
Question 15	2.23	2.74	-2.07	0.040	88	57	1.55	0.07
Question 14	3.40	3.86	-1.96	0.052	88	57	1.30	0.30
Question 29	0.83	0.93	-1.90	0.060	88	57	2.15	0.00
Question 50	3.68	4.05	-1.85	0.066	88	57	1.45	0.14
Question 45	4.23	4.53	-1.74	0.084	87	57	1.12	0.67
Question 43	3.59	3.18	1.71	0.090	88	57	1.10	0.70
Question 38	3.85	3.49	1.70	0.091	88	57	1.10	0.70
Question 30	0.77	0.65	1.63	0.105	88	57	1.31	0.26
Question 11	3.64	3.96	-1.53	0.128	88	57	1.29	0.31
Question 25	0.85	0.93	-1.48	0.141	88	56	1.89	0.01
Question 24	0.60	0.49	1.31	0.191	88	57	1.05	0.83
Question 31	0.80	0.88	-1.23	0.222	88	56	1.48	0.12
Question 33	0.49	0.39	1.21	0.227	88	57	1.05	0.86
Question 12	3.15	3.42	-1.18	0.240	88	57	1.14	0.59
Question 20	3.75	3.49	1.15	0.250	88	57	1.13	0.63
Question 26	0.92	0.86	1.11	0.269	88	57	1.66	0.03
Question 19	3.83	3.61	1.02	0.308	88	57	1.05	0.85
Question 48	3.52	3.75	-1.02	0.309	88	57	1.44	0.14
Question 37	0.72	0.79	-0.99	0.324	88	57	1.22	0.44
Question 16	3.38	3.60	-0.96	0.338	88	57	1.08	0.75
Question 28	0.86	0.91	-0.89	0.377	88	57	1.46	0.13
Question 23	0.61	0.68	-0.86	0.390	88	57	1.09	0.74
Question 32	0.86	0.91	-0.85	0.397	88	56	1.44	0.15
Question 47	2.63	2.46	0.83	0.410	88	57	1.02	0.96
Question 27	0.75	0.68	0.82	0.413	87	57	1.15	0.55
Question 13	3.75	3.91	-0.74	0.462	88	57	1.37	0.21
Question 42	2.72	2.54	0.72	0.472	88	57	1.10	0.71
Question 36	0.69	0.74	-0.56	0.574	88	57	1.09	0.74
Question 22	0.75	0.79	-0.54	0.587	88	57	1.12	0.65
Question 35	0.97	0.95	0.54	0.587	88	57	1.52	0.08
Question 44	3.57	3.49	0.36	0.722	88	57	1.16	0.57
Question 17	4.05	4.11	-0.33	0.745	88	57	1.05	0.84
Question 34	0.77	0.75	0.25	0.801	88	57	1.06	0.79
Question 46	4.06	4.11	-0.22	0.823	88	57	1.13	0.62
Question 40	3.91	3.95	-0.18	0.854	88	57	1.25	0.38
Question 39	3.76	3.79	-0.13	0.899	88	57	1.57	0.07
Question 41	4.07	4.05	0.07	0.941	88	57	1.10	0.72

Given the limited nature of the dimensions significance, further investigation was needed to understand the intricacies. Initially a t-test was conducted to isolate the relevant questions of interest, items. Four items appeared as significant (95% confidence interval) towards the performing independent variable, items 15, 18, 21, and 49 (highlighted in table 5.5). All the items are logical in explanation.

Item 15 involves an operational issue on invoicing vehicles. This is no surprise as the more vehicles a sales person sells, the more that sales person is involved with the procedure. Item 18 directly relates to the activities and events involving the brand of vehicle they are selling. The more active (positively rather than negatively) a brand is portrayed, the more attention is placed by consumer on the brand's vehicles. The more buyers who consider a particular band of vehicles, the greater probability the sales person will convert into sales. Another element that will require more research is the influence confidence play's on the effective closing rate of sales people.

Item 21 involves the perceived respect a sales person feels from their colleagues. Item 21 does support the statistically significant dimension of PO fit discussed earlier. Item 49 was outlined in the Sewells (2007) article referring to the different personalities between effective sales people and sales managers. The results show performing sales people think different than from their respective sales managers. Warr's, *et al* (2005) study of personality traits supports the same assumptions as item 49 as well as Sewells (2007).

5.7 Further Analysis, Regression Analysis for the four Significant Items

Regression Summary for Dependent Variable: 9: Average monthly sales (past 6 months) (Data SetM recoded stand)

R= .37938078 R²= .14392978 Adjusted R²= .11929466

F(4,139)=5.8425 p<.00022 Std.Error of estimate: 2.5809

	Beta	Std.Err. of Beta	B	Std.Err. of B	t(140)	p-level
Intercept			3.24	1.19	2.72	0.01
Question 49	-0.21	0.08	-0.41	0.16	-2.60	0.01
Question 18	0.16	0.08	0.42	0.22	1.88	0.06
Question 15	0.20	0.08	0.38	0.15	2.48	0.01
Question 21	0.16	0.09	1.23	0.69	1.79	0.08

5.8 Further Analysis, Aggregated Stepwise Regression for the four Significant Items

	Step	Multiple R	Multiple R-square	R-square change	F - to entr/rem	p-level
Question 49	1	0.26	0.07	0.07	9.94	0.00
Question 18	2	0.31	0.09	0.03	4.45	0.04
Question 15	3	0.35	0.12	0.03	4.82	0.03
Question 21	4	0.38	0.14	0.02	3.22	0.08

The regression analysis of the 4 items revealed item 21 as the least significant. In the stepwise regression analysis the accumulated correlation from 3 out of the 4 items totalled 12% significance, more applicable than the 7% achieved from the dimensions.

5.9 Further Analysis, T-test Urban Versus Rural

	Mean rural	Mean urban	t- value	df	p	Valid N rural	Valid N urban	F-ratio Variances	p Variances
Person-Organisation	-0.17	0.02	-1.40	143	0.16	15	130	1.03	1.00
Psych Contract	-0.17	0.02	-1.26	143	0.21	15	130	1.32	0.41
Person-Supervisor	-0.18	0.02	-1.25	143	0.21	15	130	1.60	0.18
Contextual Performance	-0.11	0.01	-1.01	143	0.32	15	130	1.14	0.82
Question 50	3.00	3.92	-2.93	143	0.00	15	130	1.08	0.77
Question 45	3.73	4.42	-2.55	142	0.01	15	129	1.45	0.28
Question 27	0.47	0.75	-2.36	142	0.02	15	129	1.42	0.31
Question 34	0.53	0.79	-2.27	143	0.02	15	130	1.61	0.17
Question 31	0.64	0.85	-1.92	142	0.06	14	130	1.88	0.07
Question 29	0.73	0.88	-1.65	143	0.10	15	130	2.04	0.04
Question 22	0.60	0.78	-1.60	143	0.11	15	130	1.51	0.23
Question 36	0.53	0.73	-1.60	143	0.11	15	130	1.34	0.38
Question 41	3.60	4.12	-1.54	143	0.13	15	130	1.83	0.08
Question 47	3.00	2.51	1.51	143	0.13	15	130	1.46	0.27
Question 33	0.27	0.47	-1.49	143	0.14	15	130	1.20	0.74
Question 48	3.13	3.67	-1.48	143	0.14	15	130	1.14	0.66
Question 43	2.93	3.48	-1.41	143	0.16	15	130	1.00	0.91
Question 11	4.20	3.72	1.40	143	0.16	15	130	1.62	0.31
Question 37	0.60	0.76	-1.36	143	0.18	15	130	1.41	0.32
Question 16	3.07	3.51	-1.20	143	0.23	15	130	1.33	0.40
Question 20	3.27	3.69	-1.18	143	0.24	15	130	1.41	0.32
Question 13	4.13	3.78	1.01	143	0.31	15	130	2.10	0.12
Question 24	0.67	0.55	0.89	143	0.38	15	130	1.05	0.99
Question 46	4.33	4.05	0.83	143	0.41	15	130	1.33	0.57
Question 18	3.86	4.10	-0.83	142	0.41	14	130	1.44	0.30
Question 38	3.47	3.74	-0.79	143	0.43	15	130	1.39	0.33
Question 15	2.67	2.40	0.67	143	0.51	15	130	1.05	0.82
Question 28	0.93	0.88	0.64	143	0.52	15	130	1.63	0.30
Question 40	3.73	3.95	-0.64	143	0.52	15	130	1.56	0.20
Question 42	2.47	2.67	-0.53	143	0.60	15	130	1.62	0.31
Question 35	0.93	0.96	-0.52	143	0.61	15	130	1.79	0.09
Question 17	3.93	4.08	-0.51	143	0.61	15	130	1.29	0.61
Question 26	0.87	0.90	-0.40	143	0.69	15	130	1.37	0.36
Question 25	0.86	0.88	-0.30	142	0.76	14	130	1.28	0.46
Question 32	0.86	0.88	-0.30	142	0.76	14	130	1.28	0.46
Question 39	3.87	3.76	0.30	143	0.77	15	130	1.21	0.55
Question 12	3.33	3.25	0.23	143	0.82	15	130	1.14	0.84

Question 23	0.67	0.64	0.21	143	0.83	15	130	1.02	0.87
Question 19	3.80	3.74	0.18	143	0.86	15	130	1.14	0.66
Question 30	0.73	0.72	0.08	143	0.93	15	130	1.04	0.84
Question 49	2.20	2.17	0.08	143	0.94	15	130	1.17	0.61
Question 14	3.60	3.58	0.06	143	0.95	15	130	1.00	0.91
Question 21	0.87	0.86	0.05	143	0.96	15	130	1.03	0.86
Question 44	3.53	3.54	-0.01	143	0.99	15	130	1.37	0.36

A further t-test was conducted between urban and rural with sales under performance and performance being the independent variables, to see if any other relationships exist. PO fit and contextual behaviour related items were found to be significant. Questions 27, 34, 45, and 50 all present similar characteristics; one of isolation and dependence. Logically, being rural these characteristics are not unfathomable, rather expected.

Unfortunately the rural proportion of the data set only constitutes 10.3% of the sample, thus limiting the accuracy of the results. Further research into this field will be advantageous in establishing interview related questions specific to the region. Furthermore, brand managers will be able to cater internal communications specifically towards the needs of the target audience. These needs will be highlighted from more in depth research.

5.10 Further Analysis, T-test Between Sales Experience and Sales

Performance

	Mean underperformer	Mean performer	t-value	df	p	Valid N underperformer	Valid N performer
7: Your years of experience in sales	7.00	10.35	-2.12	141	0.035	86	57

There is a statistical significance between the sales experience a sales person has and their output in sales. The p-value was below 0.05, indicating with 95% confidence one can say there is statistical significance in the relationship. The implication for vehicle dealerships in the entry level market directs employing sales people with approximately 10.35 years of experience as they are likely to outperform lesser experienced. Logically, there is an obvious relationship, the more experience a sales person has, the more likely the person has developed the skills to sell.

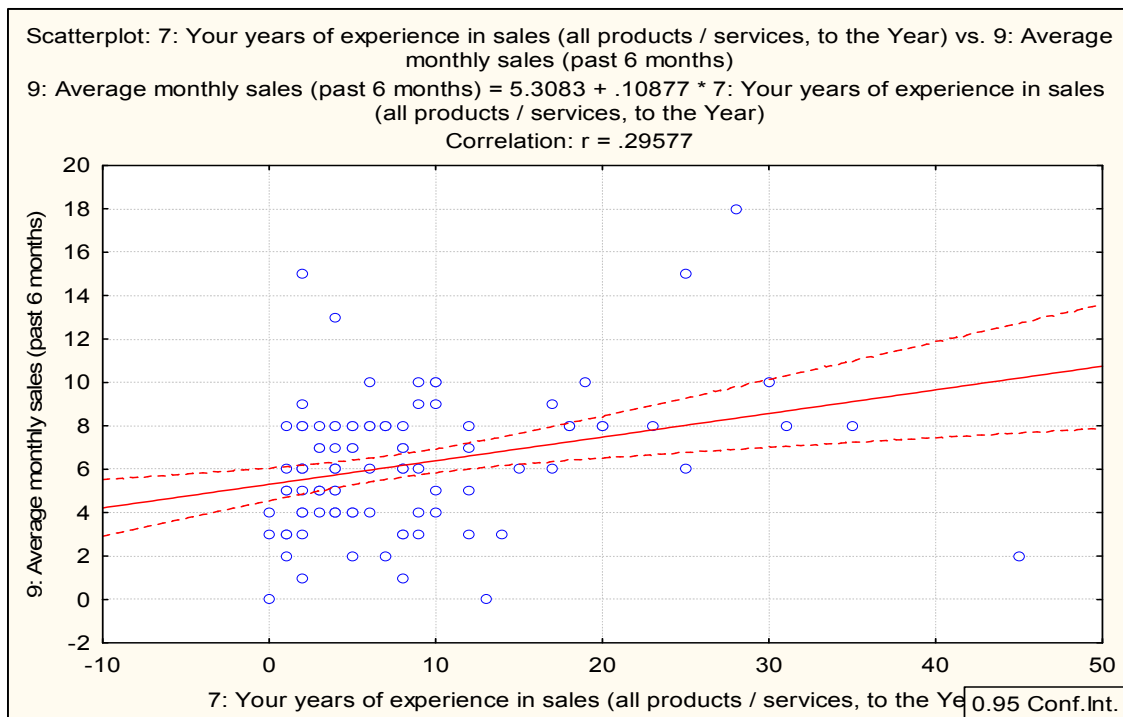
5.11 Further Analysis, Regression Analysis Between Sales Experience and Sales Performance

Regression Summary for Dependent Variable: 7: Your years of experience in sales (all products / services, to the Year) (Data SetM recoded stand.sta)

R= .20254146 R²= .04102304 Adjusted R²= .03422179

F(1,141)=6.0317 p<.01527 Std.Error of estimate: 9.1878

	Beta	Std.Err. of Beta	B	Std.Err. of B	t(141)	p-level
Intercept			4.14	1.87	2.21	0.029
9: Average monthly sales (past 6 months)	0.20	0.08	0.69	0.28	2.46	0.015



As supported by the t-test, statistically there is a relationship between sales experience and sales achieved. With an r² of 0.03 there may be a relationship,

however, the relationship is weak when predicting average sales per month from years of experience. None the less there is a significance that is 95% confident. The positive regression indicates a growing trend. Unfortunately there are only few data sets above the mean average of 10 years, which limits reliability of the relationship. The p-value does support the significance, with a p-value of 0.015.

5.12 Further Analysis, T-test Between Time with Brand and Sales

Performance

	Mean	Mean	t-value	df	p	Valid N	Valid N
	under performer	performer				under performer	performer
6: Period of time selling this brand	10.93	23.28	-3.89	142.00	0.000	87.00	57.00

The t-test indicates an almost perfect result with a p-value of almost zero. The mean indicates an average of 23 months is required to achieve an average monthly sales figure equal to the best performers. Motor retailers need to keep their top performers, who have remained with the brand for approximately 2 years virtually at all relevant costs. The difference between the under performers and performers average time frame is one year. The figures do not encourage taking on sales cadets, or training up sales recruits.

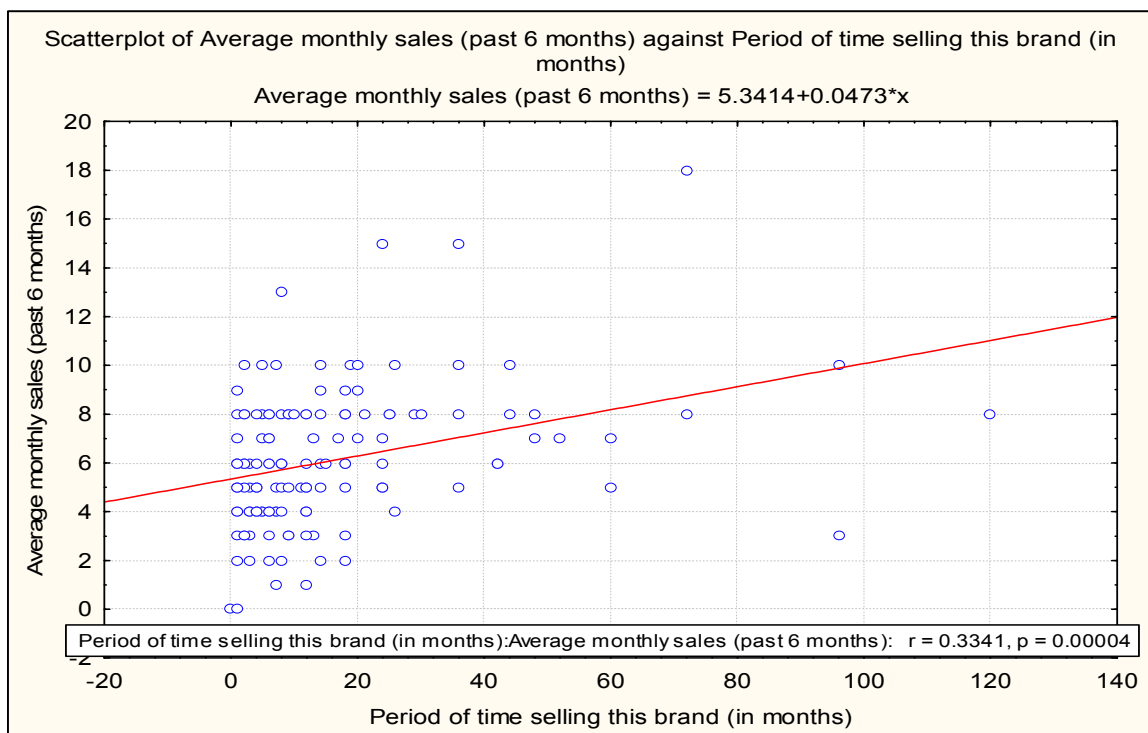
5.13 Further Analysis, Regression Analysis Between Time with Brand and Sales Performance

Regression Summary for Dependent Variable: 9: Average monthly sales (past 6 months) (Data SetM recoded stand.sta)

R= .33411989 R²= .11163610 Adjusted R²= .10538002

F(1,142)=17.844 p<.00004 Std.Error of estimate: 2.6183

	Beta	Std.Err. of Beta	B	Std.Err. of B	t(142)	p-level
Intercept			5.341	0.281	19.000	0.000
6: Period of time selling this brand	0.334	0.079	0.047	0.011	4.224	0.000



Again the p-value is almost zero. The adjusted correlation is 0.11, which only indicates a weak relationship, however the statistical significance is definitive, far

more so than the 4 of the 5 dimensions. The correlation figure is also greater than the 4 sales based dimension analysis, with a figure of 0.33. The results do not fare well for new sales people as the results do not encourage dealerships to employ cadets and train them.

6. Findings and Discussion of Results

Given the results have been reviewed in light of the hypothesis, application to the body of knowledge, either by supporting or conflicting, must be applied. Furthermore, a summation in the new learning's needs to be formalized. Both tasks will be address in this chapter.

6.1 Hypothesis (H1₁): Contextual performance from a potential sales person can be used as an indicator for sales performance.

Along with conventional interview techniques, this research statistically supports Peterson's (2005) literature by indicating contextual performance as a possible insight into the potential sales performance of a candidate. Peterson (2005) suggests conducting reference checks with previous employers to identify warmth, competence and conscientiousness as a precursor for contextual behaviour. Goodman, *et al* (1999) and Ahadzie, *et al* (2007) also support the premise that contextual performance leads to increased productivity.

Given the research from Goodman, *et al* (1999) and Ahadzie, *et al* (2007) utilizing different people from different backgrounds will encourage innovation, which in turn can increase productivity. Utilizing standard personality tests directly controls the personality or profile of employees, thus reducing the variety of team members,

ergo, reducing the potential of innovative solutions. Indirectly, by utilizing other factors beyond the traditional interview processes, such as contextual performance, to identify potential performing sales people, productivity can increase. Ahadzie's, *et al* (2007) research went on to explain the importance for this variation between team members in order to develop effective "Multidimensional" managers (Ahadzie, *et al* 2007, p 632). Another issue presented by the Sewells (2007) report.

Research by Borman, *et al* (1997) outlined the importance of contextual performance in reducing the input costs, thus improving productivity. To help reduce the input costs for the industry, contextual performers, are more willing than task performers to enable a congruent work environment. As identified by Vermeulen (2008) and support be Borman's , *et al* (1997) research, contextual performance can improve productivity.

6.2 Hypothesis (H2₁): Person-organisation fit with a potential sales person and organisation, can be used as an indicator for sales performance.

Besides contextual performance, there is statistical significance to recommend the use of PO fit as an indicator. With 95% confidence, according to the statistics, it can be insinuated that a close supplementary PO fit between an individual and organisation (Kristof-Brown, *et al* 2005) is likely to generate greater sales performance. Carless (2005) and Kristof-Brown, *et al* (2005) indicate that a supplementary profile between the organisation and individual results in a greater output. Provided the cost of a sales person is similar, the same input with greater output will by definition increase productivity. These results support the author's conclusions, the greater the congruency between individual and organisation's culture, the greater the individuals output.

Kristof-Brown, *et al* (2005) outlines that strong relationships between person and organisations require both complementary fit and supplementary fit. We also know that the sales job description entails more than just sales. A relationship between a sales cadet and an organisation is less likely to contain both forms of "fit", as the sales cadet's services or skills do not match the organisations needs. The results from the research imply a close PO fit can assist in identifying performers, which is supported by the extra data analysis on sales experience and sales performance.

In essence sales organisations need to employ experienced sales people or from an economic point of view, keep their performing sales people. The exception to the guide, as new sales cadets are always required (Sewells, 2007), will be to identify sales cadets who manage to form a stronger supplementary fit, through other aspects of the job rather than just pure sales. The strong relationship is likely to result in a more effective passing of knowledge (Carless, 2005; Kristof-Brown, *et al* 2005) through power transfers and potentially greater sales.

6.3 Null Hypothesis (H₃₀): Person-supervisor fit between a potential sales person and respective supervisor, cannot be used as an indicator for sales performance.

Despite the strong correlation between PS fit and PO fit, PS fit was not found to be significant in relation to sales performance. Given the statistical results, PS fit can not be used to identify sales performance. An observation was made with the scatter plot outlining a negative relationship between PS fit and sales performance, more so than a positive influence. Deciphering this relationship can be explained as a poor PS fit can impact more so on sales, in a negative fashion, than a strong PS fit can enable sales performance. Unfortunately the sample population is too small to confirm significance with this relationship.

The literature implies the PS relationship should re-enforce both versions, weak and strong, on a PS fit strength scale (Chuang, *et al* 2005). The literature does relate the PS relationship to greater output, not specifically greater sales. This research implies a PS fit has a limited effect on increasing vehicle sales output. Research into the effect the sales environment has on PS fit should assist in clarifying the breakdown experienced in this research.

6.4 Hypothesis (H4₁): Person-Supervisor fit between a potential sales person and respective supervisor, can be used to indicate a potential future breach in Psychological Contract.

Logically one can draw a parallel between PS fit and psychological contracts. The initiator of psychological contracts is likely to be an influential personality or at least fulfil a managerial role in relation to the employee. The results suggest that it is very possible to use PS fit as a predictor for the potential in a breach of psychological contract. The literature covered does not encompass this relationship. The literature did however imply that such a relationship could exist (Rousseau, 2001; Rousseau, 2004, Wöcke *et al*, 2008). The results from this research did however statistically show that this relationship does in fact exist, and within the environment of the motor retailing, and at the time of this research, it is valid.

Hypothesis (5) will outline the potential impact this relationship can have on the motor industry sales executives. The implications for the existing research (Coyle-Shapiro, *et al* 2000; Rousseau, 2001; Rousseau, 2004, Turnley, *et al* 2001; Wöcke *et al*, 2008) that has concluded breaches in psychological contracts impact on output can now attempt to avoid potential breaches by ensuring a strong PS fit exists. Subsequently, managers should be able to reduce potential fluctuations in output by measuring PS fit before employing a candidate.

6.5 Null Hypothesis (H₅₀): A breach in psychological contract for a sales person does not have a predictable impact on sales performance.

Statistically there is no evidence to suggest such a relationship exists. This result goes against the literature, with the exception of one element. Rousseau (2001), Rousseau (2004), Thompson, *et al* (2003), and Wöcke, *et al* (2008) are of the opinion that transactional psychological contract have the least immediate and long term impact on the mental state of the two parties involved. Obviously no breach would be preferable, however transactional contract are widely used to incentivise sales people to focus on specific units through greater commissions. A breach in this regard, provided it is not substantially economically significant, is likely to have minimal effect long term.

6.6 Further Analysis Findings

There were significant results captured in the extra analysis. Unfortunately the dimensions received limited significance, but significance none the less. Further analysis was required to support the findings of the dimensions. Unfortunately in the case of urban versus rural the data set was too small to draw any reliable conclusions. The items within the questionnaire which were significant can all be logically explained, but only question 21 supported one of the dimensions, PO fit. Question 49 did support the literature (Sewells, 2007; Warr, *et al* 2005) in the form of different personalities for different roles, sales person and sales manager. The inference for dealer principals is you can't simply make the best selling sales person into the sales manager, as insinuate suggested by Sewells (2007).

The statistics showed that experience counts for selling vehicles. Performers have on average of 10 years of experience in sales, not only specific to vehicle sales. Unfortunately there is insufficient data to form a reliable conclusion, as the correlation figure is relatively weak. Even so, the regression line is positive and the confidence boundaries are narrow. There is a bowing towards the later years of experience, indicating much beyond 20 years of experience, the sales performance is increasingly marginal. The relationship between time spent with the brand and sales performance was enlightening. In short if a sales person has been with the brand for approximately two years, then the brands needs to keep that sales person. The difference between a performer and not, is on average one year.

6.7 Interview Questionnaire Matrix

Below is a table that summarises the results presented from this study. Contextual performance and PO fit both were found to be significant in relation to sales performance. To make an indicator to identify effective sales people, questions must be asked at time of interview. Below are questions relating to contextual performance and PO fit with a guide to the expected answers for each of the performing and under performing candidates.

The questions are based on the relevant characteristics found to be significant across other research's results. There are three characteristics tested for in contextual performance, warmth, competence, and conscientiousness. There are three characteristics that represent PO fit, job satisfaction (JS), organisational commitment (OC), and intent to quit (ITQ). There is a question relating to each characteristic. Besides the questions, for an accurate PO fit, ideally the employing organisation knows its own culture in relation to human personality, and therefore test for it, or ask specific question to check alignment with a potential candidate. Furthermore, the goals of the organisation need to align with the potential candidate. If both the personality and goal congruency is present then there is a greater probability the candidate will succeed.

Beyond the dimensions, there were other operational related issues that had significance amongst performing sales executives. These questions are directly

asked as they were in the questionnaire. The indicative answers for each of the independent variable, under performing and performing, are based on the responses given by the performers, and inversely by the under performers. The only outlier is the sales experience. Statistically the required sales experience to enable an average performers standard, is 10 years.

Dimension	Interview Question	Under Performer Response	Performer Response
Contextual Performance (warmth)	How often were you helping your colleagues complete their work?	Never, it was their job.	Often, unfortunately we all get involved with other things and run out of time, so a little help here and there helps all of us.
Contextual Performance (Competence)	Did you find you were often having to help co-ordinate or assist in other areas of your previous employer?	No. Each person had their own job to do.	Often. My and the other mangers would often ask for me to do other stuff.
Contextual Performance (Conscient.)	At your previous employer, were there instances where you found yourself having to make a sale for your colleague?	No. I wouldn't profit from the sale. I'd take their number down though.	Yes. The company and my colleague profit from the sale. Besides I'd expect a colleague to do the same for me.
PO Fit (JS)	If you had the opportunity, would you drastically change the way your old employer would run?	Absolutely! They have no idea on how to manage that business.	Nothing really major, maybe some small procedures here and there.
PO Fit (OC)	Did you find your previous or current employer makes you work beyond your normal hours? If so, how did that impact on you and your life?	All the time. Its such a pain.	Yes often, but sales means you have to be where the business is, and that does mean meeting people of doing exhibition after hours.
PO Fit (ITQ)	Do you often find there are procedures and	Yes, always. It's as if people think	There are always headaches, but

	requirements that often make you want to leave?	up of ways to make it difficult to do anything.	they're generally there for a reason, but they don't make me want to leave.
Question 49	Did you often find that you and your sales manager were thinking the same thoughts?	Yes	No
Question 18	Did information and the amount of it, regarding your brand have any impact in your sales or you?	No, I sold what I had to sell.	Absolutely, the brands perception plays a big role on how customers view the products. Besides I also want to know where I can go tomorrow.
Question 15	Did you often find the paper work and making sure you complete all of if difficult?	It's a pain but you get around it	Absolutely. I understand there are regulations and procedure, but surely it can be simplified.
Question 21	Did you feel you were respected by your colleagues for the work you did?	Not so much the work, but socially we all go along	Yes. We all helped each other out when the need arose.
Sales Experience	How long have you been selling goods and services?	<i>(anything less than 10 years)</i>	Approximately 10 years.

7. Conclusions

7.1 Limitations and Applicability of the Interview Questionnaire

Matrix

Given the size of the data set, ideally a more in depth study with more brands and a greater number of participants would be advantageous and more accurate. The nature and environment of the motor industry sales person is unique given the intensity of competition, thus limiting the applicability towards other industries. The salary structure is however common across many sales environments. The organisational structure is similar, however the non-existent allocation of sales territory is not common across all sales related industries.

As outlined by the literature, common characteristics were shared across many industries, and along with the statistical results from this research, are shared with the motor vehicle industry. The application of the results across different industries should be affirmed post analysis of the target industries environment and characteristics, for similarity. As for the interview questions, they were worded such that it is not specific to any one industry. The operational issues highlighted in the items are applicable to almost all sales related industries.

7.2 Future Research

There is the outstanding issue with creating a method of measuring contextual performance. Goodman, *et al* (1999) and Werner (2000) have identified indicators however a measurement tool does not exist. Beaty, *et al* (2001) and Borman, *et al* (1997) had inconclusive research on detecting contextual performance in personality tests. Results from multiple researches indicate there is an economic advantage to contextual performance which implies the need for a measuring tool.

A study to measure the correlation between PO and psychological contracts will be useful. Most of the literature implied a relationship, however little evidence exists on the explanation of the relationship or the impact thereof. Existing research explains the link between PO fit and contextual performance not psychological contracts.

Unfortunately due to a limited sample size this research could not measure the impact a breach of a transactional contract has on sale performance for a highly structured commission based position. It will also be interesting to gauge on a continuous regression, the level of impact on sales a breach of a transactional contract has, against a continuously increasing financial sum.

Further research can go towards investigating the impact each of the 5 dimensions have on the location of the retail outlets, urban versus rural.

Unfortunately the sample used in this research did not contain a sufficient rural population.

It will be interesting to compare Warr's, *e al* (2005) research on personality traits with actual sales results of sales managers in their capacity as sales people and then as sales managers. From Warr's, *e al* (2005) literature a successful sales manager is not likely to have succeeded as a sales person, whereas the Sewells report states a concern for the industry given the staff turnover of good sales is depleting the pool of potential sales managers.

7.3 Summary

Sewells (2007) outlined the requirement for improving productivity, with the industry leaders pinpointing sales people as the source of the inefficiency. Contextual performance and person-organisation fit were found to be significant in identifying effective sales people. These two dimensions cannot replace the traditional interview process. An interview questionnaire has been developed to guide interviewers on identifying effective sales people, based off the relevant statistical information. In order for person-organisation fit to be effective, the organisations goals and culture need to be known before a supplementary test can be administered.

An interesting relationship was identified, using person-supervisor fit to predict the probability of future breaches in psychological contracts. Unfortunately given the

results from this research the relevant indicator, psychological contract, this relationship is limited in influencing output. For the literature reviewed, however, the relationship is relevant and can assist other industries or environments reduced output fluctuations caused by supervisor / employee conflict.

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9. Appendix

9.1 Sales Person Typical Job Description

Function	Duties	Reporting/ Actions
Retail motor vehicles	<ul style="list-style-type: none"> •Greet and attend to customer on the floor •Qualify and listen to the customers answers •Present the relevant vehicle •Demonstrate the relevant vehicle •Appraise trade-in if necessary •Close deal, finalize only the vehicle and accessories figure •Introduce to F&I for value added products, finance, and insurance. 	Daily operation report and activity report to be submitted to sales manager by the end of each day.
Check and bring vehicles into stock	<ul style="list-style-type: none"> •Check for any transportation damage •Tag both keys, and store spare, with owners manuals in safe •Park vehicle into storage yard •Take carrier invoice to stock controller and tie up wholesale invoice •Wait for PDI order, then book vehicle into workshop for PDI, with key 	Carriers invoice and wholesale invoice to be given to stock controller. Vehicle file to be created, insert manufacturers certificate, copy of PDI order, and copy of wholesale invoice into file. Deliver the file to sales managers office
Documentation	<ul style="list-style-type: none"> •2x copy of certified ID, plus proof of residency, and manufacturers certificate for each new vehicle sold •Complete registration documents (2x if financed) and submit to registration •For trade-ins, get HPI document, copy of vehicle registration document, bank settlement if necessary, signed transfer documents with certified copy of ID and Trade-in valuation •Complete warranty registration and roadside assistance forms, forward 	All sales are to be reported to the sales manager. Sales Manager will issue stock vehicle for delivery. Stock vehicles corresponding file is to contain all documentation

	to wholesaler.	
Delivery of vehicles	<ul style="list-style-type: none"> •Ensure All documentation is accurate and in deal file •Ensure all fitments and accessories are installed and functional •Ensure all orders are closed with original invoices and stored in deal file •Make sure trade-in documents are in deal file •Ensure F&I has sighted and signed off deal file •Ensure file is invoiced at least half a day before the vehicle is to be delivered •Collect spare key and owners manuals from safe •Present the vehicle to the new owner •Introduce the new owner to the after sales department 	Ensure all documents are completed, including signing the back of the deal file, relevant maintenance plans, financial contracts, insurance agreements and value added products. Inform sales manager of completed delivery
Maintenance	<ul style="list-style-type: none"> •Change showroom layout each week •Display the promotional vehicle up front •Ensure all new vehicles are in pristine condition on the floor •Ensure all POS material is prominently displayed in showroom 	Follow the directions of the sales manager for this procedure

9.2 Questionnaire

7.3 Questionnaire

1. Serial Number: _____

Please **do not** put your name on any page of this questionnaire.

Please answer all of the following questions in the format requested:

2 Age: _____

3 Gender: **Male Female** (please circle)

4 Race: **Black Indian Coloured White Asian** (optional, please circle)

5 Brand of vehicle being sold: _____

6 Period of time selling this brand (in months): _____

7 Your years of experience in sales (all products / services, to the Year): _____

8 Experience of your Sales Manager (to the Year): _____

9 Average monthly sales (past 6 months): _____

10 Location of your showroom (Urban/Rural): _____ (Rural = Country areas)

For the following questions please circle the relevant number on the scale, and not in-between a number. Please answer truthfully, **How often do you:**

	Never		Always		
11 help to collect or do a colleagues delivery?	1	2	3	4	5
12 get your colleagues helping you out with your fitment:	1	2	3	4	5
13 help check and bring the vehicles into stock?	1	2	3	4	5
14 find yourself helping the dealership manage stock? (collecting, delivering, stock take, etc)	1	2	3	4	5
15 do you find it difficult in getting your vehicle invoiced?	1	2	3	4	5
16 get acknowledged for a job well done?	1	2	3	4	5
17 volunteer to complete other tasks in the dealership?	1	2	3	4	5
18 feel you are kept up to date on what is happening with your brand?	1	2	3	4	5
19 get the impression management are not sure how to handle certain situations?	1	2	3	4	5
20 find management ignoring issues or not taking notice of your problems?	1	2	3	4	5



Please answer the following questions by circling the appropriate answer.

- 21 Do you feel you are respected at work by your colleagues? Yes / No
- 22 Do feel your employer and the respective brand can provide you with a future career path? Yes / No
- 23 Considering you are on a commission based salary, do you sometimes feel like you have control over how much you earn? Yes / No
- 24 Is there something in your working environment that makes you want to find another job? Yes / No
- 25 Do you trust the brand of products you are selling? Yes / No
- 26 Will regular feedback on your performance be of help for you? Yes / No
- 27 Do you find your superiors inspirational? Yes / No
- 28 Do you constantly try new ways of selling more cars? Yes / No
- 29 Would you like more responsibility in your job? Yes / No
- 30 Are you comfortable with the dealerships routines and rules? Yes / No
- 31 If there was an opportunity available at the brands Head Office with roughly the same work and it was offered to you, would you take it? Yes / No
- 32 Do you feel a strong sense of belonging to your brand? Yes / No
- 33 If you were the Dealer Principal, would you change the way the dealership ran? Yes / No
- 34 Do you feel like you don't belong to the dealership or brand? Yes / No
- 35 At work, do you feel like you are making an effort, not only for yourself, but for the dealerships or brand too? Yes / No
- 36 Do you feel like nobody cares about how you feel? Yes / No
- 37 Do you feel like you are a part of a family or something bigger? Yes / No

Please answer the following questions on the rating scale.
Please ensure you circle a number.

- | | Definitely Not | | | | | Definitely |
|---|----------------|---|---|---|---|------------|
| 38 My employer always uphold their portion of our agreements? | 1 | 2 | 3 | 4 | 5 | |
| 39 My employer is willing to help me when I need special favours? | 1 | 2 | 3 | 4 | 5 | |
| 40 I have a strong sense of belonging with my employer | 1 | 2 | 3 | 4 | 5 | |
| 41 My boss is very trustworthy? | 1 | 2 | 3 | 4 | 5 | |

42	I tried getting close friends to join this dealership?	1	2	3	4	5
43	I often find myself being forced to do things that don't within my job description?	1	2	3	4	5
44	I often find myself getting aggravated with my colleagues?	1	2	3	4	5
45	I like to help newcomers fit in, show them the ropes, to speak?	1	2	3	4	5
46	I find myself wanting to get back at my Sales Manager for what they do sometimes?	1	2	3	4	5
47	I get so frustrated at times I loose sense of what I'm supposed to be doing?	1	2	3	4	5
48	I sometimes wonder if sales is the right path for mys	1	2	3	4	5
49	I often find my Sales Manager and I thinking the sam thoughts?	1	2	3	4	5
50	I consider most of the people I work with as friends?	1	2	3	4	5

I am doing research on what factors effect sales performance in the entry level portion of the new car market. To that end, you are asked to complete the survey regarding this issue. It will help us better understand the sales environment and hopefully once finished, will help improve your working conditions and ultimately improve your earnings. The survey should not take more than 20 minutes to complete. Your participation is voluntary and you can withdraw at any time without penalty. All the data will be kept confidentially, and anonymous. By completing the survey, you indicate that you voluntarily participate in this research. If you have any concerns please contact me or my supervisor. Our details are provided below.

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Phone: 011 398 9000

Research Supervisor Name: Albert Wöcke
Email: wockea@gibs.co.za
Phone:011

9.3 Vehicle Sales by Price Table (NAAMSA, 2007)

Suggested Retail Price Range	2008 Jan Rolling year	
60001 - 70000	2,359	0%
70001 - 80000	18,904	4%
80001 - 90000	50,912	13%
90001 - 100000	14,620	15%
100001 - 110000	13,086	18%
110001 - 120000	40,131	25%
120001 - 130000	33,285	30%
130001 - 150000	67,921	42%
150001 - 170000	60,085	
170001 - 190000	37,261	
190001 - 210000	26,921	
210001 - 250000	53,590	
250001 - 300000	60,049	
300001 - 350000	47,226	
350001 - 400000	12,122	
400001 - 450000	8,402	
450001 - 500000	5,586	
500001 - 550000	4,002	
550001 - 600000	3,408	
600001 - 650000	3,259	
650001 - 700000	1,614	
700001 - upwards	5,003	
Price Unavailable	516	
Total	570,262	

9.4 Cronbach's Alfa Results for Dimensions

9.4.1 Cronbach's Alfa for Contextual Performance

Summary for scale: Mean=.024507 Std.Dv.=5.17525 Valid
N:144 (Data SetM recoded stand)

Cronbach alpha: .601875 Standardized alpha: .601476

Average inter-item corr.: .118571

	Mean if deleted	Var. if deleted	StDv. if deleted	Itm- Totl Correl.	Alpha if deleted
Question 11	0.02	20.55	4.53	0.56	0.52
Question 12	0.02	21.21	4.61	0.48	0.53
Question 13	0.02	21.66	4.65	0.42	0.55
Question 14	0.03	22.52	4.75	0.32	0.57
Question 15	0.02	28.66	5.35	-0.29	0.68
Question 17	0.02	20.39	4.52	0.58	0.51
Question 29	0.01	24.60	4.96	0.11	0.61
Question 33R	0.03	24.74	4.97	0.09	0.61
Question 35	0.03	24.76	4.98	0.08	0.61
Question 42	0.02	23.85	4.88	0.18	0.60
Question 43R	0.03	24.23	4.92	0.14	0.60
Question 45	0.02	20.72	4.55	0.54	0.52

9.4.2 Cronbach's Alfa for Person-Organisation Fit

Summary for scale: Mean=.058434 Std.Dv.=13.5839 Valid
N:143 (Data SetM recoded stand)

Cronbach alpha: .880942 Standardized alpha: .880581

Average inter-item corr.: .217977

	Mean if deleted	Var. if deleted	StDv. if deleted	Itm- Totl Correl.	Alpha if deleted
Question 16	0.06	166.73	12.91	0.60	0.87
Question 18	0.06	173.56	13.17	0.33	0.88
Question 19R	0.06	167.64	12.95	0.57	0.87
Question 20R	0.06	165.41	12.86	0.66	0.87
Question 21	0.06	166.50	12.90	0.61	0.87
Question 22	0.07	167.29	12.93	0.58	0.87
Question 23	0.07	172.73	13.14	0.36	0.88
Question 24R	0.07	166.35	12.90	0.62	0.87
Question 25	0.06	172.86	13.15	0.36	0.88
Question 26	0.04	175.78	13.26	0.25	0.88
Question 27	0.05	166.77	12.91	0.61	0.87
Question 28	0.06	178.89	13.38	0.12	0.88
Question 29	0.04	177.22	13.31	0.19	0.88
Question 30	0.07	165.62	12.87	0.64	0.87
Question 31	0.06	180.34	13.43	0.07	0.89
Question 32	0.06	170.52	13.06	0.45	0.88
Question 33R	0.06	171.27	13.09	0.42	0.88
Question 34R	0.05	170.68	13.06	0.45	0.88
Question 35	0.03	176.26	13.28	0.25	0.88
Question 36R	0.05	165.06	12.85	0.67	0.87
Question 37	0.05	166.44	12.90	0.62	0.87
Question 39	0.06	165.69	12.87	0.65	0.87
Question 40	0.05	162.53	12.75	0.77	0.87
Question 42	0.07	177.05	13.31	0.20	0.88
Question 43R	0.06	167.57	12.95	0.57	0.87
Question 44R	0.05	170.91	13.07	0.44	0.88
Question 47R	0.06	196.11	14.00	-0.50	0.90
Question 50	0.05	167.82	12.95	0.56	0.87

9.4.3 Cronbach's Alfa for Person-Supervisor Fit

Summary for scale: Mean=-.00000 Std.Dv.=7.13041 Valid
N:145 (Data SetM recoded stand)

Cronbach alpha: .833431 Standardized alpha: .833431

Average inter-item corr.: .309178

	Mean if deleted	Var. if deleted	StDv. if deleted	Itm- Totl Correl.	Alpha if deleted
Question 16	0.00	42.51	6.52	0.54	0.82
Question 19R	0.00	41.47	6.44	0.63	0.81
Question 20R	0.00	40.51	6.36	0.71	0.80
Question 21	0.00	42.61	6.53	0.53	0.82
Question 33	0.00	43.87	6.62	0.43	0.83
Question 36	0.00	40.93	6.40	0.67	0.81
Question 39	0.00	40.59	6.37	0.70	0.80
Question 41	0.00	40.50	6.36	0.71	0.80
Question 42	0.00	46.72	6.84	0.20	0.84
Question 42R	0.00	42.92	6.55	0.50	0.82
Question 49	0.00	51.59	7.18	-0.15	0.87
Question 50	0.00	42.61	6.53	0.53	0.82

9.4.4 Cronbach's Alfa for Psychological Contract

Summary for scale: Mean=.121646 Std.Dv.=11.7941 Valid
N:144 (Data SetM recoded stand)

Cronbach alpha: .891996 Standardized alpha: .891925

Average inter-item corr.: .297564

	Mean if deleted	Var. if deleted	StDv. if deleted	Item- Total Correl.	Alpha if deleted
Question 14	0.11	134.45	11.60	0.12	0.90
Question 16	0.11	123.73	11.12	0.61	0.88
Question 17	0.11	127.47	11.29	0.43	0.89
Question 19R	0.11	123.96	11.13	0.60	0.88
Question 20R	0.11	122.19	11.05	0.68	0.88
Question 24R	0.13	123.06	11.09	0.64	0.88
Question 29	0.10	135.25	11.63	0.08	0.90
Question 30	0.13	123.48	11.11	0.62	0.88
Question 32	0.12	128.50	11.34	0.38	0.89
Question 33R	0.12	126.98	11.27	0.45	0.89
Question 36R	0.11	122.30	11.06	0.68	0.88
Question 38	0.11	119.63	10.94	0.81	0.88
Question 39	0.11	121.51	11.02	0.71	0.88
Question 40	0.12	119.82	10.95	0.79	0.88
Question 41	0.11	121.40	11.02	0.72	0.88
Question 42	0.12	132.18	11.50	0.22	0.90
Question 43R	0.11	124.44	11.16	0.57	0.89
Question 46R	0.12	124.95	11.18	0.54	0.89
Question 48R	0.12	124.48	11.16	0.57	0.89
Question 49	0.12	140.64	11.86	-0.15	0.90
Question 50	0.12	124.90	11.18	0.55	0.89