

THE ROLE OF MANAGER'S LEADERSHIP BEHAVIOR AND SALESPEOPLE CONTROL SYSTEM OVER SALES PERFORMANCE: RESEARCH AGENDA

Valter Afonso Vieira, UEM, valterafonsovieira@gmail.com

Juliano Domingues Silva, UEM, jdomingues8@gmail.com

Valter da Silva Faia, UEM, valterfaia@gmail.com

RESUMO

The authors develop a conceptual model depicting relationships between salesforce control systems, salespeople characteristics and sales performance, as a framework for testing the propositions formulated by Anderson and Oliver (1987), MacKenzie, Podsakoff and Rich (2001) and Kruglanski et al. (2000). The main contributions are to propose a synergic effect between locomotion and transformational leadership behavior, between assessment and transactional leadership behavior, between outcome based control system and transformational leadership behavior and among these three constructs. Thus, in reviewing the literature, we suggested a moderating effect in order to explain sales performance.

Keywords: Sales. Performance. Leadership. Control system.

1 INTRODUCTION

In the field of selling and sales management, we note that some empirical research did extraordinary contributions by testing existing theories accumulated along the years (CHURCHILL ET AL., 1985; JARAMILLO; CARRILLAT; LOCANDER, 2005; JARAMILLO ET AL., 2007; FRANKE; PARK, 2006) but that we need to address important new questions that are emerging in today's sales environment. New topics and demands appear and are receiving less attention, such as: moderating role of control system based (AHEARNE ET AL. 2010; SCHMITZ; LEE; LILIEN, 2014; OLIVER; ANDERSON, 1994; SAMARAWEEERA; GELB, 2015), self-efficacy, supervisor's leadership behavior (MACKENZIE; PODSAKOFF; RICH, 2001), salespeople theory of mind, locomotion and assessment (KRUGLANSKI ET AL. 2000; HIGGINS, KRUGLANSKI; PIERRO, 2003), ambidextrous behavior (JASMAND; BLAZEVIC; RUYTER, 2012). A review of extant literature shows that scholars have paid limited attention to these issues.

Based on this gap, the aim of this paper is to develop a conceptual framework of salesperson performance and salesforce control system that will help to provide a basis for future empirical research studies on this subject. In this conceptual paper, we offer new ideas in the field of selling and sales management to develop new theoretical perspectives and framework for future research, proposing the moderating effect of effects of control system, leadership behavior and regulatory focus mode.

This research makes several contributions to the literature. First, using salesperson control system theory (ANDERSON; OLIVER, 1994), regulatory focus theory (AVNET; HIGGINS, 2003) and manager's leadership behavior (MACKENZIE; PODSAKOFF; RICH, 2001) as the theoretical foundation, we propose a conceptual framework to comprehensively examine the interactive effect of these elements over sales performance. Although research has studied these effects as main effects, no research has been found examining the interactive effects proposed here. In addition, our conceptual framework deals with multi-level hierarchical propositions, based on different levels inside organization. Second, this research reviews relevant meta-analytic articles and suggested a service delivery as a continuous process and contributes to the understanding of the dynamics involved in multiple occurrences of service failures and delights.

The remainder of this article proceeds as follows. First, the paper reviews the relevant theoretical frameworks in the literature relating to the main effect of self-efficacy and

locomotion over sales performance. Second, it evaluates the relevance of prior theories with reference to control system based and the leadership behavior, analyzing meta-analytic studies in the field of selling and sales management and classify some topics for future research. Third, the paper presents a conceptual framework and research agenda centered on a number of key research propositions to guide future empirical research on salesperson performance.

2 THEORETICAL BACKGROUND AND PREPOSITIONS

2.1 Self-efficacy Theory

Self-efficacy is defined as people's beliefs regarding their capability to succeed and attain a given level of performance, in which self-efficacy enhances performance via increasing the difficulty of self-set goals, escalating the level of effort that is expended, and strengthening persistence (BANDURA, 1977). Within the sales context of the present studies, we view self-efficacy as the salespersons' belief that he or she is capable of successfully performing sales-related tasks (KRISHNAN; NETEMEYER; BOLES, 2002). Mullins et al. (2014) argue that self-efficacy motivates people to view themselves in a positive light to maintain their perceived status and are more self-focused in their perspective taking, attributing positive feedback to their own ability. In that sense, self-efficacy is associated with performance. In addition, Brown, Jones and Leigh (2005) argue that individuals who have positive self-efficacy beliefs focus their attention and motivation on the tasks necessary for achieving targeted performance levels and persevere in the face of difficulties. Based on this context, self-efficacy motivates salespeople to achieving their goals.

Stajkovic and Luthas (1998) carried out a meta-analysis reviewing 114 studies reported a corrected weighted average correlation of .38 between self-efficacy and work-related performance. Sitzmann and Yeo (2013) also conducted a meta-analysis to determine the within-person self-efficacy/performance association. They found that the self-efficacy and performance within-person corrected correlation was .23 but was weak and non-significant ($\rho = .06$) when controlling for the linear trajectory, revealing that the main effect was spurious. The past performance/self-efficacy within-person corrected correlation was .40 and remained positive and significant ($\rho = .30$) when controlling for the linear trajectory. Thus, we hypothesize the following:

P₁: Self-Efficacy is positively associated to sales performance.

2.2 Regulatory Mode Theory

According to regulatory mode theory (HIGGINS; KRUGLANSKI; PIERRO, 2003; KRUGLANSKI ET AL., 2000) there are two self-regulatory concerns: locomotion and assessment. These two types of activities or functions suggested that people critically evaluate what they actually wish to do and how best their goals can be achieved and they actually go ahead, that is, invest efforts in realizing their intentions and channeling them into concrete undertaking (PIERRO ET AL., 2012). Pierro et al. (2011) examined the ways locomotion and assessment affects procrastination and how people manage time. Through six studies, they found that assessment is positively related to procrastination and locomotion is negatively related to procrastination. To reach a certain goal, assessors have to analyze and compare a large amount of work.

According to Kruglanski et al. (2000, p. 794), locomotion orientation is "the aspect of self-regulation concerned with movement from state to state and with committing the psychological resources that will initiate and maintain goal-related movement in a straightforward and direct manner, without undue distractions or delays". Avnet and Higgins (2003) showed that a locomotion orientation constitutes the aspect of self-regulation that is concerned with movement from state to state and progressive elimination.

Since in the locomotion mode, individuals emphasize "doing" (doing anything just to stop doing nothing) "getting on with it," "making something happen" rather than critical evaluation (PIERRO ET AL., 2012), we believe that salespeople with high locomotion orientation improve sales performance. Moreover, it occurs because individuals with a strong locomotion orientation want to quickly initiate action and then maintain it without disruption (KRUGLANSKI ET AL., 2000). Thus, we supposed that salespeople want to initiate the sales action and working with their customers. Second, thinking less about the implications of activity engagement on sales should decrease awareness of potentially conflicting outcomes and increase performance. Therefore, high-locomotion-oriented salespeople may be more receptive to trade-offs with customers, which is conducive to engaging in sales activity (JASMAND ET AL., 2012). In that sense, salespeople are intrinsically motivated to engage in activities and tend to perceive such actions as ends in themselves rather than means (HIGGINS; KRUGLANSKI; PIERRO, 2003). Hence:

P₂: Locomotion is positively associated to sales performance.

According to Kruglanski et al. (2000, p.794), assessment orientation, is "the comparative aspect of self-regulation concerned with critically evaluating entities or states, such as goals or means, in relation to alternatives in order to judge relative quality". Because of their pervasive concern with appraisal and evaluation, individuals high (vs. low) in assessment concerns are more extrinsically motivated toward tasks, thus, they are less likely to be "immersed" in the activity per se, in light of their perennial preoccupation with calculating discrepancies, comparing alternatives, etc (PIERRO ET AL., 2012). Avnet and Higgins (2003) showed that an assessment orientation constitutes the aspect of self-regulation that is concerned with making comparisons and evaluation.

According to Jasmand et al. (2012), in contrast with locomotors, assessment oriented people prefer to wait and evaluate all possible choices thoroughly before deciding how to act; in other words, they have a tendency to keep thinking without leaping. Those in the high (vs. low) assessment condition are in a state of being active and motivated to critically evaluate alternatives. Thus, we suppose that salespeople in the high (vs. low) assessment condition are looking to evaluating the better ways to persuade consumers and sell products (PIERRO ET AL., 2013). Second, because of their pervasive concern with appraisal and evaluation, individuals high (vs. low) in assessment concerns are more extrinsically motivated toward tasks and they are less likely to be "immersed" in the activity per se, in light of their perennial preoccupation with calculating discrepancies, comparing alternatives, etc. (PIERRO ET AL., 2012). Thus, we suppose that individuals high (vs. low) in assessment concerns in calculating how to sell in the best way, maybe using less effort. As a consequence:

P₃: Assessment is positively associated to sales performance.

2.3 Manager's Leadership Behavior

The leadership style involves clearly informing salespeople what their salient job activities are, how to perform those activities and how successful performance of those activities can lead to receipt of organizational rewards (DUBINSKY ET AL., 1995). We suggest sales managers' leadership behavior as a boundary condition of the relationship between salespeople's features and their performance.

Leadership is a set of observable activities that occur in a work group comprising a sales manager and salespersons who willingly subscribe to a shared purpose and work jointly

to accomplish it, in which groups, dyads, and persons are different levels of analysis—the entities or objects of study. They are typically arranged in hierarchical order such that higher levels (e.g., groups) include lower levels (e.g., dyads or individuals), and lower levels are embedded in higher levels (YAMMARINO, 1997).

First, *transformational* leadership involves fundamentally changing the values, goals and aspirations of followers, so that they perform their work because it is consistent with their values, as opposed to the expectation that they will be rewarded for their efforts (MACKENZIE; PODSAKOFF; RICH 2001). Transformational leadership behavior may encourage salespeople to identify attractive cross-selling opportunities, recognize special customer needs, and satisfy those needs with a broad set of offerings from the company's product portfolio (SCHMITZ; LEE; LILIEN, 2014). Transformational leaders seek new ways of working, seek opportunities in the face of risk, prefer effective answers to efficient answers, and are less likely to support the status quo (LOWE; KROECK; SIVASUBRAMANIAM, 1996).

Second, *transactional* leadership behavior refers to a series of exchanges between the leader and the subordinate such that the leader provides rewards or punishments in return for the subordinate's performance (MACKENZIE; PODSAKOFF; RICH, 2001). Feedback from transactional leaders reflects how salespeople perform in their tasks and their behavior as well as the results they achieve (SCHMITZ; GANESAN, 2014). The skillful transactional leader is likely to be effective in stable, predictable environments where charting activity against prior performance is the most successful strategy (LOWE; KROECK; SIVASUBRAMANIAM, 1996).

According to homeostatic regulation theory, Schmitz and Ganesan (2014) suggested that people initially activate personal resources (e.g. sales self-efficacy) in order to achieve performance. However, when sales self-efficacy is missing or does not provide functional benefits, salespeople rely on external resources (i.e. supervisors) to achieve their goals. Thus, when sales self-efficacy as a personal resource does not provide functional psychological benefits, homeostatic regulation theory suggests that salespeople activate external supervisory resources. Since sales managers' transactional leadership behavior is a supervisory resource, it should become more valuable for salespeople who are high in sales self-efficacy (SCHMITZ; GANESAN, 2014). In that sense, managers' leadership behavior should moderate the association between self-efficacy and performance. Thus, we theorize the following:

P₄: Managers' leadership behavior should moderate the association between self-efficacy and performance. The positive effect between self-efficacy and performance is stronger (*vs.* weaker) for transformational leadership (*vs.* transactional).

Transactional leader behavior involve an exchange between the leader and follower, such that the leader provides rewards in return for the subordinate's effort and provides correction, criticism and/or other forms of punishments administered by the manager contingent on poor performance (MACKENZIE, PODSAKOFF, RICH 2001). We believe that since this behavior consists of a variety of forms of negative feedback, the salespeople on assessment orientation could carry on their sales evaluating each process in order to do correctly. Thus, these salespeople could have focus on not be punished by the manager, receive recognition and evaluating each action and goals in the right way.

On the other way, transformational leader behavior involve fundamentally changing the values, goals and aspirations of followers, so that they perform their work because it is consistent with their values, as opposed to the expectation that they will be rewarded for their efforts (MACKENZIE; PODSAKOFF;RICH, 2001). In that sense, we believe that since this leader behavior tend to be more proactive ways of influencing subordinates and since locomotion salespeople simply to "move" in an experiential or psychological sense, both conditions could interact each other, improving performance (PIERRO ET AL., 2012). Moreover:

P₅: Managers' leadership behavior should moderate the association between salespeople regulatory mode and performance. The positive effect between salespeople regulatory mode and performance is stronger (*vs.* weaker) for transformational leadership (*vs.* transactional).

2.4 Salesforce Control System

We focus on how control system, a key part of the organizational environment, shapes the effectiveness of sales manager's transformational and transactional leadership behaviors. According to Oliver and Anderson (1995), an outcome-based control system involves relatively little monitoring of salespeople, relatively little managerial direction or effort to direct salespeople, and straightforward, objective measures of results (e.g., sales). Under outcome-based control, the salesperson's incentive pay (commission or bonus) accounts for

the primary form of total compensation, and there is a very limited extent of managers' monitoring, directing, evaluating, and rewarding activities (BALDAUF; CRAVENS; PIERCY, 2005).

In contrast, a behavior-based control system is typified by considerable monitoring of activities as well as results, high levels of managerial direction and intervention in activities, and subjective and more complex methods of evaluating performance, typically centered around the salesperson's job inputs. Salespeople operating under behavior-based control systems are compensated by a relatively high portion of fixed salary compared to incentive pay (BALDAUF; CRAVENS; PIERCY, 2005).

According to Cravens et al. (1993) in behavior-based control systems, salespeople are monitored more closely, subject to considerable direction, evaluated on an input basis by subjective and more complex measures, and rewarded with a higher proportion of fixed compensation, otherwise, in outcome-based control systems, salespeople are monitored less frequently, offered little direction, evaluated on outcome measures by objective and simple methods, and rewarded with a higher proportion of incentive (variable) compensation.

We suggest a two-way interaction between salesperson features and control system. Behavioral based control-system is based on fixed compensation, management monitors behavior more than results, much supervision, contact, reporting and managers inside the sales activity (OLIVER; ANDERSON, 1995). This process should be more associated with assessment regulatory mode since the salesperson should evaluate each process of selling process and analyze reporting day-to-day.

On the other site, outcome based control system is based on results, with will managers under control, little reporting and performance based on observable results (OLIVER; ANDERSON, 1995). This process should be more associated with locomotion regulatory mode since the salesperson in an outcome based control system should evaluate the final result of his/her activity, it is the result. Outcome based control system should amplify the impact of locomotion on performance, moderating it. In addition, outcome based control system should intensify the impact of self-efficacy on performance, since the focus of both construct is on performance.

P₆: Outcome based control system should moderate the association between self-efficacy and performance. The positive effect between self-efficacy and performance is stronger (vs. weaker) for outcome based control system (vs. behavior).

P₇: Outcome based control system should moderate the association between locomotion and performance. The positive effect between locomotion and performance is stronger (vs. weaker) for outcome based control system (vs. behavior).

P₈: Behavioral based control system should moderate the association between locomotion and performance. The positive effect between assessment and performance is stronger (vs. weaker) for outcome behavioral control system (vs. behavior).

2.5 Manager Leadership Behavior and Salesforce Control System

We suggest a three-way interaction between salesperson features, leadership behavior and control system. First, if salespeople lack sales self-efficacy, they display less ability or motivation to overcome the hindrances associated with complex customer demands, leading to poorer performance (SCHMITZ; GANESAN 2014). In that sense, salespeople should depend on transaction leadership behavior to correct their behavior in order to increase performance. Under a behavior based control system, the salesperson's compensation and career progression largely depend on following the directions of the firm (ANDERSON; OLIVER, 1987). Under a behavior based control system, the transaction leadership behavior should be more effective in motivating self-efficacy for achieving performance. Behavior based control system creates incentives for the salespeople to follow a firm's directives and reduces the inherent risk they face from environmental uncertainty (AHEARNE ET AL., 2010). Based on this context, since transactional leaders reduce risk about how to reach objectives and support subordinates' perceptions of instrumentality for specific behaviors (SCHMITZ; GANESAN, 2014), it should interact with behavior based control system.

Second, transactional managers determine and define the goals and work that subordinates need to achieve, suggest how to execute their tasks and provide feedback, which should assist employees in becoming confident about meeting their role requirements (DUBINSKY ET AL., 1995). These activities should be more congruent with behavior based control system, which dictates, incentivizes and directs salespeople to engage in a clearly specified number of behaviors, regardless of salesperson discretion (MULLINS ET AL., 2014).

Third, Wiseke et al. (2009) supposed that both the leader-follower dyadic tenure and charismatic leadership enhance the transfer of organizational identification from the leader to the followers such that the relationship between the leader's organizational identification and followers' organizational identification is the strongest when both charismatic leadership and

dyadic tenure are high that. Thus, the authors found the three-way interaction among BU managers' organizational identification, charismatic leadership, and employee–manager dyadic tenure. Hence:

P₉: Behavior based control system strengths the interaction positive effect of transactional leadership behavior and self-efficacy on performance.

According to Oliver and Anderson (1994), the outcome-based control system is based on salespeople overall sales. In that sense, the salesperson's objective is to allocate efforts in a way that maximizes overall sales (AHEARNE ET AL., 2010). Outcome-based control systems should be related to transformational leadership behavior because the latter enhances follower performance by delegating responsibilities and increasing perceived empowerment (SCHMITZ; LEE; LILIEN, 2014). We believe that salespeople might have less control over their salespeople's activities and routines under transformational leadership (AHEARNE ET AL., 2010), since the latter focus employee empowerment, not employee dependence (LOWE; KROECK; SIVASUBRAMANIAM, 1996), it may strengthen the role of outcome based control system. Based on this context, under a outcome based control system, the transformational leadership behavior should be more effective in motivating self-efficacy for achieving performance

Second, Boichuk et al. (2014) find that core transformational leadership (i.e., articulating a vision, leading by example, and fostering the acceptance of group goals) reduces newly hired salespeople's intentions to engage in sales-oriented behaviors during early stages of sales performance. Thus, we believe that transformational leadership behavior is congruent with the outcome control system because the latter does not manage the diary stages and activities of salespeople, but focus on the final performance of the task and sales activities. The focus on result should potentialize the effect of outcome control system over performance. Hence:

P₁₀: Outcome based control system strengths the interaction positive effect of transformational leadership behavior and self-efficacy on performance.

3 CONCEPTUAL FRAMEWORK

We suggest testing the model in different methodological ways. First, we suggest to collected data from three separate sources: salesperson, manager and firm. For example, from salesperson perception, assessment, locomotion, experience, and perceptions of the control system could be collected. Future research could match the responses from salesperson to managers. Managers could inform their leadership styles and the way of control their salespeople. Next, future research could collected sales performance data from firm records or from salesperson subjective perception .

Second, it is important to note that we are proposing here a multilevel approach in our theoretical model, in which the salespeople are level 1. In the investigation, the researcher should collect data with salespeople in the first level and then match it with level 2, the managers.

The model shown in Figure 1 contains the major constructs necessary for testing the assessment, locomotion, leadership behavior, control system and performance propositions. It extends the conceptual contribution of leadership theory, regulatory focus theory and self-efficacy theory by providing an integrated salesforce control system framework. The major constructs in this model are salesforce control system, salesforce characteristics, salesforce performance, and sales organization effectiveness.

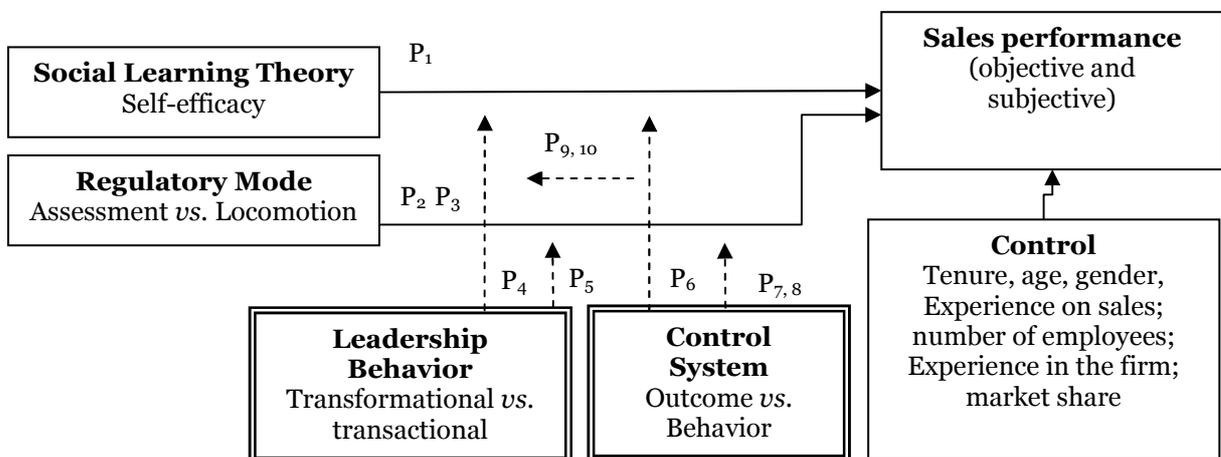


Figure 1: Proposed Framework

4 THEOTERICAL BACKGROUND META-ANALYTIC

In order to review the literature on sales and sales performance to organize our ideas, we started our review on meta-analysis on sales performance. These studies help us to arrange our thoughts and give us direction for future research.

Churchill et al. (1985) found the determinants of salesperson performance, in which role, skills and motivation are the most relevant determinants. It was the first study to organize constructs around sales performance. Vinchur et al. (1998) evaluated predictors of both objective and subjective job performance and found that potency predicted supervisor ratings of performance ($r = .28$) and objective measures of sales ($r = .26$). Rich et al. (1999) did their study with objective and subjective measures salesperson performance. Samaraweera and Gelb (2015) analyzed the compare the output ($\beta = .06$) and behavior ($\beta = .20$) based control system and their effects of over revenues. However, based on this review, we did not find research on some specific relationships.

Other relevant research has been investigating the constructs applied to sales performance and salesperson's behavior. We note that there are new possibilities to future studies on meta-analysis and suggest new paths for future research, according to Table 1.

Table 1: Research Opportunities using meta-analysis

<i>Meta-analysis on sales</i>	Beta
<i>Existent</i>	
Determinants of sales performance	Churchill et al. (1985)
Determinants of objective and subjective job performance	Vinchur et al. (1998)
Determinants of objective and subjective measures salesperson performance	Rich et al. (1999)
Self-reports and managerial ratings	Jaramillo, Carrillat and Locander (2005)
Sales orientation-customer orientation (SOCO) → job performance	Jaramillo et al. (2007)
Adaptative selling behavior	Franke and Park (2006)
Selling orientation and Customer orientation → sales performance	Jaramillo et al. (2009)
Determinants of sales performance	Verbeke and Verwall (2011)
Control-system based systems → revenue	Samaraweera and Gelb (2015)
<i>Proposed</i>	
Cross-selling → sales performance	Not found
Locomotion and assessment → sales performance	Not found
Manager's leadership behavior (transactional and transformational) → sales performance	Not found
Self-efficacy → sales performance	Not found
Moderating role of Control-system based systems over different associations	Not found
Multilevel meta-analysis over salespeople responses → customer responses	Not found

5 FUTURE RESEARCH

The focus in the proposed framework is the influence of manager control over the salespeople. However, it is possible future research investigates the role of how well the management control activities are performed. For instance, Piercy, Cravens and Lane (2012) introduce the construct of sales manager control competencies (i.e. monitoring, rewarding, evaluating, etc) and examines not simply how much control managers exercise, but how well they implement control. The authors examine the role of sales manager organizational citizenship behavior in the implementation of control.

Second, using data from 39 empirical studies with a cumulative sample of 6678 respondents Samaraweera and Gelb (2015) showed that both behavior and output controls have a positive impact on revenue outcomes, which the effect of the former is greater than the latter. Also, they showed that two types of controls are positively related to each other, suggesting the merits of treating them as two separate control mechanisms rather than two ends of a continuum, and also highlighting the need to control for one when estimating the effects of the other. However, few studies deal with their influence of outcome or behavior based control system over behavioral or outcome performance. These latter two constructs were studied by Schwepker and Good (2012) and Piercy, Cravens and Lane (2012) but without the influence of control system based on them. Future research could deal with their association.

Table 2: Research opportunities from the proposed sales framework

Topic	Suggested reference
<i>Regulatory Mode Theory</i>	
<ul style="list-style-type: none"> • What are the main effects of locomotion and assessment over sales performance? 	Not found
<ul style="list-style-type: none"> • What is the interactive effect of f locomotion and assessment over sales performance? 	Based on Jasmand et al. (2012) but not found
<ul style="list-style-type: none"> • What is the mediating effect of f locomotion and assessment over sales performance? 	Not found
<i>Control System Based Theory</i>	
<ul style="list-style-type: none"> • What are the effects of different types of control system based (e.g. formal and informal; compensation and field sales; output and behavior; activity and capability; choice control), when comparing each other, over sales performance? 	Jaworski (1988); Cravens et al. (1993); Oliver and Anderson (1994); Challagalla and Shervani (1996). Comparing each other was not found
<ul style="list-style-type: none"> • What are the mediating effect of different types of control system 	Not found

- (outcome and behavior) over sales performance?
- What are the moderating effect of distinct types of control system based over sales performance? Mullins et al. (2014); Ahearne et al. (2010); Baldauf and Cravens (2002)
 - What are the moderating different types of control system based over the relationship between salespeople and their team? Not found
 - What are the moderating different types of control system based over the relationship between salespeople and their supervisors/managers? Not found
 - What is the extent of similarity across Jaworski and MacInnis (1989) and Oliver and Anderson (1994) control conceptualizations and their consequences? Proposed by Baldauf, Cravens and Piercy (2005) but not tested
 - What are the moderating different types of control system based over the relationship between salespeople and their dyadic relationship with customers? Mullins et al. (2014);

Leadership Theory

- What are the effects of different types of leadership (e.g. transformational, transactional, charismatic), when comparing each other, over sales performance? Wiseke et al. (2009)
 - What are the effects of different types of leadership across different levels of analysis (groups, dyads, and persons) on sales performance?
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6 GENERAL CONCLUSIONS

This paper offers some new research opportunities in the sales environment, especially related to sales management. The conceptual framework proposed presupposes interactive relations between salesperson (regulatory mode and self-efficacy) and leadership (leadership behavior and control system) features in order to achieve better sales results. So, according with the theoretical review and empirical results showed by previous studies, we propose that the effects of self-efficacy or regulatory mode of salesperson on sales performance are enhanced by the type of leadership behavior or the type of control system. Testing empirically these relationships will advances in knowledge of field and with managerial implications.

We also proposed that further studies test the relationships proposed from multilevel analyses. Collecting data from different sources reduces bias and allows confront the perceptions of salespeople and managers about the leadership style and control systems. Inconsistencies between leaders and salespeople perceptions represent new opportunity of research, which could also explain decrease in sales performance.

Finally, the framework could be expanded. The level of manager-salesperson identification (VAN KNIPPENBERG; SLEEBOS, 2006) could be analyzed. According to Ahearne et al. (2013), the personal identification increases the individual efficacy. However, a higher level of identification could produce negative effects like dependence of leader or failure in the process of performance assessment. So, we expect that the effect of manager-salesperson identification on sales performance could be moderated by the leader behavior and by a control system type. About the control system, the framework discusses an outcome-based and behavior-based control. However, others studies should consider also capabilities, activity, personal, social and other types of control presents in the literature (JAWORSKI, 1988; MIAO; EVANS, 2013).

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