

## PERSONALITY AND RELATIONAL TIME PERSPECTIVE IN SELLING

*By Gerrard Macintosh*

### *Relational Time Perspective (RTP)*

Many sales organizations have recognized the importance of their salespeople taking a longer-term relational approach to selling. However, very little research has been devoted to understanding the role of time perspective in selling. This study introduces the concept of relational time perspective in selling, defined as a generalized predisposition to take a long-term approach in dealing with customers and potential customers. Relational time perspective reflects the utility of considering success over a longer time horizon.

### *Benefits to the Firm*

The literature suggests that a relational time perspective should lead to more relational selling behavior, which in turn has been found to increase relationship quality and customer commitment to the firm.

### *Factors related to RTP*

Research on general time perspective suggests that it is influenced by personal, social, and institutional variables. The research presented here examines both personality characteristics and sales experience as potential predictors of RTP.

### *Study Results*

Structural Equation Modeling was used to examine the relationships between four personality characteristics (self-esteem, locus of control, empathy, and dogmatism) and RTP. Total experience in sales was also examined as a predictor. Self-esteem, locus of control, and empathy were found to be positively related to RTP and dogmatism was negatively related. Experience was not significantly related to RTP. Together, the four personality characteristics predicted 64% of the variance in RTP.

### *Managerial Implications*

The study suggests that personality may be an important consideration in the selection of salespeople for a relationship marketing oriented firm. Since firms may hire both experienced and inexperienced salespeople, both personality measures and the measure of RTP may be useful selection tools. Personality measures would be appropriate for inexperienced salespeople (who have not yet developed a RTP).

## **Introduction**

Recently, a number of authors have discussed relationship selling as a distinct approach to handling customer interactions (Bejou, Wray, and Ingram 1996; Beverland 2001; Weitz and Bradford 1999). Many important relational constructs have been researched including trust, cooperation, and commitment. Research in sales shows a clear link between trust in the salesperson and positive outcomes such as loyalty and commitment (Crosby, Evans, and Cowles 1990; Doney and Cannon 1997; Macintosh and Lockshin 1997). In their seminal piece on relational exchange, Dwyer, Schurr, and

Oh (1987, p. 12) review Macneil's (1980) dimensions that differentiate between discrete and relational exchange, and conclude that "the most important is the fact that relational exchange transpires over time." However, the influence of time on relationship selling has received very little research attention. A number of different time-related constructs may be of interest to researchers, but the focus in this study is on individual time perspective.

An individual's time perspective is an important factor underlying goal setting, decision making and behavior (Lennings, Burns, and Cooney 1998). Time perspective is a cognitive construct

that reflects a person's ability to anticipate the future and reflect on the past (Nuttin and Lens 1985). Temporal extension is a dimension of time perspective that seems particularly relevant to marketing relationships and relational strategy because of its influence on goal setting and motivation (Hulbert and Lens 1988). Temporal extension can be thought of as a measure of distance, reflecting the time span a person considers when thinking about personal or social goals or events (Lennings, Burns, and Cooney 1998). At one extreme of temporal extension, is an "atomist" perspective (Cottle 1969), where time is perceived as a series of discontinuous events. At the other extreme, is the "actualizer" (Lennings, Burns, and Cooney 1998), with a long, integrated time perspective. This distinction from time perspective theory has an interesting parallel with the distinction between discrete and relational exchange.

### **Relational Time Perspective**

Our intent is to focus on time perspective in relation to customer interactions, which we call relational time perspective. Relational time perspective in selling is conceptualized as a generalized, predisposition to take a long-term approach in dealing with customers and potential customers. Relational time perspective captures the temporal extension of an individual in regard to customers or potential customers and reflects the utility of considering success over longer time horizon. Gjesme (1983) highlights an important distinction between one's "general future (time) orientation" (across all contexts) and one's future orientation in a specific situation. Similar to Oner's (2000) conception of Future Time Orientation for Romantic Relationships, our conception of relational time perspective lies between these two extremes. Ganesan (1993) defined long-

term orientation (in channel relationships) as the desire and utility of an economic actor of having a long-term relationship with a specific exchange partner. As such, Ganesan's (1993) long-term orientation represents a specific intention directed at a specific exchange partner, which Gjesme (1983) and Oner (2000) would consider to be more like an attitude because it may only reflect one's value orientation toward that particular partner. A salesperson may, in general, have a relational time perspective, but not develop a long-term orientation toward a specific account because of the characteristics of that specific account (cannot be trusted). Therefore, a salesperson's relational time perspective would be brought into each relationship, while long-term orientation would develop within and be a product of a specific relationship. At the same time, relational time perspective is more focused contextually than one's global time orientation (perspective), a predisposition across all contexts and situations (selling and non-selling).

In general, research shows that one's time perspective influences both goal setting and behavior (Lens 1986; Nuttin and Lens 1985). People with a shorter time perspective set their goals in the near future, while people with longer time perspectives set more long-term goals (Simons et al. 2004). Near-term goals for people with a longer time perspective are seen as "building blocks" to achieve long-term goals. Therefore, extending time perspective theory to a sales setting, one can hypothesize that a salespeople's relational time perspective influences their goal setting and behavior in regard to their interactions with customers. For example, one might anticipate that a salesperson with a shorter time perspective would have different goals for a sales call and use a different

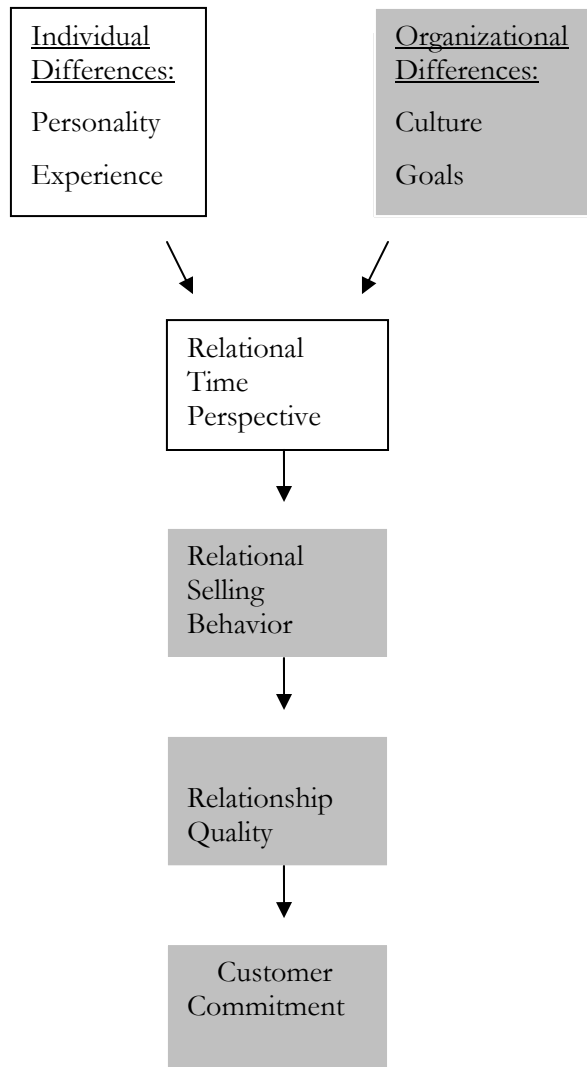
selling style than a salesperson with a longer time perspective. The shorter-term salesperson might use more aggressive persuasion and negotiation tactics and be more inclined to try to close a sale on the first call. The more short-term (atomistic) salesperson would have less concern about the effect of current behavior on future sales, or be less likely to integrate past events into current decision making. On the other hand, a salesperson with a longer time perspective would be more likely to consider the past and future, and use a more cooperative, integrative/problem-solving approach to selling.

Prior research in marketing contexts suggests a link between time perspective (long-term orientation) and relational selling behavior, and a link between relational selling behavior and positive outcomes such as relationship quality and commitment. Crosby, Evans, and Cowles (1990, p.71) defined relational selling behavior as "a behavioral tendency exhibited by some sales representatives to husband/ cultivate the buyer-seller relationship and see it to maintenance and growth." Ganesan (1993) found a positive relationship between long-term orientation and the use of problem solving negotiation strategies. Further, Iven's (2004) research shows that the desire for having a long-term relationship is significantly correlated with many types of relational behavior, including information exchange ( $r=.47$ ), relational planning ( $r=.44$ ), and flexibility ( $r=.33$ ). Crosby, Evans, and Cowles (1990) examined mutual self-disclosure, cooperation, and contact frequency as dimensions of relational selling and found them to be positively related to relationship quality, composed of trust and satisfaction. Relationship quality, in turn, was found to be related to the customer's intention to continue the relationship. Iven's (2004) also found that long-

term orientation and relational selling behaviors were significantly related to relationship quality and were particularly important in building customer commitment.

Therefore, although we do not specifically test the link between relational time perspective and relational selling behavior, both the time perspective literature (Lens 1986) and the literature on long-term orientation (e.g., Ganesan 1993; Iven's 2004) would strongly suggest this link. Prior research in a sales context has shown that salespeople may choose different prospects and use different cognitive decision processes in evaluating prospects when given shorter versus longer-term goals (Macintosh and Gentry 1995). In addition, research (Sengupta, Krapfel, and Pusateri 2000) on key account selling (perhaps the epitome of relationship selling) identified a critical characteristic of key account salespeople, labeled "strategic ability." Strategic ability is a cognitive capacity that includes a focus on long-term customer interests. Therefore, we propose that relational time perspective is an important individual difference variable that influences relational behavior in salesperson/customer interactions. Graphically represented in Figure 1, relational time perspective influences relational selling behavior, which has been found to be related to relationship quality and ultimately customer commitment.

Individual time perspective is influenced by a number of personal, social, and institutional variables (Zimbardo and Boyd 1999). For salespeople, it could be hypothesized that a number of individual (e.g., personality, experience) and organizational (e.g., corporate values, goals, or compensation) variables might influence relational time perspective (Figure 1). From a managerial perspective, individual

**Figure 1: Conceptual Framework**

difference influences on time perspective might be important in recruiting and selecting salespeople who are oriented toward a more relational perspective. Conversely, organizational variables would be important constructing an environment and reward structure that enhances relational behavior. In this initial study, we focus on the link between personality and relational time perspective. The

specific model tested is presented in Figure 2.

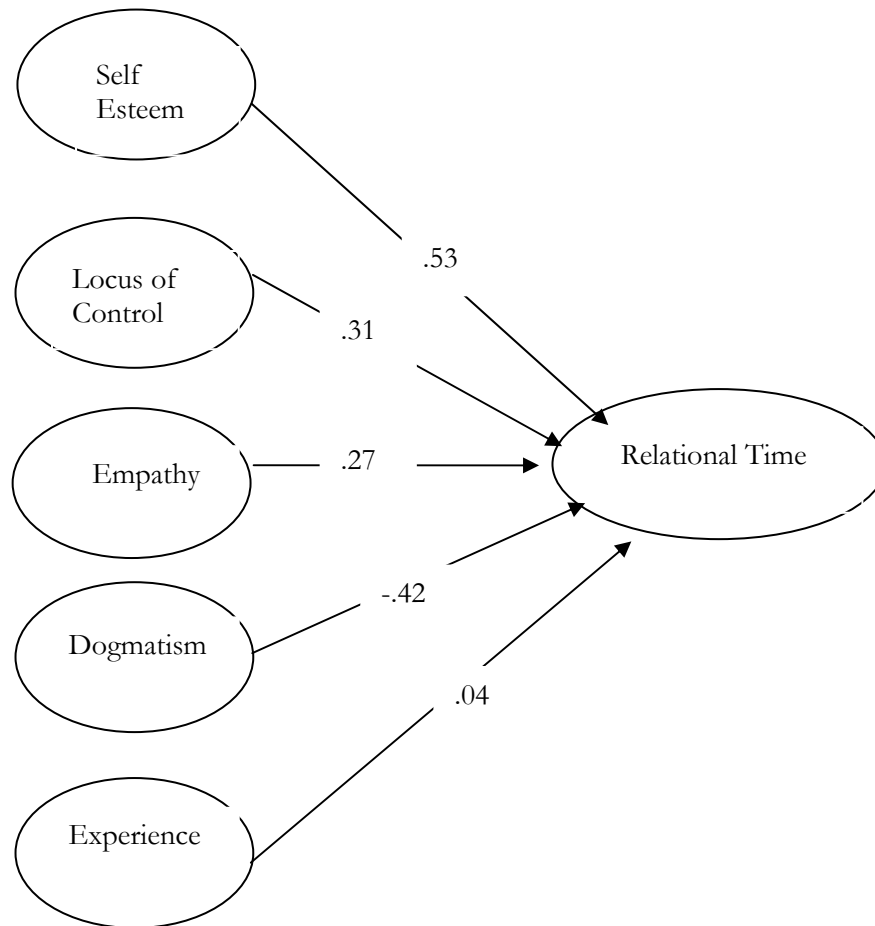
### **Time Perspective and Personality**

In general, researchers have called for a more extensive examination of the relationship between personality and time perspective (e.g., Wessman 1973). A relational time perspective means taking a long-term approach to sales success, which is predicated on two key factors: (1) perceived instrumentality and (2) a willingness to invest in the relationship.

Perceived instrumentality relates to one's ability to influence future outcomes. Bandura (1989) used the term human agency in his theory of motivation to describe an individual's ability to shape his/her own future. Agency variables reflect core evaluations of one's capability. Instrumentality not only reflects perceptions of capability, but also perceptions of one's ability to control outcomes. Lennings, Burns, and Cooney (1998) suggest that self-esteem and locus of control are two important variables related to time perspective. Both of these agency variables play an important role in shaping one's perceptions that one is both capable and able to control future outcomes.

### **Self-esteem**

Generalized self-esteem or self-confidence measures the perception of one's ability and self-regard (Bagozzi 1980). Research on interpersonal behavior has consistently found associations between a person's self-concept and measures of beliefs about and style of interacting with others (Burns and Farina 1984). Generally, people with a low self-esteem are less likely to try to form relationships because of lower expectations for self and others (Kerns and Stevens 1996). The salesperson with high self-esteem is more likely to exhibit relationship building behavior (e.g., trust, cooperation)

**Figure 2: Model Tested: Standardized Coefficients**

because he/she assumes that the customer wants to have a long-term relationship. A relational approach to dealing with customers assumes more risk (effort today may or may not pay off in the future) and the delay of rewards. The salesperson with high self-esteem is confident that the risks necessary to develop relationships (e.g., self-disclosure, cooperation) will be reciprocated in the future. However, the salesperson with low self-esteem is less willing to

take risks and questions why the customer would want to have a relationship, inhibiting the types of behaviors that would contribute to building a relationship. Research in educational psychology has shown a significant positive correlation between students' self-esteem and future time perspective (e.g., Peetsma, Hascher, and van der Veen (2005). People with higher self-esteem are more likely to choose longer-term goals. Therefore, self-esteem should influence both

motivation and perceptions of ability because of greater expectations that the relationship will be successful and beneficial in the long-run.

H1: Self-esteem is positively associated with a relational time perspective.

### **Locus of Control**

Locus of Control is a personality variable defined as one's perception that rewards and outcomes in life are controlled by one's own actions (internality) or external forces (externality) (Spector 1988). Internal locus of control has been found consistently to be related positively to distal time perspective (Lennings, Burns, and Cooney 1998, Vella 1977). Locus of control is believed to influence performance because internals hold greater expectancies between effort and outcome and thus exert greater effort. They also see a greater linkage between current actions and future outcomes. Ahmed (1985) found that entrepreneurs with high internal locus of control were more willing to take risks. Internality should enhance both motivation and perceptions of ability because of expectations that their relational behavior will lead to positive future outcomes.

H2: Internality of locus of control is positively associated with a relational time perspective.

A relational time perspective also requires that one be willing and able to invest in the relationship (current investments will pay future dividends). Interdependence creates a "dilemma," as parties are torn between immediate self-interest and enhancing the relationship (Kelly and Thibaut 1978). People invest in the relationship through relationship-constructive behaviors which enhance the relationship (Wieselquist et al. 1999). Typical relationship-constructive investments include

"willingness to sacrifice," defined as the willingness to forego short-term gains for the good of the relationship (Van Lange et al. 1997) and "accommodation behavior" defined as a willingness to work with rather than retaliate against an exchange partner (Rusbult et al. 1991). We examine one personality characteristic, empathy, which is likely to enhance investment in a relationship and one characteristic, dogmatism, which is likely to negatively impact one's willingness and ability to invest.

### **Empathy**

Empathy is traditionally cited as a beneficial characteristic in sales (e.g., Mayer and Greenberg 1964), although research has not always found consistent relationships between empathy and sales performance (see McBane 1995 for a review). Empathy is most concisely defined as "a way of knowing" (Wiske 1986, p.317). Cognitively, empathy relates to one's ability to perceive and understand another's viewpoint. Emotionally, empathy refers to an understanding or sharing of another person's feelings. A cooperative/integrative selling style requires the ability to understand the other party's position (e.g., Fisher and Ury 1981). From a relationship perspective, empathy should contribute to one's propensity and ability to be in tune with and responsive to customers' needs, and therefore, should be positively related to a relational time perspective. Beatty et al. (1996) suggest that empathy helps salespeople to read what customers want from a relationship, allowing them to deliver what is expected and desired. Sengupta, Krapfel, and Pusateri (2000) suggest that strategic ability in selling, which includes a longer time perspective, requires cognitive empathy to understand the customer's perspective. Empathy is frequently cited as being associated with cooperative interpersonal

behavior such as helping (Berkowitz 1972) and prosocial behavior in organizations (Eisenberg and Miller 1987). Research on interpersonal relationships indicates that empathy is one of the most important antecedents of relationship-constructive behaviors (McCullough et al. 1998).

H3: Empathy is positively associated with a relational time perspective.

### Dogmatism

Dogmatism reflects the degree to which a person asserts his/her opinions in an unyielding manner (Rokeach 1960). Highly dogmatic people are rigid and closed-minded. In addition, Dion and Banting's (1987) research on organizational buyers suggests that dogmatic buyers lack the openness and cooperativeness necessary for successful buyer/seller relationships. Therefore, we expect that dogmatic sellers would exhibit similar tendencies. Rigidity and closed-mindedness reduce the salesperson's ability to be sensitive to the needs of the other party, thereby reducing the likelihood that they will exhibit the types of behavior necessary for a cooperative relationship.

H4: Dogmatism is negatively associated with a relational time perspective.

The model in Figure 2 reflects each of these hypotheses and also includes sales experience as a control variable.

### Method

#### Participants

The sample for the study was drawn from a listing of licensed life insurance agents in the Province of Manitoba. Two hundred and seventy-five names were chosen at random to receive the survey. In addition to the questionnaire, the mailing included a cover letter that promoted the study as an opportunity for salespeople to contribute to the profession. Eleven were returned as undeliverable and 118 useable surveys were received for an effective response rate of 45 percent. The sample ranged in experience from less than one year to 44 years. A breakdown of total sales experience and experience with their present company is presented in Table 1.

#### Measures

Since a relational time perspective for selling scale did not exist, we created one for this study. The items measuring time perspective in relation to customer interactions were adapted from Ganesan's (1993) long-term orientation scale. In

**Table 1: Participant Characteristics (N=118)**

Total Experience in Sales			Experience with Present Company		
<u>% of Total</u>		<u>Years</u>	<u>% of Total</u>		<u>Years</u>
24	<	5	45	<	5
21		5-10	23		5-10
31		11-20	25		11-20
24	>	20	7	>	20

its original usage, Ganesan (1993) was interested in capturing the long-term orientation toward a specific channel member (e.g., I expect to work *this* customer for long time). The items used were adapted to reflect a general orientation toward all interactions (e.g., I expect to work with *a* customer for a long time). The personality measures were all scales that had been used in previous research. All of the measures consisted of 7-point Likert-type questions. The exact items for all of the measures are listed in the appendix. We collected two single-item measures of experience: (1) total years with this firm and (2) total years selling. Total years of experience in selling was used as the measure of experience in the analysis.

### Analysis and Results

The recommended two-step approach in Structural Equation Modeling (SEM) was taken to evaluate the measurement and theoretical models (Anderson and Gerbing (1988). First, the measurement model was assessed, and then both the measurement and theoretical models estimated simultaneously. This analysis was conducted using LISREL 8.

### Measurement Model

A confirmatory factor analysis was conducted using LISREL 8 to evaluate the factor structure, reliability, and discriminant validity. The  $X^2$  (df) was somewhat large, 260.46(199), but less than the recommended two times the degrees of freedom. The other fit indicators suggested that the fit of the measurement model was good. The Root Mean Square Error of Approximation (RMSEA) was 0.051, the Comparative Fit Index (CFI) was .95 and the Goodness of Fit Index (GFI) was .83. Summary statistics of the measurement model are reported in Table 2 and correlations between constructs are reported in Table 3.

All of the scale items loaded significantly at less than the .01 level on their respective constructs and all of the standardized loadings were above .50, with the exception of two empathy items. Cronbach's alpha scores (Table 2) are above .70, except empathy (.63) which was lower than expected (Grief and Hogan 1973). This result is not totally unexpected, as summaries of empathy research suggest that empathy has proven to be difficult to measure (Wispe 1986). Discriminant validity is evidenced by the fact that all of the construct inter-correlations (Table 3) were significantly less than 1.00 and the phi correlations squared were less than the variance

**Table 2: Summary of Statistics of the Measurement Analysis**

Measure	Mean	Standard Deviation	Alpha	Factor Loadings
Relational Time Perspective	6.40	0.57	0.85	(0.66 to 0.79)
Self-Esteem	5.68	0.84	0.83	(0.56 to 0.82)
Locus of Control	5.86	0.84	0.78	(0.61 to 0.87)
Empathy	3.78	1.03	0.63	(0.38 to 0.74)
Dogmatism	2.73	1.16	0.75	(0.52 to 0.76)



**Table 3: Correlation Matrix (N=118)**

	1	2	3	4	5	6
1. Relational Time Perspective	1.00					
2. Self Esteem	0.69	1.00				
3. Locus of Control	0.59	0.67	1.00			
4. Empathy	0.14	-.03	-.07	1.00		
5. Dogmatism	-.24	-.04	0.01	-.39	1.00	
6. Experience	0.14	0.07	-.02	0.03	-.12	1.00

extracted for each construct (Fornell and Larcker 1981). Taken together, these results suggest that the measures exhibited satisfactory reliability, convergent and discriminant validity.

### Theoretical Model

The model was re-estimated to simultaneously examine both the measurement model and the theoretical model, which also included the experience as a control variable. The theoretical model also fit the data well. The  $X^2(df)$  was 288.72(216). The Root Mean Square Error of Approximation (RMSEA) was 0.054, the Comparative Fit Index (CFI) was .94 and the Goodness of Fit Index (GFI) was .82. All of the hypotheses were supported at less .05. The control variable, experience, was not significantly related to relational time perspective. Together, self-esteem, dogmatism, empathy, and internal locus of control explained 64% of the variance in relational time perspective, suggesting that personality is a strong predictor of relational time perspective.

### Limitations

A number of important limitations must be considered in relation to the study. The first is the generalizability of the findings across alternative sales contexts. Life insurance is a selling environment where salespeople have a great deal of autonomy. Therefore, personality

may have more impact than it would in contexts where the salesperson is less autonomous. The results of the study may also vary in selling contexts that are less relational in nature. Secondly, research shows that perceptions of time are culturally bound (e.g., Macduff 2006), suggesting caution would be required in extending these results to other cultures. Finally, the reliability for the measure of empathy was somewhat low. Future research might use alternative measures that might prove to be more reliable.

### Discussion

The study was designed to examine the relationship between personality characteristics and relational time perspective in selling, defined as a generalized predisposition to take a long-term approach in dealing with customers and potential customers. This long-term approach to selling is premised on both the salesperson's perceived instrumentality and the willingness and ability of the salesperson to invest in the relationship. Prior research indicated that both self-esteem and an internal locus-of-control were characteristics likely to enhance perceptions of instrumentality.

As hypothesized (H1), self-esteem was found to have a strong positive relationship with a relational time perspective. Relational selling is a process in which long-term outcomes are the

product of the salesperson's efforts over time. Self-esteem, the perception of one's capability, is believed to be related to a longer time perspective because people perceive that they have the ability to impact future outcomes (instrumentality). Prior research has found a positive link between self-esteem and sales performance (Bagozzi 1980). The findings of this study suggest that self-esteem also is important in taking a longer-term approach. Hypothesis 2 was also supported, as an internal locus-of-control was found to positively related to a relational time perspective. Salespeople who had a stronger perception that future rewards and outcomes were controlled by their actions had a more relational time perspective. Collectively, hypotheses one and two suggest that core self-evaluations can have a positive impact on salespeople's relational time perspective.

The study also proposed that both the "willingness and ability" to invest in relationships were important to a relational time perspective. Research on interpersonal relationships suggests that investments in a relationship depend on one's ability to be in tune with the other party's interests (when and how to invest). Based on this research, it was hypothesized that empathy would have a positive relationship with a relational time perspective (H3) and that dogmatism would have a negative relationship (H4). Both of these hypotheses were also supported. Empathy is believed to be related to the willingness and ability to invest in relationship by promoting relationship constructive behavior. This occurs because of a greater sensitivity and understanding of the exchange partner. Dogmatism was expected to have the opposite impact, as highly dogmatic people rigidly adhere to their own perspectives and are less willing and

able to see or understand the others' perspectives. In order to take a relational approach to selling, salespeople must perceive that their current investments will pay off in the long-run, and further they must be willing and able to invest in relationships.

Finally, the study included experience in sales as a control variable. Experience was not found to be significantly related to a relational time perspective. This suggests that experience alone will not lead salespeople to a more relational approach to selling. Perhaps the quality of one's experience may be more important to developing a relational approach, than the quantity of one's experience.

## **Implications**

### **Managerial**

Our study has a number of implications for managers involved in or contemplating relationship selling programs. First, the study suggests that personality may be an important consideration in the selection of salespeople for a relationship marketing oriented company. That is, hiring people who have a predisposition for relationship selling. While the idea of person-job fit is not new in employee selection, it has been suggested that personality and temperament may play a more significant role in organizations where "interpersonal skills needed in team and customer interactions are valued attributes" (Morgan and Smith 1996, p. 2). Secondly, it may be more important to find (rather than train) people with an orientation toward relationship selling because it may be more difficult to train these relational orientations and abilities than traditional "hard" selling skills (e.g., Pfeffer, Hatano, and Santalainen 1995).

Potential salespeople may not be good

relationship builders if they lack relational time perspective, which in turn is related to personality. Specifically, people with higher self-esteem, an internal locus of control and greater empathy would be more likely to have a more relational time perspective, and therefore, be more likely to set goals and engage in behaviors that will foster long-term relationships. Similarly, highly dogmatic employees or potential employees would likely have difficulty building successful relationships.

Since firms may hire both experienced and inexperienced salespeople, both personality measures and measures of relational time perspective may prove to be valuable tools in selecting potential candidates for relational selling positions. Personality measures would be appropriate for firms that are hiring new inexperienced (green) salespeople, who have not yet developed a relational time perspective in selling. A fairly compact set of items measuring self-esteem, locus of control, empathy, and dogmatism appear to be a fairly robust predictor of relational time perspective (explained 64% of variance in this study). On the other hand, firms recruiting experienced salespeople could benefit from directly assessing their relational time perspective. Relational time perspective may also be a useful tool in decisions about assigning salespeople to more relational selling positions (e.g., key accounts, strategic partners). The personality measures used in this study or alternative valid and reliable measures of self-esteem, locus of control, empathy, and dogmatism could be used as selection tools. Similarly, the measure of relational time perspective in this study could also be used. An important consideration in the use of any selection tool is that the tool captures important elements of the specific job or predictors that are significantly correlated with important elements

of the job. Potential legal problems related to discrimination can be minimized by properly validating the measures. Information on validating selection tools can be found in the U.S. Department of Labor's Uniform Guidelines on Employee Selection Procedures.

In addition, the study may help managers who are trying to implement relationship development programs understand why some salespeople may have more problems adopting a relational perspective. It may be in some cases that people were hired under a different model of selling success that required a different set of personality traits. For example, if the company had been more short-term oriented, an aggressive personality may have been an asset, but these same people may have difficulty in a more relational environment. At the same time, some firms' whose strategies emphasize transactional selling may be better off with salespeople who are less predisposed to a relational approach. If managers assess the relational time perspective of their current salespeople and find that some are not predisposed to take a long-term approach, they have an opportunity to specifically direct and train these salespeople to use more relational selling behaviors.

## Research

This research should be extended to other contexts. One perspective of personality research in selling has simply been to dismiss it as unimportant because it is not a strong predictor of overall sales performance. The alternative perspective is that it is important, but that we simply do not understand where and when it is important. Approaches that take a more complex view of the role of personality in selling offer the promise of increasing our understanding of its effects, particularly, studies

that focus on its effects on important mediating and moderating variables. We suggest that relational time perspective is one of these important mediators because it likely influences goals and behavior (another under-researched but important link in the performance equation). A valuable extension of this study would be to examine the success or failure of mismatched salespeople (based on relational time perspective) in both relational and transactional sales contexts.

Since, at least part of individual time perspective is malleable (Lennings, Burns, and Cooney 1998), it would be beneficial to understand fully which additional factors influence it in business contexts, particularly, those variables that can be controlled by management such as corporate culture and values, goals, and compensation. An additional avenue of research would be to examine the linkage between time perspective and both performance and satisfaction. The link to performance may not be as obvious as one might think. Crosby, Evans, and Cowles's (1990) research suggests that relational selling behavior fosters opportunities to make sales and the process used, rather than directly affecting the quantitative outcome of sales interactions. Further, the relational behavior/performance linkage is likely to be contingent on how performance is defined. Since many companies may seek and evaluate alternative ways to define performance as they adopt relational selling strategies, this is an area that would benefit significantly from further research. Time perspective may also be related to job satisfaction. Recent research shows that core self evaluations (e.g., self-esteem, locus of control) are both directly related to satisfaction and indirectly related through their influence on core external evaluations, including their approach to work (Judge et al. 1998). Reciprocal

effects are also possible, as job satisfaction may enhance a relational time perspective.

## REFERENCES

- Ahmed, S. V. (1985), "nAch, Risk Taking Propensity, Locus of Control, and Entrepreneurship," *Personality and Individual Differences*, 6, 781-782.
- Anderson, James C. and David W. Gerbing (1988), "Structural Equation Modeling in Practice: A Review and Recommended Two-Step Approach," *Psychological Bulletin*, 103 (3), 411-423.
- Bagozzi, Richard P. (1980), "Performance and Satisfaction in an Industrial Sales Force: An Examination of Their Antecedents and Simultaneity," *Journal of Marketing*, 44 (November), 65-77.
- Bandura, Albert A. (1989), "Human Agency in Social Cognitive Theory," *American Psychologist*, 44, 1175-1184.
- Beatty, Sharon, Morris Mayer, James E. Coleman, Kristy Ellis-Reynolds, and Jungki Lee (1996) "Customer-Sales Associate Retail Relationships," *Journal of Retailing*, 72 (Fall), 223-247.
- Bejou, David, Barry Wray, and Thomas Ingram (1996), "Determinants of Relationship Quality: An Artificial Neural Network Analysis," *Journal of Business Research*, 36 (June), 137-144.
- Berkowitz, L. (1972), "Social norms, feelings, and other factors affecting helping and altruism," in *Advances in Experimental Social Psychology: Vol. 6*, L. Berkowitz, ed., New York: Wiley, 63-108.
- Beverland, Michael (2001), "Contextual Influences and the Adoption and Practice of Relationship Selling in a Business-to-Business Setting: An Exploratory Study," *Journal of Personal Selling and Sales Management*, 21 (Summer), 207-215.
- Bruning, Edward R., Mary L. Kovacic, and Larry E. Oberdick, (1985), "Segmentation Analysis of Domestic Airline Passenger Markets," *Journal of the Academy of Marketing Science*, 13 (Winter), 17-31.
- Burns, Leonard G. and Amerigo Farina (1984),

- "The Effect of Uncertainty as to Whether Others Believe that One has had a Mental Disorder," Journal of Social and Clinical Psychology, 2 (Fall), 244-257.
- Cottle, T. J. (1969), "The Duration Inventory: Subjective Extensions of Temporal Zones," Acta Psychologica, 29, 333-352.
- Crosby, Lawrence A., Kenneth R. Evans, and Deborah Cowles (1990), "Relationship Quality in Services Selling: An Interpersonal Influence Perspective," Journal of Marketing, 52 (April), 21-34.
- Dion, Paul A. and Peter M. Banting (1987), "Effective Buyers: Are They Cunning or Cooperative?" Journal of Purchasing and Materials Management, 23 (4), 26-31.
- Doney, Patricia and Joseph P. Cannon (1997), An Examination of the Nature of Trust in Buyer-Seller Relationships," Journal of Marketing, 61 (2), 35-51.
- Dwyer, F. Robert, Paul H. Schurr, and Sejo Oh, (1987) "Developing Buyer-Seller Relationships," Journal of Marketing, 51 (April), 11-27.
- Eisenberg, N. and P. A. Miller, (1987) "The Relation of Empathy to Prosocial and Related Behaviors," Psychological Bulletin, 101, 91-119.
- Fisher, Roger and William Ury (1981), Getting to Yes: Negotiating Agreement Without Giving In, Boston: Houghton Mifflin.
- Ganesan, Shankar (1993), "Negotiation Strategies and the Nature of Channel Relationships," Journal of Marketing, 30 (May), 183-203.
- Gjesme, Torgrim (1983), "On the Concept of Future Time Orientation: Considerations of Some Functions and Measurement Implications," International Journal of Psychology, 18, 443-461.
- Grief, Edward B. and Robert Hogan (1973), "The Theory and Measurement of Empathy," Journal of Counseling Psychology, 20, 280-284.
- Hulbert, R. J. and W. Lens (1988), "Time Perspective, Time Attitude, and Time Orientation in Alcoholism: A review," International Journal of Addictions, 23, 270-298.
- Ivens, Bjoern Sven (2004), "How Relevant are Different Forms of Relational Behavior? An Empirical Test Based on MacNeil's Exchange Framework," Journal of Business and Industrial Marketing, 19 (5), 300-309.
- Judge, Timothy A., Edwin A. Locke, Cathy C. Durham, and Varaham N. Kluger (1998), Dispositional Effects on Job and Life Satisfaction: The Role of Core Self Evaluations," Journal of Applied Psychology, 83 (February), 1330-1345.
- Kelly, H. H. and J. W. Thibault (1978), Interpersonal Relations: A Theory of Interdependence, New York: Wiley.
- Kerns, Kathryn A. and Amy C. Stevens (1996), "Parent-Child Attachment in Late Adolescence: Links to Social Relations and Personality," Journal of Youth and Adolescence, 25 (June), 323-342.
- Lens, Willy (1986), "Future Time Perspective: A Cognitive-motivational Concept." In D.R. Brown and J. Veroff (eds), Frontiers of Motivational Psychology, New York: Springer, 173-190.
- Lennings, Christopher, J., Ailsa M. Burns, and G. Cooney, (1998), "Profiles of Time Perspective and Personality: Developmental Considerations," The Journal of Psychology, 132 (1), 629-637.
- Macduff, Ian (2006), "Your Pace of Mine? Culture, Time, and Negotiation," Negotiation Journal, 22 (1), p31-46.
- Macintosh, Gerrard and James W. Gentry (1995), "Cognitive Process Differences between Discrete and Relational Exchange," International Business Review, 4 (4), 435-446.
- Macintosh, Gerrard and Lawrence S. Lockshin (1997), "Retail Relationships and Store Loyalty: A Multi-level Perspective," International Journal of Research in Marketing, 14, 487-497.
- Mayer, David and Herbert M. Greenberg (1964), "What Makes a Good Salesman," Harvard Business Review, 42 (July/August), 119-125.
- McBane, Donald A. (1995), "Empathy and the Salesperson: A Multidimensional Perspective," Psychology & Marketing, 12 (July), 349-370.
- McCullough, Michael, K. Chris Rachal, Steven J.

- Sandage, Everett L. Worthington, Jr., Susan Brown, and Terry L. Hight (1998), "Interpersonal Forgiving in Close Relationships: Theoretical Elaboration and Measurement," Journal of Personality and Social Psychology, 75 (6) 1586-1603.
- McNeil, Ian R. (1980), The New Social Contract, New Haven, CT: Yale University Press.
- Morgan, Ronald B and Jack E. Smith (1996), Staffing the New Workplace: Selecting and Promoting for Quality Improvement, Milwaukee, Wisconsin: ASQC Quality Press.
- Nuttin, J. and W. Lens (1985), Future Time Perspective and Motivation, Louvain, Belgium: Leuven University Press and Lawrence Erlbaum.
- Oner, Bengi (2000), "Future Time Orientation and Relationships With the Opposite Sex," The Journal of Psychology, 134 (3), 306-314.
- Peetsma, Thea, Tina Hascher, and Ineke van der Veen (2005), "Relationships Between Adolescents' Self-Evaluations, Time-perspectives, Motivation for School and Their Achievement in Different Countries and at Different Ages," European Journal of Psychology of Education, 20 (3), 209-225.
- Pfeffer, Jeffrey, Toru Hatano, and Timo Santalainen (1995), "Producing Sustainable Competitive Advantage Through the Effective Management of People," The Academy of Management Executive, 9 (February), 55-70.
- Rokeach, Milton (1960), The Open and Closed Mind, New York: Basic Books.
- Rotter, J.B. (1966), "Generalized Expectancies of Internal and External Control of Reinforcement," Psychological Monographs: General and Applied, 80 (1), Whole No. 609.
- Rusbult, Caryl, Julie Verette, Gregory A. Whitney, Linda Slovik, and Isaac Lipkus (1991), "Accommodation Processes in Close Relationships: Theory and Preliminary Empirical Evidence," Journal of Personality and Social Psychology, 60 (1), 53-78.
- Sengupta, Sanjit, Robert E. Krapfel, and Michael A. Pusateri (2000), "An Empirical Investigation of Key Account Salesperson Effectiveness," Journal of Personal Selling and Sales Management, 20 (Fall), 253-261.
- Shamasundar, C. (1999), "Understanding Empathy and Related Phenomena," American Journal of Psychotherapy, 53 (Spring), 232-245.
- Simons, Joke, Marten Vansteenkiste, Willy Lens, and Marlies Lacandte (2004), "Placing Motivation and Future Time Perspective Theory in a Temporal Perspective," Educational Psychology Review, 16 (2) 121-131.
- Spector, Paul E. (1988), "Development of the Work Locus of Control Scale," Journal of Occupational, 61, 335-340.
- Van Lange, Paul A. M., Christopher R. Agnew, Fieke Harnick, and Gemma E. Steemers (1997), "From Game Theory to Real Life: How Social Value Orientation Affects Willingness to Sacrifice in Ongoing Close Relationships," Journal of Personality and Social Psychology, 73 (6), 1330-1345.
- Vella, C. (1977), Temporal Perspective: Validation and Psycho-Social Correlates Among College Students (Doctoral Dissertation, University of California), Ann Arbor, MI: UNI Dissertation Information Service.
- Weitz, Barton A. and Kevin D. Bradford (1999), "Personal Selling and Sales Management: A Relationship Marketing Perspective," Journal of the Academy of Marketing Science, 27 (2), 241-254.
- Wells, William D. and Douglas Tigert (1971), "Activities, Interests, and Opinions," Journal of Advertising Research, 11 (August), 27-35.
- Wessman, A. E. (1973), "Personality and the Subjective Experience of Time," Journal of Personality Assessment, 37, 103-114.
- Wieselquist, Jennifer, Caryl E. Rusbult, Christopher R. Agnew, and Craig A. Foster (1999), "Commitment, Pro-Relationship Behavior, and Trust in Close Relationships," Journal of Personality and Social Psychology, 77 (5), 942-966.
- Wispe, Lauren (1986), "The Distinction Between Sympathy and Empathy: To Call Forth a Concept, A Word is Needed," Journal of Personality and Social Psychology, 50 (2), 314-321.

Zimbardo, Philip G. and John N. Boyd (1999),  
 "Putting Time in Perspective: A Valid,  
 Reliable Individual-Difference Metric,"  
Journal of Personality and Social  
 Psychology, 77, 1271-1288.

## APPENDIX

### Summary of Scale Items

Relational Time Perspective-Ganesan (1993)-  
 adapted from

Maintaining a long-term relationship with a  
 customer is important.

Concessions I make to help a customer will even  
 out in the long run.

I focus on long-term goals in dealing with  
 customers.

I expect to work with a customer for a long time.

I am willing to make sacrifices to help customers  
 from time to time.

Self-esteem-Wells/Tigert (1971)

I am more independent than most people.

I think I have a lot of personal ability.

I like to be considered a leader.

I know that my own judgment on most matters is  
 the final judgment.

I can talk others into doing something.

Locus of Control-Rotter (1966)- Modified Version

What happens is my own doing.

Getting people to do the right things depends  
 upon ability not luck.

When I make plans, I am certain I can make them  
 work.

Many decisions that affect my performance are  
 made by someone else. (R)

Empathy Grief & Hogan (1973)

I tend to get emotionally involved with a friend's  
 problems.

I tend to lose control when I am bringing bad  
 news to people.

The people around me have a great influence on  
 my moods.

I sometimes get emotionally involved in a  
 customer's problem.

Dogmatism-Bruning et al. (1985)

I try to convince others to accept my political

principles.

People find it difficult to convince me that I am  
 wrong on a point no matter how hard they try.

I would get into a long discussion, rather than  
 admit that I am wrong.

When someone opposes me on an issue, I usually  
 find myself taking even a stronger stand than I did  
 at first.

---

**Gerrard Macintosh** is a professor of marketing at  
 North Dakota State University. His primary research  
 interests focus on interpersonal relationships in  
 marketing. His work has appeared in the *International  
 Journal of Research in Marketing*, the *Journal of  
 Personal Selling and Sales Management*, and *Psychology  
 & Marketing*, as well as other journals and proceedings.  
 E-mail: Gerry.Macintosh@ndsu.edu