Perceived organizational support and the seven facets of salesperson job satisfaction

By Brian Rutherford, James S. Boles, G. Alexander Hamwi, and Leann G. Rutherford

This study advances our understanding of perceived organizational support's impact on multi-faceted salesperson job satisfaction. This topic is important for several reasons. First, the linkages between perceived organizational support and multi-faceted salesperson job satisfaction have not been firmly established in the existing literature. Second, firms have the ability to control the level of organizational support that they provide to their employees. Hence, this construct is managerially relevant to firms if it has the ability to impact aspects of job satisfaction. In addition to perceived organizational support, four other antecedents related to multi-faceted job satisfaction were examined. In total, six of the seven facets of job satisfaction were predicted by one or more of the antecedent constructs. Further, perceived organizational support was found to be positively related to five of the seven facets of job satisfaction.

INTRODUCTION

Firms that are able to build a satisfied sales force experience higher levels of salesperson organizational commitment (Johnston et al., 1987; Brown and Peterson, 1993; Boles et al., 2007) and decreases in salesperson turnover (Jaramillo et al., 2006; Mulki et al., 2006; Honeycutt et al., 2009; Rutherford et al., 2009). Further, job satisfaction can be indirectly linked to salesperson performance through organizational commitment (Mowday et al., 1982; Brown and Peterson, 1993). For these reasons, understanding methods to increase salesperson job satisfaction influences both cost savings and revenue production for organizations. Given the impact of job satisfaction, the importance of research focusing on methods to increase salesperson job satisfaction is critical to aid firms in increasing their chance for long-term success.

Considering the importance of salesperson job satisfaction, sales research has focused considerable attention on the antecedents of job satisfaction. However, most of this research examines job satisfaction as a global or single faceted construct (e.g. Jaramillo et al., 2006; Mulki et al., 2006). According to Churchill et al. (1974), global measures of job satisfaction fail to provide an accurate and full assessment of satisfaction -- providing, firms looking to increase specific aspects of job satisfaction with an incomplete assessment of methods to increase individual facets of job satisfaction. Given the limitations of global measures of job satisfaction, researchers have developed measures (Smith et al., 1969; Churchill et al., 1974; Wood et al., 1986) that examine job satisfaction as a multi-faceted construct. Further a limited stream of research has been developing to assess both antecedents (e.g. Boles et al., 2003; Rutherford et al., 2009) and outcomes of multi-faceted job satisfaction (Russ and McNeilly, 1995; Boles et al., 2007; Rutherford et al., 2009).

While this stream of research is emerging, it is still within its infancy stage. Further, research on global job satisfaction has identified a construct, perceived organizational support (hereafter POS), which has a major impact on global job satisfaction (Babakus et al.,1996; Piercy et al., 2006). For firms looking to increase aspects of job satisfaction, a further understanding about how POS acts as an antecedent of multi-faceted job satisfaction would potentially provide organizations a direct and controllable method to increase specific aspects of salesperson job satisfaction.

The purpose of this study is to examine the impact that salespeople's perceptions of organizational support has on multi-faceted job satisfaction when controlling for other constructs which have been linked to multi-faceted job satisfaction. Specifically, this study will control for work-family conflict, role ambiguity, role conflict (Boles et al., 2003), and emotional exhaustion (Rutherford et al., 2009). Organizational Support Theory will be used as the theoretical foundation.

Organizational Support Theory

The foundation of Organizational Support Theory is based on the assumption that trading positive outcomes between employees and the firm enhances the employee-organization relationship (Eder and Eisenberger, 2008). The theory suggests that throughout their work careers, employees look to both the organization for which they work and the individuals within that organization for feedback on a variety of topics (Rosen et al., 2006). According to Eisenberger et al. (1986), employees form global beliefs concerning the extent to which the organization feels their contribution is valuable and cares about their well-being. These beliefs then lead the employee to attempt to determine the motives underlying the organization's behavior (Eisenberger et al. 1986).

Construct Overview

Churchill et al. (1974: 255) defines salesperson job satisfaction as, "all characteristics of the job itself and the work environment which industrial salesmen find rewarding, fulfilling and satisfying; or frustrating and unsatisfying." Within Churchill et al.'s measurement of job satisfaction, seven facets of job satisfaction were developed (satisfaction with: supervisor, job, policy, promotion, pay, coworkers, and customers).

POS is the general belief concerning the extent to which the organization values employees' contributions and cares about their well-being (Eisenberger et al., 1986). This support typically develops over time through multiple interactions between employees and their employers (Eisenberger et al., 1990). POS influences organizational productivity, as it is associated with decreased absenteeism (Eisenberger et al., 1986) and reduced employee turnover (Eisenberger et al., 2002).

Work-family conflict is a form of inter-role conflict in which "the role pressures from the work and family domains are in some respect incompatible" (Greenhaus and Beutell, 1985: 76). Work-family conflict results from trying to meet an overabundance of conflicting demands from both domains (Netemeyer et al., 1996).

Role stressors create psychological anxieties which negatively influence functional work outcomes (Singh et al., 1994). When examining role stress, researchers typically examine two constructs: role ambiguity and role conflict. Role ambiguity is the extent to which an individual is unclear about the role expectations of others, as well as the degree of uncertainty associated with one's role performance (Rizzo et al., 1970). Role conflict is the degree that expectations of a role are incompatible or incongruent with the reality of the role (Rizzo et al., 1970).

Maslach and Jackson define emotional exhaustion as, "the feeling of being emotionally overextended and exhausted by one's work" (1981: 101). It often occurs when individuals are facing exorbitant demands on their time and energy. Emotionally exhausted workers often feel helpless, lose self-esteem, feel a lack of accomplishment and develop negative attitudes about customers, the organization, their job and themselves (Cordes and Dougherty, 1993).

HYPOTHESIS DEVELOPMENT

Perceived Organizational Support

According to Jolke (2007), research addressing POS within a sales context is far less developed than in other work environment settings. While sales force research examining POS is limited, a strong positive relationship has been identified

between POS and global job satisfaction (e.g. Shore and Tetrick, 1991; Eisenberger et al., 1997; Babakus et al., 1996; Piercy et al., 2006). For example, Babakus et al. (1996) found a significant and positive relationship between POS and job satisfaction when examining a large international sales force. Further, Piercy et al. (2006) in an examination of a commercial directory publisher's sales force found that POS is related to job satisfaction. Given that the sales literature supports a relationship between POS and global job satisfaction, logically certain aspects of multi-faceted job satisfaction would be predicted by POS. However, given the lack of research on POS and multi-facets job satisfaction within the literature, exploratory linkages will be examined in relation to all seven facets of job satisfaction.

H1: Perceived organizational support will be positively related to satisfaction with (a) supervisor, (b) job, (c) policy, (d) promotion, (e) pay, (f) coworkers, and (g) customers.

Established Linkages

While POS has not been linked to multi-facets salesperson job satisfaction, an emerging body of literature has looked at other constructs as predictors of multi-faceted job satisfaction. Specifically, research by Boles et al. (2003) and Rutherford et al. (2009) established linkages between multi-faceted job satisfaction and 1) work-family conflict, 2) role ambiguity, 3) role conflict, and 4) emotional exhaustion. A brief review of each research article is provided and the results from both studies are used to build hypotheses.

The Boles et al. (2003) study examined antecedents to multi-faceted job satisfaction. They allowed that work-family conflict, role ambiguity, and role conflict had been linked to global job satisfaction. To expand the knowledge base, they examined how work-family conflict, role ambiguity, and role conflict impacted the seven facets of salesperson job satisfaction. Based on the results of the Boles et al. (2003)

study, the following hypotheses are formed:

H2: Work-family conflict will be negatively related to satisfaction with (a) supervisor, (b) policy, (c) promotion, and (d) pay.

H3: Role ambiguity will be negatively related to satisfaction with (a) job, (b) policy, (c) promotion, and (d) coworkers.

H4: Role conflict will be negatively related to satisfaction with (a) job, (b) policy, (c) promotion, and (d) coworkers.

Rutherford et al. (2009) primarily focused on the impact of multi-faceted job satisfaction in relation to both organizational commitment and propensity to leave. However, the study also examined emotional exhaustion as a predictor of multi-faceted job satisfaction. When looking at the linkages between emotional exhaustion and multi-faceted job satisfaction, five significant linkages were found. However, their study only examined the linkages based on a correlation matrix and failed to consider other antecedent variables. Hence, the significance of the impact of emotional exhaustion on multi-faceted job satisfaction may be reduced or possibly eliminated after examining other antecedent variables. The following hypothesis is proposed based on the Rutherford et al. (2009) study:

H5: Emotional exhaustion will be negatively related to satisfaction with (a) supervisor, (b) job, (c) policy, (d) promotion, and (e) pay.

METHODOLOGY

Sample

Salespeople of a national business-to-business firm providing business services were surveyed. There were 152 surveys distributed. Of the 152 distributed, 126 were returned in usable format after list-wise deletion. The effective response rate was 83 percent. The response rate is higher than most sales-related research for two reasons. First, management provided a cover letter for the research project asking that their salespeople take the time to complete the survey and indicating that the information being collected was

important to the firm in guiding future sales force decisions. In addition, there was a random drawing to give away two $100 gift certificates. If a person returned a completed survey, they were automatically entered in the drawing unless they chose to not participate in the drawing. Surveys were returned directly to the research team and managers in the firm never saw the completed surveys. Of the 126 respondents, 88 were males and 38 were females. The average respondent had worked for the firm just under 3 years and was 32 years of age.

Measurement

All constructs in this study were assessed using scales from previous organizational research. The seven facets of job satisfaction were measured using 28 items from the original INDSALES scale proposed by Churchill et al. (1974). This reduced version of the INDSALES scale is well established within the sales literature (Comer et al., 1989; Lagace et al., 1993). Salesperson responses were assessed using 7-point Likert-type items, where smaller numbers indicate less satisfaction. Scale reliabilities were .82 for satisfaction with the supervisor, .86 for satisfaction with job, .71 for satisfaction with policy, .81 for satisfaction with promotion, .70 for satisfaction with pay, .74 for satisfaction with co-workers and .67 for satisfaction with customers. Role conflict and role ambiguity were assessed using the 8-item and 6-item measures developed by Rizzo et al. (1970). Items were measured from 1 being "never" to 7 being "always". All items used to measure role ambiguity were reversed coded as recommended by Rizzo et al. (1970). The alphas were .80 and .83, respectively. Work-family conflict was assessed using the 8-item measure (alpha = .82) developed by Burke et al. (1976) with 1 being "strong negative impact" to 5 being "strong positive impact. Items in this scale were all reversed coded. Emotional exhaustion, the core dimension of burnout, was assessed using the 8-item measure (alpha = .90) with 0 being "never" and 6 being "everyday." The scale is based on work from Maslach and Jackson's (1981) burnout inventory. POS was assessed using the 16-item measure (alpha = .93) developed by Eisenberger et al. (1986). Items were measured on a 7-point Likert-type scale from 1 being "strongly disagree" to 7 being "strongly agree." Table 1 provides correlations, reliabilities, means, and standard deviations.

Analysis

Data were analyzed using stepwise regression. According to Hair et al. (2006), regression is a preferred method over structural equation modeling for the current study because of: 1) the limited sample, 2) the number of linkages examined within the model, 3) the number of items used to measure the constructs (60), and 4) the exploratory nature of the POS to job satisfaction linkages. Further, the use of regression over structural equation modeling is consistent with research examining multi-faceted job satisfaction (e.g. Boles et al., 2003; Rutherford et al., 2009; Ladik et al., 2002; Russ and McNeilly, 1995).

RESULTS

The first regression equation focused on predicting salesperson satisfaction with the supervisor. Specifically, POS (H1a), work-family conflict (H2a), and emotional exhaustion (H5a) were tested as possible antecedents. Results indicate that work-family conflict is significantly related to satisfaction with the supervisor (unstandardized beta is the first number followed by the standardized beta; = -.763, -.353, p. < .05). Results failed to support that satisfaction with the supervisor is predicted by emotional exhaustion (p. > .05) or POS (p. > .05). R^2 equaled .125. Overall, findings support H2a, but fail to support H1a and H5a (see Table 2).

The second regression equation focused on POS (H1b), role ambiguity (H3a), role conflict (H4a) and emotional exhaustion (H5b) as potential antecedents of satisfaction with the job. Results of the analysis indicate that POS is significantly related to satisfaction with the job (.597, .615, p. < .05). Results did not find a significant

Table 1: Correlations, Reliabilities, Means, and Standard Deviations											
	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12
Satisfaction with Supervisor (X1)	**.82**											
Satisfaction with Job (X2)	.277**	**.86**										
Satisfaction with Policy (X3)	.371**	.434**	**.71**									
Satisfaction with Promotion (X4)	.318**	.384**	.498**	**.81**								
Satisfaction with Pay (X5)	.135	.182*	.307**	.293**	**.70**							
Satisfaction with Coworkers (X6)	.484**	.467**	.443**	.213**	.135	**.74**						
Satisfaction with Customers (X7)	.269**	.194*	.234**	.005	.004	.276**	**.67**					
Work-Family Conflict (X8)	-.353**	-.284**	-.575**	-.376**	-.209**	-.268**	-.180*	**.82**				
Role Conflict (X9)	-.257**	-.402**	-.525**	-.430**	-.230**	-.277**	-0.1	.470**	**.80**			
Role Ambiguity (X10)	-.213**	-.435**	-.442**	-.455**	-.166*	-.286**	-.128	.359**	.546**	**.83**		
Emotional Exhaustion (X11)	-.220**	-.382**	-.510**	-.374**	-.227**	-.186*	-.166*	.551**	.589**	.437**	**.90**	
Perceived Organizational Support (X12)	.289**	.615**	.580**	.555**	.255**	.468**	.082	-.517**	-.538**	-.561**	-.424**	**.93**
Means	4.95	5.60	4.86	4.54	4.40	5.21	4.84	2.64	3.06	2.40	2.16	4.96
Standard Deviations	1.19	.95	1.02	1.28	.97	.93	.73	.55	.79	.81	1.17	.98
** Correlation is significant at the 0.01 level			* Correlation is significant at the 0.05 level				Reliabilities are on the diagonal					

Table 2: The Results						
Satisfaction with:	Perceived Organizational Support	Work-Family Conflict	Role Ambiguity	Role Conflict	Emotional Exhaustion	R^2
Supervisor	NS[b]	-.763 [a] *p. < .05*	---	---	NS[b]	.125
Job	.597 [a] *p. < .05*	---	NS[b]	NS[b]	NS[b]	.378
Policy	.313 [a] *p. < .05*	-.592 [a] *p. < .05*	NS[b]	-.274 [a] *p. < .05*	NS[b]	.470
Promotion	.574 [a] *p. < .05*	NS[b]	-.331 [a] *p. < .05*	NS[b]	NS[b]	.338
Pay	.254 [a] *p. < .05*	NS[b]	---	---	NS[b]	.065
Coworkers	.444 [a] *p. < .05*	---	NS[b]	NS[b]	---	.219
Customers	NS	---	---	---	---	.000
[a] = unstandardized Beta coefficient		[b] NS = Not Significant			--- relationship was not tested	

relationship between satisfaction with the job and role ambiguity (p. > .05), role conflict (p. > .05), or emotional exhaustion (p. > .05). R^2 equaled .378. Overall, findings support H1b, but fail to support H3a, H4a, and H5b.

The third equation focused on POS (H1c), work-family conflict (H2b), role ambiguity (H3b), role conflict (H4b), and emotional exhaustion (H5c), as predictors of satisfaction with company policy. Results indicate that POS (.313, .300, p. < .05), work-family conflict (-.592, -.320 p. < .05), and role conflict (-.274, -.213, p. < .05) are all significantly related to satisfaction with company policy. Results did not find support for the relationship between satisfaction with company policy and role ambiguity (p. > .05) or emotional exhaustion (p. > .05). R^2 equaled .47. Overall, findings support H1c, H2b, and H4b, but fail to support H3b and H5c.

When the proposed relationships between satisfaction with promotion, POS (H1d), work-family conflict (H2c), role ambiguity (H3c), role conflict (H4c) and emotional exhaustion (H5d) were examined, results suggested that POS (.574, .116, p. < .05) and role ambiguity (-.331, -.210, p. < .05) are significantly related to satisfaction with promotion. Results failed to support a significant link between satisfaction with promotion, work-family conflict (p. > .05), role conflict (p. > .05), or emotional exhaustion (p. > .05). R^2 equaled .338. Overall, findings support H1d and H3c, but fail to support H2c, H4c, and H5d.

The fifth regression equation linked POS (H1e), work-family conflict (H2d) and emotional exhaustion (H5e) with satisfaction with pay. Results indicate that POS (.254, .086, p. < .05) is significantly related to satisfaction with pay. Findings fail to support a significant link between satisfaction with pay and both work-family conflict (p. > .05) and emotional

exhaustion (p. > .05). R^2 equaled .065. Overall, findings support H1e, but fail to support H2d and H5e.

POS (H1f), role ambiguity (H3d) and role conflict (H4d) were tested as possible antecedents of satisfaction with co-workers. Results indicate that POS (.444, .468, p. < .05) is significantly related to satisfaction with coworkers. Results failed to support significant links between satisfaction with coworkers, role ambiguity (p. > .05) and role conflict (p. > 05). R^2 equaled .219. Overall, findings support H1f, but fail to support H3d and H4d.

The last equation linked POS (H1g) as a potential antecedent of satisfaction with customers. Results failed to support that satisfaction with customers is predicted by POS (p. > 05).

DISCUSSION & IMPLICATIONS

Implications of Multi-Faceted Job Satisfaction

Findings from this study further confirm existing literature that stresses the need for researchers to examine job satisfaction as a multi-faceted construct (e.g. Churchill, 1974; Boles et al., 2003; Rutherford et al., 2009). Within the current study, the ability to explain variance within each of the facets ranged between zero and forty-seven percent.

The highest amount of variance was explained within the satisfaction with policy facet. Specifically, POS, role conflict, and work-family conflict were all predictors of the facet. While both role conflict and work-family conflict were negative influencers, POS was a positive influence. Further, assessing the standardized coefficients reveals that work-family conflict had the largest impact, followed by POS and role conflict. For sales managers and selling firms, this finding highlights that when policies are in place that interferes with an employee's family life, this conflict has a major impact on the

employee's satisfaction with company policies. However, if an organization can show that it supports the employee, then this can increase the employee's satisfaction with policies. In essence, firms need to have tools in place that reduce an employee's level of work-family conflict. In part, firms could keep overnight travel lower and make sure that employees with families are able to spend nights and weekends with their families versus being tied-up with work-related issues. Another potential asset in reducing work-family conflict could be training for both salespeople and sales managers examining the origins of work-family conflict in that particular work setting and discussing how the firm could help reduce salesperson perceptions of work-family conflict.

The only other facet of job satisfaction that was explained by more than one antecedent was satisfaction with promotion. This facet has just under thirty-four percent of its variance explained and was predicted by both role ambiguity and POS. POS was the strongest predictor and also had a positive impact while role ambiguity had a much weaker impact and was negatively related. In essence, if firms are able to create a clear job description and roles that employees must perform and be supportive of the employee when they are performing those roles, then the salespeople will feel their chances of promotion within the organization are good. A track record of the organization promoting from within also can strengthen the level of POS and its link to satisfaction with promotion.

It is worthy to note that satisfaction with job (R^2=.125), pay (R^2=.065), and co-workers (R^2=.219) were only predicted by POS. While previous studies suggest that there were more antecedents that influence these facets of job satisfaction, POS within this study produced the strongest overall relationships with these facets of job satisfaction. An organization could potentially influence the employee's perception of organizational support by adopting practices

that would help empower employees to make suggestions to improve the company and/or working conditions. For example a suggestion box might achieve this. Further, in times of economic downturn firms should let employees know the financial status of the organization. In addition, if sales employees are not provided with raises, the organization should avoid providing other employees with raises as well. By halting raises for everyone versus a few, this could potentially indicate to employees that everyone is part of a team working toward the common goal together. Organizations could also implement programs or sponsorship for employee bonding. This could include outings or even sponsorship of an employees' softball team, bowling team, or some other type of team event.

Like satisfaction with job, pay and co-workers, satisfaction with supervisor was predicted by only one construct. Specifically, work-family conflict was found to predict satisfaction with supervisor. The variance explained was somewhat low (R^2=.125). However, it is important for firms to recognize that when their employees are required to travel overnight, or even perform tasks that keep them from going home on time to be with their families, these employees are likely to experience lower levels of satisfaction with their supervisors. It may be that salespeople (and maybe other employees) perceive that the supervisor is the embodiment of the firm and firm policies – either positively or negatively influencing work-family conflict – are attributed to the direct supervisor. Therefore, it may be beneficial for firms to make conscious efforts to avoid requiring their employees to work during traditional "family times" on a regular basis. To make sure that this can happen, firms should make sure that supervisors have some flexibility to help families deal with issues of conflict between work and family. As long as the salesperson is effective at his/her job, the degree of flexibility available to the supervisor should probably be fairly broad. Engaging in practices that maximize employees'

time with their families is likely to improve employees' satisfaction with their supervisors.

Satisfaction with customers provides interesting implications for the academic community. Results from this study fail to predict the facet of job satisfaction. Hence, the antecedents that impact this facet may be entirely different than the current research community is examining. However, this may be sample specific and additional research would provide some clarification to the issue.

Implications of Perceived Organizational Support

The POS construct provides the most important implication in this study from both academic and practitioner perspectives. This study finds that POS had a significant impact on five of the seven facets of job satisfaction. Hence, in addition to being a strong predictor of global job satisfaction it is also a strong predictor of multi-faceted job satisfaction. When examining the construct with the other antecedent variables, POS was the sole significant predictor of three of the facets of job satisfaction (satisfaction with job, pay, and co-workers). In essence, the inclusion of POS within models predicting multi-faceted job satisfaction suggest that significant linkages from the Boles et al. (2003) and Rutherford et al. (2009) studies are not significant after controlling for POS.

For sales researchers, this study provides a strong foundation for the inclusion of POS within models examining salesperson job satisfaction from a multi-faceted perspective. This study suggests that failure to include POS within models examining multi-faceted job satisfaction will likely provide an incomplete assessment.

For practitioners, increasing the perception of organizational support among its salespeople can function as a real competitive advantage. Things such as the policies and procedures a company has in place and the formal guidance it provides

through training programs and seminars to both employees and managers can affect an employee's perception of organizational support (Randall et al., 1999). Another way in which a company can show its employees that it supports them is by providing favorable working conditions and rewards for good performance (Rhoades and Eisenberger, 2002). Favorable working conditions and rewards signal to employees that the organization does care about them, values their contribution, and wants to retain them as members.

Implications with Regards to Work-Family Conflict, Role Ambiguity, and Role Conflict

This study advances the findings of the Boles et al. (2003) study. First, of the twelve hypothesized relationships, four of the relationships were supported within this study. Given that POS and emotional exhaustion were the two additional linkages within this study and that POS was a main predictor, this study reduces the impact of some of the findings of the Boles et al. (2003) study while providing additional support for four of the linkages.

Reducing an employee's role conflict and role ambiguity gives a clear picture of what the employee's responsibilities are, and more importantly what they are not. This clear picture will make the salesperson more efficient and effective because not only are they eliminating tasks that they aren't responsible for, they can provide more focus and effort in dealing with what they are responsible for. This will give employees a better understanding of, and satisfaction with, a company's policies and promotion guidelines. Reducing a salesperson's work-family conflict means that it is less likely stressors from their personal life will impact their work. Giving employees the time and resources, and more importantly the understanding, to deal with personal issues will lead to the salesperson having a greater respect for, loyalty to, and faith in their supervisor.

Implications of Emotional Exhaustion

Another interesting finding is the lack of relationship between emotional exhaustion and the facets of satisfaction. This finding is inconsistent with the Rutherford et al. (2009) study. Using the findings of Rutherford et al. (2009), emotional exhaustion was hypothesized to be related to five of the seven facets of job satisfaction, but all relationships were found non-significant. While the lack of significance is somewhat surprising, given that Rutherford et al. (2009) examined correlations, and failed to examine other predictors beyond emotional exhaustion, the finding is understandable. Further, considering that POS reduced or eliminated support for other linkages within this study, it is not surprising that emotional exhaustion's impact has been substantially reduced.

From an academic viewpoint, additional understanding of the impact of emotional exhaustion in relation to multi-faceted job satisfaction is needed. Given that Rutherford et al. (2009) was the first study to examine these linkages within a sales context, the current study brings into question the impact of emotional exhaustion on multi-faceted job satisfaction.

From a practitioner perspective, we recommend that firms should not use findings from this study to eliminate any programs based on reducing employee burnout. Several reasons include that employee burnout has been linked to increases in employee turnover intentions (Boles et al., 1997; Jaramillo et al., 2006), reductions in employee commitment (Rutherford et al., 2009; Babakus et al., 1999), and employee performance (Babakus et al., 1999).

LIMITATIONS AND FUTURE RESEARCH

This research has several limitations. The first limitation is the sample contained only 126 respondents. While the sample size does permit the testing of the hypothesized relationships

using regression, the sample size does not permit the use of structural modeling procedures. Second, generalizability may also be an issue due to the fact that only one firm was used in the data collection. However, that firm may be representative of other sales forces that do creative selling of services to business customers.

This study opens several avenues for future research. First, findings from this study should be replicated in a setting using multiple firms. Second, using the findings from this study, a structural model can be proposed and tested. The third avenue for future research would be the advancement of our understanding of the POS construct. This construct appears to be one of the most important constructs to assess when examining salesperson job satisfaction. Researchers should examine this construct as a predictor of other relevant sales constructs, as well as examine antecedents of this construct. Considering that POS was a strong predictor of multiple facets of job satisfaction, future research should examine POS as a potential mediator.

CONCLUSIONS

This study advances our understanding of antecedents of salesperson job satisfaction. Five antecedents were examined in relation to the seven facets of job satisfaction. Six of the seven facets were predicted by one or more of the examined constructs. Findings suggested that emotional exhaustion did not play a significant role when predicting salesperson job satisfaction, while POS played a major role predicting five of the seven facets. Further, work-family conflict predicted two facets, role ambiguity predicted one facet, and role conflict predicted one facet of salesperson job satisfaction (see Figure I).

Overall, this study provides two major findings with regard to job satisfaction. First, this study further confirms that the use of global job satisfaction scales fail to provide an accurate and full assessment of satisfaction. Second, results provide evidence that in a sales context POS impacts the facets of salesperson job satisfaction to a greater extent than work-family conflict, role ambiguity, role conflict and emotional exhaustion.

Figure 1: Hypothezised Linkages

Solid Lines are Significant
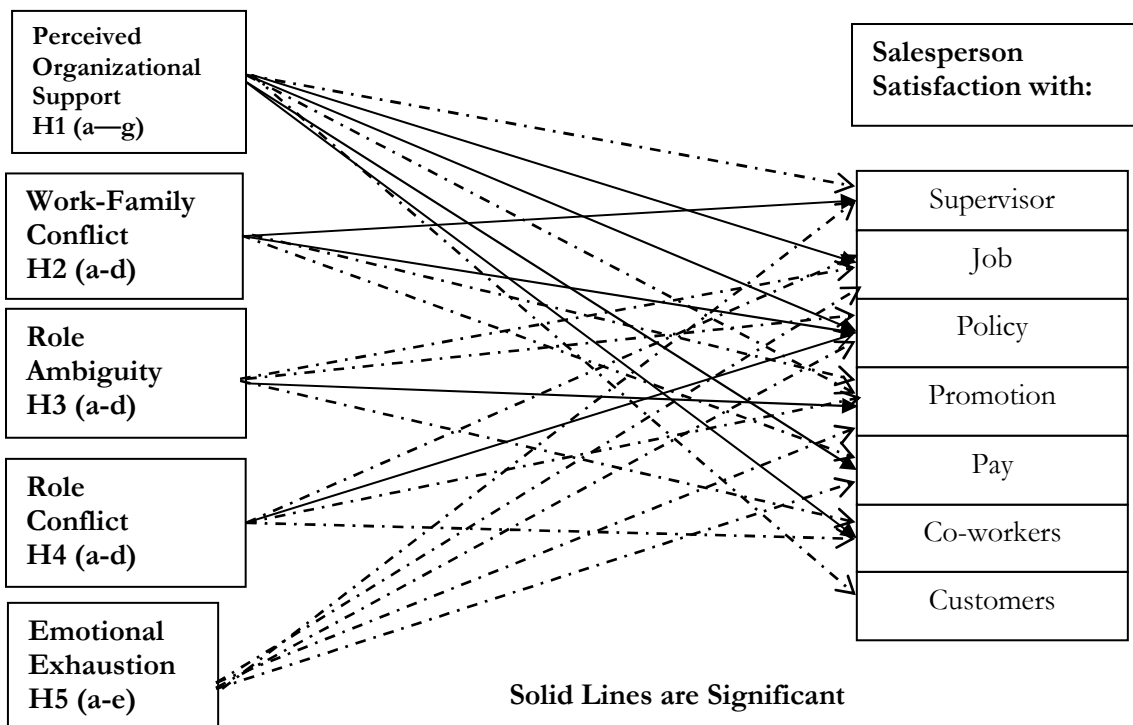
Brian N. Rutherford, Assistant Professor of Selling and Sales Management, Department of Consumer Sciences and Retailing, Purdue University, West Lafayette, IN 47907 (765) 496-1714, Fax (765) 494-0869, brutherf@purdue.edu

James S. Boles, Professor of Marketing Department of Marketing, Georgia State University, P.O. Box 3991, Atlanta, GA 30302-3391 (404) 651-4198, Fax (404) 651-4198, jboles@gsu.edu

G. Alexander Hamwi, Assistant Professor of Marketing, Missouri State University, Department of Marketing, 901 S. National, Springfield, MO 65897, (601)-832-8325, ahamwi3@yahoo.com

Leann G. Rutherford, Doctoral Candidate, Department of Consumer Sciences and Retailing, Purdue University, West Lafayette, IN 47907, (770) 861-2191, Fax (765) 494-0869, lpashnya@purdue.edu

REFERENCES

Babakus, Emin, David W. Cravens, Mark W. Johnston, and William C. Moncrief (1996), "Examining the role of organizational variables in the salesperson job satisfaction model," *Journal of Personal Selling & Sales Management*, 16 (3), 33-46.

_____, _____, _____, and _____ (1999), "The role of emotional exhaustion in sales force attitude and behavior relationships," *Journal of the Academy of Marketing Science*, 27 (1), 58-70.

Boles, James S., Mark W. Johnston, and Joseph F. Hair (1997), "Role Stress, Work-Family Conflict and Emotional Exhaustion: Inter-Relationships and Effects on some Work-Related Consequences," *Journal of Personal Selling and Sales Management*, 17 (1), 17-28.

_____, John Andy Wood, and Julie Johnson (2003), "Interrelationships of Role Conflict, Role Ambiguity and Work-Family Conflict with Different Facets of Job Satisfaction and the Moderating Effect of Gender," *Journal of Personal Selling and Sales Management*, 23 (2), 99-113.

_____, Ramana Madupalli, Brian Rutherford, and John Andy Wood (2007), "The Relationship of Facets of Salesperson Job Satisfaction with Affective Organizational Commitment," *Journal of Business and Industrial Marketing*, 22 (4/5), 311-321.

Brown, Steven P. and Robert A. Peterson (1993), "Antecedents and Consequences of Salesperson Job Satisfaction: Meta-analysis and Assessment of Causal Effects," *Journal of Marketing Research*, 30 (1), 63-77.

Burke, Ronald J., Tamar Weir, and Gordon Duncan (1976), "Informal Helping Relationships in Work Organizations," *Academy of Management Journal*, 19 (3), 370-377.

Churchill, Gibert A., Neil M. Ford, and Orville C. Walker (1974), "Measuring the Job Satisfaction of Industrial Salesmen," *Journal of Marketing Research*, 11 (3), 254-260.

Comer, James M., Karen A. Machleit, and Rosemary R. Lagace (1989), "Psychometric Assessment of a Reduced Version of INDSALES," *Journal of Business Research*, 18 (4), 291-302.

Cordes, Cynthia and Thomas Dougherty (1993), "A Review and an Integration of Research on Job Burnout," *The Academy of Management Review*, 18 (4), 621-656.

Eder, Paul and Robert Eisenberger (2008), "Perceived Organizational Support: Reducing the Negative Influence of Coworker Withdrawal Behavior," *Journal of Management*, 34 (1), 55-68.

Eisenberger, R., R. Huntington, S. Hutchinson and D. Sowa (1986), "Perceived Organizational Support," *Journal of Applied Psychology*, 75 (1), 500-507.

_____, P. Fasolo, and V. Davis-LaMastro (1990), "Perceived Organizational Support and Employee Diligence, Commitment and Innovation," *Journal of Applied Psychology*, 75 (1), 51-59.

_____, Jim Cummings, Stephen Armeli, and Patrick Lynch (1997), "Perceived Organizational Support, Discretionary Treatment, and Job Satisfaction," *Journal of Applied Psychology*, 82 (5), 812-820.

_____, Robert, Florence Stinglhamer, Christian Vandenberghe, Ivan L. Sucharski, and Linda Rhoades (2002), "Perceived Supervisor Support: Contributions to Perceived Organizational Support and Employee Retention," *Journal of Applied Psychology*, 87 (3), 565-573.

Greenhaus, Jeffrey H. and Nicholas J. Beutell (1985), "Sources of Conflict Between Work and Family Roles," *Academy of Management Review*, 10 (1), 76-88.

Hair, Joseph, William Black, Barry Babin, Rolph Anderson, and Ronald Tatham (2006). Multivariate Data Analysis. Upper Saddle River, New Jersey: Pearson Prentice Hall.

Honeycutt, Earl D. Jr.,Sharon K. Hodge, and James Killian (2009), "Turnover in the Sales Force: A Comparision of Hunters and Farmers," *Journal of Selling and Major Account Management,* 9 (2), 8-21.

Jaramillo, Fernando, Jay Prakash Mulki, and William B. Locander (2006), "The Role of Time Wasted in Sales Force Attitudes and Intention to Quit," *International Journal of Bank Marketing*, 24 (1), 24-36.

Johnston, Mark W.; Varadarajan, P.; Futrell, Charles M.; Sager, Jeffrey (1987), "The Relationship between Organizational Commitment, Job Satisfaction, and Turnover among New Salespeople," *Journal of Personal Selling and Sales Management*, 7 (3), 29-38.

Jolke, Mark (2007), "Antecedents and Outcomes of Salesperson Perceptions of Organization Support," *Journal of Selling and Major Account Management,* 10 (2), 8-19.

Ladik, Daniel M., Greg W. Marshall, Felicia G. Lassk, and William C. Moncrief (2002), "Reexamining Gender Issues in Salesperson Propensity to Leave," *Industrial Marketing Management,* 31 (7), 599-607.

Lagace, Rosemary R., Jerry R. Goolsby, and Jule B. Gassenheimer (1993), "Scaling and measurement: A quasi-replicative assessment of a revised version of INDSALES," *Journal of Personal Selling & Sales Management*, 13 (1), 65-72.

Maslach, Christina and Susan E. Jackson (1981), "The Measurement of Experienced Burnout," *Journal of Occupational Psychology*, 54 (2), 99-113.

Mowday Richard T., Lyman W. Porter, Richard M. Steers. Employee-organizational linkages: The psychology of commitment, absenteeism, and turnover. Academic Press: New York 1982.

Mulki, Jay P., Fernando Jaramillo, and William B. Locander (2006), "Emotional Exhaustion And Organizational Deviance: Can the right Job and a Leader's Style Make a Difference," *Journal of Business Research*, 59, 1222-1230.

Netemeyer. Richard G., James S. Boles, and Robert C. McMurrian (1996), "Development and Validation of Work-Family Conflict and Family-Work Conflict Scales," *Journal of Applied Psychology*, 18 (August), 400-410.

Piercy, Nigel, David Cravens, Nikala Lane, and Douglas Vorhies (2006), "Driving Organizational Citizenship Behaviors and Salesperson In-Role Behavior Performance: The Role of Management Control and Perceived Organizational Support," *Journal of the Academy of Marketing Science,* 34 (2), 244-262.

Randall, M.L., Russell Cropanzano, C.A. Bormann and A. Birjulin (1999), "Organizational Politics and Organizational Citizenship Behavior," *Journal of Organizational Behavior*, 20 (1), 159-174.

Rhoades, Linda and Robert Eisenberger (2002), "Perceive Organizational Support: A Review of the Literature," *Journal of Applied Psychology*, 87 (4), 698-714.

Rizzo, John R., Robert J. House, and Sidney I. Lirtzman (1970), "Role Conflict and Ambiguity in Complex Organizations," *Administrative Science Quarterly,* 15 (2), 150-163.

Rosen, C.C, P.E. Levy and R.J. Hall (2006), Placing Perceptions of Politics in the Context of the Feedback Environment, Employee Attitudes and Job Performance," *Journal of Applied Psychology*, 91 (2), 211-220.

Russ, Frederick A. and Kevin M. McNeilly (1995), "Links among satisfaction, commitment, and turnover intentions: The moderating effect of experience, gender, and performance," *Journal of Business Research,* 34 (1), 57-65.

Rutherford, Brian, James Boles, G. Alexander Hamwi, Ramanda Madupalli, and Leann Rutherford (2009), "The Role of the Seven Dimensions of Job Satisfaction in Salesperson's Attitudes and Behaviors," *Journal of Business Research,* 62 (11), 1146-1151.

Singh, Jagdip, Jerry R. Goolsby, and Gary K. Rhoads (1994), "Behavioral and Psychological Consequences of Boundary Spanning: Burnout for Customer Service Representatives," *Journal of Marketing Research*, 31 (3), 558-569.

Shore, Lynn Mcfarlane and Lois E. Tetrick (1991), "A Construct Validity Study of the Survey Of Perceived Organizational Support," *Journal of Applied Psychology*, 76 (5), 637-643.

Smith, Patricia C., Loring M. Kendall, and Charles L. Hulin (1969), The Measurement of Satisfaction in Work and Retirement: A Strategy for the Study of Attitudes. Chicago, Illinois: Rand McNally.

Wood, Van R., Lawrence B. Chonko, and Shelby Hunt (1986), "Social Responsibility and Personal Success: Are They Incompatible?" *Journal of Business Research,* 14 (3), 207- 208.