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How Do Salespeople Make Decisions? The Role of Emotions and Deliberation on Adaptive Selling, and the Moderating Role of Intuition

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ABSTRACT

This research explores how salespeople make decisions and what factors influence these decisions. Research in psychology suggests that, in making decisions, people use both intuition and deliberation, often relying on some degree of both processes. This study examines the impact of emotion, intuition, and deliberation on a salesperson's adaptability and resulting performance. Intuition is found to play a significant moderating role in the relationships between both deliberation and regulation of emotions on adaptive selling. However, as anticipated, the role of this moderation variable differs for each of these relationships. Findings suggest that intuition provides an important input to deliberative and emotive thought processes, and plays an important role in salesperson adaptiveness. Implications for salesperson mentoring and training programs are explored. **© 2014 Wiley Periodicals, Inc.**

> It's critical. It's extremely critical. The most important things in life, whether they're personal or professional, are decided on intuition. I think you can have a lot of information and data feeding that intuition. You can do a lot of analysis. You can do lots of things that are quantitative in nature. But at the end of it, the things that are most important are always gut calls. And I think that's just not true for me, but for many, many people. I don't think it's unique.
> Tim Cook, CEO, Apple as reported by J. Tyrangiel (BusinessWeek, 2012)

In the marketing and sales literature, researchers have, for some time, been interested in factors that provide richer explanations of variation in salespersons' performance. Since Weitz, Sujan, and Sujan (1986) introduced the concept of adaptive selling to the marketing literature, it has been the inquiry of much academic research, and in two recent meta-analyses, adaptiveness was shown to have a positive effect on sales performance and job satisfaction (Franke & Park, 2006; Verbeke, Dietz, & Berwaal, 2011). Much of this research focuses predominately on cognitive and rational approaches to information processing and decision making (Shepherd, Gardial, Johnson, & Retz, 2006). While these approaches are the norm in scientific studies (Haidt, 2001), it may be beneficial to explore another aspect of what potentially makes one salesperson highly successful and another not so—their gut feelings.

Traditionally, psychology and marketing scholars have drawn on the pioneering works of Simon (1955) and Janis and Mann (1977) in their approach to information processing and decision making. However, it is only within the last few decades that psychologists have emphasized two distinct information processing systems—deliberative and intuitive. Recent research suggests the importance of both processes. Specifically, when processing information, people rely on intuition to aide in deliberating and making decisions (Ehrgott, Figueira, & Greco, 2010; Lunenburg, 2010; Mendel & Wu, 2010; Zopounidis, Doumpos, Matsatsinis, & Grigoroudis, 2011). As the literature links emotion to intuition (Burke & Miller, 1999; Sadler-Smith, 2008) and intuition to deliberation (Denes-Raj & Epstein,

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1994; Dreyfus & Dreyfus, 1986; Epstein, 2010; Evans, 2008; Hammond, 1996; Sadler-Smith, 2008; Sinclair & Ashkanasy, 2005; Volz & von Cramon, 2006), it is important to understand how these factors interact to affect job behaviors and performance. However, there exists considerable disagreement about the way in which emotion affects the intuitive process (cf., Chen & Chaiken, 1999; Dane & Pratt, 2007; Shapiro & Spence, 1997; Slovic, Finucane, Peters, & MacGregor, 2002). Accordingly, Epstein (2010) points out the need to resolve the issue of *how* emotions and intuition jointly influence decision making.

An emerging stream of sales and marketing research recognizes the "important role emotion plays in the buyer-seller interaction" (Brown, Cron, & Slocum, 1997; Kidwell, Hardesty, Murtha, & Sheng, 2011; Kidwell, McFarland, & Avila, 2007; Lassk & Shepherd, 2013, p. 26; Rentz, Shepherd, Taschian, Dabholkar, & Ladd, 2002). However, although research suggests that deliberation affects social norms in consumer choices (Melnyk, van Herpen, Fisher, & van Trijp, 2011), to the extent that the authors could ascertain, no study has yet met Flaherty and Pappas' (2004) call for research to examine the method through which salespeople process information. Emotional awareness and regulation are personal competencies that better enable salespeople to close more sales (Zeidner, Matthews, & Roberts, 2009). Accordingly, the present study explores the roles of salespeople's appraisal and regulation of emotions (REG), their preferences for deliberation and intuition, and the impact on their adaptive selling style and performance.

CONCEPTUAL BACKGROUND

Emotional Intelligence

During the last few decades, practitioners and academics have established the importance of emotional intelligence (EI) in explaining human exchanges and performance (Cherniss, Extein, Goleman, & Weissberg, 2006; Grandey, 2000; Kidwell et al., 2011; Law, Wong, & Song, 2004; Mayer, Roberts, & Barsade, 2008; Rozell, Pettijohn, & Parker, 2004). In the marketing literature, emotions have, for some time, been considered an important influence on the cognitive process (Bagozzi, Belschak, & Verbeke, 2010; Bagozzi, Gopinath, & Nyer, 1999). EI is described as "ability to acquire and apply knowledge from one's emotions and those of others to produce beneficial outcomes" (Kidwell et al., 2011, p. 78). EI is distinct from other related constructs such as IQ (Mayer, Salovey, Caruso, & Sitarenios, 2003) and personality (Law, Wong, & Song, 2004; Mayer et al., 2003), and has a positive relationship with job satisfaction and job performance (Lassk & Shepherd, 2013; Lopes, Grewal, Kadis, Gall, & Salovey, 2006; Sy, Tram, & O'Hara, 2006; Wong & Law, 2002). Recently, a study by Kidwell et al. (2011) found that sales professionals with higher EI tend to have higher levels of sales performance and customer retention. Their study found a complimentary relationship between cognitive and EI in that the latter positively influences performance at higher levels of cognitive ability. The present study yields further insight into the intraindividual dynamic process through which emotions influence salespeople's decision making and adaptive behavior.

Understanding and Controlling Emotions

Being able to both recognize and regulate one's emotions are key components of EI (Wong & Law, 2002). The present research examines how salespeople's ability to recognize and regulate their own emotions affects both deliberative thought processes and adaptive selling. Self-emotional appraisal (SEA) is the ability to recognize and understand one's emotions, while REG is the ability to regulate emotions and return from a deviated emotional state to a more neutral one (Davies, Stankov, & Roberts, 1998; Law, Wong, & Song, 2004). SEA is considered a fundamental precursor to regulating one's emotions (Joseph & Newman, 2010). Thus, salespeople who are able to recognize their emotions through self-appraisal and control them through regulation can avoid having their emotions hijack their actions and remain focused on the selling situation.

Deliberation and Intuition

While early pioneers of the study of decision making recognized intuition, much of this scientific work focused on deliberative judgments rather than intuitive inferences (Tversky & Kahneman, 1974). Cognitive processes are integral to rational decision making, which consists of utilizing relevant information, such as costs and benefits, and eventually coming to a deliberative decision (Alexander, 1979). However, some recent research explores decision making as a product of two processes, deliberative and intuitive, capable of both analysis and automatic responses, respectively (Pacini & Epstein, 1999). More recently, Haidt (2001) argues that western scientific studies of decision making have focused primarily on explicit deliberation and calls this the "worship of reason" (p. 816).

The roots of present-day examinations of deliberative and intuitive decisions stem from the early work on dual processing of information (e.g., Petty & Cacioppo, 1986). Stanovich (1999) labeled rapid unconscious processing of information "System 1," and slower, conscious processing as "System 2." Researchers later defined System 1 as being *intuitive* and System 2 as being *deliberative* (Evans, 2008). The deliberative process requires highly demanding cognitive effort and conscious reasoning so as to frame cause and effect relationships (Lonial, 1983; Norris & Epstein, 2011). Deliberation relies on logical evidence and extended time to make judgments (Betsch, 2008), while intuition results in a feeling of knowing without knowing why and at the time

cannot be rationally explained (Hodgkinson, Sadler-Smith, Burke, Claxton, & Sparrow, 2009).

Betsch (2008) draws on the work of noted psychologists (e.g., Epstein, 1991, 1994; Hammond, Hamm, Grassia, & Pearson, 1997; Hogarth, 2001) to describe the intuitive process:

> The input to this process is mostly provided by knowledge stored in long-term memory that has been primarily acquired via associative learning. The input is processed automatically and without conscious awareness. The output of the process is a feeling that can serve as a basis for judgments and decisions (p. 4).

Two key points are fundamental to the above definition. First, intuition is based on implicit knowledge. Previous research has shown that implicit knowledge guides spontaneous behavior while explicit knowledge guides deliberative behavior (Fazio, 1990; Fazio & Towles-Schwen, 1999; Wilson, Lindsey, & Schooler, 2000). Second, intuition uses affect to invoke automatic responses (Epstein, 2008). At this point, it should be noted that intuition and emotion are closely related concepts and even share similar processes, though they differ in their causes and magnitudes (Sadler-Smith, 2008). Emotion and intuition are similar in that they both occur automatically and are reactions to some stimulus in the environment. However, intuition and emotion differ in that emotions are evoked by clear cut and identifiable stimuli. On the other hand, the causes of one's intuition are often less clear-cut or unknown, a product of past experiences stored in long-term memory. While emotions tend to be shorter in duration, intuitions are longer lasting feelings. Emotions are distinct (i.e., anger or joy), whereas intuition is general, less distinct, and is harder to identify and articulate than are emotions (Sadler-Smith, 2008).

Deliberation and intuition are separate dimensions that may operate independently and also can be interactive (Denes-Raj & Epstein, 1994; Dreyfus & Dreyfus, 1986; Epstein, 2010; Evans, 2007, 2008; Hammond, 1996; Sadler-Smith, 2008; Sinclair & Ashkanasy, 2005; Volz & von Cramon, 2006). People think and behave according to one or both systems as a function of the situation and the person. Where does intuition work best? Khatri and Ng (2000) state that it works best where "(a) there is a high level of uncertainty in the environment; (b) there is little precedent for action in the face of new emerging trends; (c) there are limited or no 'facts'; and (d) there are several plausible alternative solutions to choose from with good factual support for each option" (p. 9). In today's competitive business environment, salespeople are likely to encounter one or all of the above situations. Adding time pressure created by demanding customers to this mix may create a condition fertile for intuitive decision making.

Intuition is not the opposite of deliberation, but rather they are two independent dimensions rooted in different psychological bases: deliberation is rational and analytic, while intuition draws on experiences and feelings. Some scholarly work has embraced intuition, claiming that it seems to give managers a better grasp of the changing conditions in today's business environment (Duggan, 2007; Eisenhardt, 1999). Studies of intuition have shown a positive association with the speed and quality of managers' decisions (Hough & Ogilvie, 2005). Also, a survey of U.S. business executives examined the influence of intuition on their decisions. In this study, 89% of the executive respondents use intuition to some degree in their decision making, with 59% responding that they "always or often" make decisions based on intuition (Burke & Miller, 1999).

Integrating Deliberation and Intuition

As noted above, deliberation and intuition are not two ends of a continuum, but rather are two distinct constructs that operate independently and can interact. Deliberation and intuition can interact when a person becomes aware of intuitive feelings. Once aware, the deliberate process can act by accepting or rejecting the feelings. This line of reasoning has led some scholars to characterize the deliberative process as the "executive function" with intuitions being inputs to the process (Salas, Rosen, & DiazGranados, 2010). Volz and von Cramon (2006) make the similar point that intuition results in "gut feelings" that influence thought and inquiry. Recently, Sadler-Smith (2008) characterized three decision modes. One mode features excess intuition where too much emotion clouds decisions. The second mode can create paralysis brought on by infinite deliberation. The third is seamless integration, where deliberative and intuitive inputs work together in some optimal fashion. While deliberation is superior for abstract thinking, it is inferior in its ability to automatically direct the myriad of decisions required in daily interactions. Intuition, while superior in guiding everyday activities, is not suited for abstract thinking, understanding cause and effect, and future planning. Although each system of thinking has its relative benefits, neither is superior to the other (Norris & Epstein, 2011), and the two may be used in combination (Salas, Rosen, & DiazGranados, 2010). Indeed, the two systems may be at an ideal state when both intuition and deliberative processing work together in making decisions (Epstein, 2010).

Adaptive Selling

Adaptive selling is the modifying of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation (Weitz, Sujan, & Sujan, 1986). Research has shown that adapting is a fundamental component to selling success (Fang, Palmatier, & Evans, 2004; Franke & Park, 2006; Park & Holloway, 2003; Verbeke, Dietz, & Berwaal, 2011). Salespeople

using adaptive selling adjust their approach by perceiving signals given by the buyer and/or the selling situation (Gengler, Howard, & Zolner, 1995). However, signals are not necessarily verbal or obvious; they could be as simple as a facial expression, body language, or voice inflections. An adaptive salesperson perceives these signals as informational inputs and makes appropriate adjustments to his/her approach. Therefore, salespeople rely on adaptive capabilities as a means of selecting information cues to make adjustments during presentations or other interactions with customers. Past research has shown that effective salespeople are better at detecting cues, particularly nonverbal cues (Chang, 2006; Grikscheit, 1971; Sager, Strutton, & Johnson, 2006). Likewise, several studies have linked adaptive selling to self-rated and objective indicators of performance (e.g., Fang, Palmatier, & Evans, 2004; Park & Deitz, 2006).

The Model

Given the aforementioned relationships between emotion and intuition and intuition with deliberation, the present study seeks to explore a more complete model of the decision-making processes related to salesperson effectiveness. Thus, in order to gain insight into the antecedents and underling processes of adaptive selling, the present study examines three major concepts: (1) salesperson self-emotion appraisal and REG, (2) deliberative decision making, and (3) the moderating role of intuition on the relationships with adaptive selling, as shown in Figure 1.

The model shows that salespeople manage their emotions by appraisal and regulation that influences their deliberation and adaptive selling behaviors. Further, the model specifies the role of intuition as an important influence that affects the degree to which these relationships relate to adaptive selling. Acknowledging emotions and tempering them can lead to successful sales interactions. By simultaneously examining the relationship of emotions (self-appraisal and regulation) and both intuitive and deliberative decision making with adaptive selling, this study yields insights into the dynamics of salespeople's adaptability and job performance.

Hypothesis Development

Previous research has argued that job performance is dependent upon a person's ability to recognize and manage emotions (Joseph & Newman, 2010). To be an effective salesperson, SEA is fundamental, and precedes emotional regulation. The ability to recognize, understand, and express one's emotions offers the opportunity to harness or restrain the power of emotion and use it effectively in customer interactions. Emotional regulation is the means by which individuals retain a positive or neutral affective state (Davies, Stankov, & Roberts, 1998) that can create desirable workplace outcomes (George, 1991). Thus, salespeople who are better at self-emotion appraisal should be able to identify and understand their own emotions that are precursors to managing them (Joseph & Newman, 2010). On the other hand, salespeople who lack the ability to recognize their feelings run the risk of having emotions dominate the sales situation. Although it is important to acknowledge the possibility that a salesperson may incorrectly appraise his or her emotions, it is equally important to recognize that regulation is about one's ability to return to a neutral state after an emotional stimulation has occurred (Davies, Stankov, & Roberts, 1998; Law, Wong, & Song, 2004). Correctly understanding the emotion is not necessarily a requisite condition for regulation, rather, merely engaging in appraisal and acknowledging that an emotional stimulation occurring may be adequate toward engaging in emotional

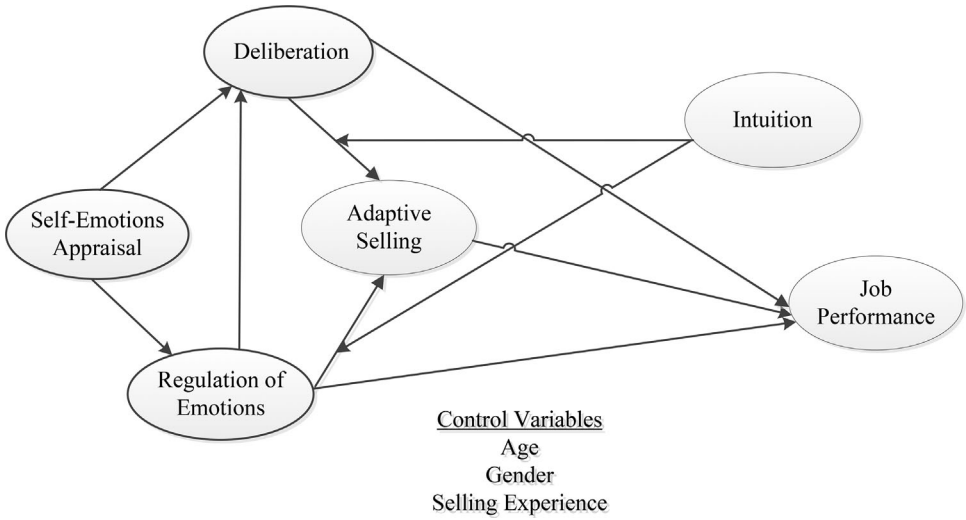

Figure 1. Hypothesized model.

control/regulation. Therefore, salespeople must be aware of their emotions before they can regulate them, thus hypothesis H1:

H1: Salesperson self-emotion appraisal positively relates to REG.

The classic expected utility model of decision making assumes that people choose an option through a deliberative process (Glöcker & Witteman, 2010; Savage, 1954; von Neumann & Morgenstern, 1944). Recent research shows that emotions do influence decisions (Volz & von Cramon, 2006) and that there is a complementary relationship between cognitive and emotional ability (Kidwell et al., 2011). A salesperson's ability to think rationally and deliberately is one of his/her strongest talents. In fact, it is one mankind's greatest assets. However, if one is not able to recognize and regulate emotions, then the ability to deliberate will be compromised. Emotions have been shown to facilitate cognition in that, when acknowledged, they may enable people to prioritize thinking or allow them to more realistically assess situations (Zeidner, Matthews, & Roberts, 2009). Salespeople who regulate their emotions are able to think rationally and objectively without allowing their emotions to hijack their decisions. This enables a thoughtful and deliberative process to take place in the event that the salesperson opts to do so. This notion is consistent with previous research that has shown that individuals with higher EI are less distracted by emotional stimuli and exhibit less interference from their emotions (Masia, McNeal, Cohn, & Hope, 1999). As such, it may be important for salespeople to possess the ability to appraise and regulate emotions so as to support effective decision making. Thus, the ability to recognize and utilize one's emotions in the deliberative process leads to H2 and H3:

H2: Salesperson self-emotion appraisal positively relates to deliberation.

H3: Salesperson REG positively relates to deliberation.

Emotions need to be managed in certain circumstances so as to not interfere with thinking and acting (Izard, 1977). However, it is possible that a salesperson may not opt to engage in a deliberative process. The REG itself may bring about an adaptive response. According to Zeidner, Matthews, and Roberts (2009), REG is a facet that facilitates social adaptation and problem solving. Likewise, it is well understood that "the capacity to control emotions is important for human adaptation" (Ochsner & Gross, 2005, p. 242). In the sales literature, adaptive selling has been described as modifying sales behaviors based on perceived information about the nature of the selling situation (Weitz, Sujan, & Sujan, 1986). However, if a salesperson's ability to think or perceive information is clouded by unregulated emotions, then their adaptability may also be hindered. Also, salespeople who can regulate their emotions will be able to more clearly perceive the various situational cues that prompt flexible approaches to customer interactions. Thus, the ability to regulate one's emotions should have a positive impact on adaptive behavior. This leads to H4a:

H4a: REG positively relates to adaptive selling.

Emotions must not only be recognized, but also managed so as to not to incur an affect overload when engaging in adaptive decision making. The ability to adapt in decision making and in selling situations is strongly dependent on a salesperson's preparation, use of long-term memory, and organized knowledge (Payne, Bettman, & Johnson, 1993; Weitz, Sujan, & Sujan, 1986). Intuition is another dimension of thinking wherein personal experience and knowledge are stored in long-term memory, leading to an automatic feeling of knowing, which may serve as an "alarm bell" to guide one's intention to behave (Boucouvalas, 1997). However, this feeling of knowing is not considered an *autonomic reflex* that results in action without cognition (Dane & Pratt, 2007; Hogarth, 2001). Therefore, rather than driving behavior itself, intuition is considered one input into the cognitive decision process (Salas, Rosen, & DiazGranados, 2010; Volz & von Cramon, 2006). It follows that people differ in terms of their preference for relying on intuition. High intuits will rely on their feelings in order to make decisions, such as a decision about when to adapt. As emotional regulation is about suppressing one's feelings, emotional suppression leads to less-affective response on which for these highly intuitive individuals to rely. Therefore, when highly intuitive people are engaging in high levels of emotional regulation/suppression, they are restricting the type of information (affective) on which they prefer to rely. Thus, highly intuitive salespeople who prefer to rely on their gut feelings are not well served by regulating their emotions that leads to H4b:

H4b: Intuition will moderate the relationship between REG and adaptive selling such that the relationship will be stronger for salespeople with lower preference for intuition.

Adaptive selling requires that individuals perceive cues, organize inputs in a personally meaningful fashion, and react by adjusting their approach using the new information. Weitz, Sujan, and Sujan (1986) define one aspect of adaptive selling as the ability to shift between alternative approaches when engaging with customers. As selecting among several plausible alternatives characterizes a context in which intuition best serves one's interests (Khatri & Ng, 2000), it is likely that high intuition plays an important role in the relationship between deliberation and adaptation. Likewise, deliberation requires cognitive effort to process information, analyze situations, and infer cause and effect relationships. However, some decision making is also subject to intuitive feelings that carry a sense of knowing that can influence a salesperson's decision

to adapt. Given the dominance of rational thinking in present-day culture, it is no wonder that deliberation is considered the executive function and the primary cognitive mode leading to decisions and action (Salas, Rosen, & DiazGranados, 2010). Salas, Rosen, and DiazGranados (2010) argue that "intuitions serve as inputs to deliberative processes, but the deliberative system is the focus, the 'executive' function that has the final say in action selection," and that there exists "mounting theoretical and empirical evidence that the human brain is able to quickly and effectively capitalize on past experience using the rapid and unconscious processing of System 1 [intuition]" (p. 946). Unknown, however, is the exact role that intuition plays when interacting with deliberation across various situational influences, though research suggests that intuition aids in the deliberative process (Lunenburg, 2010). Salespeople with lower preference for intuition do not benefit as much from their intuitive feelings and, accordingly, prefer to rely primarily on deliberation when making decisions. In contrast, salespeople with high intuition will incorporate their intuitive feelings into decision making, which will bolster the relationship between deliberation and adaptive selling. Therefore, the relationship between deliberation and adaptive selling behavior will be stronger for highly intuitive salespeople. This is in line with a recent argument that deliberation is not affect-free, and rather is influenced by one's intuition (Glöckner & Witteman, 2010). Thus, H5a and H5b:

H5a: Deliberation relates positively to adaptive selling.

H5b: Intuition will moderate the relationship between deliberation and adaptive selling such that the relationship will be stronger for salespeople with higher preference for intuition.

It also follows that REG may have a positive influence on job performance (Joseph & Newman, 2010). In order to achieve their goals, salespeople must manage emotions and stay focused during customer interactions. In these engagements, if emotional reactions are too high, salespeople run the risk of losing credibility with their clients (Kidwell et al., 2011). The emotional regulation process allows an individual to "induce and sustain a positive affective state" that empowers the individual with "more cognitive resources to devote to task performance," thereby enabling one to engage in a more effective strategy (Butler et al., 2003; Joseph & Newman, 2010, p. 56). From a dramaturgical and emotional labor perspective, it may be argued that good control over one's emotions and the ability to calm down quickly and return to a neutral or positive affective state may be akin to deep-level acting (modifying one's feelings to match a situation's role requirements; Grandey, 2003). Deep acting results in considerably less resource depletion and stress than does surface acting, in which an individual merely puts on the appropriate "face" without addressing their inner feelings (Brotheridge & Grandey, 2002; Goldberg & Grandey, 2007; Grandey, 2003). Therefore, salespeople who possess the ability to regulate emotions are more likely to have greater retained resources with which to perform better. For these reasons, it is not surprising that previous research suggests that emotional competencies may be good predictors of successful behaviors at work (Cherniss & Goleman, 2001; Weisinger, 1998; Zeidner, Matthews, & Roberts, 2009). Thus, in keeping with recent correlational findings in nonsales settings (i.e., Joseph & Newman, 2010), the following hypothesis is proposed:

H6: REG positively relates to salesperson job performance.

Previous studies have found that salespeople who employ higher levels of rational thinking tend to perform better (Deeter-Schmelz & Sojka, 2007; Hunter & Hunter, 1984; Kuncel, Hezlett, & Ones, 2004; Schmidt & Hunter, 2004; Sojka, & Deeter-Schmelz, 2008). Deliberation refers to a rational, cognitive process associated with functionalist modes of thought. Essentially, these modes of thought require deliberation in which "decision-makers identify the problem or issue about which a decision has to be made, collect and sort information about alternative potential solutions, compare each solution against predetermined criteria to assess degree of fit, arrange solutions in order of preference and make an optimizing choice" (Miller, Hickson, & Wilson, 1996, p. 294; Williamson, 1975). It is not surprising that a number of studies have confirmed that cognitive abilities are important in making sensible solutions (Humphreys & Zettel, 2011) and are an important predictor of work-related outcomes (e.g., Judge, Colbert, & Ilies, 2004; Schmidt, Shaffer, & Oh, 2008). Moreover, salespeople are generally trained to present product benefits in a logical, reasoned, step-by-step format (Chonko, Tanner, & Weeks, 1993), and as a consequence, clients are accustomed to rational analysis as the basis of many sales transactions. As part of the rational argument, concrete cues, such as price, delivery schedule, product specifications, and manufacturer reputation, tend to be the basis upon which buying decisions are made. As such, it makes sense that a salesperson employing a logical and deliberative functionalist mind-set would produce positive job performance. Thus, H7:

H7: Deliberation positively relates to job performance.

Research has shown that adaptive selling is a critical component to organizational success given its positive effect on salespersons' attitudes and behaviors (Fang, Palmatier, & Evans, 2004; Park & Holloway, 2003). The ability to adapt one's selling approach to fit the unique nature of a selling situation will have a positive impact on a salesperson's job performance. This line of reasoning has led to previous studies that have

demonstrated a positive relationship of adaptive selling with job performance (Chakrabarty, Brown, Widing, & Taylor, 2004; Fang, Palmatier, & Evans, 2004; Robinson, Marshall, & Stamps, 2005). Therefore, the model concludes with replication hypothesis H8:

H8: Adaptive selling positively relates to job performance.

RESEARCH METHOD

Sample

A database of medical supply sales agents and professional real estate agents was developed for this study. Both groups deal with clients who are making a major purchase decision, and, in both instances, the samples represent members of an agent sales force characterized by high autonomy and empowerment to make decisions on behalf of their principal (Eisenhardt, 1999; Gong, 2003). In the field, agent salespeople often face ambiguous situations and must rely predominately on their own decision-making prowess. Accordingly, in both business-to-business medical purchases and in real estate transactions, intuition may be considered an important part of an agent salesperson's toolkit. Both groups received the same questionnaire instrument. The medical supply sales force data were gathered from sales agents during a corporate training program ($n = 154$, with a 95% response rate). The remaining responses were real estate agents from various agencies gathered at a professional training program. The response rate from this group was 56%. Researchers assured anonymity to respondents with regard to individual responses. A total of 282 questionnaires were collected from both groups and 279 were coded for analysis after discarding three incomplete surveys. Sixty five percent of the respondents were male. Respondents' tenure with their present firm ranged from 1 to 50 years ($\mu = 8.28$, $\sigma = 8.62$) and the total work experience ranged from 1 to 57 years ($\mu = 20.39$, $\sigma = 13.72$). Respondent's ages ranged from 23 to 84 years ($\mu = 45.26$, $\sigma = 13.69$).

Measures Used

As Appendix A shows, all latent constructs were measured with well-established and previously used instruments. Self-emotions appraisal (SEA) and regulation of emotions (REG) were measured by items from the EI scale developed by Law, Wong, and Song (2004). The model (displayed in Figure 1) suggests that SEA precedes REG. This follows a long line of reasoning in the psychology literature that suggests one has to become aware of emotions before acting on them (Joseph & Newman, 2010). Law, Wong, and Song's (2004) scale enables the subdividing of these dimensions. Moreover, Law, Wong, and Song's (2004) SEA construct accounts for both one's perception and understanding of their emotions, and thus aligns with the theoretical rationale behind the present study's model (e.g., Davies, Stankov, & Roberts, 1998). To represent System 1 and 2 processing, three high loading items from each of the intuition and deliberation scales developed by Betsch (2004) were used in this study. These scale items were checked for face validity to ensure that the content was consistent with the definitions of the constructs. Betsch's instrument is a widely used measure of deliberation and intuition, which meets the present study's specific requirements to capture one's preference for, or reliance upon, each of these systems in their decision-making schema. Spiro and Weitz's (1990) scale was used to measure adaptive selling, while job performance was measured using the scale from Piercy, Cravens, and Lane (2001). Both of these scales have been used numerous times in the sales literature. All measures were 7-point Likert-type scales, with the exception of intuition and deliberation, which relied upon a 5-point scale. All scales ranged from "strongly disagree" to "strongly agree," except for the job performance scale that employed anchor points of "needs improvement" and "outstanding." Reliabilities for each scale were calculated with Cronbach's alpha, and each was found to be within acceptable range (Anderson & Gerbing, 1988), ranging from 0.69 to 0.89, as indicated in the correlation matrix presented in Table 2.

Test for Measurement Invariance

As discussed earlier, this study draws on two qualitatively similar, yet distinct samples of agent salespeople to comprise the data set. Both sets of respondents deal with important purchase decisions and are empowered by their principal organizations. However, as the agent sales force respondents came from two different industries and organizations, the researchers tested for the measurement invariance of the two samples. Sample measurement invariance tests address the key concern of whether the factor structure is invariant across the two samples (Byrne, 2010; Hewett, Money, & Sharma, 2006; Steenkamp & Baumgartner, 1998). This method of testing for measurement invariance to ensure the equivalency of samples prior to combining them for analysis is common in studies of sales and marketing (cf., Wang & Waller, 2006; Yoo, 2002). As prescribed by Byrne (2010), two invariance hypotheses were tested: (1) whether the number of underlying factors was equivalent across the two groups, and (2) if the pattern of factor loadings was equivalent. First, a multigroup model with no equality constraints was run. Results showed that fit indices were in the acceptable range ($\chi^2 = 814.897$, df = 476, $p < 0.01$, $\chi^2/\text{df} = 1.71$; CFI = 0.90; RMSEA = 0.051) indicating an equivalent factor structure (Byrne, 2010). Additional tests assessed whether the pattern of factor loadings was equivalent and if the variance–covariances were invariant across the samples. As is typically

Table 1. Test for Invariance of Factor Structure across Samples.

	Model		χ^2	df	χ^2/DF	CFI	RMSEA
1	Unconstrained		798.496	471	1.695	0.90	0.05
2	Invariance of factor loading		821.721	489	1.680	0.90	0.05
3	Invariance of factor covariance		863.361	510	1.693	0.90	0.05
	Equivalence Test	Model Comparison	$\Delta\chi^2$	Δdf	Critical χ^{2*}	ΔCFI	ΔRMSEA
	Metric equivalency	2 and 1	23.225	18	34.805	0.00	0.00
	Metric and factor variance equivalency	3 and 1	64.865	21	38.930	0.00	0.00

*Critical χ^2 at $p < 0.01$.

experienced by other researchers, the χ^2 difference was not significant for metric equivalency ($\Delta\chi^2 = 23.225$, $\Delta f = 18$, critical $\chi^2 = 34.805, p < 0.01$), but was significant between model 1 and 3 ($\Delta\chi^2 = 64.865$, $\Delta f = 21$, critical $\chi^2 = 38.930, p < 0.01$). Further, researchers (i.e., Byrne, 2010; Hewett, Money, & Sharma, 2006) make the case that a ΔCFI value of 0.001 represents a measurement model that is completely invariant, as it is less than the 0.01 cutoff proposed by Cheung and Rensvold (2002). As shown in Table 1, the differences between fit indices were negligible when the unconstrained model (model 1) was compared to the constrained models (models 2 and 3). This provides support for both the equivalency of factor loadings and the invariance of factor variance–covariance (Hewett, Money, & Sharma, 2006; Raykov & Marcoulides, 2006). Further, an examination of the individual-sample correlation matrices (displayed in Appendix B) reveals that the two samples produce similar results. The correlations match in direction with slightly differing correlation weights, as expected.

RESULTS

Measurement Model

A confirmatory factor analysis using AMOS 21 indicates adequate fit ($\chi^2 = 555.314$, df = 300, $p < 0.01$; Root Mean Square Error of Approximation (RMSEA) = 0.055, Confidence Interval $(CI)_{90\%} = 0.048$ to 0.062; Comparative Fit Index (CFI) = 0.93). Appendix A shows scale items and standardized loadings from the measurement model. The researchers tested discriminant validity using the procedure suggested by Fornell and Larcker (1981). Test of confidence intervals of factor correlations showed that none of the 95% confidence intervals of the factor correlations included one. In addition, the average variance extracted for each of the factors is greater than the squared correlations for all pairs of factors. Finally, average variance extracted was above 0.50, with the exception of deliberation (0.49; Fornell & Larcker, 1981). Table 2 shows the correlation matrix and descriptive statistics for all the constructs used in the model.

Results of the correlation analysis provide support for the stated hypotheses at the correlation level. Self-emotion appraisal correlation is significant and positive with both REG and deliberation. Adaptive selling positively correlates with deliberation and REG. Job performance shows significant positive correlations with self-emotion appraisal, adaptive selling, and deliberation, but not with REG. Of the demographic variables, selling experience has a significant positive correlation with job performance. Females in this sample tend to employ greater self-appraisal of emotions, REG, and deliberation ($p < 0.05$).

Structural Model: Main Effects

A structural equation model with AMOS 21 tested the relationship among the constructs in the hypothesized

Table 2. Correlation Matrix and Distributive Statistics.

		SEA	REG	INT	DEL	ADS	JP	AGE	EXPT
SEA	Self-emotions appraisal	1.00							
REG	Regulation of emotions	0.48**	1.00						
INT	Intuition	0.13*	0.05	1.00					
DEL	Deliberation	0.50**	0.41**	0.12*	1.00				
ADS	Adaptive selling	0.33**	0.41**	0.02	0.31**	1.00			
JP	Job performance	0.20**	0.09	0.09	0.28**	0.19**	1.00		
AGE	Age	0.03	−0.01	−0.08	0.04	0.04	0.17**		
EXPT	Selling experience	0.06	−0.04	−0.02	−0.02	−0.05	0.17**	0.55**	–
GEN	Gender (female = 0, male = 1)	−0.13*	−0.12*	0.03	−0.13*	−0.01	0.06	−0.11	0.01
	Mean	6.15	5.93	3.27	4.24	5.65	5.33	45.26	8.28
	SD	0.84	1.04	0.83	0.53	1.00	1.12	13.69	8.62
	Reliability (Cronbach's α)	0.86	0.89	0.69	0.69	0.84	0.88		
	Average variance extracted	0.68	0.70	0.51	0.47	0.60	0.55		

**Indicates significance at $\alpha < 0.01$; *indicates significance at $\alpha < 0.05$.

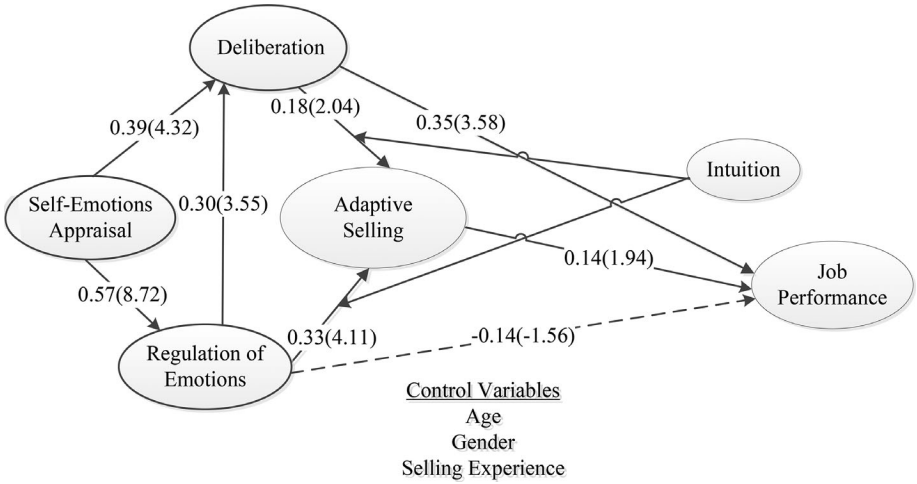

Figure 2. Final model.

model shown in Figure 1. Age, selling experience, and gender were used as control variables as they are known to impact salesperson attitudes and behaviors (Barrick, Mount, & Strauss, 1994; Flaherty & Pappas, 2002). The results of the structural model shown in Figure 2 indicate an acceptable fit with the data, with the 90% confidence interval of the RMSEA below 0.08 and the other fit indexes above 0.90 (McDonald & Ho, 2002): $\chi^2 = 497.213$, df = 225, $p < 0.01$; RMSEA = 0.066, $CI_{90\%} = 0.058$ to 0.074; CFI = 0.92.

Findings show that all of the stated main hypotheses, with the exception of H6, were supported. H1 and H2 were supported as self-emotion appraisal was positively related to REG ($\beta = 0.57$, $t = 8.72$) and deliberation ($\beta = 0.39$, $t = 4.32$). Further, REG showed a positive relationship with deliberation ($\beta = 0.30$, $t = 3.55$) and adaptive selling ($\beta = 0.33$, $t = 4.11$). The relationships between deliberation and adaptive selling ($\beta = 0.18$, $t = 2.04$), as well as deliberation and job performance ($\beta = 0.35$, t = 3.58) were significant and positive. However, the relationship between REG and job performance ($\beta = -0.14$, $t = -1.51$) was not statistically significant. As expected, adaptive selling showed a positive relationship with job performance ($\beta = 0.14$, $t = 1.96$). The standardized coefficients for each hypothesized path are shown in Table 3. None of the path coefficients between the control variables and dependent variables were significant (Table 4).

Table 3. Hypotheses and Standardized Paths.

Hypotheses	Standardized Paths (t Values)
H1: Self-emotion appraisal → Regulation of emotions	0.57 (8.72)
H2: Self-emotion appraisal → Deliberation	0.39 (4.32)
H3: Regulation of emotions → Deliberation	0.30 (3.55)
H4a: Regulation of emotions → Adaptive selling	0.33 (4.11)
H5a: Deliberation → Adaptive selling	0.18 (2.04)
H6: Regulation of emotions → Job performance	−0.14 (−1.51)
H7: Deliberation → Job performance	0.35 (3.58)
H8: Adaptive selling → Job performance	0.14 (1.96)

Italics indicate path coefficient not significant.

Table 4. Control Variables.

		Standardized Paths	(t Values)
Age	Adaptive selling	0.10	1.36
Gender	Adaptive selling	0.04	0.60
Selling experience	Adaptive selling	0.00	0.03
Age	Deliberation	0.04	0.47
Gender	Deliberation	−0.07	−1.10
Selling experience	Deliberation	−0.04	−0.50
Age	Job performance	0.09	1.25
Gender	Job performance	0.12	1.81
Selling experience	Job performance	0.11	1.45
Age	Regulation of emotions	−0.01	−0.06
Gender	Regulation of emotions	−0.05	−0.86
Selling experience	Regulation of emotions	−0.08	−1.22

Testing for Common Method Bias

Common method bias (CMB) is a concern in survey-based studies. A latent methods factor proposed by Podsakoff, MacKenzie, Lee, and Podsakoff (2003) has been used by researchers to account for CMB effects (Sonenshein & Dholakia, 2012). Following this procedure, all measures in the structural model were loaded on a single latent factor, in addition to their respective factors, and a structural model was then run using AMOS 21. The pattern of results was replicated with path coefficients similar to the model used for testing the hypotheses providing support for the assumption that the pattern of relationships was not significantly affected by CMB (Sonenshein & Dholakia, 2012).

Table 5. Test for Moderation.

		Low Intuition		Full Model		High Intuition		
		β	t	β	t	β	T	$\Delta\chi^2$ (df = 1)
Deliberation	Adaptive selling	0.13	0.99	0.18	2.04	0.59	2.01	3.85
REG	Adaptive selling	0.53	3.81	0.33	4.11	−0.02	−0.119	4.45

Critical χ^2 (df = 1) = 3.84 (α = 0.05).

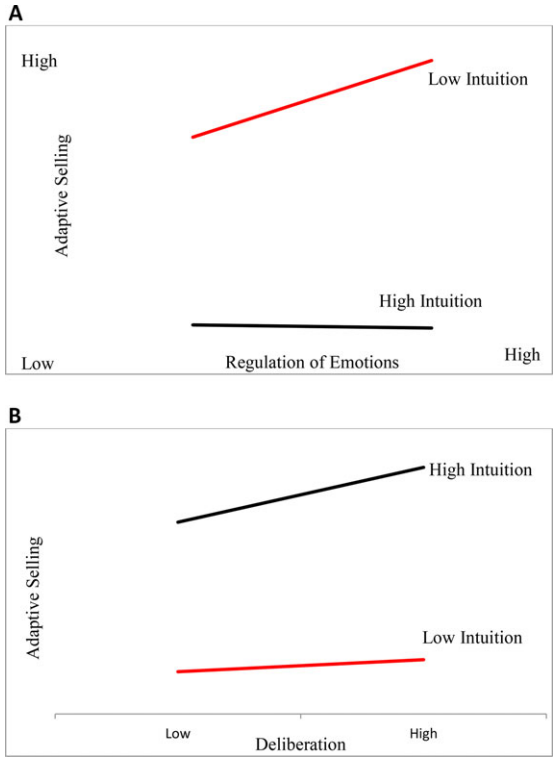

Figure 3. (A) Adaptive selling and REG. (B) Adaptive selling and deliberation.

Testing for Moderating Effects of Intuition

A multigroup analysis using AMOS 21 tested for the moderating impact of intuition on the relationships between both REG and deliberation on adaptive selling. The sample was divided into three groups based on the value of the intuition construct (Djurkovic, McCormack, & Casimir, 2008). The low group (group 1) had intuition values less than 3.25 (n = 109) and the high intuition group (group 2) had values greater than 3.75 (n = 101). The χ^2 differences between the two models determined the moderation effect on the paths between variables. As shown in Table 5, results confirm that the path coefficients between REG and adaptive selling are different for high and low intuition groups, indicating the presence of moderation. The positive relationship between REG and adaptive selling is stronger for salespeople with lower intuition (β = 0.53, t = 3.81), which can be seen in Figure 3A. The same relationship is not significant for salespeople with higher intuition (β = −0.02, t = −0.11). Similarly, Figure 3B shows that the positive relationship between deliberation and adaptive selling is stronger for salespeople with higher intuition (β = 0.59, t = 2.01) compared to those with lower intuition (β = 0.13, t = 0.99). These findings support the moderation hypotheses H4b and H5b.

DISCUSSION AND MANAGERIAL IMPLICATIONS

The findings suggest that there is a relationship between salespeople's appraisal and REG and their deliberative thought processes, and that both emotional regulation and deliberation impact adaptive selling behaviors. What prompted this study was the age-old question of whether salespeople's gut feelings have any substantial impact on their thought processes, the way in which they process their emotions, and how these affect their selling behavior and performance. Research from the fields of management, marketing, and psychology have provided evidence that intuition is a worthwhile construct and may be an important component of decision making in various settings (Dane & Pratt, 2007; Dane, Rockmann, & Pratt, 2012; Hodgkinson, Langan-Fox, & Sadler-Smith, 2008; Hodgkinson et al., 2009; La Pira, 2011; Sadler-Smith & Sparrow, 2008). The present study investigates the relationship of intuition in the decision-making process of empowered sales agents. Results reveal that intuition *does* play an important role in this process and supports the literature that suggests that intuition is an input into the executive, deliberative function (Lunenburg, 2010; Salas, Rosen, & DiazGranados, 2010). As such, this study answers recent calls to investigate the ways in which intuition interacts with emotions and deliberation to influence decision making (e.g., Epstein, 2010; Lunenburg, 2010).

As the model suggests, the executive function of deliberation, as proffered by Sadler-Smith (2008), appears to be operative with regard to salesperson decision making, and, as anticipated, intuition aids in this deliberative process. That is, intuition has a significant and positive moderating effect on the relationship between deliberation and salesperson adaptiveness. The moderating effect of intuition provides further evidence that one's "gut feelings" can influence deliberative thought and decision making such that when salespeople are high in intuition, it bolsters the effect of the relationship between deliberation and adaptive selling. This finding provides empirical support for the notion that there is an integrative relationship between System 1 (intuitive) and System 2 (deliberative) thought

processes (Denes-Raj & Epstein, 1994; Dreyfus & Dreyfus, 1986; Epstein, 2010; Hammond, 1996; Sadler-Smith, 2008; Sinclair & Ashkanasy, 2005; Volz & von Cramon, 2006). Thus, for those salespeople who prefer to make rational and deliberative decisions, intuition assists in enabling them to better adapt to the demands of unique selling situations. Accordingly, this study provides empirical support for the notion that intuition serves as an input to deliberative processing that has ultimate command over action selection. From a sales management standpoint, letting salespeople rely on their intuition or gut feeling can have a positive effect on performance (through adaptive selling). One adapts because he or she reads a situation. This speaks to empowerment and the associated decision-making capabilities of agent salespeople, and thus is of particular importance to any sales agents who tend to be highly empowered and autonomous.

However, equally important is the finding that intuition plays a substantially different role in the strictly emotive route to decision making. Those salespeople who are high in intuition rely on affectively charged intuitive feelings, and regulating them would mean suppressing a valuable input to their personal decision-making process. As displayed in Figure 3A and B, the highest adaptability in a selling situation is found either for those who are high in both intuition and deliberation *or* for those low in intuition but high in REG. Further, failure to support Hypothesis 6 suggests that, although Joseph & Newman (2010) found a small but significant relationship between emotional regulation and job performance, this relationship appears to become insignificant when adaptive selling is accounted for in the model. From a managerial perspective, this suggests that the role of EI is important toward adaptiveness to different sales situations, and that it is this adaptability that ultimately allows emotionally intelligent individuals to perform well.

The implications of this study's findings offer novel insights for sales organizations. Companies spend considerable time and money developing training programs aimed at preparing salespeople to use their rational decision-making skills. There is no doubt that a deliberative mind-set is fundamental to effective selling practices and that programs to enhance such skills are necessary. In general, however, sales training programs place little or no emphasis on using one's intuition that, as this study shows, plays an important role in a salesperson's adaptability. A number of nonsales organizations, however, have begun to embrace intuition. Intuition training is now found in organizations including the Marine Corps, city fire departments, in some corporate settings (Klein, 2003), and for soccer referees, who, much like Marines, firefighters, and salespeople, must make immediate and context-specific decisions (Plessner, Schweizer, Brand, & O'Hare, 2009). Given that "the way we process emotions is highly context-dependent" (Zeidner, Matthews, & Roberts, 2009, p. 28), and that intuition is based on previous experience—and hopefully accompanying wisdom—that accumulates in long-term memory (Boucouvalas, 1997), the present study adds to the sparse literature that points to the importance of contextually defined experiential learning as having an important influence on salesperson decision making (e.g., Matsuo, 2011).

This suggests the importance of learning through experience and retaining lessons from past experiences such that they may trigger knowledgeable responses in similar future contexts. Applied psychology and organizational behavior literature has embraced the perspective of the organization as a learning environment (Halawi, McCarthy, & Aronson, 2006). While training programs and manuals are not likely to provide the requisite learning competencies for success in today's business environment, close dyadic workplace mentoring relationships provide a forum for personal learning that has the potential to transfer experientially gained knowledge from senior to less-experienced members (Lankau & Scandura, 2007; Weinberg & Lankau, 2011; Weinberg & Locander, 2014).

Mentors may hold the key to disseminating experience-based knowledge to less-experienced individuals who lack the personal background necessary to build an accumulated repertoire on which to intuitively rely. Thus, given that intuition serves as an important input to the deliberative decision-making process, organizations that focus on deliberation training might also be well served by adding a concurrent element of experiential learning and related intuition modules to their training regimen. Given their experience and related knowledge, and the elements of feedback and support inherent to a mentoring relationship, seasoned organizational mentors may be well-suited to tackle the challenge of nurturing intuitive skills. Future research into the relationship between receipt of mentoring and intuition and on the joint training of deliberation and intuition is needed to further explore the potential that these forms of training and learning may have on salesperson effectiveness.

LIMITATIONS AND FUTURE RESEARCH

Despite its strengths, this study has several limitations that could potentially limit the generalizability of the findings, and which create opportunities for future research endeavors in this field of inquiry. First, the analysis is based on cross-sectional data and hence the findings from the structural equation model do not imply causality. The authors' interpretation of the results regarding the relationships among the constructs in this model were developed and tested using established theories in sales and organizational literature, however, MacCallum, Wegener, Uchino, and Fabrigar (1993) warn that there could be a number of equivalent models with fit indices similar to the model presented in this study. Thus, future research comparing this study's model to alternative theoretically-derived models may be warranted.

Further, studies conducted using self-report responses may produce a social desirability bias despite assured anonymity of responses. A test was conducted for CMB as recommended by Podsakoff et al. (2003) and found no evidence of CMB influencing the results. As indicated previously, responses were collected from two groups of agent salespeople from two disparate industries. Tests for invariance, however, showed that factor structure was invariant across the two groups. A final limitation of the present study is an artifact of the theory itself. Drawing on Law, Wong, and Song's (2004) work regarding the incremental predictive power of EI, individuals who have good ability to engage in emotional appraisal and expression within oneself "will sense and acknowledge their emotions better than most people" (p. 484). Accordingly, a person who is able to acknowledge and recognize that an emotional stimulation is occurring and is able to maintain or return to a neutral state will have the capacity to adapt appropriately to the situation. Future research should consider whether accuracy of emotional appraisal influences one's cognitive decision-making process.

Moving forward from these initial findings, two streams of future research are recommended: one identifying additional outcomes of intuitive thinking, and another focused on determining antecedents to intuition and how intuition may be trained and embraced in organizations. First, in addition to the relationships found with regard to intuition's role in the deliberation-adaptive selling relationship and the emotional regulation-adaptive selling relationship, it stands to reason that intuition may influence other important aspects of a salesperson's versatility and resourcefulness, as well. For example, Evans et al. (2012) call for future research on salesperson creativity. Burke and Miller (1999) make the case that "intuition and creativity share common properties, and ... that some sort of preconscious activity guides an individual to novel ideas" (p. 31). Thus, future research exploring the relationship between intuition and salesperson creativity appears warranted. Second, with regard to antecedents to and organizational adoption of intuition, future research should address how intuition is learned and explicate by what means it can be incorporated into sales training and mentoring programs. Additionally, the importance of understanding contextual influences during sales interactions might lead to the development of richer sales interaction typologies. With increasing predominance of team selling, understanding how an individual's intuition fits in the dynamics of a group setting will be useful. Also, future research should consider what role gender plays in one's reliance on intuition. The present study finds no relationship between the two variables, adding to the mixed empirical findings on gender and intuition (Sinclair & Ashkanasy, 2005). However, as a notion of *a woman's intuition* still seems to exist in society, future research could address this issue while examining other contextual and intraindividual factors that might explain the use and accuracy of intuition in decision making.

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APPENDIX A

Construct Name and Items	Standardized Loading
Self-emotions appraisal	
I have a good sense of why I have certain feelings most of the time	0.789
I have a good understanding of my own emotions on the job	0.921
I really understand what I feel	0.753
Regulation of emotions	
I am able to control my temper so that I can handle difficulties rationally	0.895
I am quite capable of controlling my own emotions	0.704
I have good control of my own emotions	0.811
I can always calm down very quickly when I am very angry	0.914
Adaptive selling	
I like to experiment with different sales approaches	0.709
I am very flexible in the approach I take to my job	0.871
I can easily use a wide variety of approaches to doing my job	0.863
I try to understand how one situation differs from another	0.623
Intuition	
I prefer drawing conclusions based on my feelings, my knowledge of human nature, and my experience of life	0.631
My feelings play an important role in my decisions	0.922
With most decisions it makes sense to completely rely on your feelings	0.491
Deliberation	
Before making decisions I first think them through	0.521
When I have a problem I first analyze the facts and details before I decide	0.655
I think before I act	0.854
Job performance	
Building effective relationships with customers	0.719
Making effective presentations to customers	0.674
Achieving sales targets and other business objectives	0.751
Understanding our products and services	0.732
Providing feedback to management	0.633
Understanding customer needs and work processes	0.823

APPENDIX B

Correlation Matrix for the Medical Supply Sales Agent Sales Force

$N = 152$		EI1	EI2	INT	DEL	ADS	JP
EI1	Self-emotion appraisal	1.00					
EI2	Regulation of emotions	0.39**	1.00				
INT	Preference for intuition	0.15*	0.10	1.00			
DEL	Preference for deliberation	0.43**	0.21**	0.05	1.00		
ADS	Adaptive selling	0.18**	0.26**	−0.04	0.16**	1.00	
JP	Job performance	0.21**	0.07	−0.02	0.30**	0.18*	1.00
	Mean	6.16	5.90	3.29	4.24	5.73	5.36
	SD	0.73	0.97	0.76	0.49	0.91	1.13

*Correlation significant at $\alpha < 0.05$.
**Correlation significant at $\alpha < 0.01$.

Correlation Matrix for the Real Estate Sales Agent Sales Force

$N = 127$		EI1	EI2	INT	DEL	ADS	JP
EI1	Self-emotion appraisal	1.00					
EI2	Regulation of emotions	0.56**	1.00				
INT	Preference for intuition	0.11*	0.01	1.00			
DEL	Preference for deliberation	0.56**	0.60**	0.18	1.00		
ADS	Adaptive selling	0.44**	0.56**	0.07*	0.45**	1.00	
JP	Job performance	0.20**	0.11	0.06	0.25**	0.20**	1.00
	Mean	6.14	5.97	3.25	4.23	5.55	5.29
	SD	0.96	1.13	0.91	0.57	1.09	1.11

*Correlation significant at $\alpha < 0.05$.
**Correlation significant at $\alpha < 0.01$.