

Enhancing Salespersons' Performance: Applying the Concept of Organizational Identification

조직동일시 개념을 활용한 세일즈맨 성과향상

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The issue of enhancing salespersons' performance by introducing the concept of organizational identification has been addressed. This empirical study focuses on how salespersons' performance is influenced by organizational identification. Salespersons' performance is the main outcome variable. Organizational identification may also affect performance through internalization. This study also examines how several antecedents influence organizational identification. Three important antecedents in this study are (1) tenure with the organization, (2) the organization's perceived prestige and (3) perceived interorganizational competition. Among six hypotheses formulated based on the conceptual framework, five are found accepted based on a structural equation model. Several theoretical and managerial implications are presented.

Key words: salesperson, performance, organizational identification

I. Introduction

Salespersons are the first to establish contact with outsiders (customers), serving as a critical

link with the firm. Through these contacts and links, salespersons convey an image of their organization and obtain valuable marketing data about customers. Moreover, the organization's performance depends on salespersons' performance.

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Salespersons spend a large amount of their work time outside of the company and sometimes they may experience a diminished psychological connection with the organization and their co-workers. They may feel an urge to search for a new job, if they feel isolated and a sense of disidentification with their firm. In this case, salespersons may lose the motivation to work for their organization.

How can salespersons be motivated to work with great effort for their organization? Many organization psychologists, such as Argyris (1970), Beckhard (1972), and Walton (1973), point out the importance of internal commitment, team building and social integration. Enhancing organizational identification may be one way of motivation. The extent to which one identifies with the organization as a whole is referred to as organizational identification. If people perceive that they and the group are one, they will exert considerable effort for their group or firm (O'Reilly III and Chatman 1986).

The concept of organizational identification can be used to determine whether salespersons have indeed become psychologically attached to the company they work for. Originally developed in social psychology, this concept has been studied for nearly 30 years (Ashforth and Mael 1989; Becker, Billings, Eveleth, and Gilbert 1996; Hewstone, Jaspars, and Laljee 1982; Mael and Ashforth 1992; Oakes and Turner 1980; O'Reilly and Chatman 1986; Tajfel et al. 1971; Turner 1975). The present

study addresses organizational commitment, along with organizational identification, which will be explained in detail in the theoretical framework section.

Organizational identification is a long researched concept in organizational behavior and social psychology; however, it has not been much studied in relation to salespersons in the marketing area. Instead, organizational commitment was studied as one of the mediating variables and was not divided into components including organizational identification (MacKenzie et al. 1998; Johnston et al. 1990; Brown and Peterson 1993). Several studies (i.e., Brown 1969; Dutton, Dukerich, and Harquail 1994; O'Reilly III and Chatman 1986; Shamir 1990) in the fields of organizational behavior and social psychology show that positive identification with the organization can have a positive effect on performance. Hence, salespersons' identification with the organization is expected to enhance their performance and in turn the firm's performance.

Tyagi (1982) examined the relationship between salesperson motivation and the organizational climate. He included organizational identification as one of the seven organizational climate variables. To our knowledge, no previous studies investigated the relationship between salespersons' performance and organizational identification itself. Therefore, a main contribution of the present study is to formally test whether organizational identification influences

a salesperson's performance. If a positive relationship between organizational identification and performance is obtained, the next step would be to find what determines the extent to which a person identifies with the organization. What are the variables that influence the degree of organizational identification? Can they be controlled? Which ones are the most effective? In the present study, we search for links between salespersons' organizational identification, their performance, and the factors that affect identification.

This article is organized as follows: First, a brief summary is presented about the concept of organizational identification. We present a model for the proposed relationship followed by a set of hypotheses. A research method to test the hypotheses is presented. Reliability and validity tests for constructs are provided. Major findings and a discussion are presented with hypothesis testing. And finally, some managerial implications and conclusions are presented.

II. Theoretical Framework and Hypotheses

This section presents the concept of organizational identification and its antecedents and consequences based on the literature review of social psychology and then hypotheses between these constructs are derived.

2.1 The Concept of Organizational Identification

Organizational identification originated as a component of organizational commitment (O'Reilly III and Chatman 1986). Organizational commitment is a psychological attachment to the organization. O'Reilly III and Chatman (1986) divided organizational commitment into compliance, internalization and identification. Compliance is instrumental involvement related with specific, extra rewards. Internalization means that employees take the values of the organization as their own.

In social psychology, social identification refers to the extent to which a person identifies with society. Organizational identification is the perception that one belongs to a social group, indicating that organizational identification is a subset of social identification (i.e., Ashforth and Mael 1989; Becker et al. 1996; Hewstone, Jaspars, and Lalljee 1982; Mael and Ashforth 1992; Oakes and Turner 1980; O'Reilly III and Chatman 1986; Tajfel et al. 1971; Turner 1975).

It seems that there is a difference between organizational identification and organizational commitment. (Bhattacharya, Rao, and Glynn 1995). Organizational commitment appears to be a larger concept than organizational identification (Ashforth and Mael 1989). In this paper, we focus on organizational identification, not on organizational commitment.

Organizational identification comprises several key aspects. First, people tend to categorize themselves and others in terms of the organizations they belong to. This categorization is also referred to as identification (Hogg and Abrams 1988). Second, the level of identification with the organization varies from person to person. Third, since people like to maintain positive identities, they may want others to evaluate their organization in a positive way. Phrases such as "my organization" or "my company" tend to convey a favorable attitude. Bias in favor of one's organization is called positive and favorable prejudice. Previous studies (Tajfel et al. 1971; Turner 1975) support the view that members of an organization are biased in favor of "their organization." Fourth, identifying with the organization affects the members' behavior. They conform with the goals and accepted behavior of the organization. This happens through the formation of a psychological link, emotional attachment with the organization. Through these links, members take on the characteristics of their organization.

2.2 Research Hypotheses

This study develops a conceptual model that includes organizational identification and its antecedents and consequences. Antecedents can be divided into three categories: personal factors, organizational factors, and environ-

mental factors (Mowday et al. 1982). Several variables were studied as components of each factor. Not all variables studied in exploring organizational identification may be relevant in the case of salespersons. Variables, such as tenure, visibility of membership, frequency of contact, participation in similar organizations, position in the organization and contribution, were studied as personal factors. In the case of salespersons, the most relevant variables may be tenure and position in the organization, which were included in this study. Visibility of membership, frequency of contact, and participation in other organization may not be relevant because salespersons are employees or members of one company.

Variables studied as organizational factors in the past studies were prestige, similarity, size of the organization, service quality, and socialization strategy for new hires. In this study, all subjects are from the same company so that size is the same for all of them. Similarity is studied with respect to values so that similarity relates to internalization. Subjects in this study are not new hires. The quality of service of the organization is studied with respect to customers. The subjects in this study are employees, not customers. So, prestige is selected as a relevant variable of the organizational factor.

Variables studied as environment factors are differentiation and competition. Differentiation and competition are related with competitive

advantage. Differentiation is related with competition. Therefore, competition is selected as a variable of environmental factors.

As mentioned above, organizational internalization is included because it is a construct related to organizational identification and performance. In the area of organizational behavior, Becker, Billings, Eveleth, and Gilbert (1996) studied relationships between identification and internalization and the performance of newcomers to the organization. They observed a positive but insignificant effect of organizational identification on performance and a significant, but negative effect of organizational internalization on performance.

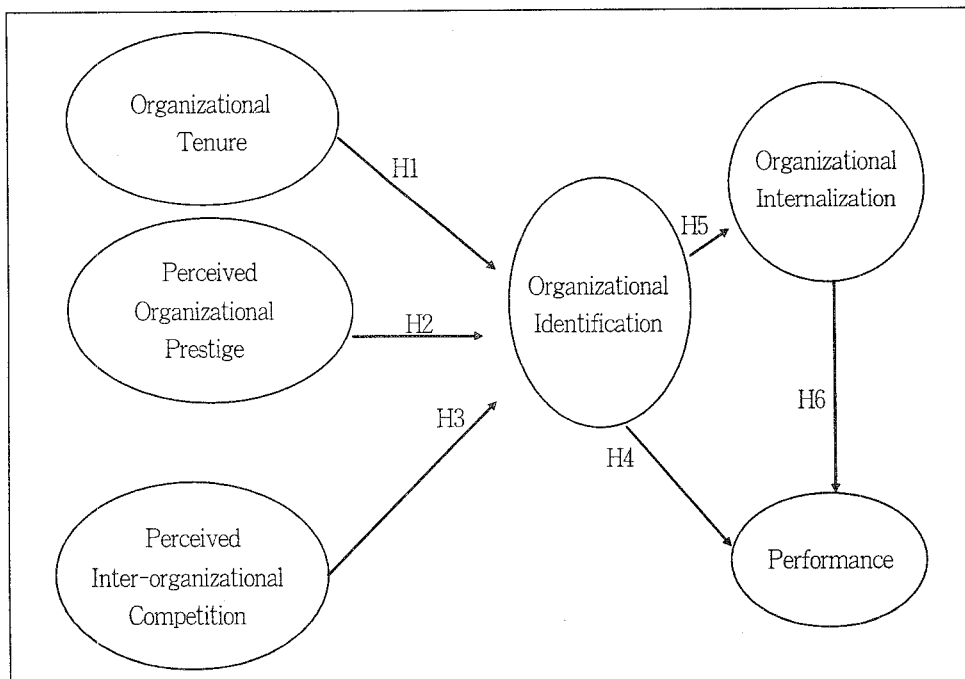
The relationship among these variables is

shown in (Figure 1); details on these concepts are presented later. Among the six variables included in the model, organizational identification is at the center.

This is the first study of applying the concept of organizational identification to the area of sales management. To the authors' knowledge, there is no research about how organizational identification affects the performance of salesperson.

(Figure 1) shows the relationships among the variables mentioned above. The six hypotheses were formulated based on the proposed model and they are explained below.

(Figure 1) Relationships among Constructs



2.2.1 The effects of antecedent variables on organizational identification

People joining an organization usually are not aware of its characteristics, values, and environment. But, they tend to identify with the organization as they go through the process of socialization. This observation is supported by Levintal and Fichman (1988), who showed that a person's psychological attachment to an organization tends to grow over time.

Lau (1989) and Dutton, Dukerich, and Harquail (1994) proposed that there was a positive relationship between the degree of organizational identification and the length of membership. This proposition was tested and found to be supported in a study of school alumni (Mael and Ashforth 1992) and in the study of museum members (Bhattacharya, Rao and Glynn 1995). However, Harris et al. (1993) did not find any relationship between length of time and organizational identification in their research. So, more concrete evidence is needed.

Hypothesis 1: Salespersons' tenure has a positive effect on the degree to which they identify with the organization.

According to social identity theory, people generally try to achieve a positive social identity. This means that people strive to be socially accepted. In other words, people

generally want to belong to a group, most often to one that is more positively perceived, if they can (Messick and Mackie 1989). Thus, people tend to avoid behaving in the ways that are inconsistent with their group's image and they prefer behavior that is consistent with their group image. If the group they belong to has a positive image, they develop a positive self-image by more closely identifying with their group.

Dutton, Dukerich, and Harquail (1994) argued that how the members of an organization perceived their organization determined the extent to which they identify with the organization. In other words, a person's self-image depends on the group the person belongs to. For example, members of an organization that is highly regarded by the public have a positive image of themselves, and in turn, they think others also evaluate them in a positive way. Therefore, they make an effort to nurture a close relationship with the organization, increasing the degree of organizational identification.

Hypothesis 2: Organization's perceived prestige has a positive effect on the degree to which salespersons identify with their organization.

According to social identity theory, people who categorize themselves as members of a certain group compete with members of other groups. Dutton, Dukerich, and Harquail (1994)

proposed that this categorization affected the level of identification. For example, there seems to be a positive relationship between identification and the degree of cooperation among organization members and there also appears to be a positive relationship between identification and the degree of competition with non-members.

Several studies showed a relationship between organizational identification and perceived inter-organizational competition (Friedkin and Simpson 1985; Mael and Ashforth 1992). Price (1989) also showed that when the level of inter-organizational differences (in this case, perceived inter-organizational competition) was highlighted, people usually behaved not in terms of their position, but in terms of their organization's position.

These studies strongly suggest that perceived inter-organizational competition has a positive effect on organizational identification. Salespersons seem to feel more belongingness to their organization if they perceive more competition from other organizations.

Hypothesis 3: Perceived inter-organizational competition has a positive effect on the degree to which a salesperson identifies with the organization.

2.2.2 The effect of organizational identification on performance

Most studies support the relationship between organizational identification and performance, but there is a difference with regard to the direction between these two constructs. Becker et al. (1996), Lau (1989) and Dutton, Dukerich and Harquail (1994) proposed that organizational identification affected performance. Furthermore, O'Reilly III and Chatman (1986) found that organizational identification affected performance. MacKenzie, Podsakoff, and Ahearn (1998) found that organizational commitment affected extra-role performance. Brown and Peterson (1993) and Low et al. (2001) found that performance affected commitment.

Porter et al. (1974) defined organizational commitment in terms of the strength of an individual's identification with and involvement in a particular company. They characterized commitment by three factors: 1) a strong belief in and acceptance of the organizational goals and values, 2) a willingness to exert considerable effort on behalf of the company, 3) a definite desire to maintain organizational membership. Therefore, people who identify with the organization will make efforts on behalf of the organization. Several studies showed some relationship between organizational identification and positive behavior. Lau (1989) and Dutton, Dukerich, and Harquail (1994) proposed that organizational identification

influenced both the citizenship behavior within organizations and cooperation. O'Reilly III and Chatman (1986) treated identification as a psychological attachment in their study, finding a significantly positive effect of organizational identification on extra-role behavior. Furthermore, in the field of marketing, MacKenzie, Podsakoff, and Ahearne (1998) found the empirical evidence that organizational commitment affected extra-role performance of 672 salespersons working for an insurance company in the United States of America.

Becker et al. (1996) proposed that newcomers' identification with the organization affected their performance, but this was not supported in their research. Their result was based on regression analysis, so the structural relationship between variables was not considered.

Brown and Peterson (1993) and Low et al. (2001) supported the relationship between commitment and performance. These two studies found a significantly positive effect of performance on commitment. Brown and Peterson (1993) did a meta-analysis about salesperson job satisfaction and found that salesperson performance affected commitment. Low et al. (2001) proposed a positive effect of salesperson performance on organizational commitment. This hypothesis was supported in their study with a sample of 148 salespersons in Australia. As with MacKenzie et al. (1998), these studies of organizational commitment focused on in-role aspects of sales perfor-

mance, such as sales volume and dollar sales. Therefore, these aspects are different from extra-role aspects of performance such as prosocial behavior. MacKenzie et al. (1998) proposed that in-role performance affected commitment, and that commitment affected extra-role performance. In the present study, performance measures include many aspects of extra-role performance. Therefore, organizational identification is expected to affect performance.

Therefore, we take the position that organizational identification affects performance. But, before drawing a conclusion, testing the effect of organizational identification on performance is necessary, as well as a look at the reverse relationship of the effect of performance on organizational identification by considering the structure between variables.

Hypothesis 4: The extent to which salespersons identify with the organization has a positive effect on their performance.

2.2.3 The effect of organizational identification on internalization

Internalization is a concept related to identification. However, there is a difference between identification and internalization. Identification is closely related to how members of an organization perceive the organization. It requires no change in attitude by members of

the organization. On the other hand, internalization requires a change in basic attitude toward the organization. Internalization happens, when a member of the organization assumes the values and attitudes of the organization. Ashforth and Mael (1989) presented the following chain reaction: socialization affected identification and identification affected internalization. Awards, punishments and other social evaluations can play a role in the socialization of organizational members. This can strengthen the degree to which they identify with the organization, affecting the degree of internalization. A strong level of identification can lead to internalization.

Generally, when members of an organization perceive themselves and the organization as being one, they take the goals of the organization as their own. As a result, they may work aggressively to achieve their goals by learning the strengths and weaknesses of their own products, by cooperating with other departments in the company and by aggressively selling products.

Hypothesis 5: The degree to which salespersons identify with the organization has a positive effect on their internalization of the organization's values and attitudes.

2.2.4 The effect of internalization on performance

Members assume the values of the organization highly, when their values are similar to those of the organization. They also assume the attitudes of the organization. A change in attitude results in a change in behavior. So, there should be a relationship between internalization and performance. Becker (1992) found a positive relationship between internalization and prosocial behavior. Becker et al. (1996) predicted a positive effect of internalization on performance. By using regression analysis, they got a positive effect of superior-related internalization but a negative effect of organizational internalization. Similarly, O'Reilly III and Chatman (1986), also, proposed that internalization affected performance. They reported mixed results in two studies. In the first study with employees, they did not find a statistically significant relationship between internalization and extra-role or prosocial behavior, nor did they find a statistically significant association between internalization and intra-role or prescribed behavior. In the second study with students, they found a statistically significant relationship between internalization and extra-role behavior; but, a non-significant relationship between internalization and intra-role behavior.

Internalization is considered a component of organizational commitment (i.e., O'Reilly III

and Chatman 1986). As was mentioned with regard to hypothesis 4, three studies supported the relationship between commitment and performance (Brown and Peterson 1993; Low et al. 2001; MacKenzie, Podsakoff, and Ahearne 1998). One study found a significantly positive effect of commitment on performance (MacKenzie, Podsakoff, and Ahearne 1998), and the remaining two studies (Brown and Peterson 1993; Low et al. 2001) found a significantly positive effect of performance on commitment.

So, these studies showed mixed results. However, acceptance of organizational values and making efforts for the organization are the characteristics of organizational commitment as Porter et al. (1974) mentioned. And, since identification has been shown to be positively related to performance, internalization should show a similar result. Therefore, we propose a positive relationship between internalization and performance.

Hypothesis 6: Internalization has a positive effect on salespersons' performance.

Major hypotheses are summarized in terms of directions of paths among variables.

III. Research Method

3.1 Sample

To test research hypotheses formulated above, data were collected from the sales staff of one of biggest oil companies. Data were collected once a week during re-training sessions for the sales staff. A questionnaire was distributed to each person during a break in the orientation meetings. About 30 salespersons participated in each of the weekly surveys. A total of 215 questionnaires were

<Table 1> Summary of Hypotheses

Hypothesis Number	Independent Variables	Dependent Variables	Signs of Relationship
Hypothesis 1	Organizational Tenure	Organizational Identification	Positive
Hypothesis 2	Perceived Organizational Prestige	Organizational Identification	Positive
Hypothesis 3	Perceived Inter-organizational Competition	Organizational Identification	Positive
Hypothesis 4	Organizational Identification	Performance	Positive
Hypothesis 5	Organizational Identification	Organizational Internalization	Positive
Hypothesis 6	Organizational Internalization	Performance	Positive

distributed and collected over a seven-week period. We used 208 for the analysis. As was shown in (Table 2), all of the respondents were male; their average age was 35.8 years; 76.4% of the respondents had less than 10 years work experience at the current company, and 23.6% had more than 10 years work experience for the current company.

3.2 Measures

Measures employed in this study were used and validated in previous studies. Sources of the measures are as follows: perceived organizational prestige from Mael and Ashforth (1992), perceived inter-organizational competition from Mael and Ashforth (1992), organizational identification from Mael and Ashforth (1992), organizational internalization from O'Reilly III and Chatman (1986) and performance of salespersons from Behrman and Perreault (1982). Finally, tenure was measured using a single item: "How long have you worked at this company?"

All of these variables, except tenure, are multi-item measures. The number of items used for analysis in each measure was: perceived organizational prestige (5 items), perceived inter-organizational competition (6 items), organizational identification (6 items) and organizational internalization (5 items). Performance is a multi-dimensional scale, comprising five different dimensions. They are sales objectives (7 items), technical knowledge (6 items), providing information (5 items), controlling expenses (7 items), and sales presentations (6 items). In the present study, the five performance dimensions (sales objectives, technical knowledge, providing information, controlling expenses, sales presentation) were combined and treated as a single dimension. It seems that there may be differences among those five dimensions. But, in this study, a major focus is on investigating any possible effect of organizational identification on overall sales performance, not on individual sales performance. The descriptions of all the measures used in this article are specifically explained in (Table 3).

(Table 2) Profiles of Respondents

Age		Years of Working Experience for the Current company only		Years of Working Experience (including all job experiences)	
Below 30	27.4%	1-5	47.1%	1-5	36.1%
From 30 to 39	45.7%	6-10	29.3%	6-10	24.5%
From 40 to 49	22.6%	11-15	12%	11-15	16.3%
Above 49	2.9%	above 16	9.6%	16-20	14.9%
Non-response	1.4%	Non-response	2%	Above 21	6.3%
				Non-response	1.9%

〈Table 3〉 Descriptions of Construct Item Indicators

Construct	Scale Items	Source
Perceived Organizational Prestige $\alpha = .80$	People in my community think highly of (name of organization) It is considered prestigious in the social community to be an employee of (name of organization) (Name of organization) is considered one of the best (organizations) People from other (organizations) look down at (name of organization)(R) Each employee of (name of organization) would be proud to be a member of (name of organization)* (Name of organization) does not have a good reputation in my community(R) A person seeking to advance his/her career in (this area) should downplay his/her association with (name of organization)(R)* When other (organizations) are recruiting new salesperson, they would not want salespersons from (name of organization)(R)*	Mael and Ashforth (1992)
Perceived Interorganizational Competition $\alpha = .70$	There is a rivalry between the (organizations) Each (organization) tries to stress its superiority over the other organizations Salespersons are constantly comparing and rating the (organizations) Salespersons at (name of organization) often measure the organization against the other (organizations)* Each (organization) points to reasons why it is the best (organization) Each (organization) tries to demonstrate that it has the most illustrious worker The (organizations) do not see themselves as competitors(R)*	Mael and Ashforth (1992)
Organizational Identification $\alpha = .80$	When someone criticizes (name of organization), it feels like a personal insult I am very interested in what others think about (name of organization) When I talk about this school, I usually say 'we' rather than 'they' This organization's successes are my successes When someone praises this organization, it feels like a personal compliment If a story in the media criticized the organization, I would feel embarrassed	Mael and Ashforth (1992)
Organizational Internalization $\alpha = .85$	If the values of this organization were different, I would not be as attached to this organization Since joining this organization, my personal values and those of the organization have become more similar The reason I prefer this organization to others is because of what it stands for its values My attachment to this organization is primarily based on the similarity of my values and those represented by the organization What this organization stands for is important to me	O'Reilly III and Chatman (1986)
Performance $\alpha = .93$	Sales objectives Technical knowledge Providing information Controlling expenses Sales presentation	Behrman and Perreault (1982)

Note: The items were reverse scored for analysis are indicated by (R):

* these items were deleted because of low correlation during the refinement of items.

Behrman and Perreault (1982) addressed the accuracy of salespersons' self-evaluation. And, Churchill et al. (1985) showed that the criticism of salespersons' tendency toward upward bias in self-evaluations had no concrete basis. Jaworski, and Kohli (1991) agreed with Churchill et al. (1985). Based on the results of these studies, we used salespersons' self-evaluations to measure performance.

3.3 Analysis, Reliability and Validity

To examine the structural relationship among the constructs, we used structural equation modeling. Reliability of the multiple item measures for the constructs in the model was checked before model estimation. <Table 3> shows Cronbach's Alphas. Items with low correlation were deleted for the refinement of items; the remaining items were used in the structural equation model. From the results,

the multiple items for each construct turned out to be reliable and acceptable.

<Table 4> shows simple correlations and squared correlations between variables. The mean of organizational identification is 3.89 (in a 5 point scale) and the standard deviation is 0.7. This shows that salespersons feel organizational identification and that the level of identification varies among salespersons.

To test convergent and discriminant validity, a confirmatory factor analysis was performed. The result is shown in <Table 5>. All variances extracted for each factor are greater than the interconstruct squared correlations associated with that factor. All factor loadings are significant. Overall, the patterns in <Table 5> show that the variables included in this study have convergent and discriminant validity.

<Table 4> Correlation Matrix of Constructs

Correlation coefficients	Prestige	Competition	Tenure	Identification	Internalization	Performance
Prestige	1.000	0.159	0.006	0.156	0.119	0.025
Competition	0.399*	1.000	0.001	0.130	0.086	0.010
Tenure	0.083	-0.039	1.000	0.018	0.012	0.002
Identification	0.395*	0.361*	0.133	1.000	0.261	0.047
Internalization	0.345*	0.293*	0.108	0.511*	1.000	0.050
Performance	0.159*	0.099	0.040	0.217*	0.223*	1.000

Note: * p<0.05;

values above the diagonal are squared correlations.

<Table 5> Measurement Coefficients and T-Values Resulting from Confirmatory Factor Analysis

	Competition	Prestige	Identification	Internalization	Performance
Co1	0.60(8.39)				
Co2	0.70(10.01)				
Co3	0.58(8.05)				
Co4	0.71(10.27)				
Co5	0.59(8.12)				
Op1		0.80(12.30)			
Op2		0.75(11.30)			
Op3		0.71(10.51)			
Op4		0.57(8.03)			
Op5		0.51(7.11)			
Oi1			0.63(9.13)		
Oi2			0.71(10.73)		
Oi3			0.57(8.06)		
Oi4			0.76(11.66)		
Oi5			0.64(9.33)		
Oi6			0.49(6.70)		
In1				0.52(7.50)	
In2				0.78(12.70)	
In3				0.92(16.53)	
In4				0.87(14.99)	
In5				0.59(8.83)	
Pe1					0.77(12.13)
Pe2					0.74(11.56)
Pe3					0.75(11.68)
Pe4					0.69(10.51)
Pe5					0.73(11.20)
Variance extracted	40.8%	45.8%	40.9%	56.6%	54.2%

Note: (a) Chi-square value = 479.51(p=0.00), df=314, CFI=.92, NNFI=.91

(b) T-values are shown in parentheses. All are significant (p <.001)

IV. Major Results and Implications

Major results based on the structural equation modeling are shown in <Table 6>.

Chi-square value is 478.28 with the degree of freedom 316 and it is significant. GFI is 0.85 and AGFI is 0.82. TLI is 0.91 and CFI is 0.92. Overall, these results imply that the model is acceptable.

〈Table 6〉 Path Estimates and T-Values

Number of Hypotheses	Relationships between Variables	Main Model
Hypothesis 1	Tenure → Identification	0.16(2.27)
Hypothesis 2	Prestige → Identification	0.33(3.52)
Hypothesis 3	Competition → Identification	0.32(3.32)
Hypothesis 4	Identification → Performance	0.59(5.12)
Hypothesis 5	Identification → Internalization	0.60(6.61)
Hypothesis 6	Internalization → Performance	0.08(0.88)

	Chi-Square	d.f.	GFI	AGFI	TLI	CFI
Main Model	478.28	316	0.85	0.82	0.91	0.92

Results show that the three antecedent variables (tenure, prestige and competition) have a significant effect on organizational identification. Organizational identification was found to affect internalization and performance. Coefficients of organizational identification on internalization and performance are 0.60 and 0.59. Internalization was found to have no significant effect on performance. Therefore, all hypotheses except hypothesis 6 are accepted.

Another structural equation model was fitted after reversing the directions (performance affects organizational identification and performance affects internalization). Chi-square value for this model is 474.18 with the degree of freedom 313. So, this alternative model is not better than the proposed model. Therefore, organizational identification can be claimed to affect extra-role performance as MacKinze et al. (1998) suggested.

One more structural equation model was fitted again to test the existence of bi-directional effects between organizational identification and performance (from organizational identification to performance and from performance to organizational identification) as well as the existence of bi-directional effects between internalization and performance (from internalization to performance and from performance to internalization). Chi-square value for this model is 567.16 with the degree of freedom being 316. So, this alternative model also is not better than the proposed model. In short, this comparison supports the hypothesis that organizational identification (as a component of organizational commitment) affects performance (O'Reilly III and Chatman 1986; MacKenzie, Podsakoff, and Ahearne 1998) and the hypothesis that internalization (as a component of organizational commitment) affects

performance (O'Reilly III and Chatman 1986; MacKenzie, Podsakoff, and Ahearne 1998).

V. Discussion

The three antecedent variables have distinctive characteristics. As indicated earlier, the tenure of employees relates to individuals in the organization; perceived organizational prestige relates to the organization itself and perceived inter-organizational competition is linked with the organization's environment. In other words, these three antecedents express three different aspects of the organization (individual, organization, environment). The results of our empirical study show that organizational identification can be enhanced by these antecedents (Drumwright 1996; Gilly and Wolfenbarger 1998).

All three variables affect organizational identification significantly. These results give a supporting evidence for previous studies that claim and show the positive effects. Although these effects are significant, the relative strength of the effects is different. Coefficients of perceived organizational prestige and perceived inter-organizational competition are twice as that of salesperson's tenure.

The significant effect of perceived organizational prestige is interesting in that many efforts of the company (e.g., making high-

quality products, image advertising campaigns and public relations activities) may make the organization to be perceived prestigious. Such efforts are important for employees as well as for customers.

With respect to the consequences of organizational identification, the result gives useful implications. Since salespersons' performance is critically related to the firm's overall performance (e.g., market share, customer satisfaction, etc.), an important finding is that salespersons' performance is influenced significantly by their organizational identification. The result is consistent with previous studies in some respects. Although the effect is not significant in Becker et al. (1996), their result showed a positive effect. O'Reilly III and Chatman (1986) showed a positive, significant effect on extra-role behavior. The result of this study implies that the company should encourage organizational identification. This study also shows those variables that significantly affect organizational identification, offering instruction on how to raise performance.

The effect of internalization on performance is positive, but not significant. This result is not consistent with previous findings in some respects. In Becker et al. (1996), the effect is negative; however, in the O'Reilly III and Chatman (1986) study, the effect is positive and marginally significant in intra-role behavior at the 0.1 level, not extra-role behavior. Both Becker et al. (1996) and O'Reilly III and

Chatman (1986) used regression analysis. Therefore, the structural relation between variables was not considered. By reason the effect must be positive, because people having values similar to that of the organization often work harder for the organization.

In addition, an informed guess leads us to propose that internalization might have an indirect effect on outcome through other variables. This logic is supported by Harris, Feild and Mossholder (1993), who found that internalization is related with job involvement. Therefore, we might state that internalization may affect organizational performance through other variables. But, more empirical research is necessary to clarify this relationship.

VI. Future Research Directions

One area for further marketing research would be to examine organizational identification by individual consumers who use the products or services of that organization, testing various relationships among selected variables presented in this study. Consumers who are not members of the organization might show different reactions to possible antecedents of organizational identification. Testing the relationship among several variables and organizational identification in the context of individual consumers would be

interesting. How deeply a customer can identify himself or herself with a brand and how this brand identification relates to brand loyalty and attitudes should be explored. This kind of future research would provide strong theoretical and empirical support for recent studies of brand personality, such as Aaker (1997).

The present study shows that length of tenure also affects organizational identification. Managers should try to keep employees as well as customers. The lifetime value of a customer and an employee should be examined together.

The present study investigated the relationship between organizational identification and other constructs in the field of sales management. The strength of the relationships among the variables measured in this study could change with the introduction of other variables. For instance, employee job level could affect the relationships. In our study, one group above section managers (respondents' number is 96) has an average of 4.02 in the level of identification and the other group below section managers (respondents' number is 112) has an average of 3.78. These two average values are significantly different ($p=0.016$). This result supports indirectly the hypothesis that there may be a positive relationship between the level of identification and salespersons' tenure, because section managers have a longer tenure. This study does not take this categorization into account.

Other key variables can be tested as moderators in future studies.

We showed the usefulness of organizational identification in the company, because organizational identification is related with performances of salespersons and the company. More research is necessary to investigate the validity of organizational identification in the marketing area. We selected some relevant variables so that other variables were omitted. Future study can estimate the extended model with more relevant variables.

VII. Conclusion

One of the findings from the present study is that salespersons' organizational identification has a significant effect on their performance. We further found that organizational identification was influenced by three antecedent variables: perceived organizational prestige, perceived inter-organizational competition, and length of tenure. When we combine these variables, we have a picture of antecedents and outcomes for organizational identification. Our findings give managerial implications for marketing and salesforce management. We obtained the results based on the structural relationships of constructs. The analytical model used in this study is based on theoretical background. The measures used for the study

are reliable and valid.

The results are meaningful because of their implications for theory development and practical marketing management. The major implications are summarized as follows. First, this study shows empirically the importance of the concept of organizational identification in marketing. The results concerning the effect of organizational identification on performance should encourage marketing managers to pursue an understanding of this concept and strive to increase the degree of employee identification with the organization. To encourage higher employee performance, managers should be aware of the relationship between organizational identification and performance. Managers should spend more time enhancing salespersons' identification with the organization.

Second, another finding is that organizational identification is affected significantly by three antecedent variables: tenure duration, organizational prestige, and inter-organizational competition. If managers have a clear understanding of the role of these antecedent variables, they could more effectively motivate and manage the salespersons. For example, this study highlights the effect of perceived organizational prestige on organizational identification. Several strategies are available to enhance employee identification with the organization, such as corporate image advertising, corporate social responsibility campaigns, and aggressive participation in community improve-

ment projects. Activities like environmental marketing and corporate advertising, which encourage social responsibility, are highly recommended. Also of importance is that the effect of corporate image advertising should be measured not only in terms of customer attitude but also according to how it affects employee motivation (more specifically, employees' organizational identification), as argued by Aaker (1996). Further studies should look for additional antecedent variables for organizational identification.

Third, the positive relationship between perceived inter-organizational competition and organizational identification points to important motivational tools in marketing management. For instance, targeting other organizations to increase employee competitive zeal can lead to a higher degree of identification. Motivational workshops could use this method to infuse employees with a higher degree of competitiveness.

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조직동일시 개념을 활용한 세일즈맨 성과향상

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국문요약

조직동일시의 개념을 활용하여서 세일즈맨의 성과를 향상시키는 것이 이 논문의 주제이다. 세일즈맨의 성과가 주요 결과변수이고, 조직에의 가입기간, 조직의 지각된 인지도, 조직간의 경쟁이 주요 독립변수이다. 개념적 틀에 기초한 여섯 개의 가설들 중에서 다섯 개가 구조방정식 모형을 통하여 지지되었다. 몇 개의 시사점들이 제시되었다.

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