

The Effect of Salesperson's Adaptive Selling Tactics on Shopping Value, Commitment, and Product Satisfaction

- Focused on Small and Medium Enterprises' product -

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〈요 약〉

The purpose of this study is to investigate the effect of salesperson's adaptive selling tactics on consumers who purchase Small and Medium Enterprises' product with the help of salespeople in the store. Specifically, we examine whether salesperson's adaptive selling tactics affect consumers hedonic shopping value and utilitarian shopping value. Furthermore, we try to figure out the effect of shopping value on the salesperson relationship commitment and consumer product satisfaction. The subjects of this study have surveyed the consumers with experience in purchasing SME's products through salespeople in the Gyeongnam area.

As data process, SPSS 21.0 was used as the analysis tool and AMOS 21.0 was used to analyze the structural equation model. The implications of these findings are as follows. First, the salesperson's role has a positive effect on the consumer's product satisfaction. Second, it can be suggested that the salesperson's adaptive selling tactics are an important variable affecting the consumer's shopping value. Third, the results on the consumers who have hedonic shopping value have a strong positive influence rather than the consumers who have the utilitarian shopping value. The adaptive selling tactics of the salesperson should be encouraged to increase sales performance. In order to generate more performance in a competitive market environment, it is necessary to continuously strive to increase contact between the salesperson and the consumer in order to improve the quality of the relationship.

Key Words: Adaptive Selling Tactics, Hedonic Shopping Value, Utilitarian Shopping Value, Salesperson Relationship Commitment, Product Satisfaction

I. Introduction

In the past, big companies and small companies' products have a big gap not only the product quality and but also service after purchasing products. That is the reason why many customers consider brand names. However, as time goes by, the products' quality has been diminished regardless of brand name except for a few new pioneer products. Product differentiation and brand name were the main sources of competitive advantage. The competitive advantage has shifted depending on who is preoccupying the 'value' of satisfying consumer needs. Or many customers rely on their past experience after purchasing and using the product.

The most profitable area for businesses is the use of sales. As competition intensifies in the market, sales activities have been becoming more diverse. In the past, salespersons only competed for each other within different stores, but now they are competing with the other market as well as the online marketplace.

Unlike the products of large corporations, SME(Small and Medium Enterprise) products are preferred to personal selling rather than general sales, because their awareness and brand name are relatively not well recognized by consumers (Lee, You, 2016). Although there are many internet sites to promote SME products, most customers still prefer to buy products from large corporations. Through the personal selling process of SME products, but it not only reduces perceived risk, it also provides

more compelling information to customers.

A salesperson is defined as a human sales representative who provides information and persuades information about goods or services through contact with customers (Michaels, Dixon, 1994). Salespersons play a vital role in linking the boundaries between the company and its customers, and they are engaged in a variety of innovative activities to meet the needs of customers and to encourage repurchase of their products (Churchill et al, 1985).

The salespersons need the ability to make appropriate changes to sales behavior in an environment where competition is severe and consumer demand becomes increasingly complex. Also, the differentiation of salespeople can be a good competitive power. A salesperson is an important position to sell the company's products as well as to let the customers determine the overall service quality of the company at the customer's point of contact. The customer in the purchasing situation is inevitably affected by the salesperson who is the service provider(Ahn, 2019). Thus, the selecting and training of competent employees is a very important factor for the company's survival.

Many types of research have been studying Adaptive Selling Behavior (ASB) so far which is considered one of the important factors that have a big impact on sales performance (Bodkin and Stevenson, 1993; Kohsuwan, 2013). The adaptive selling literature identifies "effective salespeople as those who match their influence tactics to suit the characteristics of buyers" (Richard G et al. 2006). However, as

previous studies on ASB focused on only factors such as purchase procedures and transaction conditions, development of marketing strategies that effectively address each situation are not specific salesperson's tactics. While purchasing SME products, many consumers are not easy to make a rational choice due to a lack of information compared to large companies, even if they try to find information on products and use information. Although the brand competitiveness of SME products is weak, communication such as a salesperson's detailed description of the products can reduce the risk and provide more compelling information to customers (Lee, You, 2016).

Therefore, in this study, we tried to investigate the effect of a salesperson's adaptive selling tactics on consumers who purchase SME products with the help of salespeople in the store. Specifically, we examine whether a salesperson's adaptive selling tactics affect consumers hedonic and utilitarian shopping value. Lastly, the relationship between a salesperson's commitment and customer product satisfaction is clarified through empirical studies, so that it provides useful implications for SMEs considering adaptive selling tactics of future salespeople.

II. Literature Review

1. Adaptive Selling Tactics

Adaptive selling means changing sales

behavior throughout the interaction or interaction with the customer based on perceived information about the sales situation. Salespeople need to change their sales behavior in order to meet each sales situation or individual customer's desires. Adaptive selling can be said to modify the communication style and content according to the customer's desire (Weitz et al., 1986; Spiro, Weitz, 1990; Lee, Kim 2018).

In the previous study, Frazier and Summers (1984) proposed six tactics - information exchange, recommendation, request, threats, promises, and legalistic pleas, and Richard G et al (2006) proposed another six tactics: They added ingratiation and inspirational appeals instead of requests and legalistic pleas.

According to Aaker (1996), 'Building Strong Brands', to create a strong brand, a firm must not only reflect the core identity of a brand but also its members must understand and practice the core identity of the brand. Companies focus on adaptive selling that uses their differentiated and diverse tactics for their customers by identifying their customers rather than mass marketing strategies.

The behavior of a salesperson also affects their performance, which leads to sales and profits. Research on the sales behavior of a salesperson has long been important in the field of sales management. Román and Iacobucci (2010) report a positive and significant correlation between adaptive selling and customer's anticipation of future interaction with the salesperson. Adaptive selling behavior can favorably have an effect

on the emotional relationship between a salesperson and an individual customer. In addition, by applying various selling tactics differently according to the customer's needs, it positively affects customer satisfaction (Lee, Kim, 2018).

A salesperson is a key factor in creating customer value and differentiating itself from competitors. Strengthening relationships with customers leads to positive word-of-mouth activities and the creation of new customers by enhancing customer trust (Homburg et al, 2011).

In this study, the researchers determined that threats and ingratiation were not in line with current SMEs' product sales strategies. Therefore, we study the remaining four strategies -information exchange, recommendation, promises and, inspirational appeal.

2. Shopping Value

Shopping provides consumers with two values: hedonistic value and utilitarian value (Babin et al, 1994). While the value of hedonic shopping is a sensory, fantasy, and emotional shopping experience, the value of utilitarian shopping emphasizes the results of goal-oriented, cognitive, and non-emotional shopping experiences (Jones et al, 2006). The consumer evaluates the value by comparing the benefits gained from the product or service with the input cost, and determines whether the product or service is reused based on the evaluation.

Intrinsic value is a subjective and personal assessment of the hedonic value of fun and pleasure induced by the shopping activity itself, regardless of the attainment of the goal (Babin et al, 1994). Hedonic shopping values, based on emotional motivation, are the excitement or pleasure that flow in the shopping environment as customers look around the product. For example, the aesthetics of the store shopping environment mean a pleasant shopping experience that can be enjoyed during the purchasing process or boredom during the time in the store (Wong et al, 2012; Dlodlo, 2014).

The extrinsic value of shopping is determined by the evaluation of how successfully the task was accomplished through shopping as a utilitarian value (Babin et al, 1994). Utilitarian shopping values based on cognitive motivation refers to the fact that customers are efficient in purchasing products and purchase the products they need at the right time. In other words, utilitarian shopping value is an efficient and functional value, and it is rational and pursues what is in line with the goal (Jones et al, 2006; Wong et al, 2012; Dlodlo, 2014).

In general, the value of shopping can be grasped by considering the utilitarian value attaining the goal of purchasing the product and the hedonic value corresponding to the individual's evaluation of the pleasure of the shopping experience (Yuksel, Yuksel, 2007).

3. Salesperson Relationship Commitment

Commitment refers to the emotional state that ties together the parties that interact with each other and focuses on each other (Meyer, Hercovitch, 2001).

Ganesan(1994) defined the relationship commitment as the desire to develop stability of relationship, the belief that the relationship is sustainable, and the willingness to make short-term sacrifices to maintain the relationship.

According to the previous study, commitment is the force to bind the parties interacting with the associated phenomena, which is the state of mind to focus on each other. In business relationships, commitment is a kind of intent to maintain relationships formed over a relatively long period of time by key decision factors. Therefore, a relationship commitment is an integral part of a successful and long-term relationship.

Relationship Commitment is an important factor for both parties in the resource transaction relationship because they will encourage the cooperation between the trading partners (Morgan, Hunt, 1994). An important component in the relationship commitment between the seller and the consumer is developed as continuity over a long period of time. Thus, relationship commitment induces a source of a sustained relationship with the salesperson as consumers build relationships by buying products repeatedly to the same salesperson, and the generated relationship commitment can be evaluated to be deeper

than loyalty or attachment.

4. Customer product Satisfaction

Westbrook and Reily (1983) argued that satisfaction is an emotional response to the experiences, or experiences caused by purchasing a particular product, behaviors, and shopping. In addition, Oliver (1980) defined satisfaction as the difference in performance between expectations and purchase after purchase. That is, satisfaction is the fulfillment response of the customer, which means meeting customer expectations above a certain level.

The importance of satisfaction not only in the academic field but also in the practical field is greatly recognized. For example, Fornell and Robinson (1983) defined satisfaction as subjective comparisons between expectations and actual benefits at the product attribute level, and Anderson and Narus (1984) define positive emotional states in relationships with the other. Also, Kim (2014) argues that satisfaction defines the extent to which consumers experience favorable feelings or perceive them as having sufficient value in comparison to their expectations in the decision-making process. Another important fact in the concept of customer satisfaction is the object (Yi, 2000). It is important to clarify whether customer satisfaction is about using product satisfaction or purchasing decision process. In this study, we conceptualize satisfaction as a result of using experience on a specific product.

III. Hypotheses Development

A salesperson is responsible for providing information and persuading to trigger a purchase through direct contact with a customer. It also plays an important role in overall marketing activities, such as establishing and maintaining long-term relationships with customers (Lee, Kim, 2017). In the case of the face to face selling industry, the role of the salesperson in direct contact with the customer is very important. The customer used to determine the purchase behavior after evaluating the salesperson. Porter et al. (2003) surveyed 168 salespeople and found that there is a significant positive effect between adaptive selling and salesperson performance. Kim (2007) suggests that when a salesperson has faith in an intimate relationship with a customer, he or she is more likely to consider and care about the customer and to control their behavior according to the customer's situation. Lee (2018) found that adaptive selling behavior had a positive effect on customer satisfaction.

The utilitarian shopping value assumes consumers pursuing task-oriented and rational decision-making, and is perceived when they have successfully completed what they intended to do through shopping. The hedonic shopping value presumes consumers pursue a more personal and subjective experience than achieving the goal, and the consumers appear to feel positive emotions such as fun or pleasure through the shopping (Oh, Shin, 2018). Customers who get value from a

service provider want to spend more money on it and want to stay in the business for more time (Park, Pyun 2018). When consumers buy a product, they go through various purchasing decision-making stages, depending on the kind of product or the price of the product. They also compare prices online, as well as reviews from consumers who have purchased the same product first. The consumer's willingness to buy might be different, depending on whether the product that customers are trying to purchase is a must-buy or a product that is intended for diversion or pleasure. However, both consumers who are willing to buy the product and those who shop for pleasure will be influenced by the salesperson. Based on the above discussion, we set the following hypotheses.

H1. Adaptive selling tactics will have a positive effect on hedonic shopping value.

H2. Adaptive selling tactics will have a positive effect on utilitarian shopping value.

Commitment can be defined as an attitude that reflects the strongest level of desire to maintain a beneficial and valuable relationship (Kang et al, 2018). Commitment reflects the sense of unity and loyalty of the relationship and appears in the latter part of the relationship as time goes by (Kim, Cho, 2007). In other words, customers come to a bond by comprehensively considering the emotional and economic resources needed for relationship development. Relationship commitment is based

on long-term orientation in a relationship and serves as an essential factor to a successful and long-term relationship (Park, 2014). Satisfying experience builds commitment and maintains a stronger relationship. Based on these studies, the following hypotheses can be established.

H3. Hedonic shopping value will have a positive effect on the salesperson relationship commitment.

H4. Utilitarian shopping value will have a positive effect on the salesperson relationship commitment.

Consumer satisfaction and dissatisfaction can be defined as good or bad depending on the consumers' experience in purchasing and using products. If service performance is good, it can be inferred to be generously perceiving the somewhat unsatisfactory part of the process (Park, Ju, 2016). Czepiel and Gilmore (1987) stated that product satisfaction depends on cost, durability, quality, performance, and aesthetics.

Quality is perceived, but satisfaction is usually experienced and is strongly influenced by the emotional process of the customer. The consumer's satisfaction and dissatisfaction with their products can be defined as good or bad depending on said consumers' experience in buying and using products, and they have been treated as important variables in the consumer behavior model (Rhee, 2017). In addition, the satisfaction level of the product is different according to the expectation level of

the consumer, and the expectation level is formed by past experiences (Kim, 2011). Lee et al (2014) argued that small companies should improve customer service by improving service quality. A high level of commitment to the salesperson is ultimately to provide high-quality services, which in turn can lead to product satisfaction. Based on the above, we can derive the following hypothesis.

H5. The salesperson relationship commitment will have a positive effect on customer product satisfaction.

IV. Research Model and Methodology

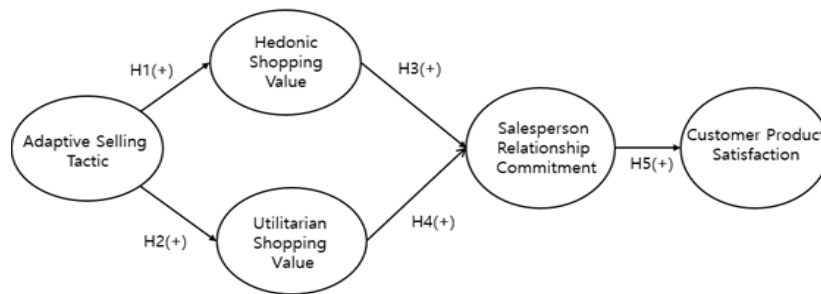
1. Research Model

Figure 1 is a representation of the research model proposed by this study. Adaptive selling tactics are hypothesized to be positively related to a salesperson's relationship commitment and that relationship commitment is expected to have a positive effect on customer product satisfaction. Both hedonic and utilitarian shopping value will mediate adaptive selling tactics and salesperson relationship commitment. The variable of the salesperson relationship commitment is expected to be positively related to customer product satisfaction.

2. Operational Definition and Research Design

This study derived measurement items based on previous studies. The five variables used in this study are adaptive selling tactics, hedonic shopping value and utilitarian shopping

value, and salesperson relationship commitment and consumer product satisfaction. The study of Schriesheim and Hinkin's (1990), Venkatesh et. al (1995), Yukl and Tracey's (1992), and Richard G et. al (2006) are used the variable for adaptive selling tactics.



<Figure 1> Research model

Shopping value is based on the work of Babin et al. (1994) Jones et. al (2006), and Dlodlo (2014). The variable of Salesperson relationship commitment refers to the study of Anderson and Weitz (1992) and customer

product satisfaction consults the work of Oliver (1980). The operational definitions of the variables used in this study are presented in <Table 1> with the references. The survey items were subjected to a preliminary

<Table 1> Operational Definition of the variables

Factor	Operational Definition	Reference
Adaptive selling tactics	Effective salespeople as those who match their influence tactics to suit the characteristics of buyers.	Schriesheim and Hinkin's (1990), Venkatesh et al. (1995), Yukl and Tracey's (1992), Richard G et al. (2006)
Shopping value - Hedonic and Utilitarian	Consumer's relative evaluation of shopping through qualitative, quantitative, subjective, and objective shopping experience	Babin et al. (1994) Jones et. al (2006), Dlodlo (2014)
Salesperson Relationship Commitment	Directivity to maintain a long - term relationship	Anderson and Weitz (1992) Jang and Huh (2017)
Customer Product Satisfaction	This is a measure of how company's products and services meet or exceed customer expectations.	Oliver (1980) Cronin and Hult (2000)

verification procedure, and a 7-point Likert-type scale was chosen for the measurement of the questionnaire.

V. Analysis and Results

1. Sample Characteristics and data collection procedure

In this study, it is necessary to target consumers who purchased SME products through salespeople because we propose a model for the salesperson's adaptive selling tactics and the salesperson relationship commitment to SME products. Therefore, the survey was conducted on consumers with experience in purchasing SME products through salespeople, and the survey was distributed only to consumers who had been already satisfied with the conditions before the

survey was distributed.

<Table 2> lays out the characteristics of the survey respondents. This study was conducted to survey consumers who have experienced purchasing SMEs' products in the Gyeongnam area in 2017. The average monthly consumption is the sum of purchases of SMEs and large corporations. Of the total 300 copies of the questionnaire distributed, 288 copies were collected (96% recovery), and 10 copies of the collected questionnaires were excluded from the analysis, judging that they were of no value as statistical data. Finally, 278 questionnaires were used in the analysis. The 278 cases used in the analysis were more female (62.6%) than male (37.4%), and the respondents in the 20s and 30s respondents were the most frequent, and relatively few were in the 60s.

<Table 2> Demographic description of respondents

	Variable	Frequency	Percentage
Gender	Male	104	37.4%
	Female	174	62.6%
Age	10s	31	11.2%
	20s	70	25.2%
	30s	62	22.3%
	40s	42	15.1%
	50s	47	16.9%
	60s	26	9.4%
Monthly Spending (Off-Line)	Less than 100,000	43	15.5%
	100,000~200,000	49	17.6%
	200,000~300,000	51	18.3%
	300,000~400,000	48	17.3%
	400,000~500,000	36	12.9%
	More than 500,000	51	18.3%

2. Evaluation of Measures

The results were analyzed using SPSS 21.0 and AMOS 21.0 to verify the significance of the hypotheses and the validity of the items.

Specifically, we analyzed the demographic characteristics of the subjects through frequency analysis and conducted confirmatory factor analysis to confirm the reliability and validity of the measured variables. Also, through the analysis of the structural equation model, the evaluation of the model fit and the causality test were conducted.

2.1 Reliability and Validity

To examine the internal consistency of the

measurement tools used in this study, Cronbach's α was used to test the reliability. As a result of the reliability analysis, the Cronbach's α value of each factor exceeded the reference value ($\geq .70$), and the reliability of each factor was found to be satisfactory. In order to confirm the dimensionality of the variables, exploratory factor analysis (EFA) was performed using the varimax rotation method by principal component analysis. Factor analysis and reliability test results are shown in <Table 3>.

In the results of exploratory factor analysis (EFA), confirmatory factor analysis revealed that $\chi^2 = 268.301$ ($df = 109$, $P = .000$) $\chi^2 / DF =$

<Table 3> Results of Reliability Analysis

Questionnaire	Factor					Cronbach Alpha
	Salesperson Relationship Commitment	Adaptive Selling Tactics	Customer Product Satisfaction	Utilitarian Shopping Value	Hedonic Shopping Value	
Q3-1-2	.874	.070	.218	.198	.172	.930
Q3-1-4	.856	.170	.047	.168	.170	
Q3-1-1	.841	.068	.293	.180	.092	
Q3-1-3	.783	.140	.313	.210	.225	
Q1-2-2	.055	.863	-.008	.078	.031	.863
Q1-1-1	.084	.849	-.063	.034	.088	
Q1-1-4	.073	.812	.209	.054	.097	
Q1-2-3	.138	.802	-.093	.049	.111	
Q5-1-3	.231	.025	.874	.222	.173	.936
Q5-1-2	.230	.008	.874	.215	.172	
Q5-1-1	.237	-.038	.852	.214	.139	
Q5-2-2	.203	.085	.101	.868	.115	.886
Q5-2-3	.206	.027	.272	.835	.133	
Q5-2-1	.239	.117	.319	.785	.153	
Q3-2-3	.159	.035	.115	.025	.851	.824
Q3-2-1	.098	.135	.154	.300	.805	
Q3-2-2	.266	.186	.183	.098	.772	
KMO(Kaiser-Meyer-Olkin)						.871
Bartlett test of Sphericity				Chi-Square		3441.299
				Df(p)		136

<Table 4 >Confirmatory Factor Analysis

Factor	Item	SFL	SE	T-value	P-value	CR	AVE
Adaptive Selling Tactics	Adap1	.805	-	-	-	.800	.500
	Adap2	.755	.074	12.885	***		
	Adap3	.816	.072	13.965	***		
	Adap4	.757	.076	12.916	***		
Hedonic Shopping Value	Hed1	.815	-	-	-	.790	.558
	Hed2	.815	.078	13.016	***		
	Hed3	.718	.085	11.766	***		
Utilitarian Shopping Value	Utili1	.881	-	-	-	.797	.568
	Utili2	.806	.061	16.226	***		
	Utili3	.859	.061	17.666	***		
Salesperson Relationship Commitment	SRCom1	.883	-	-	-	.878	.643
	SRCom2	.931	.044	23.360	***		
	SRCom3	.875	.048	20.581	***		
	SRCom4	.826	.051	18.377	***		
Customer Product Satisfaction	CPS1	.875	-	-	-	.903	.757
	CPS2	.922	.048	22.629	***		
	CPS3	.938	.046	23.309	***		

$\chi^2 = 268.301$ (df= 109, P= .000) $\chi^2 / DF = 2.461$, CFI=0.953, GFI=0.899, AGFI=0.859, NFI=0.924, RMR= 0.083, RMSEA=0.073

SFL= Standardized Factor Loadings; SE= Standardized Error; **Note:** ***p < 0.01

Factor	Question	
Adaptive Selling Tactics	Adap1	The salesperson presented information related to your various purchase options.
	Adap2	The salesperson made it clear that by following his or her recommendations, your business would benefit.
	Adap3	The salesperson talked about the possible applications of his or her products or services.
	Adap4	The salesperson tried to get you excited about what he or she was selling.
Hedonic Shopping Value	Hed1	I continued to shop not because I had to, but because I wanted to.
	Hed2	Compared to other things I could have done, the time spent shopping was truly enjoyable.
	Hed3	While shopping, I felt a sense of adventure.
Utilitarian Shopping Value	Utili1	I accomplished just what I wanted to on this shopping trip.
	Utili2	While shopping, I found just the item (s) I was looking for.
	Utili3	I couldn't buy what I really needed.
Salesperson Relationship Commitment	SRCom1	I have a strong affection for the salesperson that I met.
	SRCom2	I have a positive emotional attachment to the salesperson that I met.
	SRCom3	I have a sense of fellowship toward the salesperson that I met.
	SRCom4	I am always pleased when I met the salesperson.
Customer Product Satisfaction	CPS1	My choice to purchase this product was a wise one.
	CPS2	I think that I did the right thing when I purchased this product.
	CPS3	If I had to do it over again, I would make the same choice.

<Table 5> Factor Correlation Matrix

Factor	AVE	AST	Hedonic	Utilitarian	SRC	CPS
AST	.5	1				
Hedonic	.558	.312 (.097)	1			
Utilitarian	.568	.208 (.004)	.478 (.228)	1		
SRC	.643	.256 (.065)	.512 (.262)	.564 (.318)	1	
CPS	.757	.074 (.005)	.471 (.221)	.594 (.352)	.564 (.318)	1

<Table 6> Results of Hypotheses Testing

Hypothesis (Path)	Path Coefficient	T-value	P-value	Acceptance	R ²
H1(ADS→Hedonic)	.325	4.799	***	Accepted	.125
H2(ADS→Utilitarian)	.207	3.393	***	Accepted	.055
H3(Hedonic→SRC)	.309	4.755	***	Accepted	.411
H4(Utilitarian→SRC)	.441	6.875	***	Accepted	.411
H5(SRC→CPS)	.291	4.213	***	Accepted	.215

Note: ***p < 0.01

2.461, CFI=0.953, GFI=0.899, AGFI=0.859, NFI=0.924, RMR= 0.083, RMSEA=0.073, which was acceptable to one level. Each factor of the Standardized Factor Loadings exceeded the recommended standard ($\geq .50$) and the t-value exceeded 1.96 and was significant within 5% of the significance level. Because the AVE (average variance extracted) value of each construct is above the recommended standard ($\geq .50$), convergent validity is secured. (Hair, Black, Babin, and Anderson, 2010). Confirmatory Factor Analysis is shown in <Table 4>.

The results of the correlation analysis are shown in <Table 5>. In the present study, the

discriminant validity proposed by Fornell and Larcker(1981) was tested by comparing the square of the correlation coefficient of the constituent concepts and the AVE value of each constituent concept. The discriminant validity was proved by the fact that the AVE value of all constructive concepts is larger than the square of correlation coefficient with other concepts.

3. Results of Hypotheses Test

The SEM of the study was tested using Amos21. The results showed that $\chi^2 = 220.650$ (df = 104, P = .000) $\chi^2 / DF = 2.122$, CFI =

0.966, GFI = 0.916, AGFI = 0.876, NFI = 0.937, RMR = 0.075, and RMSEA = 0.064, which indicates overall good fit. The path coefficients and significance of all hypotheses are presented in <Table 6>.

Adaptive selling tactics have positive effect on hedonic and utilitarian shopping value, and shopping value has a positive effect on salesperson relationship commitment. In addition, between salesperson relationship commitment and consumer product satisfaction has a positive relationship. That is, all hypotheses 1.2.3.4.5 were supported.

VI. Conclusion

1. Discussion and Implication

This study is conducted on consumers who have experienced purchasing products of SMEs in the Busan and Kyungnam area. As with any other business, contact with customers is very important in sales. This is because the contact with the customer determines the consumer's satisfaction and maintains a continued relationship with the customer. Many previous studies found that adaptive selling behavior influences on satisfaction and willingness of customers' re-use intention. However, there is no research which focuses on SMEs' product. The purpose of this study is to present the theoretical foundation and strategic implications for sales promotion of SMEs' products by verifying the relationship with adaptive selling tactics, shopping value,

salesperson relationship commitment, and customer product satisfaction. The theoretical implications of this study are as follows.

First, through the analysis of the research results, it was found that the salesperson's adaptive selling tactics positively influenced consumers' perception of shopping value. Especially, the salesperson adaptive selling tactics have more influence on the hedonic shopping value than the utilitarian shopping value of consumers. This implies that emotional aspects influence hedonic shopping value (Jones et al., 2006). Second, quantitative measurement of qualitative variables such as adaptive selling tactics can be conceived as confirming that adaptive sales behavior is an important variable in salesperson and consumer bonding and product satisfaction. Third, The purpose of this study is to elucidate the differential effects of two variables on salesperson commitment by dividing the shopping value of consumers into utilitarian value and hedonic value. Based on this study, it is anticipated that follow - up studies will be developed with a more detailed viewpoint on marketing that affects the commitment of consumers and salespeople. Lastly, commitment leads to a constant aspiration to maintain a valuable relationship with the other (Moorman et al.1992). The positive relationship with the salesperson had a positive effect on the satisfaction of the SME product. This shows that the role of the salesperson is important when evaluating the satisfaction of the product. Currently, many consumers buy products online or home shopping. However,

consumers who purchase products at off-line stores tend to enjoy the ASB of salespeople and are more likely to purchase products. In particular, the products of SME, which are not well known to consumers, were found to be an important variable for the ASB of salespeople. In addition, strong ties between salespeople and consumers lead to product satisfaction. Therefore, although advertising through SNS, which is recently emphasized, is important, ASB through salesperson is needed depending on the product or the company's recognition.

The implications of these findings are as follows.

First, this study was conducted on consumers who purchased SME products with the help of salespeople in the store. Most of the previous studies deal with purchasing large corporation products with large brand names. These previous studies have limitations in providing a broad understanding of the role of the salesperson because customers are more likely to depend on product name value, not on a salesperson. According to this study, the salesperson's role has a positive effect on the consumer's product satisfaction, which indicates that the existing salesperson's adaptive selling tactics should be expanded in more diverse products and environments.

Second, in an increasingly competitive sales environment, it can be suggested that the salesperson's adaptive selling tactics are an important variable affecting the consumer's shopping value.

Third, the salesperson needs different

approaches depending on the consumer's shopping value. Consumers' hedonic and utilitarian shopping values all have a positive effect on the salesperson relationship commitment. However, in contrast to the relation between adaptive selling tactics and shopping value, consumers who have the utilitarian shopping value tend to show greater bonds with the salesperson than consumers who have the hedonic shopping value. This means, when a consumer purchases a product, the adaptive selling tactics are more influenced if a customer has no clear purpose to purchase, however, a consumer with the utilitarian value is higher in the binding force with the salesperson. In other words, consumers who purchase products according to their purpose showed higher trust in the salesperson than consumers who made impulsive purchasing. This result supports the previous research findings that the quality of a product or service is the basis for instilling confidence in the other (Mittra, 2016). Porter et al. (2003) found that there was a significant positive effect between adaptive sales and salesperson performance with 168 salespeople.

Lastly, various strategies are being tried to improve the performance in the sales service industry, where customer needs are diversified and competition is intensifying. The adaptive selling tactics of the salesperson should be encouraged to increase sales performance. To do this, we need to provide a lot of data that can promote adaptive selling at the company level (Weitz, 1990). In order to generate more

performance in a competitive market environment, it is necessary to continuously strive to increase contact between the salesperson and the consumer in order to improve the quality of the relationship. The interaction between salespersons and consumers is inevitable. Their relationship builds not only on intimacy between salespersons and customers, but also on long-term orientation between firms and customers(Suh, Hur, 2019).

2. Limitation and Future Research

The limitations of this study are as follows. First, the scope of the study was limited. In terms of the selection sample, it was targeted to consumers who purchased SME products, but it was difficult to limit the scope of "SME products". Also, specialty products, shopping products, convenience products, and unsought products can be divided into the product category called consumer goods. Depending on the product, the consumer's interest in purchasing is different, so it is difficult to apply the adaptive selling tactics to all sales. Second, it is difficult to generalize the research results to all sales service businesses because the questionnaires were conducted mainly in Gyeongnam and Busan regions. Given the general nature of the consumer, the 278 questionnaires can be considered to have a sample population that is representative of the consumer as gender, age, and level of consumption. However, for the sake of more

accurate and valuable results, future studies will have to expand the survey area nationwide. In addition, monthly spending will be more accurate if we divide into the purchase of SMEs' products and the purchase of large enterprises Third, we did not apply variables that affect adaptive selling tactics and shopping value. The variables that affect the consumer's shopping value are likely to be different depending on other contextual and environmental variables. In future research, it is necessary to conduct deeper verification studies on the salesperson's adaptive selling tactics by inputting variables such as emotional labor, product attachment, etc. Also, now that various distribution channels are emerging, it is necessary to study the effect of adaptive selling tactics an not only offline store but also online sales. Lastly, consumers of SMEs may not have enough information about the products they want to buy, but in recent years, it is also true that there is plenty of information using the Internet or SNS. In future research, it will be possible to obtain more interesting results by studying the information on products as control variables in both SMEs and large corporations.

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Abstract

판매원의 적응적 판매전략이 쇼핑가치, 관계 결속, 및 제품 만족도에 미치는 영향
- 중소기업 제품을 중심으로 -

김재훈* · 신종국**

과거에는 대기업과 중소기업의 제품 간에는 품질뿐만 아니라 제품 구매 후 제품 서비스에도 큰 차이가 났다. 이러한 요소들은 많은 소비자들이 제품을 구매할 때, 브랜드 가치를 고려하는 주된 이유였다. 그러나 시간이 지남에 따라 대기업과 중소기업 간의 기술력 및 서비스의 차이가 많이 줄어들면서, 브랜드 자체보다는 누가 소비자의 욕구를 충족시키는 가치를 선점하는지에 따라 경쟁 우위가 바뀌었다. 이에 따라 소비자를 만족시킬 수 있는 다양한 전략이 연구되고 있으며, 최근까지 연구자들이 판매 행동과 관련하여 다루었던 주요 개념은 적응 판매이다.

본 연구의 목적은 판매원의 적응적 판매 전략이 중소기업 제품을 구매하는 소비자들에게 미치는 영향에 대해 규명하고자 하였다. 특히, 판매원의 적응적 판매 전략이 소비자의 쇼핑 가치, 판매원과의 결속 및 소비자 제품 만족도에 미치는 영향을 파악하였다. 연구대상은 판매원을 통해 중소기업 제품 구매 경험이 있는 경남지역 소비자를 대상으로 설문 조사를 실시하였으며, 분석도구로는 SPSS 21.0을 사용하였으며, AMOS 21.0을 사용하여 구조 방정식 모형 분석을 하였다. 연구에 대한 실증 분석 결과 첫째, 판매원의 역할은 소비자의 쇼핑가치, 소비자와의 관계 결속과 제품 만족도에 긍정적인 영향을 미치는 것으로 나타났다. 둘째, 판매원의 적응적 판매 전략은 소비자의 쇼핑 가치에 영향을 미치는 중요한 변수라고 제안 할 수 있으며, 또한, 판매원의 적응적 판매 전략은 실용적 쇼핑 가치가있는 소비자보다 쾌락적 쇼핑 가치가있는 소비자에 더 강한 긍정적인 영향을 미치는 것으로 나타났다. 마지막으로, 판매원과 소비자의 결속은 소비자의 제품 만족에 있어 중요한 역할을 하는 것으로 나타났다. 본 연구는 판매원의 적응적 판매 전략의 효과를 알아봄으로써, 온라인과 비대면 마케팅이 점차 강조되고 있는 현재의 시장 환경에서, 기업들에게 판매원의 중요성과 판매원을 통한 효율적인 마케팅 접근법을 제시하고, 이를 통한 실무적인 시사점을 제공하는 점에서 그 의의를 가진다.

핵심주제어: 적응적 판매 전략, 쾌락적 쇼핑 가치, 실용적 쇼핑 가치, 관계 결속, 제품 만족

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