

ADAPTIVE SELLING AND CUSTOMER BUYING BEHAVIOR OF TELECOMMUNICATION FIRMS IN RIVERS STATE

D. C. Igani (Ph.D), Ohalete, Stella Chiaka & Onajite Agafure
Department of Marketing, Ignatius Ajuru university of Education, Port Harcourt,
Rivers State, Nigeria

dukoye.igani@iaue.edu.ng, ohaeristella@rocketmail.com

ABSTRACT

This study investigated adaptive selling and customer buying behavior of telecommunication firms in Rivers State. The main objectives of the study was to find out the relationship between adaptive selling and customer buying behavior of telecommunication Rivers State. For this study, the population chosen was 100 which includes sales managers, supervisors of telecommunication firms in Rivers State. The research design used was correlational statistics. The data was analyzed with the use of Spearman Rank Order Coefficient (ρ), in testing the hypothesis, supplemented with the use of SPSS version 21.0. The findings revealed a significant positive relationship between product quality and customer loyalty/customer intention. Recommendation was that the telecommunication firms should staff the stand with personnel that can best achieve the objectives set. And to attract a customer, telecommunication firms should have good promotional programs that will aim at awakening and stimulating customer demand for the products or the services.

Keywords: *Adaptive selling, customer buying behavior, product quality*

INTRODUCTION

Typically, a firm's sales unit comprises a sales manager who is overseeing a group of salespersons. As the firm's sales unit is responsible for generating a specific amount of revenue, the sales manager and the group of salespersons are accountable to meet the agreed upon sales quota. While the contribution of the firm's sales unit is revenue and profit for the firm, there is a significant cost associated in maintaining a sales unit. The cost involves hiring, managing, and compensating the sales force. On an increasingly trend, the cost of maintaining a sales unit is escalating. However, performance and effectiveness of sales force are still far from satisfactory (Accenture, 2012). Generally, a salesperson is employed as a marketing agent to be involved in personal selling as well as to strategies the firm's marketing activities. The involvement of these salespersons are more effective than any other promotional mix as this is due to the human interactions between the three parties namely, the firms, external customers, and the targeted customers (Zoltners, Sinha, & Lorimer, 2009). Hughes (2013) stated that the "pull" effects of a firm's product depends heavily on advertising whereas the "push" efforts is via the promotional and selling a product's values to the targeted customers. Zoltners et al. (2009) stated that a firm salesperson has to play several roles. Firstly, they are the firm's financial contributors. A firm's financial success is largely dependent on the effectiveness of the salespersons in generating revenue and profits. Second, salespersons are the change agent in generating the customers' purchasing decision via their convincing power in closing the sales. Third, salespersons play the dual advocacy role of boundary spanner by matching and satisfying both the internal firm's supply and the external customer's demands (Stan, Evans, Arnold, & McAmis, 2012).

Research Questions

For the purpose of this research sorts to find answers to the following questions:

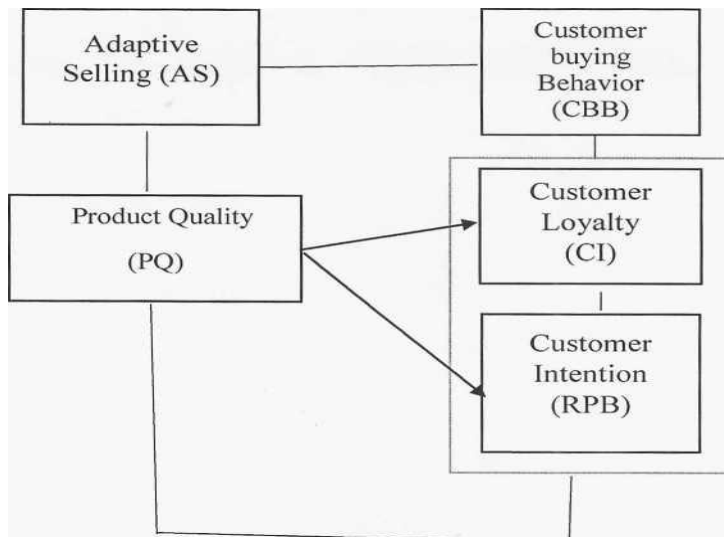
- i. What is the relationship between product quality and customer loyalty of telecommunication firm in Rivers State?
- ii. what is the relationship between product quality and customer intention of

telecommunication firms in Rivers State?

Research Hypothesis

The following null hypothesis are as follows:

- There is no significant relationship between product quality and customer loyalty of telecommunication firms in Rivers State.
- There is no significant relationship between product quality and customer intention of telecommunication firms in Rivers State.



Conceptual/Operational Framework

Figure 1:1 *Conceptual Framework of Adaptive selling and customer buying behavior of telecommunication firms in Rivers State.*

Source: Cropanzano and Mitchell (2005)

Literature Review

Concepts of Adaptive Selling

Today the world becomes more complex and the risk in purchasing is high. Point-of-purchase in decisions play a major role in influencing customer's in the final stages of decision making, as then customers will make final decisions or change brands (Varley & Rafiq, 2004). As a general rule, goods that are new and different technically complex or expensive requires more personal selling effort. It is where salesperson enthusiastically presents products to customers, showing its positive attributes that will sway their attitudinal and subjective norms thus resulting to consumer buying intention. When it comes to building relationships with customers, salespeople are vital front line players honestly connected to the revenue-generation capabilities of almost all commercial enterprises (Verbeke et al, 2004).

Weitz (1978,1979, and 1981) had broadly studied on the selling behaviors. The most significant contributor of the effectiveness of sales comes from salesperson adaptiveness when the selling takes place (Wren & Simpson, 1996). The concept of applying adaptiveness in selling behaviors is known as adaptive selling behavior (or ASB). Sujan (1986) explained the changing of selling behaviors during a customer interaction based upon perceived information about the selling situations is known as adaptive selling behavior. Engaging in adaptive selling behavior enables the salespersons to take advantage of the unique nature of personal selling interactions as a means of

communicating the customized message to the customers. The effectiveness of a salesperson's adaptive nature in the personal selling process hinges on the salespersons' ability to be sensitive to the buyers' personalities and moods, and be responsive to the dynamics of the information exchange during the interaction. A salesperson with high selling adaptability is capable of adjusting his or her selling behaviors when interacting with the customers (Spiro & Weitz, 1990). As engaging in adaptive selling behavior has been found to have a positive impact on a salesperson's performance (Singh & Das, 2013), research into what drives a salesperson to engage in adaptive selling behavior warrants further investigation

Product Quality

Product quality is one of the decisive factors which have a certain impact on consumers' purchase, therefore several quality labels have been introduced to guarantee the quality and the originality of products. Furthermore, consumers can easily distinguish high quality products and make better decisions related to their purchase. The product quality of many new food products is not certain before purchase and consumers are able to assess it only after the consumption of such products. Nevertheless, in case of other products, such as jewelry or medicine, this quality remains uncertain even after the purchase because consumers are not able to assess it (Palma et al, 2016). Moreover, quality can be described through the packaging and services, which means that better packaging and services may lead to the perception of high quality. Other authors, among whom are Lewis, Grebitus and Nayga (2016), classify attributes of quality according to search, experience and the so called credence attributes. The difference between customers' expectation regarding service and the received services is service quality (Ueltschi & Krampf, (2001) Zeithaml & Parasuraman, (2004). Zeithaml, Berry and Parasuraman (1988) stated that service quality is the consumer's assessment of the overall excellence or superiority of the service. They identified four unique characteristics of service quality such as intangibility, inseparability of production and consumption, heterogeneity and perishability. We consider the quality of products and services to be one of the most important factors when it comes to building up a strong brand and a positive corporate image.

Concepts of Customer Buying Behavior

Broad bridge and Morgan (2007) studied consumer buying behavior and perception toward retail and brand baby products. A mixed method (qualitative and quantitative) research techniques was adopted in this study. In this study, consumer perceptions and buying behavior of cosmetics purchasers. The primary research results shown that consumers need to feel confident in the product in terms of quality, productivity and packaging.

Hysen and Mensur (2008) conducted a study on consumer buying behavior on dairy products in Kosovo. This study was a survey, and 304 respondents interviewed 677 super markets and 397 mini-stores. Consumer perception of dairy products has been evaluated using the various variables, ie habits, trust, price, quality, packaging, consumer age, product origin, type archive, brand and consumer plan great impact on the purchase of dairy products. In another development, Prathiraja and Ariyawardana (2003) have studied the influence of labeling food products on consumer behavior. This observe has proven that consumers use nutrients labeling while making purchasing choices, and has been proven to be related to health recognition. Maximum respondents said they had been willing to pay more for food data on food.

Haque, Khatibi, and Rahman (2009) studied the factors influencing patron shopping for behavior of piracy effect to Malaysian used a dependent questionnaire to elicit records from respondents. It changed into determined that those elements ought to have an impact on customers' perception on piracy thereby showing off the established variable. It have become proven that social have an effect on would encompass susceptibility, this means that a person may buy a pirated product sincerely due to the truth his/her friend or family individuals sold the product and added it to them.

Customer Loyalty

Social psychologists have determined that the processes, perceptions, judgments, and attributions that customers typically use to evaluate services are likely to be influenced by the degree of personalization or the type of relationship between the parties involved (Goodwin & Gremler, 1996). For example, interviews with both customers and service providers suggest that customer loyalty influences how quality is defined and what type of service delivery is preferred and appropriate. In service exchanges, loyal customers are likely to perceive their relationship with the service provider differently than those who are first-time or very infrequent patrons. Exchange relationships may range from purely economic and transactional in nature to more social, relational or communal (Blau, 1964; Clark & Mills, 1993; Rousseau & Parks, 1993). We believe relationships between loyal customers and service providers are more characteristic of social exchange and loyal customers are more likely to perceive their "psychological" contract with the service provider as relational since trust, loyalty and commitment form the basis for these relationships (Konovsky Fall 2004 Pugh, 1994; Rousseau & Parks, 1993). With a more relational, as opposed to resource-based motive for justice (Tyler, 1994), loyal customers are likely to place greater emphasis on procedural fairness than non-loyal customers since it is more personal and reflects respect for the relationship. The three relational concerns identified originally by Tyler (1989) and supported in subsequent research (Tyler, 1994; Tyler, Degoey & Smith, 1996) include:

- 1) Standing or status, which refers specifically to politeness and respect for dignity.
- 2) The neutrality of the decision.
- 3) Trust in those third parties to treat people fairly and reasonably.

The intangible or symbolic outcomes of respect and concern that are exhibited with procedural justice may reflect ends in themselves (Folger & Konovsky, 1989) for loyal customers. On the other hand, customers with lower levels of loyalty should

be less interested in the fairness of procedures and interpersonal treatment that form the basis for a longer-term relationship, particularly after experiencing a service failure early in the exchange.

Customers who have not developed loyalty to the service provider are more likely to perceive their exchange relationship as more short-term, purely economic with lower expectations for fairness beyond the one-time encounter. Past research (see Goodwin and Gremler (1996) for a review) has shown that non-loyal customers are more influenced by convenience and cost than loyal customers. We believe resource-based models of justice (Tyler, 1994) are more applicable to non-loyal or new customers experiencing a service failure. Those less loyal to the service provider are more likely to be concerned with a fair economic and tangible transaction (e.g., refund, credit, exchange) in the management of service recovery and less concerned about the relational, social elements. In contrast to procedural fairness, a fair outcome is the "typical metric" for judging fairness transactions in economic exchange relationships (Konovsky & Pugh, 1994). More loyal customers may overlook a single outcome or be willing to forgive what they perceive as an aberrant failure as long as the relational aspects support fairness over time in the exchange (Tyler, 1989). However, less loyal customers are likely to be more concerned with the distributive, rather than the procedural fairness in service recovery management.

Customer loyalty is most often considered an asset given its link to profitability and other general benefits. Customers in a closer relationship with the service provider have a higher volume of business (Reichheld & Sasser, 1990) are less price sensitive (Reichheld, 1996) and report that they are less likely to consider alternatives or shop for lower prices (Goodwin & Gremler, 1996). It seems logical therefore that customer loyalty would temper negative reactions and consequences of service failure. The assimilation effect (Brockner, Tyler & Cooper-Schneider, 1992) should lead customers to react in a way that is consistent with prior attitudes and in the event of a service

failure, give the company the benefit of the doubt. A similar link between agency-client relational bonds and judgments of quality has been proposed (Halinen, 1996) in professional services. Although the findings are quite mixed, there is some evidence to support this relationship. For example, Miller, et al. (2000) found that customer pre-failure loyalty had a positive effect on subsequent perceptions of the problem being solved to his or her satisfaction. Similarly, Tax et al. (1998) found that prior positive experiences with service firms mitigate the negative impact of poor complaint handling on subsequent levels of customer commitment. The successful experiences tend to counterbalance a failure (Boulding, Kalra, Staelin, & Zeithaml, 1993) for loyal customers. However, there is also evidence to suggest that customer loyalty may act as a liability in the context of service failures and we believe there are compelling arguments and evidence (Brockner et al., 1992; Tax & Brown, 1998) to support this interactive pattern. As proposed earlier, those who are loyal customers are more likely to value the relationship and perceive it as social, with the expectation of being treated fairly in interactions with the other party. These customers expect better or preferential treatment in exchange for their contributions such as continuous, loyal business (Seiders & Berry, 1998) in order to maintain equity in the relationship (Kelley & Davis, 1994). When they believe they have been treated unfairly, they are likely to react more negatively than those with less invested (Brockner, et al., 1992) prior to the service failure. In other words, the most damage will occur when expectations for service recovery are high but recovery is poorly managed (Tax et al., 1998). We therefore predict that while well-managed failures may have the most positive influence on loyal customers, the poorly managed failures experienced by loyal customers will lead to the most significant detriment in reactions.

Customer intention

Customer intention is the preference of consumer to buy the product or service. In another words, customer intention has another aspect that the consumer will purchase a product after evaluation. Many factors affect the consumer's intention while selecting the product and the ultimate decision depends on consumers' intention with large external factors (Keller, 2001). Decision making about purchase is affected by the group in selection procedure of a brand for known products. The selection of a brand based on group cohesiveness of the brand (Witt & Bruce, 1972). The information about the brand have been used by the other group members also affect the decision to skip the existing brand and to move on to the purchase those brand that is using by other group members (Witt, 1969). So the great orientation to consumer's members impact to other members to buy particular brand used by the other group members (Moschis, 1976). Many factors intended to customer intention which is customer knowledge, perception of consumers, product packaging or design and celebrity endorsement etc. The study conducted by Satish and Peter (2004) explains that knowledge about the product by the consumer plays an integral role during product purchase decision. Other studies like Rao and Monroe (1988) argued that knowledge of the product is the main factor in product purchasing decision. Product packaging in which one thought is simple outlook and second thought is to prepare attractive packaging. These factors are also very important and have influenced on consumer purchase intention (Ann, 2008). Another research of Fung et al., (2004) revealed that consumer's feelings attached with design and packaging. Moreover, in company's point of view packaging or design build the good will of company and it also shows the quality of the product (Dileep, 2006). Many authors have great importance of celebrity endorsement. But the main point, it should be relevant to the product with reasonable logic about the product (David & Benedikte, 2004). Another factor of purchase intention is the perceived value which implies the relationship with product and consumers (Payneand Holt, 2001). It is ultimate conclusion that higher the perceived value resulting higher the intention of purchase (Tung et al. 1994). Perceived value of the product has different dimensions that are tangible and intangible (Snoj et al. 2004). James, (2002) elaborates that the higher perceived value enhancement to purchase decision. However, on the basis of knowledge of

product, consumers assess the product and make decision (Nah Hong, 2007). According to the Tun Zong et al. (1994) that purchase intention has positive affect with perceived value.

Theoretical Review

Social Exchange Theory

Social Exchange Theory a predecessor to Berry's relationship marketing theory is social exchange theory. Homans (1961), defined social media exchange theory as the exchange of tangible or intangible transaction between two or more parties that has both a cost and a reward. According to Homans, the transaction usually involves either or both parties trying to obtain a reward that is of superior value to them when compared to the costs that are involved. Blau (1964) defined social exchange as voluntary actions of the involved parties that are motivated by the rewards that the parties will received. Blau's definition focuses on individual willingly incurring a cost with the expectation of receiving a reward when the reward that the party receives produces either profit or at least equity. According to Blau, the rewards received in a social exchange can be either intrinsic (e.g., love) or extrinsic (e.g., helping others).

Furthermore, one party's dependence on the other is what prompt the transaction (Blau, 1964). 13 Oliver and Swan (1989) argued that the fundamental drivers of social exchange interaction is justice and fairness because, in social exchange, the party's motivation is to obtain some valued reward although something of value is forfeited. In social exchanges, people seek to maximize rewards, minimize costs, and attain the greatest profit. Redmond (2015) posited that social exchange theory involves four elements: (a) Parties aim to attain a valued reward, (b) One party must forfeit something of value, (c) Parties seek profit in the exchanges, Chou and Hsu (2016) asserted that social exchange theory involved social interaction where two parties exchange a reward that is needed by the other person. According to Surma (2016), social exchange theory explains the development and management of interpersonal relationships and suggests that the goal of the exchange is to increase the benefit while reducing the cost.

Empirical

Da Silva and Friberg, (2017) examined the influence of networking towards business internationalization within the adaptive selling context. This study aims to extend literature within the field and deliver vital insight on the significance of adaptive selling involvement for business development and networking. Using relevant secondary data, this research paper combines essential literature to support its purpose and validate its findings. Findings indicated that trade shows' activities, plays an imperative role towards building networking channels for all its accomplices and facilitates internationalization. Additionally, the findings provide practical managerial implications that will assist trade shows' attendees and organizers in better understanding the importance of trade shows as a crucial context on which networks are built and maintained.

Karabul, (2009) in a study examined the relationship between adaptive selling and consumer purchase decision of Turkish companies which partake in the 2nd Turkish Products Trade Show in Iran and effects of this trade show on development activities of these companies in Iran. Istanbul Chamber of Commerce is the biggest chamber in Turkey with 350000 member companies. It organized a tradeshow among 7th and 10th of December 2013 in Iran for its members to smooth the progress of meeting with Iranians customers and making export agreements. This tradeshow could be a tool for Turkish companies to explore and enter both Iran and African markets. The author conducted a study on these 134 companies which participated in this trade show. The data collection method was the use of questionnaire that was filled out by the owners of companies that participated in this tradeshow. 61% of the questionnaires were answered. Exploratory research method was used in this study. Frequency distribution analysis and crosstab analyses were applied to the data. The study concluded that in participating in trade show requires

planning, dedication, and long term commitment. It is not one-time activity; it has to be consistent and requires additional follow-up activities. Trade shows offer opportunities to explore industries, innovations, competitors, potential customers, partners, and suppliers.

METHODOLOGY

Population of the study

For this study, the population comprised of 4 telecommunications firms 100 which includes sales managers, supervisors of telecommunication firms in rivers state.

Sample/sampling techniques

The study comprised of 4 telecommunication firms in rivers state, therefore, is a census study.

Study variables

Study variables is ht3e consumers of telecommunication firms, which are the customer, as such it is a macro study.

The research design used was Spearman Rank Correlation Coefficient (r). The data was analyzed using SPSS version 21.0 AMOS version 24. This design is considered appropriate because its focus was on people and their belief, opinion, attitude, motivation and behaviour (Osuala, 1992; Eboh, 2009). The purpose of survey research involved collection of data, discovering meaning in the data collected, so that facts and events could be better explained, interpreted and understood (Ezejelue, Ogwo&Nkamnebe 2008). It equally consists of gathering data from usually a large number of respondents, who themselves constitute a sample.

Research instrument

The major instrument for data collection was a well-structured questionnaire. A five- point Likert-type scale anchored by: Strongly Disagree [SD](1), Disagree [D](2), Agree [A](3), Agree fairly strongly(4) and Strongly Agree [SA](5) was used to represent the measurement items and to express the degree of agreement with the items or otherwise.

Method of Data Analysis

The hypothesis was tested statistically in this section using T-test associated to regression, Partial correlation, and ANOVA. The result of the statistical testing was used to either accept or reject the null hypothesis formulated at 0.05 level of significance.

Ho 1: product quality has no significant relationship with customer loyalty.

Table 1: T-test associated with simple regression on the relationship between product quality and customer loyalty.

Unstandardized coefficients

standardized
Coefficients

Model	B	Std. error	Beta	T	Sig
1 product quality	2.537	2.053		6.401	.000
Customer loyalty	.543	.020	.432	7.132	.000

Table 1 revealed that product quality is significantly related to customer loyalty by 0.432. The t-test value 7.132 associated with linear regression was statistically significant at 0.000 when subjected to 0.05 alpha level of significance. By implication, the null hypothesis was rejected. Therefore, product quality has a significant effect on customer loyalty.

Ho2: Product quality has no significant relationship with customer intention.

Table2: T-test associated with simple Regression on the relationship between Product quality and customer intention.

Unstandardized coefficients

standardized

Model	Coefficients				
	B	Std. error	Beta	T	Sig
I product quality	2.537	1.033		5.401	.000
Customer loyalty	.443	.010	.232	9.132	.000

Table 2 revealed that product quality has a significant relationship with customer intention by 0.232. The t-test value 9.132 associated with linear regression was statistically significant at 0.000 when subjected to 0.05 alpha level of significance. By implication, the null hypothesis was rejected. Therefore, product quality has a significant effect on customer intention.

Discussion of Findings and Implications

Product quality and customer loyalty/customer intention.

The findings revealed a significant positive relationship between Product quality and customer loyalty/customer intention. This was validated due to the fact that telecommunication firms distinguished themselves apart from the rest when it comes to delivery of quality and reliable products. Karabul, (2009) in a study examined the relationship between adaptive selling and consumer purchase decision of Turkish companies acting as a moderating variable. The findings of the study revealed that product quality has positive effect on customer loyalty and customer intention. Also, product quality moderated the relationship between customer loyalty and customer intention positively. The results generated through structural equation modeling showed that perceived adaptive selling had significant positive effect on customer buying behavior of telecommunication firms in Rivers State.

CONCLUSION AND RECOMMENDATIONS

Based on the findings from the foregoing analysis, the following are the conclusion arrived at:

Adaptive selling recognizes that no single sales approach is applicable to all situations. Sales practitioners and researchers have recognized that "one-size-fits- all" selling strategies may not be appropriate for all customers. There is increasing evidence that the degree to which salespeople practice adaptive selling positively affects their performance. In modern markets, supply usually exceeds demand, resulting in the need to adopt a marketing orientation in which companies make what they can sell, not sell what they can make.

The study has filled the gap in literature by providing the knowledge base that when adaptive marketing is improved for telecommunication firms; it increases customer loyalty. Also, the research has proven that adaptive marketing can increase customer intention of purchasing the products Furthermore, we recommend that the telecommunication firms should staff the stand with personnel that can best achieve the objectives set. To attract a customer, telecommunication firms should have good promotional programs that will aim at awakening and stimulating customer demand for the product or the service.

REFERENCES

- Accenture. (2012). Connecting the dots on sales performance. Retrieved from <http://www.accenture.com/us-en/Pages/insight-connecting-dots-sales-performance>.
- Ahasanul Haque, Khatibi, A., & Rahman, S. (2009). Factors influencing buying behavior of piracy products and its impact to Malaysian market. *International Review of Business Research Papers* 5 (2), 383-401.
- Akshay R Rao, A. R., & Monroe, K. B. (1988). The moderating effect of prior knowledge on cue utilization in product evaluations. *Journal of consumer research* 15 (2), 253-264.

- Ariyawardana, A. (2003). Sources of competitive advantage and firm performance: The case of Sri Lankan value-added tea producers. *Asia Pacific Journal of Management* 20, 73-90.
- Berry, L. L., Parasuraman, A., & Zeithaml V. A. (1988). *Business horizons* 31 (5), 35- 43.
- Blau, P. M. (1968). Social exchange. *International encyclopedia of the social sciences* 7 (4), 452-457.
- Blau, P. M. (1964). Justice in social exchange. *Sociological inquiry* 34 (2), 193-206.
- Clark, D., & Mills, S. (1993). A rational approach to the design of wastewater-fed fishponds. *Water Research* 27 (12), 1797-1799.
- Da Silva, T., & Friberg, A. (2017). Importance of Trade Shows for International Expansion-A Network Approach
- Dileep, K. M. (2006). Role of packaging in marketing product and organization.
- Folger, R., & Konovsky, M. A. (1989). Effects of procedural and distributive justice on reactions to pay raise decisions. *Academy of Management journal* 32 (1), 115- BO.
- Friberg, T. D. S. (2009). A literature review of the field of social media in retail. Effect of pacifier use on exclusive and any breastfeeding: a meta-analysis.
- Goodwin, C., & Gremler, D. D. (1996). - Advances in .. JAI Press Inc. Friendship over the counter: how social aspects of service encounters influence consumer service loyalty
- Gremler, D. D., & Brown, S. W. (1996). Service loyalty: its nature, importance, and implications. *Advancing service quality: A global perspective* 5 (1), 171-181.
- Haque, A., & Rahman, S. (2009). Factors influencing buying behavior of piracy products and its impact to Malaysian market. *International Review of Business Research Papers* 5 (2), 383-401.
- Homans, G. C. (1961). The humanities and the social sciences. *American Behavioral Scientist* 4 (8), 3-6.
- Hughes, D.E. (2013). This ad's for you: The indirect effect of advertising perceptions on salesperson effort and performance. *Journal of the Academy of Marketing Science*, 41(1), 1—18.
- Joel Brockner, J. (1992). Managing the effects of layoffs on survivors. *California Management Review* 34 (2), 9-28.
- Karabel, J. (2009). Die Auserwählten. Die verborgene Geschichte der Zulassung und Exklusion in Harvard, Yale und Princeton. *Inklusion und Exklusion: Analysen zur Sozialstruktur und sozialen Ungleichheit*, 45-69.

- Keller, K. L. (2012). Understanding the richness of brand relationships: Research dialogue on brands as intentional agents. *Journal of Consumer Psychology* 22 (2), 186-190,
- Lewis, K. E., Grebitus, C., & Nayga Jr. R. (2016). The impact of brand and attention on consumers' willingness to pay: Evidence from an eye tracking experiment. *Canadian Journal of Agricultural Economics/Revue canadienne d'agroeconomie* 64 (4), 753-777.
- Mara, D. D., Edwards, P., Clark, D., & Mills, S. W. (1993). Rational approach to the design of wastewater-fed fishponds. *Water Research* 27 (12), 1797-1799.
- Moller, K. (2000). Relationship marketing theory: its roots and direction. *Journal of marketing management* 16 (1-3), 29-54.
- Nah, F., & Hong, W. (2007). An examination of online product comparison service: fit between product type and disposition style. *Human-Computer Interaction. HCI Applications and Services: 12th International Conference, HCI International 2007, Beijing, China, July 22-27, 2007, Proceedings, Part IV* 12, 90-94.
- Nayga Jr, R. M. (2016). Consumers' preferences and attitudes toward local food products. *Journal of food products marketing* 22 (1), 19-42.
- Oliver, R. L., & Swan, J. E. (1989). Equity and disconfirmation perceptions as influences on merchant and product satisfaction. *Journal of consumer research* 16 (3), 372-383.
- Osuala, K. O. (1992). The managerial roles of academic library directors in Nigeria: applying the Mintzberg model. Texas Woman's University.
- Palma, D., Ortuzar, J. D., Rizzi, L. I., Guevara, C. A., Casaubon, G., & Ma, H. (2016). Modelling choice when price is a cue for quality: a case study with Chinese consumers. *Journal of Choice Modelling* 19, 24-39.
- Pugh, A. J., (1994). Selling compromise: Toys, motherhood, and the cultural deal. *Gender & society* 19(6), 729-749.
- Redmond, W. (2015). The provisioning of inequality. *Journal of Economic Issues* 49 (2), 527-534.
- Robert E Witt, R. E. (1969). Informal social group influence on consumer brand choice. *Journal of Marketing Research* 6 (4), 473-476.
- Rousseau, D. M., & Parks, J. M. (1993). The contracts of individuals and organizations. *Research in organizational behavior* 15, 1-1.
- Singh, R., & Das, G. (2013). The impact of job satisfaction, adaptive selling behaviors and customer orientation on salesperson's performance: exploring the moderating role of selling experience. *Journal of business & industrial marketing* 28 (7), 554-564.
- Spiro, R. L., & Weitz, B. A. (1990). Adaptive selling: Conceptualization, measurement, and nomological validity. *Journal of marketing Research* 27 (1), 61-69.

- Stan, S., Evans, K.R., Arnold, T.J., & McAmis, G.T. (2012). The moderating influence of organizational support on the development of salesperson job performance: Can an organization provide too much support? *Journal of Personal Selling & Sales Management*, 32(4), 405-419.
- Tax, S. S. (1998). Customer evaluations of service complaint experiences: implications for relationship marketing. *Journal of marketing* 62 (2), 60-76.
- Tyler, K. (1996). Exchange relationships in financial services: marketing equities to institutions. *International Journal of Bank Marketing* 14 (2), 50-63.
- Tyler, T. R., (1994). Psychological models of the justice motive: Antecedents of distributive and procedural justice. *Journal of personality and social psychology* 67 (5), 850.
- Valarie A Zeithaml, V. A., & A Parasuraman, A. (2004). *Service quality*. Cambridge, MA.
- Verbeke, W., Belschak, F., and Bagozzi, R. P. (2004). The adaptive consequences of pride in personal selling. *Journal of the Academy of Marketing Science*. 32(4), 386-402.
- Weitz, B. A. (1978). Relationship between salesperson performance and understanding of customer decision making. *Journal of Marketing Research* 15 (4), 501-516.
- Weitz, B. A. (1979). Adaptive selling: Conceptualization, measurement, and nomological validity. *Journal of marketing Research* 27 (1), 61-69.
- Weitz, B. A. (1981). Effectiveness in sales interactions: a contingency framework. *Journal of Marketing* 45 (1), 85-103.
- Wren, B. M., & Simpson, J. T. (1996). A dyadic model of relationships in organizational buying: a synthesis of research results. *Journal of Business & Industrial Marketing* 11 (3/4), 63-79.
- Zoltners, A.A., Sinha, P., & Lorimer, S.E. (2009). Building a winning sales force: Powerful strategies for driving high performance. AMACOM Division, American Management Association.
- Zoltners, A.A., Sinha, P., & Lorimer, S.E. (2009). Building a winning sales force: Powerful strategies for driving high performance. AMACOM Division, American Management Association.
- Zong, L. (1994). Structural and psychological dimensions of racism: Towards an alternative perspective. *Canadian Ethnic Studies = Etudes Ethniques au Canada* 26 (3), 122.