

Combined Effect of Antecedents on Adaptive Selling Behavior in Building Consumer's Confidence: A Social Cognitive Theory Perspective

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Abstract

The establish association between Adaptive selling (AS) as the dependent variable and its antecedents: Adaptive Selling Behavior (ASB), Adaptive Selling Confidence (ASC), Salespersons Intrinsic Motivation (IM), Role Ambiguity (RA); as independent variables. An adaptive selling approach helps the salespersons to provide better service to every customer. Non-probability convenience sampling technique is used for data collection employing 5-point Likert scale close-ended questionnaire. Results revealed that the impact of adaptive selling to ASB, ASC and IM are significant as well as positively correlated. Moreover, ASC and ASB increase with IM, while the salesperson's RA reduces with AS. Further, the study contributes to the marketing literature by offering empirical insights into how adaptive selling influences key consumer perceptions and the decision-making factors. For brand strategists and practitioners, the findings deliver actionable guidance on tailoring sales approaches to enhance consumer engagement, advance message credibility, and eventually drive brand loyalty and sales performance.

Keywords: Adaptive selling (AS), Adaptive Selling Behavior (ASB), Adaptive Selling Confidence (ASC), salesperson's Role Ambiguity (RA), salesperson's Intrinsic Motivation (IM).

Introduction

Personal selling is one of the communication tools used by the firms' salespersons or driving actors to attract customers towards their market offerings. These communication tactics allow the marketers to get closer to their customers by hearing them out, taking their comments, feedback and suggestions into account and to deliver customized products as per their needs and demands. To achieve a desirable consumer base, brands customized their marketing strategies which are customer centric, solution oriented and beneficial to buyers shopping preferences. Training their sales team to master themselves in selling techniques and handling of problematic clients in different selling situations makes them learn the skill of "adaptability". Adaptive selling behavior describes how salespeople change their sales approach to different situations (Inuzuka, 2021). It explains the changing pattern of sales behaviors during customer interaction or across customer interactions based on perceived information about the nature of the selling situation. This approach contrasts with standardized communication methods, such as a "one-size-fits-all" selling strategy. According to Weitz (1981) the selling process entails collection of relevant information about the existing as well as the potential customers, then to formulate an effective and efficient marketing strategy based on that information, and disseminating the advertising messages accordingly. Selling requires strong sensory skills, convincing, and good customer service. Salespeople must adapt to customer demands and build trust for customer retention. Trust can be established relatively quickly, leading to customer satisfaction and outperforming competitors. This text examines the connection between adaptive selling and behavioral responses, using direct interaction with clients as sources of sales performance (Chiou & Lee, 2023. Ivanov, 2021). Weitz (1981) developed a Contingency Model as a source, discussing the perfect selling pattern and coming up with healthy customer dealing resulting in better relationships. The Contingency Model revolved around two main facets: the first explains the distinctive "salespersons", second is to highlight the "selling situations".

Adaptive selling is defined as a step-by-step process via which salespeople collect knowledge about the point of sale and utilize this information to develop a distinct "sales presentation" to match up with customer requirements. The first level of the Contingency Model hypothesized that improving salespersons' capabilities incites profound skill of adaptive selling. Marketing scholars focus on the perceptions of

salespersons' and the customers' in order to extract the full richness of this phenomenon.

The adaptive selling scale (ADAPTS) contains five interrelated sub-dimensions: a) salesperson's recognition that varying selling techniques/approaches are required under diverse sales situations, b) The salesperson's confidence in their ability to utilize a variability of sales approaches, c) The salesperson's confidence in their ability to modify sales approach while interacting with the prospect (i.e., potential customer), d) The salesperson's collection of information about the sales situation to facilitate adaptation, e) The salesperson's application in real-world setting by using different approaches exposed to different sales situations.

Social Learning Theory

In 1960, Bandura initially presented social learning theory (SLT). With the passage of time, the theory got evolved with major psychological components and later to be known as social cognitive theory (SCT). SCT was later evolved by Albert Bandura in 1999 and suggests that learning takes place in a social context with a combination of environments, behaviors as well as personal factors. SCT is unique in that it focuses on social causation and operative both direct external and internal social reinforcement. SCT is a theory of learning that is concerned not just with behavior, but with the environment in which it occurs and the context in which the behavior happens. Within the framework of this theory, factors like attention, memory, and motivation are more important than just being able to remember one response to a specific situation. SCT has its roots in both behaviorism and cognitive psychology. It is believed that people tend to learn from role models that they identify within their environment or situation. Individuals can learn the ways to behave, respond, and even react from observing others' experiences. Various factors determine how the behavior of an individual will change when they are exposed to the desired change. These include the outcome expectancy, self-control within the individual, reinforcement, and goal setting. These are the major factors of SCT, which are quite adept at explaining how people typically change their behavior or maintain it long enough for it to be useful when they are in a state of cognitive dissonance. Furthermore, the theory can help to give people motivation and the knowledge that they can gain control over their lives to deal with demanding times. It can also help build their sense of self-worth.

Review of the Literature

Adaptive Selling, Confidence, and Behavior

The marketing world encompasses an underlying transformation through adaptive selling, as a function to determine, upgrade and assert mutually supportive ties with the customers. Adaptive selling (refer to AS hereafter) is significantly influenced by adaptive selling confidence (refer to as ASC hereafter), which subsequently leads to adaptive selling behavior (refer to ASB hereafter). Salespersons having higher confidence levels in their selling abilities further enhance their willingness to adapt their techniques, leading to more effectively tailored customer interactions. ASC is the sale agent's trust in the ability to sell the product using various selling techniques and make changes as per the customer's desire to satisfy him /her (it is in reciprocate to the adaptive selling behavior which is the original response).

Prior research highlighted that adaptive selling is significantly related to goal commitment and salesperson performance (Marks & Badovick, 2015; Charoensukmongkol & Suthatorn, 2020). Wong and Tan (2018) demonstrated that managerial practices like activity control and empowerment positively influence ASB. It is also found that improvisational behavior has a significantly positive association with AS and salesperson sales performance, further moderated product knowledge and challenge orientation. Furthermore, psychological aspects like subjective well-being and organizational identity enhance adaptive selling behavior, which further impacts the salesperson's selling creativity (Lyngdoh et al., 2018; Manzoor et al., 2022). Similarly, Kakeesh et al. (2021) examined the impact of adaptive selling on consumers by the sales selling techniques and their modifications. Shafique et al. (2022) studied the path of adaptive selling behavior with personal selling. The level of change that the sales agents adopt in ASB results in an increase in their performance. Pettijohn et al. (2005) studied the difficulties that salespersons may face in the process of personal selling. Such problems can be diminished by working diligently rather than working harder.

Research by Weitz et al. (1986) was on the effectiveness of personal selling marketing campaigns and concluded that personal selling is a dynamic process in influencing customers. Salespeople's regulatory orientations, including (promotion and prevention, significantly influence behaviors (Nguyen Thi, 2022; Solomon et al., 2022). McFarland et al. (2006) proposed that adaptive selling is a process that deals with the demands of buyers and molds sales strategies according to buyer preferences. It is also stressed about the awareness of salespersons about

understanding the goals set by managers and knowledge of the findings of researchers about adaptive selling. Moreover, prior research demonstrated that experienced salespersons performed much better with more efficiency (Franke & Park, 2006). AS is effective in various conditions such as (i) when the selling approach is difficult and the seller has many options to give an offer, (ii) when the respondents have high demand with the high level of complexity is there, last (iii) the seller customer bond is developed increasing profit margin as per the Giacobbe et al. (2006). Similarly, Suthatorn et al. (2021) provided the positive association between adaptive selling and consumer patterns of buying behavior.

From the perspective of SCT, selling involves altering sales approaches based on customer interactions and situational factors (Spiro & Weitz, 1990). The theory covers multiple facets, for example, recognizing the need for various approaches, confidence in using different techniques, and the ability to modify strategies during customer interactions. However, the association between adaptive selling and organizational characteristics is complex and non-linear, suggesting the need for more inductive research to develop detailed models. Taking the call further, understanding ADB within organizations requires advancement in terms of exploring individual traits, organizational characteristics, and customer perceptions.

Based on the above discussion, it is contemplated that the level of faith the sales agent has in their ability to justify their assigned tasks has a deep impact on the behavior they execute while doing a sale move. The suggestion of a sales agent's confidence in correlation to ASB is aligned with various behavioral and management theories. Hence, the following hypothesis is proposed:

H1: Adaptive selling confidence (ASC) has a positive impact on adaptive selling behavior (ASB).

H2: Adaptive selling (AS) is positively related to adaptive selling confidence (ASC)

H3: Adaptive selling (AS) is positively related to adaptive selling behavior (ASB).

Salespersons Role Ambiguity

Kahn et al. (1964) define the salesman role ambiguity as "a deficiency in information, which they need to fulfill their function completely and when they depict uncertain expectations." Lin et al. (2021) proposed the salesperson's role and

its confusion with his job role, impacting its effectiveness in adaptive selling. Role ambiguity (refer to RA hereafter) is described as the insecurity any sales agent feels compared to their described job position".

Recent research on ASB was found to mediate the effects of salespersons' empathy and nonverbal immediacy on salesperson performance (Limbu et al., 2016; Sami et al., 2023). According to Yeo et al. (2019), customer orientation positively influences ASB, which subsequently affects sales performance and organizational identification. Salesperson creativity and experience are key drivers of ASB and overall performance (Ahmad & Akbar, 2020). Furthermore, sales-service ambidexterity significantly impacts ASB while concurrently increasing role conflict perceptions among salespeople (Agnihotri et al., 2017). Walker et al. (1975) proposed that RA happens whenever any sales agent observes a lack of information in himself or when he is unable to perform the prescribed role and whenever he is unsure of what his job expectations are in real. Kuo et al. (2023) proved the link between adaptive selling and customer-oriented behavior, showing the connectivity between sales performance and RA. Even though there is no real-time proof for adaptive selling, it is said that in personal selling, the sale agent feels and believes a high level of ambiguity in his role, resulting in a decline in adaptive selling behavior. Gilbert et al., (2022) study found that quiet ego, a positive psychological construct, promotes ASB and indirectly increases salespersons performance, via its effects may be limited by role conflict.

Under the light of SCT, which advocates how consumers imitate the behaviors of others by observing them, Consumers emulate certain behaviors because of the influential impact created by the figures, influencers, peers, etc. In the current context, salespersons are active influencing agents in influencing consumers' positive attitude. The social interactions and selling environments help shape purchasing decisions and brand preferences. Salesperson characteristics, such as the ability to monitor and modify behavior, are related to the intention to sell adaptively. These findings highlight the complexity of ASB and its significance in different selling contexts. Hence, the following hypothesis is formulated:

H4a: Salesperson's role ambiguity (RA) has a negative impact on adaptive selling behaviour (ASB).

H4b: Salesperson's role ambiguity (RA) has a negative impact on adaptive selling confidence (ASC).

Intrinsic Motivation

Motivation is the mindset level that encourages or stimulates a particular behavior to make a specific choice (Brown & Peterson, 1994; Sami et al., 2022). Mwesige et al. (2024) linked the intrinsic motivation (refer to IM hereafter) of the salesperson and adaptive selling behavior. In contrast, intrinsic motivation concerns reward and returns that are inherently attractive, such as pride, a sense of accomplishment, satisfaction, and enjoyment. Wang and Netemeyer (2002) demonstrated that motivation is a crucial factor of self-efficacy. Artis and Harris (2007) found that stronger the general self-efficacy of salesperson, the higher the achievement motivation. The success of adaptive selling mainly depends on situational factors, with the salesperson's traits, such as their skill in adjusting their actions, being a significant factor (Giacobbe et al., 2006).

Research indicates a significant association between salesperson IM and sales performance (Jaramillo et al., 2007). Factors associated with IM, such as empathy and product knowledge, are essential indicators to influence selling behavior (Amenuvor et al., 2021). Salespeople's product and company knowledge, knowledge of different consumer types, and distinguishing selling strategies, when coupled with their motivation level, help adjust behavior in meeting custom-made consumer demands. On an organizational level, supervisory empowerment strongly affects adaptive selling, while supervisory control has a negative impact. Interestingly, adaptive selling positively influences performance in both adaptive and non-adaptive conditions. Similarly, Alavi et al. (2019) termed the salesperson's motivation in response to the generic adaptive selling scale. Salespersons with more IM respond more quickly to adaptive selling behavior, as it increases the chances of their job performance. Instead of relying on routine methods to do their work, salespersons with IM try new tactics that may suit the client and the situation (Alavi et al., 2021).

SCT is the most viable in describing the current framework. It emphasizes the role of observational learning, imitation, and modeling, which are common salesperson traits. Salespeople with high IM are more likely to engage in ASB by emulating successful sales techniques. Furthermore, based on the above discussion, we state that reinforcement and self-efficacy are the essential attributes of salesperson, due to which they are intrinsically motivated, which further makes them more confident in their abilities to better adapt their strategies based on feedback and outcomes. Consequently, hence, the following hypothesis is stated:

H5 a: Salesperson intrinsic motivation (IM) has a positive impact on Adaptive selling behavior (ASB).

H5b: Salesperson intrinsic motivation (IM) has a positive impact on Adaptive selling confidence (ASC).

The theoretical framework exhibit the relationship among the study variables is as follows

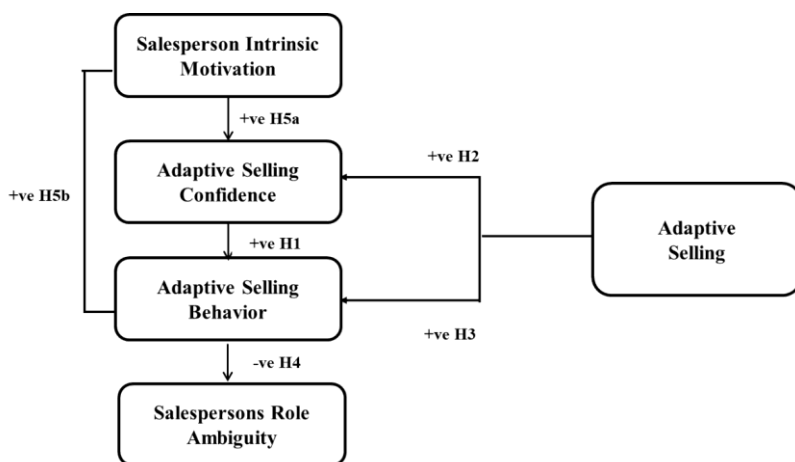


Figure 1: Hypothesized Model of Study Variables

Research Methodology

This study is cross-sectional in nature and an applied research approach has been adopted. The issue of adaptive selling (dependent variable) as affected by ASC, ASB, RA, and IM of salespersons (independent variables) is studied in a real-time scenario. The sampling was done based on age groups from 18-39 years and qualifications ranging from undergraduate to M.Phil level. The unit of analysis were individuals (university students) were chosen using simple random sampling from their respective departments to generalize the results to the entire population. A total of eighteen departments were chosen for sampling. Simple random sampling was selected chosen to ensure that every individual within the definite population had an equal chance of selection, minimalizing selection bias. This method supports the generalizability of the study findings by producing a representative sample of university students across distinct departments. Further,

aligns well with the study's objective to examine adaptive selling behavior in a varied and unbiased academic setting.

Data collection was done through primary data sources via a survey strategy .The survey instrument was self-administered questionnaire. Established measures were adopted for study constructs and the sample items were measured using a Likert scale before conducting the main survey, a pilot study with 50 respondents was carried out to eliminate any error, ambiguity in the language for better comprehension. To test the reliability of the measuring instrument, Cronbach's alpha values were calculated. The total value of 0.808 was established, which is a good representative value (80.8%) for a social sciences study. For the final survey, 600 respondents were contacted, of which 570 returned the questionnaires. After data cleaning, 20 questionnaires were removed because of outliers, and 13 were found to be not fully completed. Consequently, the final sample used for data analysis were of 537 respondents.

Analysis and Results

To measure the relationship between the independent and dependent variable and the strength and direction of the relationship between them, various tests like Pearson correlation, regression, multiple regressions, and one sample t-test were employed.

Descriptive Statistics

Table 1. Descriptives

	Constructs	Min	Max	Mean	Std. Deviation
1	AS	1.00	5.00	3.47	0.735
2	ASC	1.00	5.00	3.15	0.650
3	ASB	1.00	5.00	3.19	0.639
4	Salesperson IM	1.00	5.00	3.36	0.697
5	Salesperson RA	1.00	5.00	3.23	0.786

Notes: AS (Adaptive Selling), ASC (Adaptive Selling Confidence), ASB (Adaptive Selling Behavior), IM (Intrinsic Motivation), RA (Role Ambiguity).The standard deviation values (>0.5) show that responses tend to vary up and down by a value of > 0.5 around the mean.

The sample consisted of 194 (male students) which accounts for 36.1% and 343 (female students) consisted of 63.9%. Also, 168 (31.3%) students were from the

undergraduate level, 149 (27.7%) from the graduate level, 208 (38.7%) from master level and only 12 (2.2%) from M.Phil.

Correlational Analysis

Table 2: Correlation Matrix of Study Variables

Constructs	1	2	3	4	5
AS	1				
ASC	.194**	1			
ASB	.348**	.537**	1		
Salesperson IM	.201**	.368**	.510**	1	
Salesperson RA	.266**	.298**	.462**	.354**	1

Notes: AS (Adaptive Selling), ASC (Adaptive Selling Confidence), ASB (Adaptive Selling Behavior), IM (Intrinsic Motivation), RA (Role Ambiguity).

**. Correlation is significant at the 0.01 level (2-tailed).

In Table 2, $P = 0.000$ for all variables, indicating a significant relationship among them. Pearson's correlation values for independent variables are ASC (0.194**), ASB (0.348**), salesperson's IM (0.201**), and salesperson's RA (0.266**), with the dependent variable, adaptive selling. It shows the positive relationship among them.

Multiple Regressions

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.384 ^a	.148	.140	.682 57

a. Predictors: (Constant), RA, ASC, IM,

In Table 3, the value of R (0.384) shows a substantial and positive relationship between the dependent and independent variables. The value of R² (0.148) explains that only 14.8 % of the variance in the dependent variable is due to the independent variables.

Table 4: ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	42.878	5	8.576	18.406	.000 ^a
Residual	247.397	531	.466		
Total	290.275	536			

Predictors: (Constant), RA, ASC, IM, ASB

In Table 4, the value of F (18.406) is statistically significant, which shows that the model is a good fit—also Sig. Value (0.000) is < 0.05 , which proves that the null hypothesis can be rejected safely and there is a significant relationship between given independent variables and the dependent variable.

Regression Results

Table 5: Regression Coefficient Beta

Model	Standardized				
	Unstandardized	Coefficients	Coefficients		
			Beta	t	Sig.
(Constant)	1.843	0.196		9.388	0.000
AS	-0.013	0.054	-0.011	-0.235	0.814
ASC	0.297	0.063	0.258	4.697	0.000
ASB	-0.032	0.053	-0.030	-0.600	0.549
Salesperson IM	0.124	0.043	0.133	2.897	0.004

a. Dependent Variable: AS (Adaptive Selling)

Table 5 shows that the value of the B coefficient between ASC and AS is -0.013, while the significant value is 0.814, indicating a negative relationship between both variables. The B coefficient between ASB and AS is 0.297, and the considerable value is 0.000, showing a positive and significant relationship between both. The B coefficient between a salesperson's IM and AS is -0.32, and the considerable value is 0.549, showing a negative relationship between both. The B coefficient between a salesperson's RA and AS is 0.124, and the significant value is 0.004, which indicates a positive relationship between both.

So:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where

Y= AS

X1=ASC

X2= ASB

X3=Salesperson IM

X4= Salesperson RA

$$Y = 1.843 - 0.13X_1 + 0.297X_2 - 0.32X_3 + 0.124X_4$$

T-Test

Table 8: One-Sample test

					Test Value = 3	
					95% Confidence Interval	
					of the Difference	
T	df	Sig. (2-tailed)	Mean Difference		Lower	Upper
AS	15.10	536	0.000	0.480	0.417	0.542
ASC	5.53	536	0.000	0.155	0.100	0.211
ASB	7.04	536	0.000	0.194	0.140	0.249
Salesperson IM	12.01	536	0.000	0.361	0.302	0.420
Salesperson RA	7.03	536	0.000	0.238	0.172	0.305

Notes: AS (Adaptive Selling), ASC (Adaptive Selling Confidence), ASB (Adaptive Selling Behavior), IM (Intrinsic Motivation), RA (Role Ambiguity).

Table 8 provides one sample t-test to understand the level of prevalence and significance at which different predictors affect the outcome variable. Results show that ASC, ASB, salesperson's IM and RA have t-values: 5.531, 7.043, 12.011, and 7.026, respectively, all at the significance level of 0.000.

Discussion of the Results

The results show the effect of some key determinants like ASC and ASB. Bonney et al. (2022) termed a salesperson a knowledge manager for adaptive selling. It has been proved that only 46 % of the deviation occurred in the dependent variable, keeping under observation the described independent variables like ASC, ASB, salesperson's IM, and salesperson's RA.

Rigolizzo et al. (2023) found that the role of empowerment plays a significant role in fostering adaptive selling behaviors. Drawing on self-determination theory, the authors surveyed 349 insurance salespeople and found that when salespeople feel more empowered—perceiving autonomy and meaningfulness—they are more likely to be motivated to engage actively in adaptive selling. Cron et al. (2023) showed that key determinants such as RA only covered 25% of the variance level in the adaptive selling concept. Thus, we could say that the research addresses the customers' role in buying patterns along with the salesperson's selling techniques (Jones et al., 2003, Manzoor et al., 2021). The study proposed that by teaching and giving some decision-making power to employees, they feel satisfied and motivated to deal with adaptive selling (Jaworski & Kohli, 1993). All the effects are consistent with the sales viewpoint, suggesting that the managerial policies influence the salesperson's behavior with his motivation and skills expertise.

Tobias et al (2023) study revealed that while many firms are investing more in sales technology, most salespeople feel overwhelmed by these tools and which further creates challenges in using technology effectively. This in turn affects their ability to adapt their selling strategies and connect with their customers. Similarly, Rapp et al. (2006) demonstrated that firms keep on struggling with the effective implementation of sales force technology tools and the role they play in shaping sales representative performance which subsequently impact on adaptive selling behaviors.

DeCarlo et al. (2023) research is in line with current study findings and demonstrated that salespersons IM significantly influence their confidence in shaping ASB. When these motivations align with appropriate control systems (e.g., outcome-based or behavior-based), the salespeople turned out to be more effective in tailoring their tactics to diverse buyer types. This supports the idea that internal motivation (IM) is a key driver of adaptive selling, beyond just the type of influence tactics used. McFarland et al. (2006) found that salespersons by using

their influential tactics to suits the characteristics of the buyers. Prior research is largely silent on the specific influence salespersons IM and how this could lead to high confidence in forming positive adaptive selling behavior rather than much of the focus is given in comprehending different types of tactics (e.g. internalization, compliance, and identification) applied to different type of buyers such as (task-oriented, interaction-oriented and self-oriented buyers).

By considering the dearth of research on the psychological characteristics of the salespersons, this study has formed a theoretical model suggesting that buyers are more complex than originally presumed and approaching to them not only requires the techniques rather the personal approach also hold significance value to making a social bond.

Managerial Implication

Previous research demonstrated a positive impact of adaptive selling on profit margin and company sales growth; however, the current study focuses on defining the role of relationship marketing. The persuasive sales activities designed by the sales agents with an adaptability approach leads to increasing interest in meeting customer loyalty levels. The research shows that AB not only causes customer satisfaction, it turns the cliental into loyal consumers as well. Listening skills are equally vital, assessing customer unmet needs and wants and getting the right information about the sales environment ultimately leads to a win-win situation. Whenever organizations and companies understand the significance of capabilities and adapting selling, sales decisions are essential in collecting the best information, being creative in sales, answering questions, providing technical support, and helping customers.

Practical Implications

The utility of the social cognitive theoretical framework to applied research is explored in various domains. Alavi et al. (2019) proposed the importance of adaptive selling to a salesperson. Theoretical constructs, self-efficacy, outcome expectations, facilitators and impediments, and goal setting are used for model development and examining within-model relationships. Ahearne et al. (2022) empirical research revealed that evolution in information availability and the advancement in novel interaction technologies are the powerful tools used by salesforce. These causes' major shifts in fostering buyer–seller negotiations which further enhance buyer–seller interactions. Atefi et al. (2020) explained the

transparency of the social cognitive approach. It shows cognitive, behavioral, personal, and environmental factors interactions leads to positive motivation and behavior. This approach focuses on the dynamic interactions among determinants and on the social influences that enable people to empower themselves through self-reflection, exemplar modeling, skills mastery, and adaptive self-examination of changing social circumstances.

.8. Limitations of Study and Future Directions

Firstly, this study retrieved the sample from a single industry, it is more viable to approach multiple industries to confirm study results. Secondly, the use of the results of self-report measures. Adaptive self-assessment may overplay the connection between sales and marketing workforce behavior concerning achievements. This study included some programs designed to reduce this prospective bias: (1) to decrease large sensitive performance evaluation response bias (Heneman, 1974), (2) to focus on the sales-staff performance results (Behrman, 1982; Naeem et al., 2020), earlier known as the variable to accomplish the overall salesperson sales performance, instead of behavioral performance. Thirdly, testing the factors is also required that delay measuring several variables. For instance, customers who are deeply involved in product categories are likely to desire more sales effort's adaptability. Future studies should consider individual differences such as age (applicable to financial investments), gender, etc. A study conducted by Koponen et al. (2019) explains that communicative competence is necessary to provide a level of measurement to have a clear and complete picture of personal knowing to have the role results of the salespersons, formerly known as the variable, to attain the overall sales performance, rather than of sales communication. This will allow managers to estimate the expected return on training costs and rewards better. Lastly, future research could extend this model across multiple enterprises by conducting a larger survey, which means that it depends on the sales of the universality of different industries.

Conclusion

In conclusion, the research underscores the crucial role of ASB, ASC, and salesperson IM in enhancing AS among salespersons. The study reveals significant positive correlations between AS and its antecedents, ASB, ASC, and IM. Furthermore, the findings indicate that the IM not only bolsters ASC and behavior but also mitigates the role of salespersons RA. Ultimately, this research highlights that ASB stands out as the most influential factor in determining successful AS,

emphasizing the importance of these variables in tailoring sales approaches to serve customers better. SCT has contributed theoretically to advancing the study findings by providing a robust framework for understanding how salespeople acquire and refine ASB. It also highlights the importance of IM, as intrinsically motivated salespeople are more likely to engage in adaptive behaviors through continuous learning and self-improvement. This theoretical underpinning enriches the study's insights into the significant relationships between adaptive selling, IM, and other variables, thereby offering a comprehensive explanation for the observed behaviors and correlations.

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