

An Empirical Investigation of the Impact of Customer Orientation, adaptive selling behaviors, and job satisfaction on salespeople's performance: The Moderating Role of Selling Experience

Sara Kavooosi

M.A. in Business Management, Allameh Tabatabaiee University of Tehran, Iran

Samaneh Sadeghian

M.A. in Business Management, Ferdowsi University of Mashhad, Iran

Kolsum Mahmudi

M.A. in Industrial Management, Ferdowsi University of Mashhad, Iran

Abstract

Today, service industries play an important role in growth and economic development of countries. On the other hand; the service quality of insurance industry is largely depending on employees' performance. Therefore, it could be said that the internal service quality to achieve the customer satisfaction is a strategic advantage in this industry. The purpose of this paper is to examine the impact of customer orientation, adaptive selling behaviors, and job satisfaction on salespersons' performance regarding the moderating role of selling experience. For this purpose, we reached to a sample size of 79 was achieved using Cochran's formula with the confidence level of .95, and finally, 80 questionnaires were collected from the Asia and Alborz insurance sales agents in the province of Golestan. Cronbach's alpha for all the measures of questionnaire was greater than .70 and acceptable. Structural equation modeling was used to examine the hypotheses, and construct validity of the questionnaire was evaluated by confirmatory factor analysis technique using AMOS software. The results indicated that selling experience mediates the relationship between job satisfaction and sales performance, so that, experienced salespeople's job satisfaction will more affect the sales performance. Research findings show that this relationship is weak for customer orientation and sales performance, but is much weaker for adaptive selling behaviors. In fact, selling experience has a moderating role on the relationship between three variables of customer orientation, job satisfaction, and adaptive selling behaviors, but this relationship is weaker for adaptive selling behaviors. In fact, the performance of experienced salespeople can better be explained by job satisfaction than the adaptive selling behaviors.

Keywords: Customer Orientation, Job Satisfaction, Adaptive selling behaviors, Selling Experience

1. Introduction

Salespersons are widely considered as a dynamic power in the business world and their efforts has a direct effect on the various and different activities of organizations. They introduce the products of organizations to their customers. In the opinion of customers, the salespersons are representatives of the organization. The Survival of service firms like the insurance ones depends on their interaction with the environment. Providing high quality service and rely solely on expertise is not enough in the insurance industry, especially in the highly competitive countries where the insurance services are relatively distinct. It is very difficult for insurance sellers (brokers, agents, and banking representatives) to use the service knowledge, as the only weapon (Wong et al, 2008). Customer satisfaction and adaptive selling behaviors are very important variables relating to insurance services affecting the salespersons' performance directly or through customer orientation (Singh, 2012). Insurance companies are to provide good services for their clients and this effort is summarized in the performance of their salesperson. The more competitive and uncertain the environment is, the more the importance of investigating the salespersons' performance and its improvement will be (Keillor and Parker, 2000). Therefore, this study is to investigate the factors affecting the performance of salespersons. According to previous studies, the salespersons' performance is a function of job satisfaction, adaptive selling behaviors, customer orientation and service history (Kotler and Keller, 2006; Singh and Das, 2013). Some studies have examined the impact of job satisfaction, customer orientation and adaptive selling behaviors on sales performance (Frank and Park, 2006; Bloes, 2001; O'Hara et al, 1991), but few studies have examined the impact of selling experience (O'Hara et al, 1991; Siguaw and Honeycutt, 1995; Singh and Das, 2013). The purpose of this study is to fill this gap in the literature of sales performance by investigating the moderating role of selling experience on these relationships. By investigating the effect of selling experience on these relationships, we can get to some clues about the relationship between sales performance and key affecting factors that provides useful implications for managing and improving the performance of salespersons.

2. Literature review

2.1. Customer orientation

Customer orientation is described as a philosophy and behavior direct toward understanding the needs of the target customer and adapting the organization strategies to meet these needs better than competition, thereby creating a competitive advantage (Saxe and Weitz, 1982; Williams and Wiener, 1990). Customer satisfaction is an important goal for retailers, because of the many benefits is achieved from customer satisfaction (Tseng and Su, 2013). Intangible nature of services and high level of customer and vendor interaction has the highlighting impacts on customer and the seller relationships and the selling behavior of seller (Huang, 2008). For the success of a service company, the company must understand customers' expectations of service employees in the market, and ensure that employees meet these expectations and have good relationships with their clients. Huang (2008) showed that the company's approach has the direct impact on the customer orientation of sales staff in the insurance industry and banking in

Taiwan. The quality of the vendor and customer relationships can also be considered as a very effective factor in the sale of insurance services (developed by Garbarino and Johnson, 1999). Quality can be defined as a bundle of intangible values that causes to enhance the services expected of customers and strengthening the relationship between buyer and seller (Levitt, 1986). To establish profitable and maintain of relationships with customers, vendor and supplier must be able to create value for the customers and response to their needs, which this response causes to stimulate customer and continue the buyer with the seller communication (Selnes, 1998). For saying importance of customer support and the necessary of his maintain, we know that the cost of attracting a new customer is between five to 11 times maintaining an old customer, to increase two percent of customers will be spent 10%, losses flossing a customer as escaping 100 other customers, customer satisfaction is a prerequisite for all subsequent success of the company and the importance priority of management against other objectives such as profitability, market share, expand services and more. The valuable asset for any organization is trust and assurance of customers, and choice of loyal and repeat customer is only condition of permanent survive and continuity of efficient activities of any company and organization (Hennig-Thurau, 2004).

2.2. Adaptive selling behaviors

Spiro and Weitz (1990) defined adaptive selling behaviors as those consisting of gathering information about a prospective customer, developing a sales strategy, evaluating the impact of these messages, and making adjustments (in the sales presentation) based on this evaluation. In fact, the adaptive selling behaviors are the seller ability to meet its operations to the buyer's mutual needs (Keillor and Parker, 2000). According to Lambert (1990), a detailed understanding of the customers is essential for sale adaptive behavior. High consistent with customers' needs and customization of offers gets often attention as important aspects of adaptive marketing strategy (Paparoidamis and Guenzi, 2009). The adaptive nature of the personal selling process depends on the salesperson's ability to collect information about the sales interaction, effectively design and transmit a sales message that is appropriate for the customer (Shepherd et al, 1997) and then gather feedback from the buyers to determine if the sales message has been effective (Abed and Haghghi, 2009). Sales to practice of adaptive selling should be able to feel buyer's characters, situations and moods, information needs and risk aversion and ... then changing sales strategy to suit with individual needs of buyers (Porter et al, 2003). Adaptive selling behaviors should be more applicable to selling situations characterized by varying needs across customers, complex buying centers, complex buying tasks, complex products, high information needs and high perceived risks ,i.e. typical situations in which relationship-specific approaches are required (porter et al, 2003). According weitz et al (1986) adaptive selling behaviors are affordable when:

- Salespeople have many customers with different needs;
- Sales position have high importance and value;
- The company provides required resources and support.
- The salespeople are highly skilled and capable to adapt.

2.3. Job satisfaction

Job satisfaction is a person's overall attitude toward his job; say (Robbins, 2002). Job satisfaction is a combination of psychological, physical and environmental conditions that makes the person saying it is satisfied with the job (Hoppcock, 1995). In many studies has been paid to study of job satisfaction associated to sales force (Bowen & Robert, 1999) and in overall the job satisfaction is defined as work define and work-related characteristics and the environment associated with salespeople (Bagozzi, 1992). Also, in some studies is mentioned of job satisfaction as the experience of seller in connection with the performance (Farrell and Caryl, 1981). Reward systems including important tools that managers can using them increase their job satisfaction of vendors and steer the employee's motivation towards the desired direction. Rewards should be meet basic employee's needs. For example, wages should be enough; benefits must be reasonable and vacation must be appropriate (Babakus et al, 2003), having relevant rewarding policies effect not only on encouraging staffs to provide high quality services but also having paramount importance in motivate them to deal to customers complaints and their problem-solving. Bowen and Robert (1999) that a proper rewarding structure of an organization has a significant effect on job satisfaction of staff. Berry et al (1976) argue that in case that organization can be satisfied and motivated its domestic consumers, it can be also satisfy its extent customers. Thus, employee satisfaction and their motivation is the main topics. George and Gronroos (1989) say that the most important productivity source and the most important people in the service system are employees who have direct contact with foreign customers. Sasser et al (1978) stated that the organizations must be selling the work to employees' before selling the service to customers.

2.4. Sales Performance

Walker et al (1979) are stated sale performance as behavior that is defined in terms of helping the organization's objectives. According to their define sale performance is raised of a number of scattered activities and especial that there may be a lot of different in types of jobs and conditions of sale. Their observations indicated that the best predictors of sale performance explained only 10 percent of sales performance and this limitation highlights the understanding of this complex phenomenon.

2.5. Selling experience

Experience is a crucial part of the success puzzle of retailers, and experience can play an important role in training of the sale force (Kara et al, 2013). What the selling experiment is higher, dealers will have more chances to interact with a variety of clients and gain greater knowledge and understanding (Mintu-Wimster and Gassenheimer, 2004), as salespeople gained set of knowledge and experiences, their sale presentation skills will be more (Johlke, 2006).

2.6. Adaptive selling behaviors and customer orientation

Adaptive selling is a relevant aspect of relational behaviors because of its link with customer satisfaction, customer trust and the achievement of long-lasting buyer-seller relationships (Spiro and Weitz 1990). Adaptive behaviors include understanding of sales conditions and selling behavior change in response to the expressed needs and desires of customers that will ultimately lead to a high level of customer orientation (Kara et al, 2013). Salespeople who use adaptive selling behaviors are more able to understand customer needs and satisfy them. In result adaptive selling behaviors positively affect on the attitude of customers as their satisfaction. Salespeople who are skilful at adaptive selling will better match the needs of their customers, leading to higher levels of customer satisfaction (Spiro and Weitz, 1990 Weitz et al, 1986). So we suggest:
Hypothesis 1: Adaptive selling behaviors increase customer orientation.

2.7. Adaptive selling behaviors and sales performance

Adaptive selling behaviors recommended that proper use of adaptive selling strategy can be critical for the effectiveness of the salespersons (Spiro and Weitz, 1990; Goolsby et al, 1992). Weitz 1981 is explicitly put adaptive selling behaviors in the performance model. And this skill is always associated with increased sales performance (Goolsby et al, 1992; Keillor et al 2000). Adaptive selling may cause a salesperson to sacrifice short-term sales to maintain customer satisfaction and increase the probability of future sales and this leads to high performance. So we suggest:

Hypothesis 2: Adaptive selling behaviors increase the sales performance.

2.8. Job satisfaction and customer orientation

Some studies offer a positive correlation between job satisfaction and customer orientation of salespeople (Singh and Das, 2013). Reduced job stress, lower role ambiguity, and higher satisfaction makes the salespersons to enjoy their work, as well as interaction with customers, which is likely to make them exhibit customer-oriented selling behaviors. Therefore we suggest:
Hypothesis 3: Job satisfaction of salespersons increases customer orientation.

2.9. Job satisfaction and sales performance

Job satisfaction is one of the crucial factors in career success. Job satisfaction is a factor that increases performance and personal satisfaction. Although, the relationship between the job satisfaction and sales performance is controversial and is despite many of the views that says the sales performance is effect on job satisfaction (Yilmaz, 2002). Meta-analysis study was performed by Frank & Park (2006), suggests that job satisfaction leads to higher sales performance. Shepherd et al (1997) found that job satisfaction will be affected qualified services in the banking industry. Yoon et al (2001) in their review found the significant correlation between bank employee's satisfaction of banks and performance of the received services customers, they expect that happy employees have greater efforts to provide better services and more effective ways to meet the company's failure. Rod and Ashill (2009) in a study conducted

on 170 employees of Bank of New Zealand concluded that job satisfaction has directly related to job performance the service sector. Accordingly, in the present study, it is assumed that:

Hypothesis 4: Job satisfaction increases salesperson performance.

2.10. Customer orientation and sales performance

Customer orientation is an emotional investment and as a strong motivation leads to high levels of sales performance (Singh and Koshy, 2012; Gross et al 2007). Findings from several studies show that the seller and buyer relationships are an integral part of the sales process (Singh and Koshy, 2010). So pay more attention to the customer orientation is an effective way to improve sales performance. Crosby et al (1990) showed that customer orientation and good relationship the buyer with the insurance seller is directly related to life insurance sale. A sample of 487 people in America shows that customer orientation and salesperson interaction with the client in the insurance industry has significant effect on salesperson's performance, and more relationship of customer and salespeople increases likely insurance service sales. Perhaps, in the current task's world, this is major task of insurance services seller (Bloes et al, 2000). According to Evanschitzky et al (2012), salespersons who have created strong relationships with clients, their overall performance increases. As salespersons develop stronger degrees of satisfaction and retention within their overall customer base, they effectively build a foundation of loyal customers that provide the salesperson with a constant flow of future revenue (Heskett et al, 2008). Therefore we propose the following:

H5: customer orientation increases salesperson performance.

2.11. Moderating role of selling experience in the relationship between adaptive selling behaviors and sales performance

In sales literature, in many instances it is recorded that with increasing experience salespeople face with different customers and different situations, which makes to expand their skills and extensive set the sell strategies, that they used these strategies appropriately in different situations. According to Evanschitzky et al (2012), for insurance sales, selling experience in the company increases lots of sales performance. According to Kara et al (2013), experienced dealers will most likely used of adaptive selling behaviors strategy that will ultimately lead to a positive impact on their performance. This research suggests that experienced salespeople in adaptive selling have more skills and meet better the needs of their customers and this leads to high levels of customer satisfaction and thus improve performance, therefore:

Hypothesis 6: The relationship between adaptive selling behaviors and sales performance is moderated by selling experience so that this relationship is stronger for experienced salespeople.

2.12. Moderating role of selling experience in customer orientation relationship and sales performance

Similar to reasons of comparative sell for customer-centric sale, by increasing experience, salespeople will adapt their behavior with the needs and tastes of customers, and become more customer-centric. Therefore, we recommend:

Hypothesis 7: The relationship between customer orientation and sales performance is moderated by selling experience, so that the relationship is stronger for experienced salespeople.

2.13. Moderating role of selling experience in the relationship between job satisfaction and sales performance

Frank and Park (2006) found that there is no significant relationship between job satisfaction and selling experience. This study estimated that more unsatisfied salesperson will be happy during less time with promotion opportunities or by the money, and may eventually leave the sales job. Keillor and Parker (2000) in study entitled "The relationship between work experience and job satisfaction" showed that the experienced staffs with over 12 years' experience and less experienced employees with less than 4 years of work experience have high level of job satisfaction and staff who his work history was between these two groups are less satisfied of their jobs. In this article, it is argued that by increasing of experience, some retailers may be satisfied and therefore experienced salespeople may have a better sales performance. So:

Hypothesis 8: The relationship between job satisfaction and sales performance is moderated by selling experience so that this relationship is stronger for experienced salespeople.

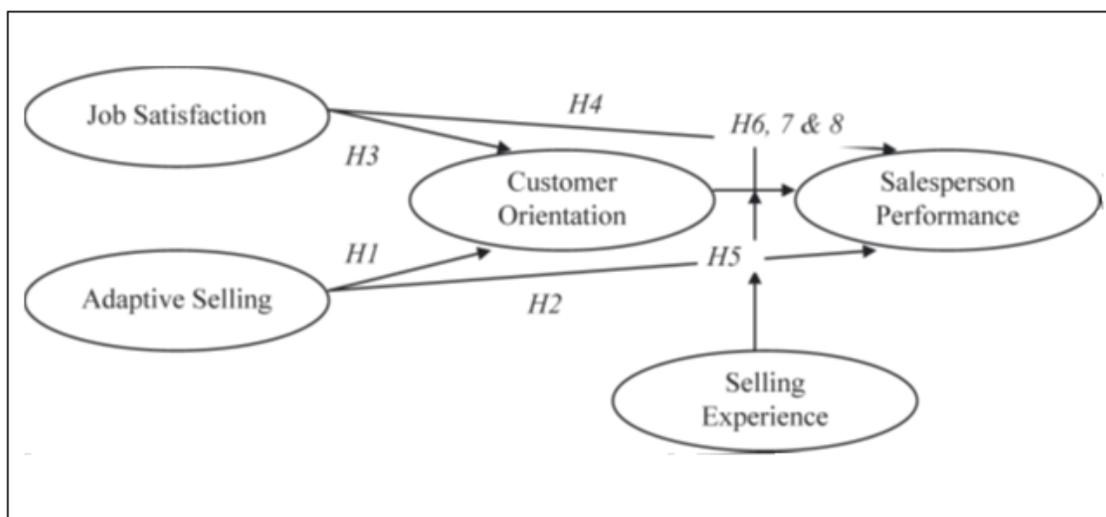


Fig.1. Conceptual diagram of Research

3. Methodology and Findings

The present study in terms of aim is functionality and in terms of methodology, survey – analysis and is based on analysis of covariance matrix using of Structural Equation Modeling (SEM) Structural Equation Modeling-SEM. The populations of this study are insurance agents of Asia

and Alborz in Golestan province who were 100 ones, so the investigation society was assigned as known one. For determining of sample size was used Cochran formula for the known community. In this method first was determined a proto type consisting of 30 questions from the delegates, pre placement and by replacing standard deviation of the rate of 0/5 in Cochran formula accurately estimated at 0/95, and error rate 0/06 in minimum sample size of 79 subjects. According to the prediction of no returned number of questionnaires, 95 questionnaires were randomly distributed among the agents, and of these questionnaires 82 questionnaires were returned. Finally, 80 questionnaires were put in analyses process and variables measuring were used of standard measures for variable of job satisfaction the study of Comer et al (1989); for variable of adaptive selling behaviors the study of Spiro and Weitz (1990) ; for variable of salespeople's performance the study of

Behrman and Perreault (1982) and for variable of selling experience the study of Rapp et al (2008), Measures for using in Iranian institutional field are localization using the method of translation - back - translation. The final questionnaire content and face validity was approved by examining the views of expert management. Job satisfactions with 8 questions, Adaptive selling behaviors with three questions, customer satisfaction with 5 questions and sales performance with four questions were measured. Validity of construct of the questionnaire was also evaluated using confirmatory factor analysis techniques using AMOS software. Significance load of the related items into the desired structures was approved.

Confirmatory factor analysis results are given in Table 2. The internal consistency of the used instruments was assessed using Cronbach's alpha coefficient that are reported in Table 1. As can be seen, all values are above 0/7 preceding that it can be concluded that this instrument have nessecery reliability. It should be noted that all measures using Likert are Scale 5 and were measured each in range from "1 = strongly disagree" to "5 = strongly agree". In order to analyze of data different methods of statistical analysis, such as correlation analysis of Pierson to calculate the zero-order correlation coefficients, modeling of structural equation to evaluate the fit of a structural equation model to the obtained data and analyze adjustments Cohen et al (2003) were used to examine the role of moderator variables. Desired analyzes was used by analysis software's of moment structures (AMOS v.20) and the Statistical Package for Social Sciences (SPSS v.19).

4. Results

Profiles of the respondents in this study using five demographic variables as gender, age, education, work experience related to selling work experience (other than selling insurance), work experience related to relevant experience in respondents insurance sales and only to report on the subjects face were examined.62/5 % of the respondents were male and 37/5 % of whom were women. 18 % of respondents were less than 30 years, 57/5 % between 31 to 40 years, 10 % between 41 to 50 years and 10 % over 51 years of age. 8/8 percent of respondents with a education level diploma and lower than diploma, 15 % are associate degree,62/ 5% of undergraduate and 8/13 percent were graduate and above .37/5% without experience in sale

work, 21/3% between 1 and 5 years, 23 /8% between 6 and 10 years, 12/6 % between 11 and 15 years, 5 % over 16 years of work experience were in not insured sale. In terms of work experience in insurance sale, 51/3 % of respondents between 1 and 5 years, 20% between 6 and 10 years, 17/6 % between 11 and 15 years, 12/1 percent was over 16 years of experience. Since that one of the preconditions to apply latent variables in the modeling of structural equation, approach model there is a correlation between research variables. For this purpose the Pearson correlation analysis was performed. In Table 1, the correlations of each variable with all other variables, Cronbach's alpha for each variable and also descriptive statistics including mean and standard deviation are presented.

Table1

Mean standard deviation, reliability and correlation between variables

Variables	Mean	SD	1	2	3	4
Adaptive selling behavior	3/9	0/78	0/790			
Job satisfaction	4/4	1/1	0/484**	0/86		
customer orientation	4/2	0/67	0/617**	0/455**	0/860	
sales performance	3/9	0/89	0/657**	0/502**	0/627**	0/840

Note: ** Correlation [a sequel] in the significance level 0.05 p <; Values in parentheses represent Cronbach's alpha coefficients.

Coefficients of This table show the largest correlation coefficient is related to the relationship between adaptive selling behavior variables and sale staff performance and the amount of 0/657. The smallest coefficient is related to relationship between satisfaction and adaptive selling behaviors in amount of 484/0. All obtained correlation coefficients are positive and acceptable. Average of answers for all variables is above average amount and the largest amount is belongs to job satisfaction variable. Also, before evaluating the provided structural model, it is necessary to survey signification of regression weight [factor load] of different structures of questionnaire in related prediction by items, to ensure the fitness of measurement models and acceptability of their indicators in measuring of structures. This is important was done using confirmatory factoring analysis technique (CFA) Confirmatory Factor Analysis-CFA and AMOS software. According to in the CFA model, the regression weight for all variables in the prediction of the questionnaire items, the level of confidence of 0/ 99 has significant difference with zero, none of the item weren't excluded from the analysis. Significant basis for items is that a significant level of them is blowing the 0/ 5. So in the end, 21 items of the questionnaire were analyzed. Confirmatory factor analysis results for the significant items of CFA fit indices in Table 2 are presented. This indicators show good fit of measurement models and was confirmed significantly of load of any latent variable.

Table 2

Results of confirmatory factor analysis (CFA) for the items of the questionnaire Variable name items Regression weight significance level significance level resulting regression weight variable name items.

Significant	0/000	0/71	12	Customer oriented sale	significant	0/000	0/63	1	Job Satisfaction
Significant	0/000	0/71	13		significant	0/000	0/71	2	
Significant	0/000	0/66	14		significant	0/000	0/71	3	
Significant	0/000	0/75	15		significant	0/000	0/72	4	
Significant	0/000	0/69	16		significant	0/000	0/64	5	
Significant	0/000	0/77	17		significant	0/000	0/67	6	
Significant	0/000	0/88	18	Staff performance	significant	0/000	0/65	7	
Significant	0/000	0/58	19		significant	0/000	0/80	8	
Significant	0/000	0/76	20		significant	0/000	0/79	9	adaptive selling behavior
Significant	0/000	0/78	21		significant	0/000	0/80	10	
					significant	0/000	0/65	11	

$\chi^2 = 361.106$; $df = 183$; $\chi^2/df = 1.97$, CFI= 0.917; TLI= 0.900; IFI= 0.922; RMR= 0.061; RMSEA= .045

As was noted earlier, this study is based on five main hypotheses that explain the direct effects between variables. Figure 2 shows the fitted model SEM and strongly illustrates the relationships between variables. Based on available resources (Ghasemi, 2011), in a favorable structural equation model, it is necessary that the insignificant chi-square than to chi-square is in the degrees of freedom less than 3 normal fit indices, comparative and plots of fitness larger than 0/85, remaining the Root of mean squares less than 0/09 and root of square mean of estimation error is less than 0/05. For fitted structural equation model, chi-square is equal to 285 /196, chi-square than degrees of freedom equal to the ratio of 1/72, desired fit indices, the comparative and goodness of fit are respectively 0/95, 0/89 and 0/87, and Root of residual squares mean 0/08. And root of square mean error of the estimation is obtained 0/04. All fit indices of the final model are optimal than cut-off points that implies already quite satisfactory fit of the model.

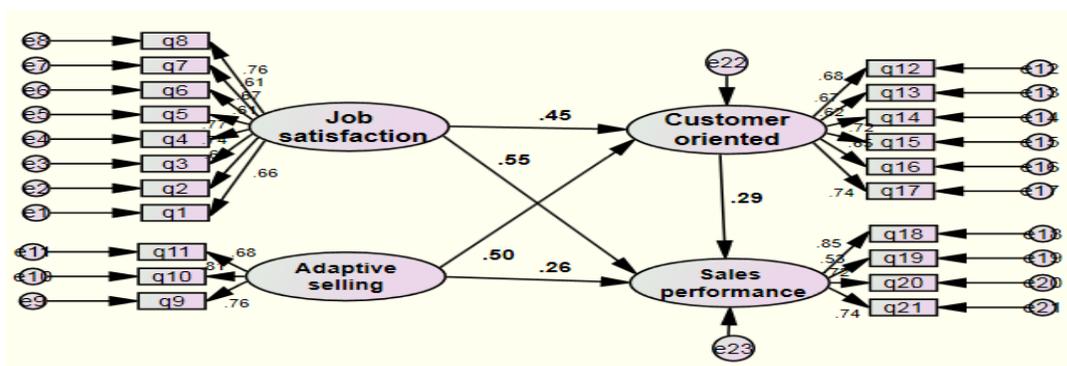


Fig. 2. Structural equation model [structural model and the measurement models]

In the fitted model, all relationships between variables were statistically significant ($p < .05$, $t > 1.64$) and all the original research hypotheses were confirmed. Also in this model, the strongest effect coefficient is related to effect coefficient of job satisfaction on employee performance and the amount of $55/0 = \beta$ and also the weakest coefficient is related to effect multiplier on the adaptive selling behaviors related to salespeople performance ($26/0 = \beta$). Also, the coefficients of the model suggests that satisfaction and adaptive selling variables explaining 46/3 % of the variance of customer-centric sale. 70/2 percent of variation changings of employee performance are also explained and predicted by collections of model variables in this study. Result of testing of research hypotheses is summary shown in Table 3.

Table 3

Summarize of the results of hypotheses testing

Relationship	standard coefficient	significant number	significant level	test result
Adaptive selling behaviors → customer orientation	0/50	3/60	0/000	confirmation
Adaptive selling behaviors → sales performance	0/26	2/40	0/015	confirmation
Job satisfaction → customer orientation	0/45	3/35	0/000	confirmation
Job satisfaction → staff performance	0/55	3/70	0/000	confirmation
customer orientation → sales performance	0/29	2/00	0/038	confirmation

4.1. Analysis of the moderato ration

Necessary for the moderate or analysis is that independent and moderating variables become standard and central until by decreasing correlation the independent and moderator variables with the interactive variable (variable multiplier) reduced the likelihood of multi collinearity. Also the following another condition of this test is confirmation the relationship between the independent and dependent variables. Then interactive variables by multiplying the independent and moderator variables create as standardized to provide a preliminary regression analysis. For this purpose, the Predictor and plot variables in the first stage and the interactive variables in second stage entered into the regression model.

Table 4

Results of moderator analysis

Interactive variable	Investigation of the regulating relationship		Evaluation of regression models	
	β	sig	R2 (The first model)	$\Delta R2$
Adaptive selling behavior × Sale experience in the insurance business	0/293	0/000	0/747	0/076
Job Satisfaction × Sale experience in the insurance business	0/116	0/019	0/365	0/012
customer orientation × Sale experience in the insurance business	0/367	0/000	0/453	0/028

$P < .001^{***}$; $P < .01^{**}$; $P < .05^*$

As seen in Table 4, moderating role of selling experience in the relationship between the adaptive selling behaviors with performance, job satisfaction with performance and customer-centric selling with performance is significant due to the lower value of the sig from the 0.05 and in the presence of this variable is increased these relationships. Thus, the sixth, seventh and eighth hypothesis of research are confirmed.

5. Conclusions

Significant and importance point in this article is examination of moderating role of selling experience on the relationships between customer orientation, adaptive selling behaviors and job satisfaction with salespeople performance.. Structure of selling experience has not been investigated in the sale literature discussions. Especially as a moderating variable that is investigated in this paper and tried to fill this gap in sixth, seventh and eighth hypothesis. According to research findings, all hypotheses presented in this study were confirmed, thus, job satisfaction and adaptive selling behaviors through customer orientation variable predict as well as to sales performance. The findings of this research clearly show that selling experience has increased all of three types of relations (job satisfaction and sales performance relationship, customer-oriented and adaptive selling behaviors relationship and adaptive selling behaviors relationship and the sale performance). But according to the results of the statistical analysis of the moderating effect of selling experience was strong on the job satisfaction and sales performance relationship that this impact strength has been lessened customer-focused relationship selling and sales performance and the impact of moderating of selling experience has been weaker on adaptive selling behaviors and sales performance. The results of this study will provide new and very interesting insights

First, the results show the relationship of adaptive selling behaviors to sales performances is enhanced by customer orientation mediator. Therefore, implementation of sale behavior of dealer to needs and customer preferences makes better conditions for achieving sales performance. Second, part tests of intermediary between adaptive selling behaviors and job satisfaction with sales performance through customer orientation, indicating partial mediation of customer orientation in the relationship between adaptive selling behaviors and sales performance is stronger than the relationship between job satisfaction and sales performance (0.657 compared with 0.502). Third, also low moderating in selling experience related in adaptive selling behaviors and sales performance show that experienced retailers is necessarily not needed to use adaptive selling behaviors to improve sales performance because experienced salespeople have longer relationships with customers and they have a good understanding of the needs of their customers. Fourth, according to strong influence of the moderating of selling experience in the relationship of job satisfaction with sales performance, it can be said the relationship between job satisfaction and sales performance in more experienced retailers is higher than less experienced sellers, this means that whatever experienced sellers have greater job satisfaction, will have better sales performance. Fifth, due to the impact of the moderating of selling experience in the customer-oriented relationship and sales performance can be concluded that more experienced

sallor has a better understanding of customers' needs that it will increase his sales performance. Overall, these results indicate that adaptive selling behaviors and constructive, is not in itself a successful sales strategy, unless lead to the customer orientation will improve sales performance through it.

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