

MEDIATING ROLE OF ALTRUISM FOR WORKPLACE SPIRITUALITY – SALES PERFORMANCE RELATIONSHIP

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ABSTRACT

The literature is yet to sufficiently incorporate drivers of sales performance of sales persons (Plouffe, Sridharan & Barclay, 2010). A growing body of research (Van Dyne, Graham, & Dienesch, 1994; Marschke, Preziosi & Harrington, 2010; adrinarayanan & Madhavaram, 2008) advocated that employees exhibit greater performance when they experience a strong connection to their organization and have found a sense of meaning and purpose in their daily work. These employees tend to go beyond the call of duty, to add value to their organization. Workplace spirituality can lead to benefits for both the salespeople as well as the selling organization (Badrinarayanan & Madhavaram, 2008). OCB is inexorably linked to organizational performance and profitability (Podsakoff & MacKenzie, 1997; Podsakoff, et al., 2009). However, whether OCB is a precursor to performance is an important under investigated area (Meta Analysis: Piercy, Cravens, Lane & Vorhies, 2006). To address the gap, the researchers aimed at developing and empirically testing conceptual model of how workplace spirituality sub-constructs (meaning at work and conditions for community) directly and indirectly impact sales performance of the sales force (managerial and non-managerial) through mediating mechanism of altruism. Survey questionnaire was administered to 15 randomly selected Fast Moving Consumer Goods (FMCG) companies operating in Lahore region of Pakistan. Results of regression analyses, as proposed by Baron and Kenny, on 213 respondents indicated that altruism acted as partial mediator for the relationship between meaning at work/sense of connectedness and sales performance. Conceptual, empirical and strategic implications of the mediating mechanism were discussed, too.

Keywords: Workplace Spirituality, Organizational Citizenship Behavior, Sales Performance, Sales force, FMCG, Pakistan