
This item was submitted to [Loughborough's Research Repository](#) by the author.
Items in Figshare are protected by copyright, with all rights reserved, unless otherwise indicated.

Sales intra-functional flexibility: its relationship to performance and moderating effects of customer orientation and role stressors [conference abstract]

PLEASE CITE THE PUBLISHED VERSION

<http://www.emac2017regional.org>

VERSION

AM (Accepted Manuscript)

PUBLISHER STATEMENT

This work is made available according to the conditions of the Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0) licence. Full details of this licence are available at: <https://creativecommons.org/licenses/by-nc-nd/4.0/>

LICENCE

CC BY-NC-ND 4.0

REPOSITORY RECORD

Micevski, Milena, Selma Kadic-Maglajlic, Nathaniel Boso, Belinda Dewsnap, and John W. Cadogan. 2019. "Sales Intra-functional Flexibility: Its Relationship to Performance and Moderating Effects of Customer Orientation and Role Stressors [conference Abstract]". figshare. <https://hdl.handle.net/2134/37321>.

Sales intra-functional flexibility: its relationship to performance and moderating effects of customer orientation and role stressors

Milena Micevski (*corresponding author*)

Assistant Professor

University of Vienna,

Faculty of Business, Economics and Statistics,

Department of International Marketing

Oskar-Morgenstern Platz 1, 1090, Vienna, Austria

Phone: +43 1 4277 38040

e-mail: milena.micevski@univie.ac.at

Selma Kadic-Maglajlic

Assistant Professor

School of Economics and Business,

University of Sarajevo

Trg Oslobođenja 1, 71000 Sarajevo, Bosnia and Herzegovina.

Phone: +387 33 275 947

e-mail: selma.kadic@efsa.unsa.ba

Nathaniel Boso

Professor of Marketing,

KNUST School of Business,

Kwame Nkrumah University of Science and Technolog

e-mail: nboso@knust.edu.gh

Belinda Dewsnap

Senior Lecturer in Marketing Strategy,

School of Business and Economics,

Loughborough University,

Epinal Way, Loughborough, Leicestershire, LE11 3TU, UK.

Phone: +44 1509 223137

e-mail: b.dewsnap@lboro.ac.uk

John W. Cadogan

Professor of Marketing

School of Business and Economics,

Loughborough University

Epinal Way, Loughborough, Leicestershire, LE11 3TU, UK.

Phone: +44 1509 228846

e-mail: j.w.cadogan@lboro.ac.uk

Sales intra-functional flexibility: its relationship to performance and moderating effects of customer orientation and role stressors

Abstract

The dynamics of the modern business landscape for sales operations is changing rapidly and as such sales departments need greater flexibility to proactively and quickly reallocate critical resources, to achieve and maintain the competitive advantage. Building on the strategic flexibility literature and social exchange theory we propose the notion of a sales department's intra-functional flexibility (SIF). The present study contributes to the existing literature by: (a) exploring the relevance of, and defining, the concept of sales intra-functional flexibility; (b) explaining the effects of such flexibility on aspects of firm performance; (c) disentangling the moderating effects of customer orientation and role stressors on the SIF-performance link. The present paper discusses the results in light of the existing literature and proposes routes for future research.

Keywords: sales intra-functional flexibility, flexible resource exchange, customer orientation

NOTE: The research underpinning this conference paper was written up, submitted and accepted for publication in the Journal of Business Research. This can be sourced and cited as follows:

Micevski, M, Dewsnap, B, Cadogan, JW, Kadic-Maglajlic, S, Boso, N (In Press; available online February 2019), Sales intra-functional flexibility: Its relationship to performance and moderating effects on role stressors, Journal of Business Research, ISSN: 0148-2963.
https://ac.els-cdn.com/S0148296318306313/1-s2.0-S0148296318306313-main.pdf?_tid=634f6412-62fc-4973-96f6-a13a22239c02&acdnat=1552564368_582b8f517ad43eb195e3da46ea97d48c
