

**The Use of Dominance Analysis to Identify Key Factors
in Salespeople's Cooperation with the Sales Manager**

Stacey Schetzle, PhD, Ball State University (USA)

Tanya Drollinger, PhD, University of Lethbridge (Canada)

The purpose of this study is to identify the relative importance of variables influencing salesperson's affective commitment to their sales manager and the commitment to the organization. Using social exchange theory and resource exchange theory, salesperson interaction with their manager was expected to be exchanged for commitment to that manager. On an organizational level, salesperson satisfaction with the organization is expected to be exchanged for commitment to the organization. Dominance was calculated for each of the independent variables examining affective commitment to the manager (trust, integrity, consideration) and organizational commitment (job satisfaction, promotion opportunity, needs fulfillment). Dominance analysis results show that the relative importance for perceived trustworthiness of the manager had the greatest impact on the salespersons' commitment to the manager. Dominance analysis also revealed that promotional opportunity within an organization was also a dominant predictor of a salespersons' commitment to the organization.