VALTER DA SILVA FAIA

WHEN THE VALUE CONGRUENCE BETWEEN SELF-EFFICACY AND TEAM EFFICACY BOOSTS SALES PERFORMANCE

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> Doctoral Dissertation submitted as a partial requirement for the degree of Doctor in Management from the postgraduate program in Management at the State University of Maringá (PPA/UEM), under the supervision of the Prof. Dr. Valter Afonso Vieira.

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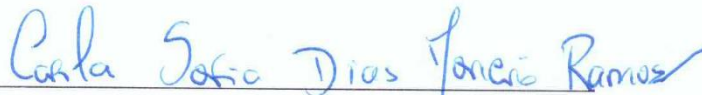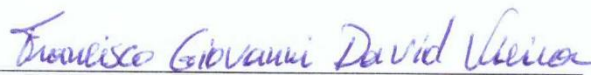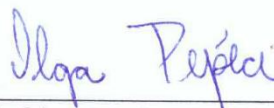First, I would like to dedicate this doctoral dissertation to all my family. I thank my parents, Anabel da Silva Faia (*in memorian*) and Valter Faia Gambeta, for always prioritizing my education even in difficult times. Certainly, they are the biggest responsible for all the achievements I have had. I am also very grateful to my wife Camila de Brito Mirada Faia for all support and joining me to have our son Pedro Miranda Faia and constitute our family. She is the proof that a "*wise woman builds her house*" (Pr 14:1). I also thank my brother Victor da Silva Faia for supporting me.

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ABSTRACT

In an organizational environment, the employees do assessments of self-efficacy, collective efficacy and team potency that may be congruent or incongruent. When they are congruent, both are similar [self-efficacy = team potency = collective efficacy]. When they are incongruent, there is a misalignment [self-efficacy ≠ team potency ≠ collective efficacy]. Team support and management Support influence individual self-efficacy, collective efficacy and team potency. However, little is known about how the two types of support help to improve congruence or how inconsistency may be beneficial for increasing sales performance. In this work, we propose that the team support and management support increase the sales performance through the value congruence. In addition, we propose that the indirect effects of the team support and management support on performance through the value congruence are amplified when salespeople assess the team as more effective than himself. The theoretical explanation for this moderated-mediated effect is that there is a congruence of values about the individual and collective ability to perform tasks successfully that fosters a sense of trust and an environment of lesser uncertainty. Our hypotheses have been tested through empirical studies with bank branch and retail store employees. The results showed that (i) the sales performance varies positively along the congruence line; (ii) the congruence between evaluations of self-efficacy, collective efficiency, and team potency mediate the relationship between the types of support and sales performance; and (iii) the indirect effects of support on sales performance are amplified when salespeople evaluate the group better than themselves. Our results contribute to Social Cognitive Theory, Person-Environment Fit Theory and Relational Regulation Theory by demonstrating that the performance of salespeople depends on both the assessments that salespeople make of their capabilities and team and that the supportive practices are important to promote the congruence of values and sales performance.

Keywords: Self-efficacy; Team efficacy; Value congruence; Support; Sales performance.

RESUMO

No ambiente organizacional, os funcionários fazem avaliações de autoeficácia, eficácia coletiva e potência de time que podem ser congruentes ou incongruentes. Quando as avaliações são congruentes, ambas são similares [autoeficácia = potência do time = eficácia coletiva]. Quando são incongruentes, há um desalinhamento [autoeficácia ≠ potência do time ≠ eficácia coletiva]. O suporte entre os membros do time (*team support*) e suporte do administrador (*management support*) influenciam a autoeficácia, eficácia coletiva e potência do time. No entanto, pouco se sabe sobre como os dois tipos de suporte ajudam a melhorar a congruência ou como a incongruência pode ser benéfica para aumentar o desempenho. Neste trabalho, nós propomos que o suporte do time e o suporte do Administrador aumentam o desempenho de vendas por meio da congruência de valores. Ademais, nós propomos que os efeitos indiretos do suporte do time e suporte do administrador via congruência de valores no desempenho são amplificados quando os vendedores avaliam a eficácia coletiva ou a potência do time maior que a autoeficácia. A explicação teórica para esse efeito moderado-mediado é que há uma congruência de valores em relação à capacidade individual e coletiva de executar tarefas com sucesso que promove um senso de confiança e um ambiente de menor incerteza. Nossas hipóteses foram testadas por meio de estudos empíricos com funcionários de vendas de agências bancárias e de lojas varejistas. Os resultados mostraram que (*i*) o desempenho de vendas varia positivamente ao longo da linha de congruência; (*ii*) a congruência entre as avaliações de autoeficácia, eficiência coletiva e potência do time dos vendedores medeiam a relação entre os tipos de suporte e o desempenho de vendas; e (*iii*) os efeitos indiretos dos suportes no desempenho de vendas são amplificados quando os vendedores avaliam o grupo melhor do que o "eu". Nossos resultados contribuem com a Teoria Cognitiva Social, Teoria da Pessoa-Ambiente e Teoria da Regulação Relacional ao demonstrar que o desempenho dos vendedores depende tanto da avaliação que o vendedor faz de si mesmo quanto da avaliação que o mesmo faz do time e que as práticas de suporte são importantes para promover a congruência de valores e a performance de vendas.

Palavras-Chave: Autoeficácia; Eficácia de time; Congruência de Valores; Suporte; Performance de vendas.

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1 Introduction

In many sales organizations, salespeople work in teams with the purpose of gathering experts and encouraging interactions between them to generate better solutions to customers and improve individual and organizational performance (Cuevas, 2018). The organization of salespeople into sales teams implies in interdependencies in terms of work, objectives and results (Kozlowski & Ilgen, 2006). Therefore, collaboration and sharing of resources among team members enable salespeople to achieve better results in sales activities than they would likely achieve alone (Hu & Liden, 2015; Kozlowski & Ilgen, 2006). However, conflicts and disagreements have the opposite effect and can be barriers for salespeople to achieve good results. After all, what is known when salespeople work in a sales team is that the individual performance is a function of personal and team features (Rapp & Mathieu, 2018).

Self-efficacy and team efficacy are, respectively, features of the individual and the team that influence how salespeople deal with the challenges and complexities of the sales environment as way to boost the levels of performance (Stajkovic & Luthans, 1998, Stajkovic, Lee, & Nyberg, 2009). Self-efficacy refers to the salespeople's belief in their capability to successfully execute sales activities and determines the level of effort and perseverance they present in achieving the sales goals (Bandura, 1982; Drèze & Nunes, 2011; Stajkovic & Luthans, 1998). Team efficacy, in turn, is the belief that salespeople have about the team's capability. In this research, we refer to team efficacy as the salespeople's belief in the team potency (belief in the capability of the team to perform multiple and general tasks) and collective efficacy (belief in the capability of the team to perform specific tasks) (Guzzo, Yost, Campbell, & Shea, 1993; Gamero, Zornoza, Peiró, & Picazo, 2009; Stajkovic et al., 2009).

Considering the work in sales teams, at the same time, salespeople have expectations about their individual capability as well as the collective capability of members to perform sales tasks which may be congruent or incongruent. For example, when the expectations of self-efficacy and team potency are *congruent*, they are aligned, and salespeople assess self-efficacy and team potency at the same level (Edwards, 2002). This congruence is the same for the alignment between self-efficacy and collective efficacy. Otherwise, salespeople have expectations that are not matched, generating an *incongruence*. This divergence means that evaluations of the individual and the collective are misaligned, which may generate conflict and jeopardize sales outcomes. For example, salespeople may have a high level of individual self-efficacy, while assessing the team potency as low or may have a low level of self-efficacy, while assessing the collective efficacy high.

As the emphasis on sales performance is changing from individual to team (Mathieu, Maynard, Rapp, & Gilson, 2008; Hu & Liden, 2015), there is both a theoretical and managerial necessity to advance in the comprehension of how these diverse blends of congruence (self-efficacy = team potency, self-efficacy = collective efficacy, self-efficacy ≠ team potency, or self-efficacy ≠ collective efficacy) can boost salespeople's performance. At one hand, focusing only on self-efficacy can be problematic because a team refers to a set of people who interact socially and who have work interdependencies with individuals (Kozlowski & Ilgen, 2006). In that sense, salespeople's self-efficacy not only does matter but also the assessment that they make of the team's abilities. At another hand, by focusing only on collective efficacy or team potency, the salespeople's self-assessment of their individual abilities and beliefs to perform sales tasks, to deal with adversity, and to integrate the team are disregarded (Barling & Beattie, 1983). By having these two gaps in mind, we use the congruence between the assessments of the individual (e.g., self-efficacy) and the group (e.g., team potency and collective efficacy) as a central mechanism to explain sales performance.

In addition, in the sales field, team support and management support are crucial for improving salespeople's assessments of self-efficacy, collective efficacy, and team potency. Team support signifies that each salesperson receives support from teammates in many informal and formal ways and that the team looks to hold up its members sharing common goals (De Jong, De Ruyter, & Lemmink, 2004; Schmitz, 2013; Howell & Shea, 2006). Otherwise, management support is the provision received by the manager and helps the salesperson to contribute with the group and achieve the firm's goals (Shelton, Waite, & Makela, 2010). By receiving team support and management support, salespeople improve their beliefs in their capability to perform tasks (self-efficacy) and in the capability of the team (team potency and collective efficacy).

According to previous research, team support and management support are main drivers of self-efficacy (Ahearne, Mathieu, & Rapp, 2005; Schmitz & Ganesan, 2014; Wang & Netemeyer, 2002; Vancouver, Thompson, & Williams, 2001; Krishnan, Netemeyer, & Boles, 2002), team potency and collective efficacy (Gully, Incalcaterra, Joshi, & Beaubien, 2002; Lee, Tinsley, & Bobko, 2002; Jung & Sosik, 2003). However, there is also a necessity to advance in the comprehension of how team support and management support influence or is affected by different combinations of congruence or incongruence between self-efficacy and team efficacy, having the salespeople's performance as final consequence.

In this research, we propose that the team support and management support influence the congruence between salespeople assessments of self-efficacy and team efficacy, which in

turn, indirectly boosts sales performance. Our argument is that the salespeople who evaluate themselves as capable to successfully execute their sales activities, when working with team members whom perceive the same degree of effectiveness (team potency or collective efficacy), experience an alignment that favors them in executing the courses of action toward sales results. Additionally, we also use the context of incongruence as a moderator to comprehend how team support and management support can have amplified effects on sales performance.

1.1 Research questions

Previous studies investigated relationships between individuals and team characteristics in order to impact performance (e.g., Yim, Chan, & Lam, 2012; Gong, Huang, & Farh, 2009; Park & John, 2014; Wan, Chan, & Chen, 2016; Raub & Liao, 2012, Dimotakis, Mitchell, & Maurer, 2017; Rapp, Bachrach, Rapp, & Mullins, 2014). We already know that the assessments of self-efficacy, collective efficacy, and team potency have positive and direct effects on performance measures (Stajkovic et al., 2009, Stajkovic & Luthans, 1998; Gully et al., 2002). However, there is no research on how the states of *congruence* influence the salespeople's performance. Organizations need to understand whether the congruence improves sales performance instead of to analyze in isolation salespeople's assessments of self-efficacy, collective efficacy, and team potency.

Salespeople experience congruence by perceiving that the characteristics in their teams (team potency or collective efficacy) are similar to theirs, generating an alignment (Verquer, Beehr, & Wagner, 2003). In this research, team characteristics are collective efficacy and team potency, and individual characteristic is self-efficacy. The congruence generated by an alignment should improve teamwork and cooperation, reduce the uncertainties of the sales environment, and increase the level of effort, motivation and satisfaction in sales activities, improving performance as final consequence (Verquer et al., 2003; Seggewiss, Boeggemann, Straatmann, Mueller, & Hattrup, 2018, Rapp & Mathieu, 2018). Nevertheless, because we do not know how the alignment between individuals and groups can promote a congruence situation, we have our first research question.

RQ1: *What is the effect of the congruence between the salespeople's assessments of self-efficacy and team efficacy on sales performance?*

Although any type of support is necessary for the sales field to execute actions (Fisher, Nadler, & Whitcher-Alagna, 1982; Thompson & Bolino, 2018), we do not know how the support received from other team members (team support) or sales manager (management support) promotes the congruence between self-efficacy and team efficacy. The practices of team support and management support are related to positive aspects of work, such as quality of communication, cooperation, resource sharing, joint decision-making among members (Gamero et al., 2009), clarity of sales objectives and manager's priorities, and constancy feedbacks (De Jong, De Ruyter, & Wetzels, 2005).

These helpful aspects of support are necessary conditions for raising the perceived capacity of salespeople in working individually and collectively (De Jong et al., 2004; De Jong et al., 2005). However, we do not know how individual and collective beliefs can be generated and aligned by different types of support. By receiving team and management support, employees can create a congruence between their beliefs in themselves and in the group, which in turn is a *mediator* that can influence sales performance (Stajkovic et al., 2009; Kennedy, Loughry, Klammer, & Beyerlein, 2009). The doubt about the indirect effect of management support and team support on creating congruence, and this latter in mediating and explaining sales outcomes demands new research in this field (Gibson, 1999; Edwards & Cable, 2009). Therefore:

RQ2: *What is the indirect effect of management support and team support on sales performance through the congruence [self-efficacy = team potency and self-efficacy = collective efficacy]?*

The *incongruence* means that the assessments of the individual and collective features are misaligned. For example, salespeople may have a high level of self-efficacy, while assessing the team potency (or collective efficacy) as low (Edwards & Cable, 2009). In a situation of incongruence, salespeople may pre-judge that through collective work they are possible to achieve better sales results than through individual work. Moreover, in a condition of incongruence, the degree of interdependence across salespeople is higher, increasing the importance of team support and management support for correcting the biased assessments of self-efficacy, collective efficacy, and team potency and promoting positive effects on sales performance (Thompson & Bolino, 2018; Sharma & Yetton, 2003).

Nevertheless, we do not know how the indirect effects of team support and management support on sales performance through the congruence between the effects of self-efficacy and

team-efficacy varies across divergences. Specifically, because a situation of incongruence is not necessarily harmful to sales performance (Verquer et al., 2003; (Ostroff, Shin, & Kinicki, 2005), we can find a combination that the misalignment can *moderate* and amplify the indirect effect of both support on sales performance through the congruence of self-efficacy and team efficacy effects. Therefore:

RQ3: How the moderating role of incongruence intensify the indirect effects of team and management support on sales performance through the congruence of effects?

1.2   How this research fits on previous literature?

This research fits on two main domains of the marketing literature. First, is the literature of self-efficacy, collective efficacy, and team potency. This literature is based on Social Cognitive Theory and Social Identity Theory (Bandura, 1977). The second is in the domain of value congruence literature. This literature is based on how different values, orientations, beliefs and other aspects of work environment can be aligned or misaligned (Cable & Edwards, 2004; Edwards, 2002) and produce different effects on measures of work performance (Verquer et al., 2003; Seggewiss et al., 2018).

The determinants of self-efficacy, collective efficacy, and team potency are similar (Bandura, 1977). However, the development of them is not isomorphic (Tasa, Taggar, & Seijts, 2007). They depend on an assessment of the available resources, skills, prior knowledge, and constraints to perform a task. Moreover, team potency and collective efficacy also depend on the observation and interactions among team members, considering the potential of the team to integrate individual resources through mutual cooperation and collective efforts (Tasa et al., 2007; Hirschfeld & Bernerth, 2008).

Therefore, salespeople simultaneously have expectations about individual and collective capabilities that can be aligned or not and that influence their behavior toward sales results. However, several marketing studies have examined self-efficacy, team potency, and collective efficacy independently, highlighting the main effect these constructs on performance measures (Howell & Shea, 2006, Kennedy et al., 2009; Shelton et al., 2010; Gamero et al., 2009). We know that self-efficacy is a determinant of individual sales performance (Ahearne et al., 2005; Schmitz & Ganesan, 2014; Wang & Netemeyer, 2002; Vancouver et al., 2001; Krishnan et al., 2002), and team potency and collective efficacy explains sales team

performance (Gully et al., 2002; Lee et al., 2002; Jung & Sosik, 2003; De Jong, De Ruyter, & Wetzels 2006; Wu, Tsui, & Kinicki, 2010; Rapp et al., 2014).

We get a diverse view of previous sales literature and analyzed (i) self-efficacy; (ii) team potency and (iii) collective efficacy using the congruence between these beliefs. Precisely, we analyzed efficacy at the individual (self-efficacy) and team level (team potency and collective efficacy), in order to generate different views of how individual and group manage their beliefs (Bandura, 1977, 1982, 1997). By using these views of efficacy, we hope to expand previous research on the mediating role of self-efficacy (Stajkovic et al., 2009; Kennedy et al., 2009; Gong et al., 2009), collective efficacy and team potency (Howell & Shea, 2006).

Yim et al. (2012) was the only research that measured incongruence, suggesting that when there are incongruences, customers experience greater enjoyment when they have low self-efficacy, but they assess the employee with high efficacy. In addition, Yim et al. (2012) examined whether customer and employee enjoyment in the relationship is conditioned to the perception of self-efficacy and other-efficacy. However, they did not analyze the congruence between self-efficacy and other-efficacy, generating a gap for research. Table 1 shows the authors and their findings when using these views of efficacy.

The second domain of research is about the value congruence literature. The congruence analysis requires that the same component (measure) be measured at two different units of analysis (Edwards, 2002). For example, Mullins and Syam (2014) measured the level of salespeople's customer orientation and the managers' customer orientation and analyzed how the congruence between them influences salespeople's satisfaction and performance.

Previous marketing studies proposed to investigate the effects of congruence between salespeople and managers (Ahearne, Haumman, Kraus, & Wieseke, 2013; Mullins & Syam, 2014; Kraus, Haumann, Ahearne, & Wieseke, 2015), salespeople and customers (Mullins, Ahearne, Lam, Hall, & Boichuk, 2014), or two distinct salespeople's orientations (Ogilvie, Rapp, Bachrach, Mullins, & Harvey, 2017; Gabler, Ogilvie, Rapp, & Bachrach, 2017; Agnihotri, Gabler, Itani, Jaramillo, & Krush, 2017). However, they did not study how congruence can be a mediator in linking team and management support to sales outcomes.

Table 1. Current literature on self-efficacy, collective efficacy, and team potency

Authors	Research goal	Sample	Key findings
Howell and Shea (2006)	The authors examined the mediating role of team potency in the relationship between informal leadership (champion behavior) and team performance.	Innovation teams in manufacturing firms	The presence of informal leaders (champion behavior) promotes team potency, which in turn, promotes team performance. Team potency partially mediates the relationship between informal leadership and team performance.
Kennedy, Loughry, Klammer, and Beyerlin (2009)	The authors investigated the effects of organizational support and team processes on team potency and team performance.	Work teams in banking and manufacturing firms	Organizational support had a direct and positive effect on team potency and an indirect effect through team processes of interaction. Likewise, team processes had a direct and positive effect on team performance and an indirect effect through team potency.
Shelton, Waite, and Makela (2010)	The authors investigated how the perceptions of organizational support influence the assessments of team potency	Undergraduate students	The results showed a positive relationship between organizational support and team potency. The higher the exchanges between members and the leader, the higher the belief in the ability of the team to succeed.
Gamero, Peiró, Zornoza, and Picazo (2009)	The authors examined the antecedents of team potency and the convergence of team belief among the members.	Workgroups of MBA students	The degree of group interaction and the practice of feedback were positively related to beliefs in team potency. The degree of group interaction also had a positive effect on the degree of convergence of team potency beliefs among the members.
Edmondson (1999)	The study investigated the role of team psychological safety and team efficacy in individuals' propensity to engage in learning behaviors.	Work team in a manufacturing company	Psychological safety and team efficacy are determinants of the team's learning behavior. The team's learning behavior had a positive effect on the level of performance. However, only psychological safety (vs. team efficacy) had an indirect effect on team performance.
Ahearne, Mackenzie, Podsakoff, Mathieu, and Lam (2010)	The authors examined the role of consensus regarding team-level leadership empowerment behaviors (LEBs) and team interpersonal climate quality in the assessments of team potency.	Pharmaceutical sales teams	Both leadership empowerment behaviors and interpersonal climate quality had positive effects on team potency. The consensus among team members moderates the relationship between empowerment behavior and team potency. Team potency promoted team effort and team helping behavior, which promoted team performance.
Yim, Cham, and Lam (2012)	The authors examined whether customer and employee enjoyment in the relationship is conditioned to the perception of self-efficacy and other-efficacy.	Customer-financial adviser dyads	Customers and employees appreciate more when they assess themselves and the other with high levels of efficacy. When there are incongruences, customers appreciate more when they assess the employee with high efficacy. Contrary, employees appreciate more when they assess customers with low efficacy.
Fast, Burris, and Bartel (2014)	The authors examined the effect of managers' self-efficacy on the aversion to employee voice.	Managers of an oil and gas refinery	Managers with low self-efficacy solicit fewer inputs from employees, presenting an aversion to employees' voice and a sense of threat, and request and tend to evaluate employees who spoke up negatively.

Gong, Huang, and Farh (2009)	The authors analyzed the effects of employee's learning orientation and transformational leadership in creativity through self-efficacy.	Insurance agents	Employee creativity positively influences the level of sales performance. Employee self-efficacy plays a mediating role in the indirect effects of learning orientation and transformational leadership in employee creativity.
Schmitz and Ganesan (2014)	The authors investigated the relationship between complexities in sales tasks, role stresses, and effort in sales activities.	Pharmaceutical industry salespeople	Self-efficacy moderates the relationship between environmental complexities and role stress. The effect of customer complexity on stress is higher when salesperson self-efficacy is high. Conversely, the effect of organizational complexity on stress is lower when the salesperson self-efficacy is high.
Fu, Richards, Hughes, and Jones (2010)	The authors examined the influence of self-efficacy on sales intentions and on the success of launching a new product.	Salespeople of an industrial company	Salespeople's self-efficacy is positively related to the sales intentions and the success of the new product. The existence of subjective norms moderates this relationship, weakening the effect of self-efficacy.
Drèze and Nunes (2011)	The paper analyzed the impact of achieving a goal in the past on the levels of effort to achieve a similar goal.	Undergraduate students.	Success in accomplishing tasks influences the levels of future effort only when they were considered challenging. The growth in self-efficacy levels mediates this relationship.
Menguc, Auh, Yeniaras, and Katsikeas (2017)	The authors investigated the effect of the organizational climate on the relationship between employees' self-efficacy and engagement in customer service activities.	Employees from different sectors	Self-efficacy has a direct effect on customer service performance and indirect through work engagement. Self-efficacy has a higher (vs. weaker) effect on engagement when there are high levels of climate focused on performance (vs. on service recovery).
Wan, Chan, and Chen (2016)	The authors examined the influence of service agent ostracism on customer perception of value co-production and agent performance.	Customer-agent insurance dyads	Self-efficacy mediates the relationship between the agent ostracism and the perception of value by the customer. The ostracism of the agent reduces the agent's self-efficacy, which reduces the customer's perception of value.
Hu and Liden (2011)	The paper investigated the goal and process clarity and the servant leadership as antecedents of the team potency and efficiency.	Work teams in banks	Goal and process clarity and servant leadership are antecedents of team potency and performance. Servant leadership moderates positively the relationship between goal and process clarity and team potency.
Dimotakis, Mitchell, and Maurer (2017)	The authors examined the effects of managerial feedback on employee self-efficacy, feedback seeking, and career outcomes.	Telecommun. company employees	Self-efficacy associated positively with feedback-seeking behavior, which leads to career promotions. Team support softens the negative effects of negative feedback on self-efficacy.
Richter, Hirst, Knippenberg, and Baer (2012)	The authors evaluated the role of the resources of teams in the relationship between self-efficacy and creativity.	Employees of R&D teams	Self-efficacy has a positive effect on creativity. This relationship is stronger when there is a sense of capability of the team members and when there is a greater diversity of abilities among them.

De Jong, De Ruyter, and Wetzels (2006)	The authors examined the causality and reciprocity between collective efficacy and team performance.	Teams from the financial services area.	Collective efficacy presented reciprocal causal relations with the volume of revenues and the quality of service. Collective efficacy influenced team performance, which influenced collective efficacy in the following period.
Wu, Tsui, and Kinicki (2010)	The authors investigated how the differences between the employees' perceptions of leadership influence the collective efficacy and team performance.	Working teams from different areas.	The divergences in the behavior of leaders generate differences in the degree of identification with the leader and in the degree of self-efficacy of the employees, which, in turn, reduces the collective efficacy and performance of the team.
Rapp, Bachrach, Rapp, and Mullins (2014)	The authors theorized that the benefits of the collective efficacy reach an inflection point, where excess is detrimental to performance.	Sales teams of technology.	The results revealed an inverted U-shaped curvilinear association between collective efficacy and team performance. This relationship is moderated by the monitoring behavior of team goals.
Petitta, Jiang, and Palange, (2015)	The authors tested a multilevel model wherein the 3-factor GCE (i.e., GCE-task, GCE-relations, GCE-emotions) mediates the negative relationship between individual-level fear of dominance and objective team performance	Athletes of in independent sport teams	Individual-level fear of dominance was found to be negatively related to the 3 facets of GCE, it only exerted a negative indirect effect on team performance through GCE-emotions, thus demonstrating how members' shared beliefs in distinct group capabilities shape teams' outcomes.
Chen and Bliese (2002)	The authors recognized potential discontinuities in the antecedents of efficacy beliefs across levels of analysis, with a specific focus on the role of leadership environment at different firm levels.	Soldiers	Leadership climate at a higher organizational level related to self-efficacy through role clarity, whereas leadership climate at a lower organizational level related to self-efficacy through psychological strain. Group-level analyses identified leadership climate at a higher organizational level as the strongest predictor of collective efficacy.
This research	The objective is to evaluate how the congruence between salespeople's assessments of self-efficacy and team potency (or collective efficacy) mediates the moderated effects of team and management support on sales performance.	Bank branch (Study1) and retail store employees (Study 2-4).	The congruence between salespeople's assessments of self-efficacy and team potency (or collective efficacy) has a positive effect on sales performance. As self-efficacy and team potency (or collective efficacy) are higher and congruent, the sales performance increases. The congruence also has a mediating role in the relationship between team and management support and sales performance. Additionally, the indirect effects of team and management support on sales performance through self-efficacy and team potency (or collective efficacy) is stronger when salespeople assess team efficacy higher than self-efficacy.

Furthermore, previous research posits some moderators when studying incongruences (Ahearne et al., 2013; Mullins et al., 2014; Kraus et al., 2015; Gabler et al., 2017; Agnihotri et al., 2017). However, they did not create an incongruence variable to use it. This investigation advances in previous research by assessing sales team dynamics (Khusainova, De Jong, Lee, Marshall, & Rudd, 2018), studying the differences between the assessments of salespeople's self-efficacy (an individual perspective) and collective efficacy or team potency (a collective perspective). In that sense, we used the misalignment between individual and team for amplifying the effect of management support and team support.

We also used a novel perspective examining how the (mis)alignment between self-efficacy and team efficacy mediates the effect of management and team support on performance. No previous research posits the congruence between an individual and his/her group as mediator. Table 2 shows the previous research on value congruence and misalignment.

Table 2. Comparison of current literature on congruence in marketing studies

Authors	Construct	Sample	Type of effects analyzed			
			Predictive	Consequences	Moderators	Mediators
Ahearne, Haumann, Kraus, and Wieseke (2013)	Interpersonal identification	Salespeople / Managers		X	X	
Mullins and Syam (2014)	Customer orientation	Salespeople / Managers	X	X		
Mullins, Ahearne, Lam, Hall, and Boichuk (2014)	Customer relationship quality	Salespeople / Customers	X	X	X	
Kraus, Haumann, Ahearne, and Wieseke (2015)	Organizational identification	Salespeople / Managers	X	X	X	
Mullins, Bachrach, Rapp, Grewal, and Beitelspacher (2015)	Control over the sales relationship	Retailers		X		
Ogilvie, Rapp, Bachrach, Mullins, and Harvey (2017)	Services-sales climate	Frontline employees		X		
Gabler, Ogilvie, Rapp, and Bachrach (2017)	Service-Sales Orientation	Salesforce		X	X	
Agnihotri, Gabler, Itani, Jaramillo, and Krush (2017)	Service-Sales Orientation	Frontline employees		X	X	
This research[a]	Efficacy (individual and team)	Salesforce	X	X	X	X

Note. [a]We also tested in this research a conditional indirect effect through moderate mediation of value congruence.

1.3 Research goals

1.3.1 Main goal

- The main goal of this investigation is to examine the indirect effects of team support and management support on sales performance through the congruence of beliefs (i.e., mediator) conditioned by the difference between the salespeople's assessments of self-efficacy and team efficacy (team potency and collective efficacy) (i.e., moderator).

1.3.2 Secondary goals

- To examine the main effect of congruence on sales performance;
- To test the indirect effects of team support and management support on performance through congruence of beliefs (mediator), and;
- To test the moderating role of incongruence on the indirect relationship between team support and management support on performance.

1.4 Research main thesis

We have a main statement in this doctoral dissertation that put forward previous literature. Specifically, we defend a dual indirect effect of (*a*) team support and (*b*) management support on sales performance through a specific *mediator*. The mediator that we propose for increasing sales performance is a new index that refers to the congruence of beliefs (which is an alignment between salesperson's assessments of self-efficacy and team efficacy).

Then, we state that these two indirect effects through congruence are amplified when salespeople's assessments of team potency or collective efficacy are greater than self-efficacy (i.e., a *moderator*). This moderating effect is a conditional moderated-mediated framework, suggesting team support and management support as predictors, congruence as mediator by the alignment of effects, the difference between salespeople's assessments of self-efficacy and team efficacy as moderator and sales performance as firm's outcome.

To test our thesis, we performed four studies. These studies are surveys with professionals who perform sales activities and who belong to the sales team of different retail companies.

The realization of different studies allowed us not only to test the thesis with different segments and sales professionals, which reinforces our results, but also to test variations in the way of measuring the phenomena and to include new variables in our theoretical model.

1.5   Manuscript organization

This research has 9 chapters. In the second chapter, we evidence the theoretical basis for self-efficacy, collective efficacy, team potency, and congruence literature. In the third section, we present our theoretical model, hypotheses and arguments. In the next chapters (4-7), we describe the four studies according to their methodological procedures, research design, measurements, and results. In the eighth chapter, we present additional analyzes and a rival model. In the last chapter, we offer theoretical implications, managerial contributions, research limitations, and suggestions for future research.

2 Theoretical Background

2.1 Self-efficacy

Self-efficacy "is the conviction that one can successfully execute the behavior required to produce the outcomes" (Bandura, 1977, p. 193). Individuals, who think they are effective, are aware of the amount of effort that is sufficient to achieve good results and tend to be more persistent in the face of difficulties and adverse situations (Barling & Beattie, 1983; Bandura, 1982). Self-efficacy is an expectation regarding the relationship between effort and outcome (Bandura, 1977). "When beset with difficulties people who entertain serious doubts about their capabilities slacken their efforts or give up altogether, whereas those who have a strong sense of efficacy exert greater effort to master the challenges" (Bandura, 1982, p. 123). Therefore, self-efficacy is a regulation mechanism that determines the level of challenges and risks that a person is willing to face, as well as an important determinant of performance in the execution of activities (Park & John, 2014).

Individuals with similar skills can achieve different levels of success depending on differences in how much they believe in their capacities (Wood & Bandura, 1989; Bandura, 1977). Thus, "there is a difference between possessing skills and being able to use them well and consistently under difficult circumstances" (Wood & Bandura, 1989, p. 364). Likewise, there is also a difference between holding knowledge and being able to use them. "Individuals can believe that a particular course of action will produce certain outcomes, but if they entertain serious doubts about whether they can perform the necessary activities, such information does not influence their behavior" (Bandura, 1977, p. 193).

The assessment of self-efficacy is related to the ability to perform a particular task, that is, it is associated with a specific activity domain and a specific temporal focus (Stajkovic et al., 2009). In this research, our interest is to investigate the self-efficacy in the sales activity's domain, especially in relation to expectations of the salesperson role that involve customer service, such as creating and maintaining relationships, reducing customer uncertainties, responding customer demands, collecting customer information, negotiating, hearing complaints, selling, among others (Mullins et al., 2014; Schmitz & Ganesan, 2014; Cron, 2017). Thus, we adopted the following definition of sales self-efficacy "the ability to perform sales tasks such as making customer calls, listening to and understanding the customer's needs, negotiating, and participating in personal interactions with the customer" (Schmitz & Ganesan, 2014, p. 64).

According to Social Cognitive Theory, self-efficacy is created or reinforced by psychological processes of learning based on the consequences of past behaviors (Bandura, 1977). By directing efforts in pursuit of goals, individuals monitor their progress through assessments that measure the discrepancies between current and expected performance. When there are perceptions of progress, the individuals build their assessments of self-efficacy (Kozlowski & Ilgen, 2006). For example, individuals analyze the consequences of their actions over time, related to the environment and other personal factors, and stored (Wood & Bandura, 1989; Bandura, 1977). The result of this analysis is the discernment and knowledge about which behaviors are appropriate for each context, influencing how people will behave in the future in order to achieve rewards or avoid punishments (Bandura, 1977).

Organizations can contribute to the promotion of employees' self-efficacy by assigning tasks and challenges that are possible to be fulfilled and providing sufficient resources for action (Wood & Bandura, 1989). Thereby, the employees are not exposed prematurely or excessively to risk situations, developing the self-efficacy over time through an accumulation of successful personal experiences and through the fulfillment of tasks whose challenges have been gradually increased (Gong et al., 2009).

Although personal experiences are the most influential sources of self-efficacy, (results from past events), there are other main sources: vicarious experiences, social persuasion, and emotional excitement (Bandura, 1977). Vicarious experiences consist of observing the efforts made and results achieved by others (Bandura & Adams, 1977). Through a process of social comparison, people judge their abilities from comparison with the abilities of others. "Seeing similar others succeed by sustained effort raises observers' beliefs about their own capabilities, whereas observing similar others fail despite high effort lowers observers' judgments of their own capabilities and undermines their efforts" (Wood & Bandura 1989, p. 364). Social comparison is common in organizations and greatly encouraged in the processes of new employees' socialization or training (Jones, 1986). Employees are presented with success stories of people who performed "threatening activities without adverse consequences, generating expectations that they too will also improve if they intensify and persist in their efforts" (Bandura, 1977, p. 197).

Social persuasion is the processes by which a person receives realistic encouragements. Receiving persuasive messages increases the likelihood that people will make more efforts and be more successful, especially when there are feelings of concern and doubts about their own ability (Wood & Bandura, 1989). "People are led, through suggestion, into believing that they can cope successfully with what has overwhelmed them in the past" (Bandura, 1977, p. 198).

For example, the process of persuasion can occur by employees' interactions with their manager before a task or when there are deviations in expected performance (e.g., feedbacks). Managers can persuade employees through intellectual stimulation, discussions of work approach, challenging goals, and more compelling and encouraging style of communication (Gong et al., 2009). As described by Bandura (1977, p. 198), "people who are socially persuaded that they possess the capabilities to master difficult situations and are provided with provisional aids for effective action are likely to mobilize greater effort than those who have receive only the performance aids."

Emotional arousal refers to the level of anxiety, stress, and vulnerability before performing a task (Bandura & Adams, 1977). Part of the judgment of how a person can perform something is based on psychological states such as stress, fear, and anxiety (Bandura, 1977). At high levels, people analyze emotional arousal as signs of vulnerability and tend to adopt defensive behaviors (Wood & Bandura, 1989; Bandura, 1977). Because great excitement impairs performance, individuals are more likely to expect success when they are not involved with aversive excitations than when they are tense and agitated (Bandura, 1977). Park and John (2014) have shown that in challenging situations in which people feel consumed by difficult tasks, they need external elements that promise to assist them in the execution of tasks to compensate the lack of self-efficacy.

According to previous research, salespeople's self-efficacy is associated with several measures, such as sales of new products (Fu et al., 2010), sales results in general (Gupta et al., 2013), quality of customer relationships (Yim et al., 2012), reduction of role stress levels (Schmitz & Ganesan, 2014), engagement at work (Menguc et al., 2017), creativity (Richter et al., 2012), proactivity (Raub & Liao, 2012), search for feedback (Dimotakis et al., 2017) and improvements in the performance of sales and customer service activities (Patterson, Yu, & Kimpakorn, 2014).

2.2   Collective efficacy

Unlike self-efficacy that refers to individual capability, the assessments of collective efficacy and team potency refer to the group's capability to work together and to succeed in performing tasks (Guzzo et al., 1993). Many of the challenges people face in organizations can not be solved individually and require a collective effort to achieve the desired results (Bandura, 1982). This interdependence of individual efforts required that the notion of self-efficacy be

expanded from the individual level to the group level, raising the concepts of collective efficacy and team potency.

Both concepts of collective efficacy and team potency refer to groups in general, such as work teams, departments, and organizations (Gully et al., 2002). In this research, these concepts are adopted exclusively to sales teams. A team corresponds to the existence of two or more individuals who interact socially, have at least one common goal, are gathered to perform relevant organizational tasks, have interdependencies in terms of workflow, objectives or results, have different roles or responsibilities, and are embedded in the same organizational system (Kozlowski & Ilgen, 2006). Specifically, sales teams mean organizational structures (e.g., salesforce of a retail store), whose members have complementary capabilities, are responsible for performing activities related to customer relationships, sales strategies, and sales transactions, and are committed to a common purpose (e.g., the volume of sales) (Dixon, Gassenheimer, & Barr, 2002).

Collective efficacy is "an individual's judgment of how well the group can execute actions required to perform the task" (Weldon & Weingart, 1993, p. 319). Collective efficacy differs from self-efficacy because of the unit of analysis. The first is based on group and the second is based on self. Note that the collective efficacy is the individual judgment about the team and the self-efficacy is the individual judgment about the self, both related to a specific task or action. According to Chen and Bliese (2002, p.549), the similarity between self-efficacy and collective efficacy is so evident that the latter "has been conceptualized as being analogous to self-efficacy".

The assessments of collective efficacy originate from the team's ability to organize and execute courses of action, solve problems, and achieve better results in specific activities (e.g., sales) than members working alone (Gully et al., 2002; Bandura, 1982). The individuals' perceptions of collective efficacy influence the team decision-making and the level of effort and perseverance that individuals will present to perform the group's choices (Bandura, 1982).

"People who have a sense of collective efficacy will mobilize their efforts and resources to cope with external obstacles to the changes they seek. But those convinced of their inefficacy will cease trying even though changes are attainable through concerted effort" (Bandura, 1982, p. 144). Thus, as there is a shared sense of team capacity among team members, the levels of performance are better (Bandura, 1982). Researches on collective efficacy provide evidence that it influences group motivation and performance (Gully et al., 2002; Marks, 1999).

Schaubroeck, Lam, and Xie (2000, p. 516) also comment that "the concept of collective efficacy is embedded in social identity theory […because…] The identities of allocentric

individuals tend to be grounded on goals that are shared with other members". As a consequence, social identity theory suggests that identities of individuals when working in a group tend to be organized on tasks that are common with other participants (Chen, Chen, & Meindl, 1998). Therefore, the salesperson's identity toward sales activities such as prospecting new clients, maintaining customers, and offering products are based on sales targets that are shared with members of the team.

2.3 Team potency

An important point in this research is how different is collective efficacy from team potency. Collective efficacy is different from team potency because the former is "linked to specific activity domains" (i.e., our team will be successful in sales at this task) (Stajkovic et al., 2009, p.814) and the latter "refers to a broader perceptions of the team capability spanning tasks and situations" (i.e., our team will be successful no matter what the task) (Gully et al., 2002, p.819). Therefore, in the context of sales teams, team potency is the salespeople's belief in the team's ability to execute sales (a specific domain) and non-sales activities (a non-specific domain).

Team potency is an internal belief that the team can fulfill the objectives assigned to it and reflects the perceptions of its members regarding the team's competency (Shelton et al., 2010). The belief in the team's ability to achieve success creates a positive context of self-confidence in which members are likely to adapt to adversities and unexpected challenges, resolve disagreements, and contribute to the team's performance by the achievement of individual results (Guzzo et al., 1993).

The assessment of team potency determines what actions individuals choose to do as a group, the amount of effort they put into the activities, and the level of perseverance when they do not achieve the expected results (Bandura, 1982). "When a group believes it can be successful regardless of circumstance, it can be assigned tasks outside its normal purview, and the group remains confident in its ability to succeed" (Shelton et al., 2010, p. 97).

As presented in Table 3, while self-efficacy refers to a belief in individual ability, and collective efficacy refers to a belief in collective ability to perform specific tasks, the assessment of team potency refers to a belief in the group's ability to work together in any context and activity (Guzzo et al., 1993). Thus, this assessment is related to a group's ability to organize and execute courses of action, solve problems, and achieve better results in activities (e.g., sales) than members working alone (Gully et al., 2002; Bandura, 1982).

Table 3. Comparison of self-efficacy, collective efficacy, and team potency

Characteristics	Self-efficacy	Collective Efficacy	Team potency
Perceptions of success	Assessment of individual ability to succeed in specific tasks. Example.: "I believe I can succeed at this task."	Assessment of group ability to succeed in specific tasks. "I believe the group can succeed in this task."	Assessment of the generalized capacity of the team to succeed in any activity or context. Example: "No matter the task, we can Succeed"
Nature of task	A task-specific belief of success (e.g., sales tasks).	A task-specific belief of success (e.g., sales tasks).	A non-task-specific (general) belief of success (e.g., sales and non-sales tasks).
Construct-level	Individual-level construct	Group-level construct	Group-level construct

Source: Adapted from Shelton et al. (2010, p. 97)

Similar to self-efficacy, the assessments of the team's capabilities occur through social learning processes related to the common experiences of the team members. Through the social learning processes, the team acquires new knowledge, skills, and abilities to perform tasks (Kozlowski & Ilgen, 2006). In general, the sources of learning may derive from internal and external factors to the team (Guzzo et al., 1993).

The internal factors consist of characteristics of team members (attributes, qualities, experiences, and individual knowledge) and characteristics related to the quality of the members' interaction, that is, the processes of communication, cooperation and sharing that allow members to have access to resources that go beyond their own resources (Guzzo et al., 1993; Gamero et al., 2009; Charas, 2015). Other internal factors consist of the team's own achievements in past experiences and the climate of safety of participating in the team, which allow personal risk-taking and experimentation (Gamero et al., 2009; Edmondson, 1999).

The external factors are usually related to the social system surrounds the team, that is, the organization in which the team is inserted (Guzzo et al., 1993). By making sure that teams have the resources they need to perform their tasks, the organization demonstrates support for the team and elevates the team's ability to execute activities successfully (Kennedy et al., 2009). The organization can also support the team through the relationships between members and managers (Shelton et al., 2010). In this case, the team's capabilities increase through directives and feedbacks regarding current performance, sharing of resources and experiences, promotion of a safety environment, and demonstration by the manager of his or her own abilities to perform the tasks (Engelen, Lackhoff, & Schmidt, 2013, Kennedy et al., 2009; Edmondson, 1999; Gamero et al., 2009). Besides, the manager also has the responsibility to correct inappropriate information or highlight appropriate information received by members from other external sources (Jones, Dixon, Chonko, & Cannon., 2005).

Finally, the assessments of the team's capability can be operationalized at two levels, individual and team (Shelton et al., 2010). First, team members assess how much they believe in the team's capabilities. The responses can be analyzed and related to the individual members' perspective, such as how much they believe in the team's ability to perform tasks and what the effects of this assessment on job satisfaction or individual effort. Second, the individual responses can be analyzed and related at the team level through aggregation of data, which allows analyzing relationships such as the impact of team potency on team results. However, at a team level, members may not share the same perceptions, and the data can be controlled by dispersion measures, which reflect the degree of consensus among the members (Gully et al., 2002; Ahearne et al., 2010).

2.4   Value Congruence

"Values are individuals' fundamental beliefs regarding the desirability of behavioral choices" (Jehn, Chadwick, & Thatcher, 1997, p. 288) which "have a direct effect on the behavior of individuals in the workplace" (Meglino, Ravlin, & Adkins, 1989, p. 424). For example, the values can reflect preference ways to perform tasks (e.g., innovative, detail oriented, or relationship-focused), distinct orientations (e.g., selling or customer), distinct identifications (e.g., organizational or interpersonal), or work values (e.g., achievement, helping and concern for others, fairness, and honesty) (Jehn et al., 1997; Gabler et al., 2017; Ahearne et al., 2013, Kraus et al., 2015; Mullins & Syam, 2015; Meglino et al., 1989).

The value congruence, however, is based on the notion of supplementary fit such that individuals possess similar characteristics or characteristics that are similar to others' characteristics in the overall environment (Ostroff et al., 2005; Jehn et al., 1997). Value congruence is the degree of agreement or alignment between values. In operational terms, congruence means that the levels of two variables are necessarily the same (Shanock, Baran, Gentry, Pattison, & Heggestad, 2010).

As demonstrated by meta-analytical studies, the value congruence has a positive effect on organizational performance measures, such as job satisfaction, organizational commitment, organizational identification, turnover intentions, coworker satisfaction, supervision satisfaction, group cohesion, and overall performance (Verquer et al., 2003; Kristof-Brown, Zimmerman, & Johnson, 2005). There are two types of value fit to explain the positive effects of value congruence: complementary and supplementary (Kristof-Brown et al., 2005).

The complementary fit occurs when "at least one entity provides what the other needs" (Verquer et al., 2003, 474). Concerning the team, the individual and the team members contribute to the fulfillment of other's needs to resolve gaps and to present a mutually offsetting pattern of relevant characteristics (Verquer et al., 200; Kristof-Brown et al., 2005). A complementary fit "occurs when a person's or an organization's characteristics provide what the other wants" and "can mean that an employee has a skill set that an organization requires, or it can mean that an organization offers the rewards that an individual wants" (Cable & Edwards, 2004, p. 822). A complementary fit denotes to cases when "the weaknesses or needs of the environment are offset by the strength of the individual, and vice-versa" (Muchinsky & Monahan, 1987, p.271).

A supplementary fit occurs when the entities (e.g., individual and team) "share similar fundamental characteristics" (Verquer et al., 2003, 474). As teamwork requires interactions among team members, the team's operation requires that the values of individuals "fit with what is espoused in the group" (Ostroff et al., 2005, p. 598). The results of team and individuals tend to be better because "individuals who possess similar values tend to share common aspects of cognitive processing and common methods of interpreting events that help them reduce uncertainty, stimulus overload, ambiguity, conflict, and other negative features of work interaction" (Ostroff et al., 2005, p. 599).

Moreover, a supplementary fit can also be treated as complementary fit considering that it satisfies a need for validation of individuals' perspectives. "People have a fundamental need for consensual validation of their perspectives, which can be met by interacting with similar to others. Therefore, achieving supplementary fit is one way to have personal needs met" (Kristof-Brown et al., 2005, p. 288). Thus, if individuals notice that their values matched with those of their group, they will probably be more satisfied concerning teamwork and there will be fewer strains, resulting in positive attitudes and behaviors and, consequently, in positive outcomes (Kristof-Brown et al., 2005; Ostroff et al., 2005; Westerman & Cyr, 2004).

The value congruence analysis is based on a comparison between a measure of individual's personal values and a measure regarding the work environment (e.g., organization, workgroup, and manager) (Kristof-Brown et al., 2005; Ostroff et al., 2005). A subjective congruence refers to when the same individual assesses both measures (Seggewiss et al., 2018). Thus, a "subjective congruence examines employee values and target values as perceived by the employee" (Seggewiss et al., 2018, p. 4) like "a case in which individuals' assessments of their own values are compared to these same individuals' perceptions of what is valued in the organization" (Ostroff et al., 2005, p. 593). However, an objective congruence examines

employee values and independent self- and other-rated values, such as a case in which individuals' assessments of their own values are compared to managers' perceptions of their values (Seggewiss et al., 2018).

Considering that "behavior is a function of the person and the environment" (Verquer et al., 2003, p. 473) and that "individual perceptions of a situation are more important and more closely related to attitudes and behaviors than an actual situation" (Ostroff et al., 2005, p. 595), this research focuses on subjective congruence. The value congruence between salespeople's assessments of self-efficacy and collective efficacy/team potency represents salespeople's mental models regarding how the team works and helps to shape salespeople behavior and performance (Cron, 2017). This type of congruence is also categorized as a "person-group or a person-team fit that focuses on the interpersonal compatibility between individuals and their work-groups" (Kristof-Brown et al., 2005, p. 286).

We propose that the higher the congruence between salespeople's assessments of self-efficacy and collective efficacy/team potency, the higher the level of sales performance. Value congruence occurs when salespeople assess self-efficacy and collective efficacy/team potency to the same extent. Figure 1 shows that the state of congruence can happen in a continuum between low and high extreme (Ahearne et al., 2013, Edwards, 2002). A low level of congruence occurs when salespeople assess self-efficacy and collective efficacy/team potency at a low level. In contrast, when salespeople assess both with a high level, there is a state of high congruence (Ahearne et al., 2013).

While congruence is the agreement between two entities, incongruence is the opposite. Incongruence is the extent to which the values differ from each other or the degree of disagreement between values (Ostroff et al., 2005; Jehn et al., 1997; Shanock et al., 2010). Individuals may present different values from those of their organization, teamwork, or supervisor. In operational terms, incongruence means that the levels of two measured values are different, that is, one is higher than the other (Shanock et al., 2010).

Figure 1. Congruence continuum between individual and group efficacy
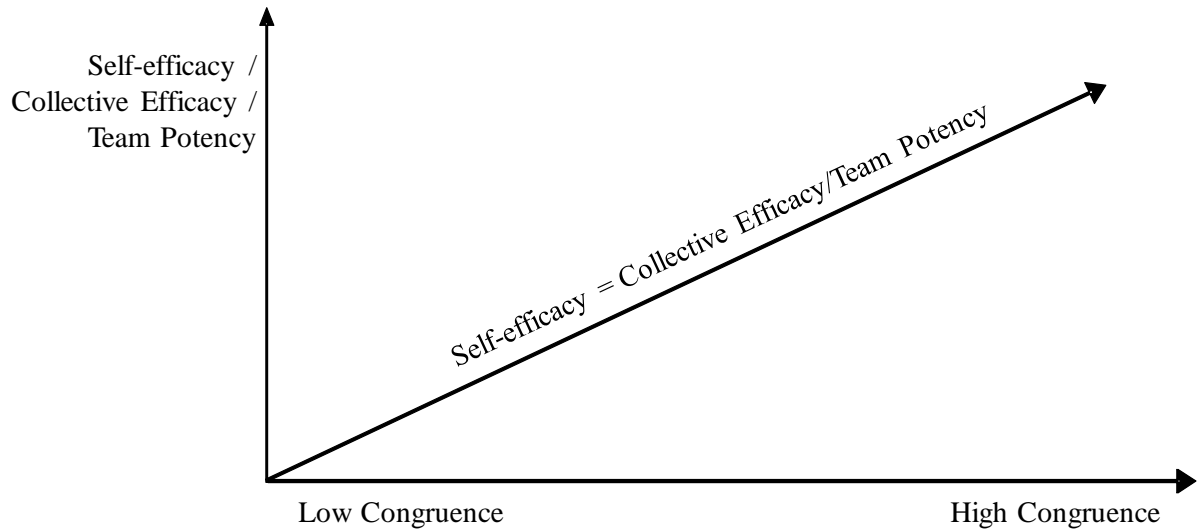
For this research, incongruence occurs when the assessments of self-efficacy and collective efficacy/team potency are distinct. There are two possible scenarios, when salespeople assess self-efficacy higher than collective efficacy/team potency or lower. As Figure 2 shows, on one side (left), salespeople assess self-efficacy higher than the collective efficacy/team potency. The central point is the congruence state in which the assessments match (there is no incongruence, or the incongruence is zero). On the other side (right), the salespeople assess self-efficacy lower than collective efficacy/team potency.

Figure 2. Incongruence continuum between individual and group efficacy
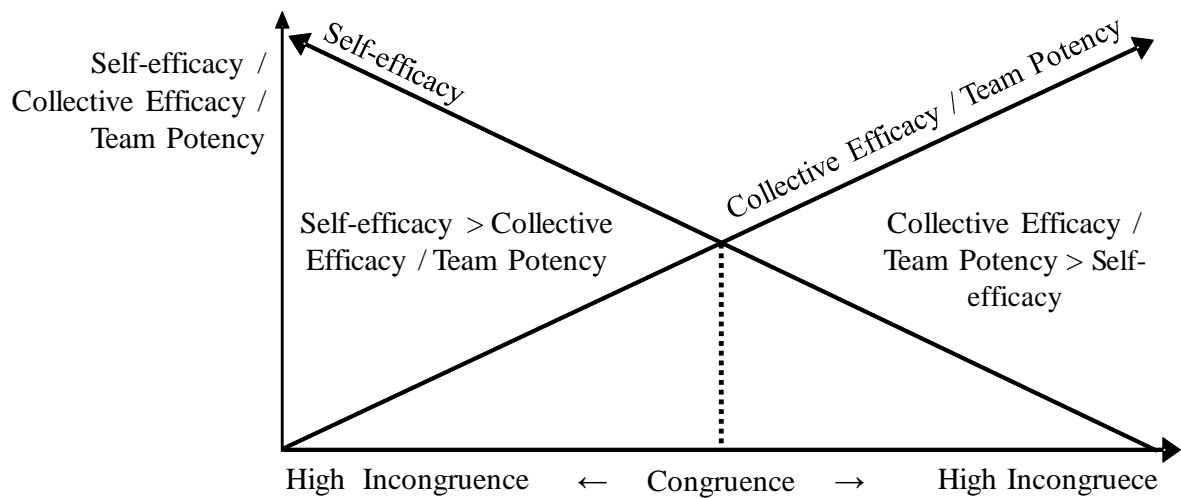
3 Theoretical Framework and Hypotheses

3.1 Model

The theoretical framework that we proposed in this research (Figure 3) is based on the premise that salespeople's assessments of self-efficacy and team potency are respectively assessments related to individuals and work environment. The assessments of self-efficacy and team potency are regulatory mechanisms of action toward sales performance which may be congruent or not (Kozlowski & Ilgen, 2006; Shelton et al., 2010; Verquer et al., 2003). In addition, we get a different group perspective – collective efficacy. We also propose that the congruence between salespeople's assessments of self-efficacy and collective efficacy explain sales outcomes.

First, we proposed that the congruence between salespeople's assessments of self-efficacy and team potency or collective efficacy is positively related to sales performance. Second, we expected that team support and management support have main effects on congruence. In addition, we suggest the indirect effects of team and management support on sales performance through the congruence. Third, we expected that these indirect effects are stronger when salespeople's assessment of team potency or collective efficacy is higher than self-efficacy (i.e., incongruence as a moderator variable).

Figure 3. Theoretical moderated-mediated framework for value congruence
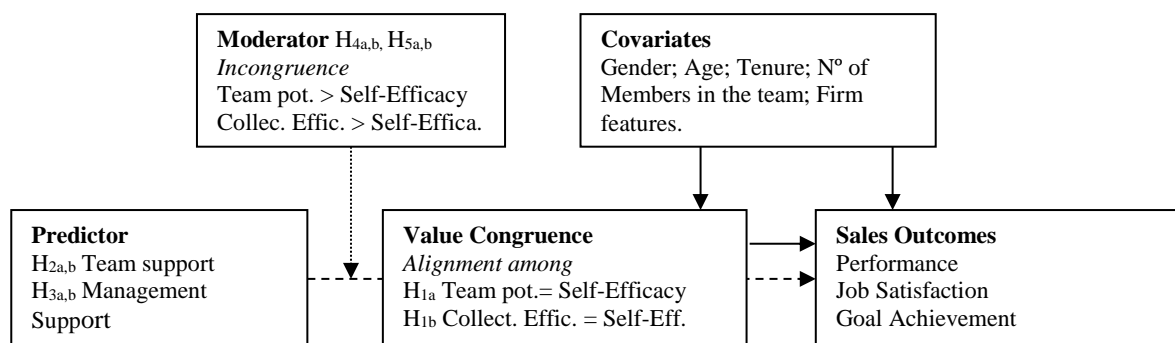
Notes. The solid lines represent the direct effect. The dashed line represents the indirect effect. The dotted line represents the he moderate-mediated effect.

3.2   Hypotheses

The effect of value congruence on sales performance. We propose that when salespeople's assessment of self-efficacy is congruent with the assessment of team efficacy (collective efficacy or team potency), the higher is the sales performance.

First, drawing on value congruence theory (Edwards & Cable, 2009; Edwards & Parry, 1993; Hayibor, Agle, Sears, Sonnenfeld, & Ward, 2011; Mullins et al., 2014, 2015; Mullins & Syam 2014), the congruence occurs when salespeople notice an alignment regards the beliefs that are expected to result in more positive attitudes (Ostroff et al., 2005, Yim et al., 2012). The value congruence generated by the alignment between the individual's beliefs and team's beliefs increases performance because the congruence helps to develop better strategies among pairs toward goals, increases member confidence in activities, rises the predictability of the team members reactions and expectations, and stimulates salespeople to exchange information and make joint decisions (Kennedy et al., 2009; Yim et al., 2012; Aubé, Brunelle, & Rousseau, 2014; Zhang, Wang, & Shi, 2012).

The sense of confidence, affinity, and cohesion between salesperson and team enables employees to move quickly in consideration of multiple issues in order to find solutions without having to revisit the assumptions and constraints of the task environment (Ensley & Pearce, 2001; Rapp & Mathieu, 2018). This move considers multiple issues is the essence of team potency and collective efficacy. Thus, the alignment regarding salesperson's beliefs and team beliefs produces the synergy necessary among employees for accomplishing sales performance (Ensley & Pearce, 2001).

Second, drawing upon person-environment fit theory (Kristof-Brown et al., 2005), there is a value congruence because "two entities [i.e. individual and team] share similar characteristics and because of that similarity are compatible" (Kristof-Brown, 2000, p. 646). By sharing similar characteristics about the sales goals, individuals can believe that they can achieve results and the team shares congruent expectations among individuals. Because the beliefs and expectations among pairs are compatible, the value congruence occurs because there is person-environment fit (Muchinsky & Monahan, 1987), in which the team's confidence fits the individual trust. Therefore, the person-environment fit between team potency and self-efficacy or collective efficacy and self-efficacy are the core element of value congruence that improves sales performance (Zhang et al., 2012). Hence:

H_{1a}: When there is a congruence between the salespeople' assessments of self-efficacy and team potency, the higher the salespeople's sales performance.

H_{1b}: When there is a congruence between the salespeople' assessments of self-efficacy and collective efficacy, the higher the salespeople's sales performance.

The indirect effect of team support on sales performance through value congruence. We propose that team support has an indirect effect on sales performance through value congruence.

Team support is defined as the interaction in many informal and formal ways into team members for sharing and matching resources, skills, efforts and common goals (Schmitz, 2013; Howell & Shea, 2006; Hu & Liden, 2015). The interaction is a mechanism by which the mental models and the understandings of team members become similar among individuals (Levesque, Wilson, & Wholey, 2001; Charas, 2015). Due to the interactions of team support, salespeople and the team members share social connections (De Jong et al., 2005) and resources that provides opportunities for them to adapt to differences and "form a common understanding of their team's goals and related tasks, work habits and patterns, as well as each member's expertise" (Levesque et al., 2001, p. 136).

Relational Regulation Theory (Baldwin, Cave, & Lodge, 2012; Sarason & Sarason, 1985) hypothesizes that the main effects of team support "occur when people regulate their affect, thought, and action through ordinary yet affectively consequential conversations and shared activities" (Lakey & Orehek, 2011, p.482). Through the support interactions, salesperson shares collectively different sales activities among the team to generate value congruence in terms of goals, skills, efforts, and targets, balancing individual self-efficacy, collective efficacy and team potency (Schmitz, 2013; Gamero et al., 2009).

Moreover, Relational Regulation Theory "holds that people regulate their affect through their involvement" to "develop their ideas of what is supportive via conversation, interaction, shared activities and relationships" (Rodwell & Munro, 2013, p.3160). By implementing a conversation, salespeople are able to give and receive team support collectively (e.g., cyclical effect between individual and group), increasing the team's self-confidence and believe that the sales team can achieve results successfully (Kozlowski & Ilgen, 2006; Jacobson, 1986; Kennedy et al., 2009). Because the team has high levels of trust, the individual can believe that he/she can also accomplish results, generating a cyclical relationship between efficacy from the individual and group. As a consequence, there is an alignment in efficacy so that the value congruence produces the synergy necessary among salespeople and their team for a superior sales performance (Ensley & Pearce, 2001).

In addition, also drawing on Relational Regulation Theory (Baldwin et al., 2012), team support is a "supportive behavior that in turn promotes positive appraisals of support and orientation to support utilization effects resources, behavior, and appraisals" (Vaux & Wood, 1987, p.105). In that sense, the main idea behind team support is the individual regulation "by promoting self-esteem and self-regulation" to the team (Lakey & Cohen, 2000, p.29), producing team potency. By promoting and observing self-esteem into the team, individuals can adjust their behavior and appraisals their abilities to yield designated levels of sales performance (Bandura, 1977, 1982).

In that context, the theoretical logic behind Relational Regulation Theory is that team support helps achieve an alignment between team's potency and collective efficacy and individual self-confidence by supportive relational behavior (Lakey & Orehek, 2011; Baldwin et al., 2012) toward a congruence of expectations (Hardy & Crace, 1997; Levesque et al., 2001; Shumaker & Brownell, 1984). As a result, the value congruence promoted by mutual care, self-confidence, individual orientation and alignment in sharing individual and group expectations (Zhang et al., 2012; Kennedy et al., 2009; Yim et al., 2012) crops the synergy essential among salespeople for motivating them to superior sales performance (Ensley & Pearce, 2001). Hence:

> ***H₂ₐ***: *Team support has an indirect and positive effect on sales performance through the mediation of the value congruence between the salespeople's assessments of self-efficacy and team potency.*
>
> ***H₂ᵦ***: *Team support has an indirect and positive effect on sales performance through the mediation of the value congruence between the salespeople's assessments of self-efficacy and collective efficacy.*

The indirect effect of management support on sales performance through value congruence. We propose that management support directly drives the value congruence between individual and team's efficacy and indirectly promotes sales performance.

Attachment Theory "was built on the premise that humans are biologically predisposed to maintain attachments to groups and more powerful others because such attachments once had basic survival value" (Shorey & Chaffin, 2018, p. 518). Attachment Theory (Cassidy & Shaver, 1999) suggests that individuals created their early relationship with their primary caregivers and tend to elaborate their later relationship with a substitute to the attachment figure. We believe that managers who offer support can be regarded as an effective substitute for the early attachment figure, such as parents (Wu & Parker, 2017). By giving management support,

managers motivate the sense of self-determination (Oldham & Cummings, 1996), security (Wu & Parker, 2017) and competence to execute sales activities (Parker & Wu, 2014). Previous literature supports the notion that the manager charisma associated with secure attachment (Popper, Mayselles, & Castelnovo, 2000).

By giving management support, the leader occupies "the role of the stronger and wiser caregiver and may provide a safe haven and secure base for their followers" (Davidovitz, Mikulincer, Shaver, Izak, & Popper, 2007, p.633). By generating safety, the management support offers greater clarity to the salesperson about what is expected of his/her regarding accomplishments, motivations, and beliefs and reduces the perception that the resources are being misused (Hartline & Ferrell, 1996). Because salespeople are attached to their managers, the sense of safety, encouragement, persuasion, and support (Shelton et al., 2010; De Jong et al., 2005) evokes beliefs in the team that the group is able to achieve better results (e.g., team potency), and self-confidence in the individual to foster sales accomplishments.

Thus, the attachment manager-salespeople acts as a motivational driver (Kennedy et al., 2009; Lee, Cheng, Yeung, & Lai, 2011) to generate the value congruence between the assessments of self-efficacy and group beliefs, such as collective efficacy and team potency. Subsequently, the higher the value congruence regarding sales accomplishments (Wood & Bandura, 1989; Dimotakis et al., 2017), the higher the sales performance because managers integrate all employees toward common goals.

In addition, according to Attachment Theory, "the follower will seek protection and help from the leader, who is then expected to serve as a safe haven. Should the leader give the desired assistance, a sense of security will be restored and the followers will be able to resume their risk-taking, exploration, and self-actualization efforts" (Popper & Mayseless, 2003, p.48). The manager giving assistance and the follower seeking protection creates a cyclical relationship in terms of beliefs. In that sense, the main effect of management support on value congruence happens because there is a circle of security that right actions will result in sales outcomes. "This cycle includes a series, or cascade, of mental processes that facilitate personal growth and adjustment, including feelings of being esteemed and accepted, increased confidence in one's coping and interpersonal skills, and increased devotion of mental resources to creative exploration and skill acquisition" (Davidovitz et al., 2007, p. 633). By adjusting salespeople's behavior, individuals can believe that they can achieve results and the group can have collective confidence toward sales activities, producing a value congruence that improves performance. Consequently:

H_{3a}: Management support has an indirect and positive effect on sales performance through the mediation of the congruence between the salespeople' assessments of self-efficacy and team potency.

H_{3b}: Management support has an indirect and positive effect on sales performance through the mediation of the congruence between the salespeople' assessments of self-efficacy and collective efficacy.

The moderated-mediated effect of team support on sales performance through value congruence. We propose that the indirect effects of team support on sales performance through the value congruence are stronger when team potency or collective efficacy is higher than self-efficacy (vs. when team potency or collective efficacy is lower than self-efficacy).

Salespeople and their team have different expectations and beliefs that create multiple conflicts. These mixed outlooks create divergent combinations of incongruences. In this research, we have four different combinations for incongruences, such as self-efficacy greater than team potency, self-efficacy lower than team potency, self-efficacy greater than collective efficacy, and self-efficacy lower than collective efficacy.

In this multiple scenario, we do not know how the different incongruences between individual and group amplify the positive effect of value congruence on performance. This gap leads to our third research question *RQ3*: How the moderating role of incongruence intensifies the indirect effects of team and management support on sales performance through value congruence? Thus, we suggest that one situation of incongruence amplifies the indirect effects of team support and management support on sales performance through value congruence. Specifically, we propose that the indirect effects of the types of support on sales performance through value are stronger (*vs.* weaker) when the group (collective efficacy or team potency) assessment is greater than individual assessment (self-efficacy).

We advise that when the level of collective efficacy and team potency (both group elements) are greater than self-efficacy (individual element) in terms of assessment, this difference should help individuals to achieve success by having collective cohesion and by improving their self-efficacy, amplifying the effects of team support on value congruence. Group cohesion is defined "as the degree or strength of adherence to the group existing among its members" (Zaccaro, Blair, Peterson, & Zazanis, 1995, p.319). Team support, team potency, and collective efficacy are elements discussed in the group, which may generate cohesion in terms of expectations among the group. As cohesion between the individual and the collective

increases, the team support should have a stronger influence on value congruence when collective efficacy and team potency are greater than self-efficacy.

This moderating effect "happens because there is a greater acceptance of group norms, assigned roles and performance standards" that should enhance the performance capabilities of the collective (Zaccaro et al., 1995, p.319). The theoretical logic behind the moderating effect is because of collective efficacy and team potency influence what people "choose to do as a group, how much effort they put into it, and their staying power when group efforts fail to produce results" (Bandura 1982, p.143). By choosing the right actions, individuals find cohesion with the collective and fells potency that improves self-efficacy to achieve the goal (Katz & Kahn, 1978).

H$_{4a}$: The indirect effect of team support on sales performance through value congruence is stronger (vs. weaker) when salespeople's self-efficacy assessment is lower (vs. higher) than team potency.

H$_{4b}$: The indirect effect of team support on sales performance through value congruence is stronger (vs. weaker) when salespeople's self-efficacy assessment is lower (vs. higher) than collective efficacy.

The moderated-mediated effect of management support on sales performance through value congruence. We propose that the indirect effects of management support on sales performance through the value congruence are stronger when team potency or collective efficacy is higher than self-efficacy (vs. when team potency or collective efficacy is lower than self-efficacy).

Salespeople who are suspicious of their ability to perform well in the sales domain rely more on the capabilities of the manager, the team and the collective rather than on their individualities. This interdependence implies a stronger relationship from managers and group on individual actions. As demonstrated by Sharma and Yetton (2003), the interdependence of tasks influences the relationship between management support and employees' behavior. Task interdependence requires coordination, increasing the importance of management support in terms of interventions in relationships across teammates, and evaluations of individual and collective performance for example (Sharma & Yetton, 2003). The salespeople who assess team potency and collective efficacy higher than self-efficacy is likely to be less self-reliant, more dependent on manager coordination and take the advantage of the knowledge and skills coming

from the managers to face the sales challenges (Bandura & Locke, 2003; Thompson & Bolino, 2018).

In addition, salespeople who evaluate team potency and collective efficacy higher than self-efficacy are more receptive to directions and attentive to capture information and background from the group (Vancouver, More, & Yoder, 2008; Rapp et al., 2014), generating an interdependence with teammates (Thompson & Bolino, 2018). This interdependence with teammates and managers should improve individual and group "beliefs not only about how well each and every other group member can marshal individual resources to accomplish the group task, but also how well group members can coordinate and combine their resources" (Zaccaro et al., 1995, p. 311). Consequently:

H_{5a}: The indirect effect of management support on sales performance by value congruence is stronger (vs. weaker) when salespeople's self-efficacy assessment is lower (vs. higher) than team potency.
H_{5b}: The indirect effect of management support on sales performance by value congruence is stronger (vs. weaker) when salespeople's self-efficacy assessment is lower (vs. higher) than collective efficacy.

To test our hypotheses, we performed four different studies with sales employees. In studies 1 and 2, we measured the salespeople's assessment of the team's capability only through team potency construct. In the studies 3 and 4, we also measure the salespeople's assessment of the collective efficacy of the sales team. Moreover, throughout the four studies, we alternated between objective and subjective measures the measurement of salespeople's sales performance and perceptions of team and management support. The methodological procedures and the results of the hypothesis test from the four studies are described in the sequence.

4 Study 1

4.1 Data collecting

In Study 1, we conducted a survey with Brazilians frontline employees from the retail banking segment. The banks' employees are organized by different branches distributed geographically in the cities of Maringá/PR (estimated 2018 population of 417,010 according to IBGE) and Campo Mourão/PR (estimated 2018 population of 94,212 according to IBGE). In each branch, the employees report to the same supervisor and their performance assessments systems consider individual and collective performance goals. Thus, the employees work in a team.

According to Economia UOL (2018), the top-23 banks in Brazil had profits of R$ 63 billion in 2017, an increase of 12% when compared to 2016 (Itaú banking alone did R$ 24 billion). The retail banking profits are greater than mining (R$ 17 billion), energy (R$ 10 billion), food and beverage (R$ 8 billion) and insurance (R$ 7 billion).

The frontline employees are responsible for selling tasks, such as selling financial products (e.g., deposit account, personal loans, credit cards, insurances, and investments), prospecting new customers, devising sales and customer strategies, gathering customer information, asking customer questions, and negotiating fees and costumers' debts.

A professional interviewer personally presented the research goals and questionnaire and then collected the answers face-to-face. The sample corresponds to 347 frontline employees from 10 different banks and 68 branches. Most of the frontline employees are men (55%), with an average age of 34 years old (SD = 10 years) and 9 years working in the company (SD = 8 years). The employees are organized into teams with an average of 12 members.

4.2 Measurement

We elaborated a questionnaire (see Appendix A) with scales to measure self-efficacy, team potency, team support, management support, sales performance and the following covariates: salespeople's age and gender, organizational tenure, and the number of members in the team. We used Likert-type scales with 10 points, ranging from 1= totally disagree to 10 = totally agree. Table 4 shows the items and sentences used in the scales.

Table 4. The operational definition of scales

Items	Sentences
Team potency (adapted from Guzzo et al., 1993)	
Outcome expectations	My team expects to be known as a high-performing team.
Work hard	My team can get a lot done when it works hard
Problem solution	My team can solve any problem it encounters
Performance capacity	My team has confidence in its capabilities to perform various tasks
Trust in the team	My team believes that no task is too tough to perform.
Self-efficacy (adapted from Jones, 1986)	
Qualification	I fell I am overqualified for the job I do.
Technical knowledge	I have all the technical knowledge I need to deal with my job.
Job abilities	My job is within the scope of my abilities.
Self-confidence	I feel confident that my skills and abilities equal or exceed those of my colleagues.
Team Support (adapted from De Jong et al., 2005)	
Cooperation	In our agency/store, members can count on each other for support.
Helping behavior	In our agency/store, members help each other.
Team involvement	In our agency/store, members get involved with what is going on in our team to help colleagues
Management Support (adapted from De Jong et al., 2005)	
Recognition	Our team receives recognition when we reach the goals
Clarity of goals	Our team knows what management's goal is.
Directions	Our team knows the ways to develop the activities
Communication	Our team communicates with management as needed.
Respect	Our team is treated with respect by management.
Sales Perceived Performance (adapted from Verhoef and Leeflang, 2009)	
Goals Achievement	Over the past month, I have achieved my sales target
Sales revenue	Over the past month, I had a good sales performance
Personal goals	Over the past month, I achieved personal goals in the company
General performance	Over the past month, my performance from 0 to 10 was

Team potency represents the salespeople's belief "about the capabilities of the team across tasks and contexts" (Gully et al., 2002, p. 282). The items refer to expectations of the team's outcomes, how hard the team works, team's ability to solve problems, team's ability to perform tasks and the confidence that the team is capable of performing any task. We measured team potency through 5 items adapted from Guzzo et al. (1993).

Self-efficacy is the salespeople's "beliefs in their capabilities to mobilize the motivation, cognitive resources, and courses of action needed to exercise control over events in their lives" (Wood & Bandura, 1989, p. 364). The items refer to the qualification, technical knowledge, working skills and self-confidence for the salesperson job. We measured self-efficacy with 4 items adapted from Jones (1986).

Team support represents the mutual assistance among members of a team in "devising sales and service strategies, handling difficult customers, dealing with information ambiguity, technological innovations and legal restrictions" (De Jong et al., 2005, p. 1614). We measured

team support using 3 items adapted from De Jong et al. (2005), regarding mutual cooperation, helping behavior and team involvement among team members.

Management support is the organizational support by the immediate superior of the team regarding reward, education/coaching and information (De Jong et al., 2005, p. 1614). We measured management support with 5 items also adapted from De Jong et al. (2005). The items refer to the manager's recognition, clarity of team goals, directions for performing tasks, communication with the manager and respect.

Sales performance is a subjective measure. In the Studies 1 and 2, we measured sales outcome from the perception of the salespeople of "how well they think they are performing" (Jehn et al., 1997, p. 291). We used 4 items based on Verhoef and Leeflang (2009) related to the achievement of sales goals, revenues from sales, achievement of personal goals and rating of general performance.

We used the cross-cultural translation technique to translate the scales from English to Portuguese (Banville, Desrosiers, & Genet-Volet, 2000). Two Brazilian marketing experts were responsible for the face validation of the scales. After the cultural translation, we tested the scales in a pretest for checking the sentences.

Value congruence (considering self-efficacy = team potency) represents a line that captures the symmetry between the effects of self-efficacy and team potency on performance, and that varies from a low level of congruence to a high level of congruence (Edwards, 2002). The value congruence is our mediator in the framework. To test the indirect effects of team support and management support on the outcome variables via congruence, we used the block variable approach recommended by Edwards and Cable (2009). "Specifically, to obtain a single coefficient representing the joint effect (i.e., congruence and incongruence effect) of the five polynomial terms [self-efficacy, team potency, self-efficacy^2, team potency^2, and self- self-efficacy $\times$ team potency], we combined the five terms into a block variable, which is a weighted linear composite. The respective weights are the estimated regression coefficients in the polynomial regression" (Zhang et al., 2012, p.118).

The incongruence self-efficacy $\neq$ team potency represents a situation of misalignment in which the sales performance is higher when self-efficacy is greater than team potency (or the opposite). The incongruence is our moderator in the framework. We created the incongruence by subtracting the standardized measure of team potency from the standardized measure of self-efficacy. We followed the procedure suggested by Shanock et al. (2010) to create the misalignment variable.

4.3 Polynomial regression equations

We tested the effects of congruence through the polynomial regression with surface response technique as described by Edwards and Parry (1993), Edwards (1995; 2002) and Edwards and Cable (2009). The polynomial regression procedure is similar to other studies in marketing field (Gabler et al., 2017, Mullins & Syam, 2014, Ahearne et al., 2013, Agnihotri et al., 2017, Kraus et al., 2015; Ogilvie et al., 2017).

The polynomial regression is appropriate when "researchers are interested in how combinations of two predictor variables relate to an outcome" (Shanock et al., 2010, p. 544) and represents an alternative to analyze the effects of congruence without the use of a simple measure that captures the difference between the assessments of self-efficacy and team potency (e.g., delta score). The use of a delta score carries methodological problems such as reduced reliability, ambiguous interpretations, and confounding effects (Edwards, 2002) and oversimplifies the congruence phenomenon and its interpretation (Kristof-Brown et al., 2005).

The value congruence must be seen as a line that captures the symmetry between the effects of self-efficacy and team potency on performance, and that varies between a low level of congruence and a high level of congruence. The regression model described in Equation 1 represents the empirical test of the effects of the value congruence between the assessments of self-efficacy (X) and team potency (Y) on sales performance (Z).

$$Z = b_0 + b_1 X + b_2 Y + b_3 X^2 + b_4 XY + b_5 Y^2 + e \ (1)$$

To test how sales performance varies along the line of value congruence (the scenarios where the assessments of self-efficacy and team potency are similar), we added the constraint $Y = X$ in equation 1. Thus, we examined the effects of the value congruence on sales performance according to equation 2.

$$Z = b_0 + (b_1 + b_2)X + (b_3 + b_4 + b_5)X^2 + e \ (2)$$

In contrast, to test how much the performance varies along the line of incongruence, we added the restriction $Y = -X$ in equation 1. Thus, we tested the effects of the incongruence self-efficacy $\neq$ team potency on sales performance according to equation 3.

$$Z = b_0 + (b_1 - b_2)X + (b_3 - b_4 + b_5)X^2 + e \ (3)$$

4.4   Polynomial regression interpretation

In order to comprehend the polynomial regression, we used the following terms such as (i) congruence line slope, (ii) congruence line curvature, (iii) incongruence line slope (iv) incongruence curvature and (v) three-dimensional plot.

i.   The congruence line slope is represented by the by the sum of b_1 and b_2 (equation 2). The congruence line slope means a linear effect. A positive slope value represents a situation of congruence in which the sales performance is higher when there is congruence in the values of self-efficacy and team performance. "When the slope along the congruence line is significant and positive, we can conclude that congruence at high levels of self-efficacy and team potency results in higher outcomes than congruence at low levels" (Zhang et al., 2012, p.117)

ii. The congruence line curvature is represented by the sum of b_3, b_4 and b_5 (Edwards, 2002). "If the curvature is not significantly different from zero, but the slope does, the congruence effect is linear" (Mullins & Sian, 2014, 196). "If the curvature is significantly positive or negative, the change in the result assumes a U-shape or an inverted U-shape, respectively" (Ahearne et al., 2013, p. 636).

iii. The incongruence line slope is represented by b_1- b_2. The incongruence line slope means a linear effect when there is a misalignment, in which the sales performance is higher when there is a misalignment between self-efficacy and team performance. "The slope (b_1-b_2) tests whether the change of sales performance along the incongruent axis is flat (slope = 0) or non-flat (slope > 0, positive, or slope < 0, negative)." (Tsai, Dionne, Wang, Spain, Yammarino, & Cheng, 2017, p. 278). A positive (vs. negative) slope value represents a situation of incongruence in which the sales performance is higher when self-efficacy is greater (vs. smaller) than team potency (Ahearne et al., 2013).

iv. The incongruence curvature is represented by b_3 - b_4 + b_5 and it has a curvilinear distribution. The incongruence curvature can be in an U-shaped-inverted or U-shaped relationship. In an U-shaped-inverted relationship, the maximum (vs. minimum) of the sales performance is reached at the center of the line, that is, at the congruence point (Ahearne et al., 2013). The curvature (b_3 - b_4 + b_5) value tests whether the change of sales performance along the incongruent axis is linear or curvilinear (Tsai et al., 2017).

v. The three-dimensional visual representation of the data (Shanock et al., 2010) shows the slopes and curvatures of the effects of congruence and incongruence in a response surface pattern. We can simultaneously present the predicted values for sales performance considering all possible combinations of self-efficacy (from low to high) and team potency (from low to high). "The two ends of the incongruent axis represent two incongruent self-efficacy and team potency combinations (i.e., low-high and high-low self-efficacy and team potency combinations), whereas the middle point of the incongruent axis represents a congruent self-efficacy and team potency relational schema combination (i.e., self-efficacy and team potency share both middle-level relational schema)". (Tsai et al., 2017, p. 278).

4.5   Results

Sample features. The sample of Study 1 corresponds to 347 frontline employees from 10 different banks and 68 branches. We grouped the 10 banks concerning their predominant capital ownership, such as public control, private control, and credit cooperative. The results of an ANOVA test indicated that there were no differences in self-efficacy ($F_{2,344} = 2.867$; $p = $ NS) and team potency ($F_{2,344} = 0.008$; $p = $ NS) between the groups of banks. However, the results indicated mean differences about team support ($F_{2,344} = 3.723$; $p < .05$), management support ($F_{2,344} = 3.781$; $p < .05$) and perceived performance ($F_{2,344} = 3.208$; $p < .05$). In order to correct the statistical models, we included the type of capital ownership as a control variable.

Validity and reliability of the scales. We analyzed the scales validity and reliability (Fornell & Larcker, 1981). We assessed the normality of the data through the measures of skewness (*sk*) and kurtosis (*ku*). The highest values found for the items of the scales were *sk* = 2.14 and *ku* = 5.20. These values allow us to assume the existence of a normal distribution of the data (*sk* < 3; *ku* < 7) (Marôco, 2010). Appendix B presents the descriptive measures of the items.

Next, we evaluated the validity of scales using Exploratory Factor Analysis. After the exclusion of one item from management support scale and two items from team potency scale, we found an appropriate solution composed of five components (Appendix B). The reasons for exclusion of items were low factor loads or cross-loadings. All the remaining items presented significant factor loads ($\lambda > .50$).

We assessed the convergent validity of the scales using the Average Variance Extracted (AVE). As expected, all the scales presented values of AVE above or closer to expected (AVE > .50) (Fornell & Larcker, 1981). We assessed the discriminant validity by comparing the values of AVE with the coefficients of correlations between the constructs (Fornell & Larcker, 1981). No correlation was higher than the square root of AVE, indicating that the items of each scale present greater explanatory power than the other constructs.

Then, we calculated the scale reliability using Composite Reliability (CR). The results indicated that all values were above the expected (CR > .70) (Pedhazur & Schmelkin, 1991). Table 5 presents the results.

Table 5. Correlation matrix and descriptive measures of study 1

	Constructs	1	2	3	4	5
1	Team support	1				
2	Management Support	.667**	1			
3	Team Potency	.638**	.524**	1		
4	Self-efficacy	.446**	.526**	.446**	1	
5	Perceived Performance	.309**	.277**	.238**	.389**	1
	Mean	8.09	8.61	7.79	8.50	8.09
	Standard Deviation	1.39	1.11	1.32	1.03	1.51
	AVE	.65	.48	.49	.57	.76
	AVE Square Root	.81	.69	.70	.75	.87
	Composite Reliability	.85	.79	.73	.84	.93

Notes. **$p < .01$

4.6 (In)congruence group analysis

Because further analyses of the relationships involving the value congruence require a heterogeneity of data, we followed the procedure suggested by Shanock et al. (2010) to classify our sample. Initially, we standardized the scores of self-efficacy and team potency. Next, we classified the salespeople into three groups as reported in Table 6. We classified into incongruence groups each salesperson "with a standardized score on one variable that is half a standard deviation above or below the standardized score on the other variable" (Shanock et al., 2010, p. 547). The salespeople who did not present deviation, we classified into the congruence group.

Table 6. Frequencies of (in)congruence groups (Study 1)

Groups	n	%	Team Potency		Self-efficacy	
			Mean	SD	Mean	SD
Team Potency > Self-Efficacy	114	32.9	8.28	1.08	7.75	.96
Congruence [Team Potency = Self-Efficacy]	130	37.5	8.05	1.20	8.69	.91
Team Potency < Self-Efficacy	103	29.7	6.94	1.32	9.08	.72
Total	347	100.0	7.79	1.32	8.50	1.03

Notes. ANOVA Team Potency ($F_{2,344} = 38.4$; $p < .01$); ANOVA Self-efficacy ($F_{2,344} = 68.0$; $p < .01$).

Approximately 37% of our sample did not present a significant difference between the assessments of self-efficacy and team potency. Because of that, we classified them as congruence. Approximately 33% of respondents assessed team potency higher than self-efficacy, and 30% assessed self-efficacy higher than team potency. These two groups are incongruences. These results demonstrate the existence of sufficient sample for each group in order to estimate our theoretical model (Shanock et al., 2010) based on the moderator variable.

4.7 Hypothesis test

The effect of value congruence on sales performance. Hypothesis 1_a suggests that the value congruence between salespeople's assessment of self-efficacy and team potency has a positive effect on sales performance. First, we centered on the midpoint the measures of self-efficacy and team potency in order to reduce the potential of multicollinearity (Shanock et al., 2010, Aiken & West, 1991, Edwards, 1995).

Second, we computed three new variables according to the polynomial regression model of congruence (see equation 1) (Edwards & Parry, 1993), such as (a) the square of the centered measure of self-efficacy, (b) the cross-product of the centered measures of self-efficacy and team potency, and (c) the square of the centered measure of team potency. Third, we added these variables, as well the direct effects of self-efficacy, team potency and covariates in a regression model to predict salespeople's perceived performance. We are interested in the main effect of congruence line slope (*b1 + b2*). We presented the results in Table 7.

Table 7. Polynomial regression for sales performance (Studies 1-2).

Predictors	Study 1		Study 2	
	Beta	*t-value*	Beta	*t-value*
Constant	4.628	8.439**	4.900**	9.137
Control				
Gender	.177	1.156	.073	.365
Age	.024	1.855	-.005	-.403
Tenure	-.015	-.990	.065	2.551*
Nº Members in the team	-.008	-.965	.017	.913
Public bank	-.657	-2.778**		
Private bank	-.186	-.918		
Furn./Applianc Store			-.009	-.033
Main Effects				
Self-efficacy (b_1)	1.286	4.429**	.550	2.508*
Team Potency (b_2)	.081	.362	-.166	-.858
Quadratic Effects				
Self-efficacy² (b_3)	-.112	-2.009*	.019	.330
Self-efficacy x Team Potency (b_4)	-.052	-.905	.009	.104
Team Potency² (b_5)	.039	1.281	.073	1.486
F	8.185**		12.042**	
R² adjusted	.186		.322	
Surface Tests[a]				
Congruence line slope (b1+b2)	1.367**		.383*	
Congruence line curvature (b3+b4+b5)	-.125*		.100*	
Incongruence line slope (b1-b2)	1.206*		.716†	
Incongruence line curvature (b3-b4+b5)	-.021		.083	

Notes. [a] Significance of the quadratic regression coefficients combinations was obtained by the bootstrap resampling technique of 10,000 samples.
**$p < .01$; *$p < .05$; †$p < .10$

Hypothesis 1_a argued that salespeople's perceived performance is higher when they assess self-efficacy and team potency as high (*vs.* when they assess both as low). The surface tests showed a significant and positive slope of the congruence line ($b_1 + b_2 = 1.367$, $p < .01$), supporting H_{1a}. We created a three-dimensional graphic to illustrate the response surface for salespeople's perceived performance along the value congruence line. As Figure 4 demonstrates, when self-efficacy and team potency levels are aligned, the greater the perceived sales performance. Next, the results of surface tests also demonstrated that the curvature of the value congruence effect is also significant ($b_3 + b_4 + b_5 = -.125$, $p < .05$). The negative sign of the curvature effect represents that the relationship occurs in the form of an U-shaped inverted relationship. That is, there is a point of inflection in which the effect of value congruence on salespeople's sales performance starts to reduce.

Figure 4. Response surface for salespeople's perceived performance (Study 1)
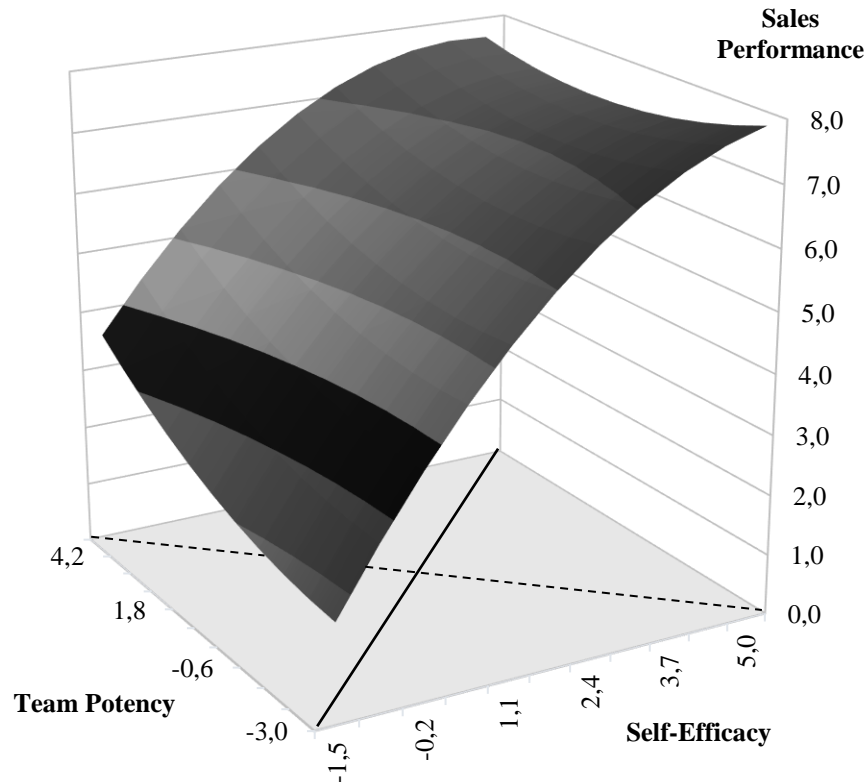
Notes. The solid line running diagonally from the near corner to the far corner represents the congruence line. The dotted line running diagonally left to right represents the incongruence line.

The surface tests also demonstrated a significant slope for the incongruence line (b_1 - b_2 = 1.206, p < .05). The incongruence line slope means a linear effect when there is a misalignment between team-potency and self-efficacy. So, when self-efficacy is higher than team potency, the higher salespeople's performance. The incongruence curvature did not support a curvilinear relationship (b_3 - b_4 + b_5 = -.021, p = NS).

The effect of team support and management support on sales performance through value congruence. Hypothesis 2_a Hypothesis 3_a argue that team support and management support have indirect and positive effects on sales performance through the mediation effect of value congruence. For testing this mediation, we created a block variable (Edwards & Cable, 2009) from the five polynomial regression coefficients (see equation 1), representing the joint effects (congruence and incongruence) of self-efficacy and team potency (block variable = $b_1 X$ + $b_2 Y$ + $b_3 X^2$ + $b_4 XY$ + $b_5 Y^2$).

This block variable procedure for testing mediating effect is similar to adopted by Ahearne et al. (2013) and Zhang et al. (2012). We replaced the five polynomial regression coefficients by the block variable and included it in the model. The block variable composition

is recommended for testing complex hypotheses involving the congruence between two variables because block variable maintains the same amount of variance explained of the polynomial equation using the original terms (Ahearne et al., 2013; Edwards & Cable, 2009). We estimated the indirect effect using the macro Process (Hayes, 2013).

Table 8 reports three different effects of the types of support on performance: (a) total effect, (b) direct effect, and (c) indirect effect. We based on Hayes (2013) to explain these effects. The total effect is derived by estimating the regression coefficient of the types of support on sales performance alone. The total effect represents how much the variation in a unit of the measure of the types of support influences the measure of performance. The total effect is equal to the sum of the indirect and direct effects.

The direct effect is derived by estimating the regression coefficient of the types of support on sales performance, controlling the effect of the mediator variable. So, the direct effect represents the effect of the types of support on sales performance which is independent of the influence of the mediator variable.

Finally, the indirect effect quantifies how much the variation in a unit of the measure of the types of support influences the measure of performance influenced by the mediator variable. The indirect effect represents the effect of the types of support on sales performance that is transmitted by the mediator variable. We adopted the bootstrap technique "that is almost always more powerful than Sobel's test" to evaluate the significance of indirect effects (Zhao, Lynch Jr., & Chen, 2010, p. 202). By using bootstrap, we estimated the indirect effects of team and management support for 10,000 samples in order to form a 95% confidence interval. A significant indirect effect does not include the zero value in its 95% confidence interval.

Table 8. Results of the mediating role of value congruence (Study 1)

	Salespeople Perceived performance					
	Estimate	**S.E.**	**Lower CI**	**Upper CI**	**Z**	**p-value**
Total effects						
Team support	.316	.056	.206	.426	5.640	.000
Management Support	.352	.072	.212	.493	4.920	.000
Direct effects						
Team support	.116	.062	-.005	.237	1.892	.059
Management Support	.072	.079	-.083	.228	.914	.362
Indirect effect through value congruence						
Team support	.200	.053	.111	.319	5.496	.000
Management Support	.280	.061	.173	.417	5.794	.000

Notes. 10,000 bootstrap sample estimates for indirect effect analysis by the bias-corrected method. *t* values are reported for the total and direct effect. *Z* values are reported for the indirect effects. CI = Confidence Interval.

In Study 1, team support ($\beta = .316$, $p < .01$) and management support ($\beta = .352$, $p < .01$) presented positive and significant total effects on salespeople's perceived performance. However, in the regression model that we have controlled for the effect of the block variable, the direct effects of team support ($\beta = .116$, $p < .06$) and management support ($\beta = .072$, $p = $ NS) become non-significant, suggesting the mediating role of value congruence and the existence of an indirect path.

The coefficients of indirect effects were significant and supported the mediating role of value congruence. The results showed that team support ($\beta = .20$, $p < .01$, 95% CI = [.111; .319]) and management support ($\beta = .28$, $p < .01$, 95% CI = [.173; .417]) indirectly influenced the salespeople's perceived performance by the value congruence between salespeople's assessments of self-efficacy and team potency. These indirect results suggested a model of full mediation (Baron & Kenny, 1996) or indirect-only mediation role (Zhao et al., 2010) for the value congruence, supporting H_{2a} and H_{3a}, respectively.

The moderated-mediated effect of support on sales performance. Hypotheses 4_a and 5_a refer to a moderated-mediated model. The assumption is whether the mediating effect of the value congruence varies depending on the type of incongruence ([*i*] self-efficacy higher than team potency or [*ii*] self-efficacy lower than team potency).

In the moderated-mediated test, we measured the value congruence (mediator variable) by a block variable that synthesizes all the explanatory power of the components of the polynomial regression on sales performance (Edwards & Cable, 2009). We measured the incongruence (moderator variable) by the difference between self-efficacy the standardized measures of self-efficacy and team potency as suggested by Shanock et al. (2010). We used the

model 8 Process to test this moderated-mediated model (Hayes, 2013). Table 9 presents the results with 95% confidence interval (Hayes, 2013).

Table 9. Conditional indirect effect of team support on sales performance (Study 1)

Conditional indirect effects	Perceived Sales Performance			
	Effect	S.E.	Lower CI	Upper CI
Team support				
Team Potency > Self-Efficacy	.299*	.085	.150	.482
Congruence Team Potency = Self-Efficacy	.219*	.061	.110	.350
Team Potency < Self-Efficacy	.139*	.041	.067	.228
Index of Moderated-Mediation	-.076*	.025	-.138	-.035
Management Support				
Team Potency > Self-Efficacy	.358*	.075	.218	.512
Congruence Team Potency = Self-Efficacy	.267*	.057	.164	.385
Team Potency < Self-Efficacy	.176*	.046	.099	.283
Index of moderated mediation	-.086*	.025	-.140	-.043

Notes. 10,000 bootstrap sample estimates for indirect effect analysis by the bias-corrected method. SE = Standard error. LLCI and ULCI are, respectively, lower and upper bounds 95% confidence interval. $*p < .05$.

The moderated-mediation analysis revealed that the indirect effect of team support on salespeople's perceived performance through value congruence is contingent on the difference between the assessments of self-efficacy and team potency ($\beta = -.076$, 95% CI = [-.138; -.035]). As the difference between the assessments varies from self-efficacy higher than team potency to team potency higher than self-efficacy, the indirect effect of team support on sales performance becomes stronger, supporting H_{4a}.

Our results have already shown us that team support indirectly influences salespeople's perceived performance through the value congruence (mediating effect). So, we followed the procedures suggested by Aiken and West (1991), to graphically represented the moderating effect of the difference between the assessments of self-efficacy and team potency in the relationship between team support and the value congruence (moderating effect). We estimated the values for the value congruence (block variable) considering the combinations between high and low values of team support and high, medium and low values of the difference between the assessments. This procedure considers the mean of each variable plus or minus one standard deviation (Aiken & West, 1991).

Figure 5 represents the direct effect of team support on value congruence. The influence of team support on the joint effect of self-efficacy and team potency (block variable) is stronger when team potency is higher than self-efficacy. So, when team potency is higher than self-

efficacy, team support promotes more strongly salespeople's assessments of self-efficacy and team potency. The higher these assessments, the higher the sales performance.

Figure 5. Effects of team support on value congruence (Study 1)
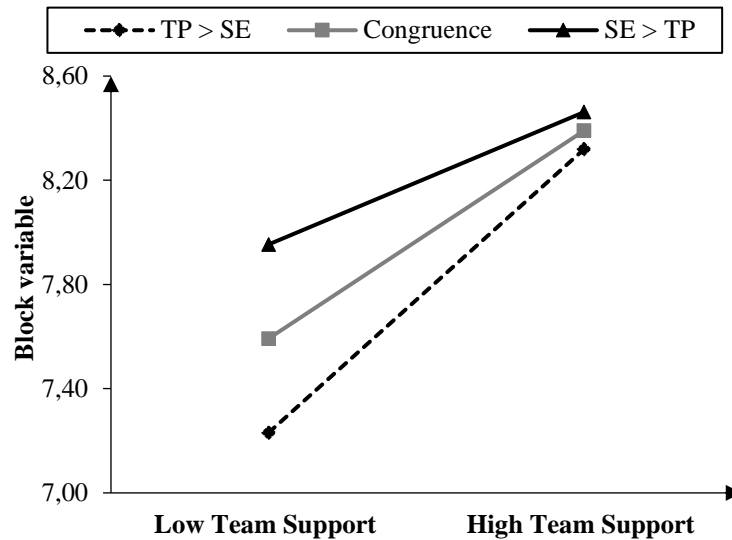
The index of moderated-mediation analysis also reveals that the indirect effect of management support on salespeople's performance through value congruence is contingent on the difference between the assessments of self-efficacy and team potency ($\beta = -.086$, 95% CI = [-.140; -.043]), supporting H_{5a}. Figure 6 represents the effects of management support on the value congruence. When salespeople's assessments of team potency are higher than self-efficacy, the effect of management support on the block variable was stronger.

Figure 6. Effects of management support on value congruence (Study 1)
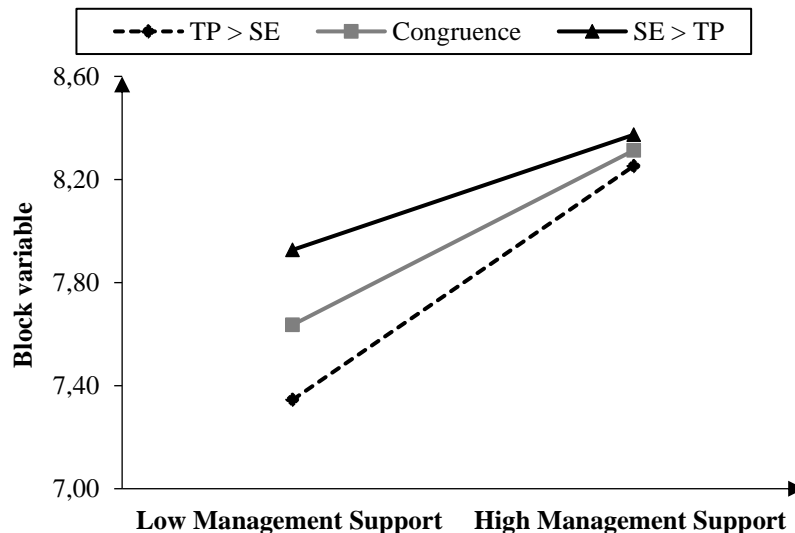
5 Study 2

5.1 Data collecting

In Study 2, we tested the same relationships from the previous study, but with a sample from a different retail segment. Our objective with this study was to offer greater robustness to the results we found. So, we conducted a survey with Brazilians salespeople responsible for selling clothes and footwear (similar to H&M, C&A, Forever 21, Primark, Renner, etc.) and furniture and home appliances (similar to Sears, Ricardo Eletro, Magazine Luiza, etc). The salespeople from clothes and footwear are responsible for selling products such as shoes, socks, panties, underwear, belts, bags, jeans, clothing, accessories, etc. According to FIESP (2018), there are 27,000 industries in the clothing segment, and the sales in retail are near to R$ 220 billion in 2017.

The salespeople from furniture and home appliances (similar to a department store) are responsible for selling products such as cabinet, mattress, bed, refrigerator, tables, chairs, stove, washer, microwave, blender, smartphones, television, microsystem, etc. According to Infomoney (2018), the Brazilian Society of Retail and Consumer showed that top-10 retailers had revenues about R$ 226 billion in 2017, and top-300 retailers had revenues about R$ 602 billion in 2017.

The salespeople from these two segments are organized by retail stores distributed geographically in the city of Maringá/PR. They are subject to the same supervisor and to individual and collective performance goals, such as revenues, commissions, and margin of sales. In addition to the selling products, salespeople are also responsible for the selling services such as extended warranty of products, insurance, differentiated payment options, and stores credit cards. Furthermore, these salespeople must establish strategies to persuade customers who present a showrooming behavior that might undermine salespeople's self-efficacy (Rapp, Baker, Bachrach, Ogilvie, & Beitelspacher, 2015).

Like the earlier study, a professional interviewer personally addresses the respondents presenting to them the research goals and questionnaire and collecting the answers. We summed a total of 234 respondents, which correspond to 42 different stores, with an average of approximately 6 members of which sales team. The measures and questionnaire of Study 2 are the same as those of Study 1.

5.2   Results

Sample features. In our sample, 63% of salespeople are women, the average of age is 30 years old (SD = 10 years), and the average of work in the company is 4 years (SD = 5 years). A total of 67% of salespeople sample are from the clothes and footwear stores and 33% are from furniture and home appliances retail stores.

Because we collected data from two different retail segments, we created a dummy variable assuming 0 = salespeople from furniture and home appliances stores, and 1 = salespeople from clothes and footwear stores. We conducted an ANOVA and the results indicated that salespeople from clothes and footwear stores had greater scores on team support ($F_{1,232}$ = 5.499; $p < .05$), management support ($F_{1,232}$ = 19.454; $p < .01$), self-efficacy ($F_{1,232}$ = 9.157; $p < .01$), and team potency ($F_{1,232}$ = 5.480; $p < .05$).

These differences could be related to the fact that many furniture and home appliances stores belong to large Brazilian retail chains, which invest many resources in recruitment and selection and training of sales employees. The clothes and footwear stores are local business (even medium or small business), and the level of investment in sales team is low. However, the average of sales perceived performance was not significant ($F_{1,232}$ = 2.816; p = NS). We included the two segments in the statistical model as a control variable.

Validity and reliability of the scales. To assess the validity and reliability of the constructs in Study 2, we performed the same procedures of Study 1. We assessed the normality of the data through the measures of skewness (*sk*) and kurtosis (*ku*). The highest values found for the items of the scales are *sk* = 1.26 and *ku* = 3.38, which allow us to assume the existence of a normal distribution of the data (*sk* < 3; *ku* < 7) (Marôco, 2010). Appendix C presents the descriptive measures of the items. The test of exploratory factor analysis demonstrated that all items presented significant factor loads ($\lambda > .50$) correctly on their respective scales. We did not delete any item.

Although the AVE index is lower than expected for the scale of team potency, no correlation coefficient is higher than the square root of AVE, indicating the discriminant validity of scales. Therefore, we decided not to exclude any item from the scale of team potency. About the reliability of the scales, the Composite Reliability (CR) index is higher than expected for all scales (CR > .70) (Pedhazur & Schmelkin, 1991). Table 10 presents the correlation coefficients and the measures of AVE and CR for Study 2.

Table 10. Correlation matrix and descriptive measures of study 2

	Constructs	1	2	3	4	5
1	Team support	1				
2	Management Support	.630**	1			
3	Team Potency	.639**	.649**	1		
4	Self-efficacy	.631**	.526**	.651**	1	
5	Perceived Performance	.448**	.402**	.430**	.531**	1
	Mean	7.07	7.59	7.46	8.04	7.41
	Standard Deviation	2.09	1.86	1.58	1.32	1.78
	AVE	.58	.63	.44	.52	.71
	AVE Square Root	.76	.80	.66	.72	.84
	Composite Reliability	.80	.90	.80	.81	.91

Notes. $**p < .01$

5.3 (In)congruence group analysis

We followed the same procedure of Study 1 to examine the discrepancies between the salespeople's assessments of self-efficacy and team potency in the sample of Study 2 (Shanock et al., 2010). After we collected data, we classified each salesperson into the following three groups: (a) incongruence for self-efficacy, (b) incongruence for team potency, and (c) congruence. Table 11 reports the frequencies of each the groups.

Table 11. Frequencies of (in)congruence groups (Study 2)

Group	n	%	Team Potency		Self-efficacy	
			Mean	SD	Mean	SD
Team Potency > Self-Efficacy	55	23.5	8.05	1.49	7.18	1.50
Congruence Team Potency = Self-Efficacy	117	50.0	7.76	1.45	8.19	1.18
Team Potency < Self-Efficacy	62	26.5	6.37	1.40	8.51	1.03
Total	234	100.0	7.46	1.58	8.04	1.32

Notes. ANOVA Team Potency ($F_{2,231} = 24.6$, $p < .01$); ANOVA Self-efficacy ($F_{2,231} = 19.1$, $p < .01$).

Half of our sample assessed self-efficacy and team potency in the same extension, generating the congruence group (50%). A total of 23.5% assessed team potency higher than self-efficacy and 26.5% assessed self-efficacy higher than team potency.

5.4 Hypothesis test

The effect of value congruence on sales performance. To test the H_{1a} about whether the sales performance varies across the line of value congruence, we performed the polynomial regression model and the tests of surface (Edwards & Parry, 1993). So, we centered the measures of self-efficacy and team potency on the midpoint and computed the quadratic components of the polynomial regression model of congruence (Edwards & Parry, 1993). Table 7 presents the results of Study 2.

The surface tests show a positive and significant slope for the congruence line ($b_1 + b_2$ = .383, $p < .05$). Thus, when salespeople align their self-efficacy with the team potency (generating equality), the higher the salespeople's sales performance, supporting H_{1a}. Figure 7 shows that the sales performance varies positively along the congruence line between the salespeople's assessments of self-efficacy and team potency. The curvature of the congruence line is also significant and positive ($b_3 + b_4 + b_5$ =.100, $p < .05$), representing that the relationship occurs in the form of a "U". A U-shape is a quadratic relationship and means convexity.

Figure 7. Response surface for salespeople perceived performance (Study 2)
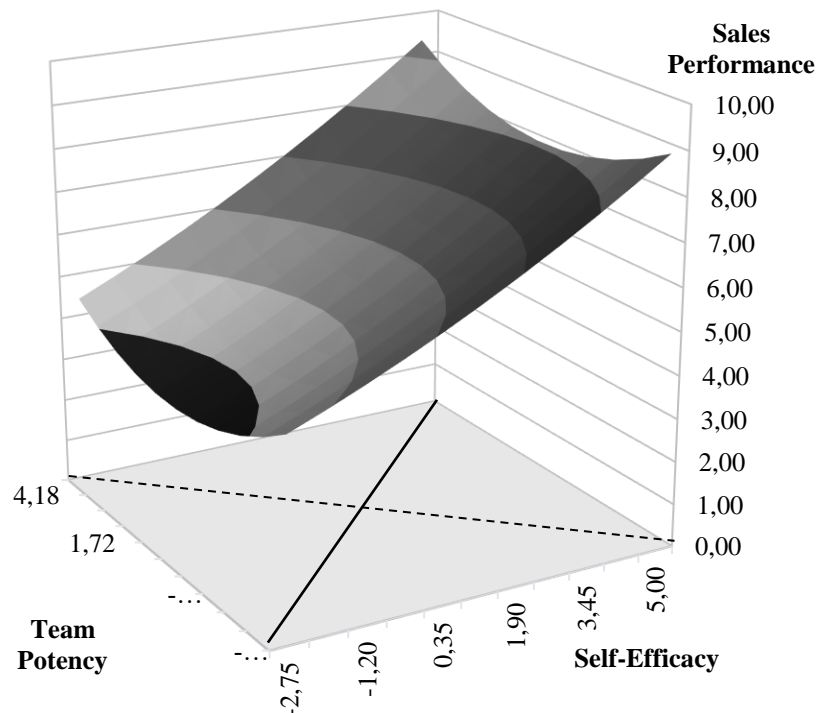
Notes. The solid line running diagonally from the near corner to the far corner represents the congruence line. The dotted line running diagonally left to right represents the incongruence line.

The surface test shows that the slope for the incongruence line is significant to the level of 90% confidence (b_1 - b_2 =.716, $p < .10$). So, when there is incongruence for the self-efficacy side, sales performance is higher. The curvature of incongruence line is not significant (b_3 - b_4 + b_5 = -.083, p = NS). This result rejects the evidence that the incongruence curvature is a curvilinear distribution.

The effect of team support and management support on sales performance through value congruence. In Study 2, we again created a block variable from the five polynomial coefficients of polynomial regression to represent and test the mediating role of value congruence. Table 12 presents the results for the total effects, direct effects and indirect effects (Hayes, 2013) of the types of support on salespeople's perceived performance. As expected, team support (β = .287, $p < .01$, 95% CI = [.201; .392]) and management support (β = .273, $p < .01$, 95% CI = [.186; .386]) presented positive indirect effects on performance through value congruence, supporting H$_{2a}$ and H$_{3a}$. The mediating role of value congruence is a full and indirect-only type (Baron & Kenny, 1996; Zhao et al., 2010). These results are similar to those of Study 1.

Table 12. Results of the mediating role of congruence (Study 2)

	Salespeople Perceived Performance					
	Estimate	**S.E.**	**Lower CI**	**Upper CI**	**Z**	**p-value**
Total effects						
Team support	.378	.052	.276	.479	7.329	.000
Management Support	.389	.061	.270	.509	6.435	.000
Direct effects						
Team support	.090	.062	-.032	.213	1.452	.148
Management Support	.117	.064	-.008	.242	1.832	.068
Indirect effect through value congruence						
Team support	.287	.049	.201	.392	6.174	.000
Management Support	.273	.050	.186	.386	6.115	.000

Notes. 10,000 bootstrap sample estimates for indirect effect analysis by the bias-corrected method. *t* values are reported for the total and direct effect. *Z* values are reported for the indirect effects. LLCI = Lower Limit Confidence Interval. ULCI = Upper Lower Confidence Interval.

The moderated-mediated effect of support on sales performance. Hypotheses 4 and 5 argue that the indirect effects of support via value congruence vary along the difference between individual and team. We tested the moderated-mediated effect using the conditional indirect effect of support on sales performance (Hayes, 2013). Table 13 presents the results.

Table 13. Conditional indirect effect of support on sales performance (Study 2)

Conditional indirect effects	Perceived Sales Performance			
	Effect	S.E.	Lower CI	Upper CI
Team support				
Team Potency > Self-Efficacy	.395*	.062	.241	.488
Congruence Team Potency = Self-Efficacy	.282*	.048	.194	.383
Team Potency < Self-Efficacy	.213*	.040	.143	.299
Index of moderated mediation	-.082*	.025	-.139	-.039
Management Support				
Team Potency > Self-Efficacy	.362*	.066	.248	.504
Congruence Team Potency = Self-Efficacy	.296*	.542	.202	.412
Team Potency < Self-Efficacy	.230*	.051	.143	.342
Index of moderated mediation	-.080*	.027	-.141	-.035

Notes. 10,000 bootstrap sample estimates for indirect effect analysis by the bias-corrected method. SE = Standard error. LLCI and ULCI are, respectively, lower and upper bounds 95% confidence interval. *$p < .05$.

The indexes of the moderated-mediation analyses revealed that the indirect effects of team support (β = -.082, 95% CI = [-.139; -.039]) and management support (β = -.080, 95% CI = [-.141; -.035]) on salespeople's perceived performance through value congruence is conditioned by the incongruence between the assessments of self-efficacy and team potency. The values revealed that the indirect effect of team support is stronger for team potency higher than self-efficacy (β = .39 vs. β = .21, CI = does not include zero). We found the same result for management support, suggesting that the magnitude is stronger for team potency higher than self-efficacy (β = .36 vs. β = .23, CI = does not include zero), supporting H_{4a} and H_{5a}.

Figure 8 represents the effects of team and management support on the value congruence moderating by the difference between the assessments of self-efficacy and team potency. The slopes of the effects of team support and management support confirmed that the effects are higher when salespeople assess team potency higher than self-efficacy. These results indicated that team support and management support are more useful to salespeople who notice that the collective work in their teams is more capable of achieving good results than their individual work. In this case, the types of support promoted self-efficacy and team potency strongly, indirectly influencing the salespeople's perceived performance.

Figure 8. Effects of the types of support on value congruence (Study 2)
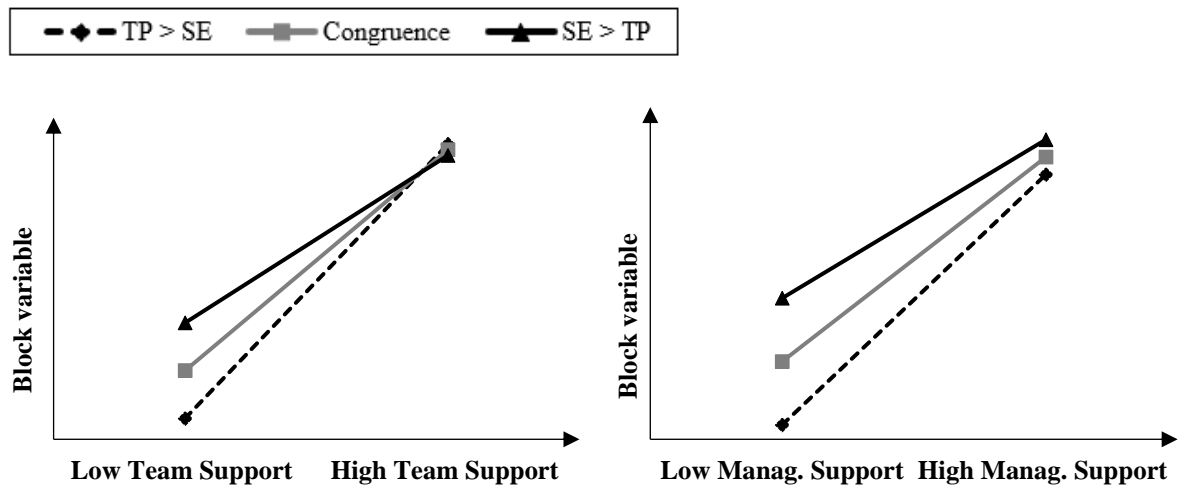
6 Study 3

Considering that the results in the first two studies are convergent and aiming to advance regarding the measures and generalization, we performed the Study 3 with salespeople of clothes, footwear and furniture and home appliances retail stores of the city of Londrina/PR. Salespeople's characteristics in Study 3 are similar to the previous survey. However, this survey had four main differences from previous ones.

First, in addition to the team potency, we also measured the collective efficacy in Study 3. *Team potency* "refers to generalized beliefs about the capabilities of the team across tasks and contexts" (i.e., our team will be successful no matter what the task) and *collective efficacy* "refers to a team's belief that it can successfully perform a specific task" as are the sales activities (i.e., our team will be successful in sales activities) (Gully et al., 2002, p. 820). The difference between these two constructs is that the team potency refers to the team's ability to perform any task and the collective efficacy refers to the team's ability to perform a specific task (Shelton et al., 2010). We measured the collective efficacy with 6 items from Rapp et al. (2014) and Sujan, Weitz, and Kumar (1994) regarding qualification, knowledge, confidence in the skills, preparation, confidence in the members and outcomes expectations of the sales team.

Second, we replaced the scale of self-efficacy adopted in Studies 1 and 2 (Jones, 1986) and adopted the measure from Sujan et al. (1994). Self-efficacy is the belief that people have of themselves about their ability to perform specific tasks successfully (Bandura, 1977, 1982). The Jones' scale (1986) used in earlier studies measures self-efficacy in a generalized way and is suitable for any work that an individual can perform. (i.e., "I feel I am overqualified for the job I do"). In Study 3, we used a specific scale to measure the sales self-efficacy composed of 5 items from Sujan et al. (1994), such as "I am good at selling". This scale relates to the salespeople's qualification for the sales job, the knowledge to sell, and the following expectations of the salespeople role in relation to customers: persuasion, detection of needs and closure of sales (Sujan et al., 1994). Thus, in Study 3, self-efficacy represents the salespeople's belief in their ability to successfully execute sales activities (Schmitz & Ganesan, 2014).

Third, instead of measuring the subjective sales performance, we measured the goal achievement in the last 3 months. The use of the percentage of target achievement is recommended when we have salespeople from different segments and submitted to different variables of internal and external environment, such as stores market potential, team size, and organizational target setting policy (Claro & Kamakura, 2017; Ahearne et al., 2010; Rapp et al., 2014). In Study 3, we also measured the salespeople's satisfaction with the team as a

dependent variable. We measured satisfaction with the team with 3 items adapted from Tekleab, Quigley, and Tesluk (2009). This measure corresponds to the salespeople's satisfaction with the team members, the way the team works and how the team is integrated. Table 14 presents the items and sentences of the new scales used in Study 3.

Table 14. The operational definition of scales of study 3

Items	Sentences
Salespeople's self-efficacy (adapted from Sujan et al., 1994)	
Sales qualification	I feel that I am good at selling
Closing of sales	It is not difficult to me to pressure a customer to close a sale.
Sales knowledge	I know the right thing to do in selling situations.
Ability to persuade	I find it easy to convince a customer that has a different viewpoint that mine.
Detection of needs	I am good at finding out what costumers wish.
Collective Efficacy (adapted from Rapp et al., 2014; Sujan et al., 1994)	
Sales qualification	My sales team is good at selling.
Sales knowledge	My sales team know the right thing to do in selling situations.
Confidence in skills	My sales team has confidence in their ability to perform sales activities with a high level of performance.
Preparation	My sales team is better trained than most of the sales teams I know.
Sales outcomes	My sales team does a better job than most sales teams I know.
Confidence in pairs	By receiving the next sales target, my sales team feels confident that it can be achieved.
Satisfaction with the team (adapted from Tekleab et al., 2009)	
Team members	I am satisfied with my present sales team members.
Teamwork	I am pleased with the way my team members and I worked together.
Belong to the team	I am very satisfied with working in this sales team.

Fourth, as team support and management support had the same effects in previous studies, we decided to measure only the management support in the third study to reduce the size of the questionnaire. The scale of management support is the same as in the previous studies. As team potency and collective efficacy are constructs related to the team and its members as well as team support, we decided to maintain the management support for offering a new unit of analysis. The questionnaire applied to salespeople in Study 3 is available in Appendix E.

6.1 Data collecting

We did the Study 3 with salespeople who are selling clothes and footwear and furniture and home appliances. Study 3 has the same sample from Study 2. However, we collected data

in the city of Londrina/PR (estimated 2018 population of 563,943 according to IBGE). The salespeople from clothes and footwear are responsible for selling products such as shoes, socks, panties, underwear, belts, bags, jeans, clothing, accessories, etc., and the salespeople from furniture and home appliances (similar to department store) are responsible for selling products such as cabinet, mattress, bed, refrigerator, tables, chairs, stove, washer, microwave, blender, smartphones, television, microsystem, etc.

We hired a company from Londrina specialized in market research to operationalize the data collection. The company assigned an application assistant who received training from us on how to conduct the survey and approach the respondents. We prepared a presentation letter of the research highlighting the objective, authenticity, and responsibility of the research, as well as the anonymity and importance of the respondents (Appendix D). The research assistant went personally to clothes and footwear and furniture and home appliances retail stores. The assistant collected individually the data by collecting the questionnaires. A total of 200 salespeople replies to our questionnaire.

6.2   Results

Sample Features. The number of respondents in Study 3 is 200 salespeople. Most of them are women (82%), with an average of 32 years old (SD = 10 years) and 4 years working in the company (SD = 7 years). On average, the sales teams have been working together for approximately 3 years (SD = 3), and they have 8 salespeople (SD = 4). A total of 46.5% of salespeople work in clothing stores, 39.5% in shoe stores and 14% in furniture and home appliances stores.

We conducted a test One-way ANOVA with the salespeople's answers and the results indicated that there were no significant mean differences in management support ($F_{2,197}$ = .940; p = NS), self-efficacy ($F_{2,197}$ = .391; p = NS), team potency ($F_{2,197}$ = .323; p = NS), collective efficacy ($F_{2,197}$ = .510; p = NS) and team satisfaction ($F_{2,197}$ = .180; p = NS) between the salespeople's segments.

The average value of sales goal achievement in the last 3 months was 75% (SD = 19%). This variable obtained 38 missing values. We excluded from our analyses the respondent with missing values when sales goals achievement was the dependent variable. Figure 9 shows the histogram of the distribution of sales goal achievement.

Figure 9. Histogram of the sales goal achievement (Study 3)
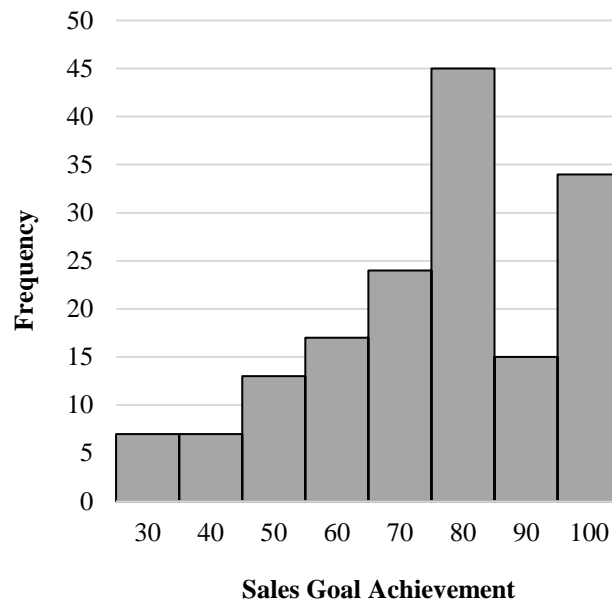
Validity and reliability of the scales. Appendix F presents the descriptive measures of the items used in Study 3. We excluded 1 item of the collective efficacy scale because of a low factor load. All the other items presented significant factor loads ($\lambda > .50$) on their respective scales. Appendix G presents the factorial loads of the items.

Table 15 presents the correlation coefficients and the measures of average of variance extracted and composite reliability for Study 3. Although the scale of team potency presents an AVE value lower than expected (AVE < .50), the explanatory power of the items is higher than the explanatory power of the other variables, indicating a discriminant validity. We did not find problems with the other scales in terms of validity and reliability.

Table 15. Correlation matrix and descriptive measures of study 3

	Constructs	1	2	3	4	5	6
1	Management Support	1					
2	Team Potency	.538**	1				
3	Collective Efficacy	.539**	.614**	1			
4	Self-efficacy	.360**	.368**	.424**	1		
5	Team Satisfaction	.500**	.556**	.638**	.279**	1	
6	Sales Goal Achievement	.165*	.147	.174*	.315**	.086	1
	Mean	5.90	5.64	5.71	5.68	5.65	.75
	Standard Deviation	1.37	1.08	1.10	.93	1.39	.19
	AVE	.61	.39	.48	.50	.57	-
	AVE Square Root	.78	.63	.70	.71	.76	-
	Composite Reliability	.89	.76	.82	.83	.80	-

Notes. **$p < .01$; *$p < .05$.

6.3 (In)congruence group analysis

As in previous studies, we adopted the criterion of Shanock et al. (2010) to classify the sample of Study 3 into three groups: (*a*) incongruence for self-efficacy, (*b*) congruence, and (*c*) incongruence for team potency. Next, we did the same, but now using the construct of collective efficacy. We also classified the sample into three groups: (a) salespeople who assessed self-efficacy above collective efficacy, (b) salespeople who assessed self-efficacy below collective efficacy, and (c) salespeople who assessed both at the same level.

First, regarding the classification involving team potency, we found sufficient values for each sample group, which allow us to test our hypotheses. A total of 41% assessed self-efficacy and team potency in the same extension (i.e., the congruence). Concerning the groups of incongruence, 30.5% assessed team potency higher than self-efficacy and 28.5% assessed self-efficacy higher than team potency. The frequencies are reported in Table 16.

Table 16. Frequencies of (in)congruence groups using team potency (Study 3)

Groups	n	%	Team Potency		Self-efficacy	
			Mean	SD	Mean	SD
Team Potency > Self-Efficacy	61	30.5	6.05	.91	4.93	.87
Congruence Team Potency = Self-Efficacy	82	41.0	5.94	.85	5.92	.79
Team Potency < Self-Efficacy	57	28.5	4.76	1.04	6.13	.66
Total	200	100.0	5.64	1.08	5.68	.93

Notes. ANOVA Team Potency ($F_{2,197} = 35.7$, $p < .01$); ANOVA Self-efficacy ($F_{2,197} = 38.3$, $p < .01$); SD = standard deviation.

Second, regarding the classification involving collective efficacy, we also found sufficient values for each sample group to test our hypotheses. The frequencies are reported in Table 17. The predominant group was the group that corresponds to salespeople who congruently assessed the self-efficacy and collective efficacy measures (49%). A total of 26.5% of salespeople assessed collective efficacy higher than self-efficacy and 24.5% assessed self-efficacy higher than collective efficacy.

Table 17. Frequencies of (in)congruence groups using collective efficacy (Study 3)

Groups	n	%	Collective Efficacy		Self-efficacy	
			Mean	SD	Mean	SD
Collective Efficacy > Self-Efficacy	53	26.5	6.20	.80	4.95	.87
Congruence Collective = Self-Efficacy	98	49.0	5.94	.90	5.88	.83
Collective Efficacy < Self-Efficacy	49	24.5	4.71	1.13	6.06	.75
Total	200	10.0	5.71	1.10	5.68	.93

Notes. ANOVA Collective Efficacy ($F_{2,197}$ = 38.3, $p < .01$); ANOVA Self-efficacy ($F_{2,197}$ = 29.1, $p < .01$); SD = standard deviation.

We ran the generalized McNemar–Bowker test of symmetry indicated for paired samples (Krampe & Kuhnt, 2007). The McNemar-Bowker test showed a *p*-value equal to .200, indicating symmetry of the data. Thus, the frequencies of salespeople in the congruence group and incongruences groups are statistically symmetrical, indicating that there are no significant differences when the team's capability was measured as (*i*) team potency or (*ii*) collective efficacy.

6.4 Hypothesis test

The effect of value congruence on sales performance. Hypothesis 1$_a$ argue about the effect of the congruence between the salespeople's assessments of self-efficacy and team potency on sales performance. As in the previous studies, we computed the quadratic terms of the polynomial regression model of congruence and performed the tests with sales goal accomplishment as the dependent variable. The surface tests indicate that the curvatures of the congruence and incongruence lines are not significant to explain the sales goal accomplishment. So, we performed two regression models: one with the linear effects only (slopes) and one with the linear and quadratic effects (slopes and curvature). Table 18 presents the results.

The surface tests showed a positive and significant slope of the congruence line ($b_1 + b_2$ = 6.419, $p < .01$), supporting H$_{1a.}$ Figure 10 showed the response surface of sales goal accomplishment along the line of congruence. As the assessments of self-efficacy and team potency vary from low to high level along the congruence line (solid line), the percentage of sales goal achievement increased.

Figure 10. Response surface for salespeople's sales goal achievement (Study 3)
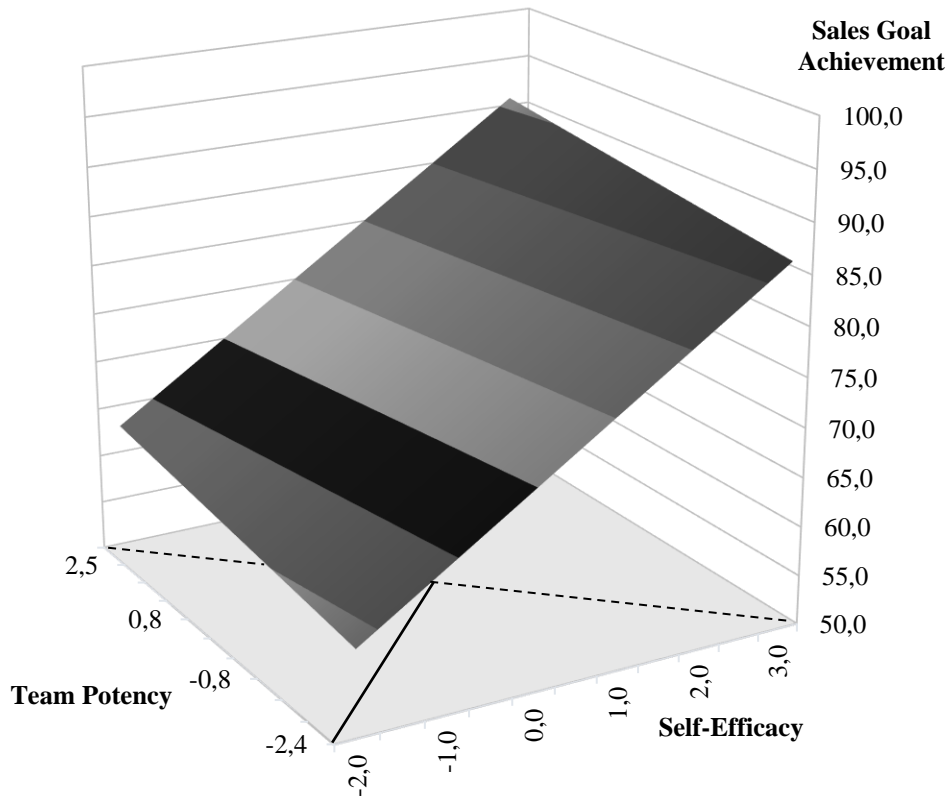
Notes. The solid line running diagonally from the near corner to the far corner represents the congruence line. The dotted line running diagonally left to right represents the incongruence line.

Additionally, the surface tests also demonstrated that the slope of the incongruence line was significant ($b_1 - b_2 = 4.782$, $p < .05$). Figure 12 demonstrates by the analyses of the incongruence line (dotted line) that the percentage of the sales goal achievement increases when the incongruence varies from team potency greater than self-efficacy to team potency greater than self-efficacy. When analyzing the two incongruences, the misalignment for team potency generates a goal achievement of 63.00 and the misalignment for self-efficacy generates a goal achievement of 85.00. So, when self-efficacy was higher than team potency, the percentage of sales goals achievement was higher.

In Study 3, we tested the effect of the congruence between the salespeople's assessments of self-efficacy and team potency on salespeople's satisfaction with their team (see Table 18). Satisfaction with their team is our second variable. The surface tests showed that the slope of the congruence line is positive and significant to explain satisfaction with the team ($b_1 + b_2 = .973$, $p < .01$).

The surface tests also show that the curvature of the incongruence line is significant ($b_3 - b_4 + b_5 = -.376$, $p < .05$). The negative sign indicates that the curvature of the incongruence line is in a "U" shaped inverted form. That is, regardless of the type of incongruence (self-efficacy higher than team potency or vice versa), the satisfaction level is higher when the salespeople's assessments of self-efficacy and team potency are congruent. We demonstrated the response surface for salespeople's team satisfaction in Figure 11.

Figure 11. Response surface for salespeople's team satisfaction (Study 3)

Notes. The solid line running diagonally from the near corner to the far corner represents the congruence line. The dotted line running diagonally left to right represents the incongruence line.

Table 18. Polynomial regression for sales performance and team satisfaction (study 3).

Predictors	Sales Goal Achievement				Team Satisfaction			
	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value
Constant	71.492	9.850**	7.705	8.863**	4.320	9.701**	4.474	9.229**
Control								
Gender	2.465	.630	2.279	.575	-.087	-.369	-.151	-.642
Age	.168	.953	.139	.785	.005	.442	.002	.182
Tenure	-.223	-.902	-.133	-.523	-.008	-.558	.000	-.009
Nº Members	-.179	-.544	-.191	-.575	-.017	-.869	-.014	-.687
Clothing store	-1.357	-2.284*	-1.389	-2.275*	.033	.122	-.009	-.033
Footwear Store	-15.520	-3.398**	-16.154	-3.519**	.144	.520	.074	.272
Main Effects								
Self-efficacy (b_1)	5.600	3.464**	1.227	2.819**	.134	1.355	.475	2.133*
Team Potency (b_2)	.818	.565	-.482	-.138	.659	7.812**	.498	2.434*
Quadratic Effects								
Self-efficacy² (b_3)			-1.673	-1.417			-.201	-2.753**
Self-efficacy x Team Potency (b_4)			-.281	-.180			.148	1.558
Team Potency² (b_5)			.832	.910			-.027	-.502
F	4.587**		3.613**		11.292**		9.179**	
R² adjusted	.151		.151		.293		.311	
Surface Tests[a]								
Congruence line slope (b1+b2)	6.419**		9.745†		.793**		.973**	
Congruence line curvature (b3+b4+b5)			-1.122				-.080	
Incongruence line slope (b1-b2)	4.782*		1.709*		-.526**		-.023	
Incongruence line curvature (b3-b4+b5)			-.560				-.376*	

Notes. [a] Significance of the quadratic regression coefficients combinations was obtained by the bootstrap resampling technique of 10,000 samples.

**$p < .01$; *$p. < .05$; †$p. < .10$.

Hypothesis 1$_b$ argue about the effect of the congruence between the salespeople's assessments of self-efficacy and collective efficacy on sales performance. So, we performed a new analysis to test the effects of the value congruence between the salespeople's assessment of self-efficacy and collective efficacy on sales goal achievement and team satisfaction. Table 19 presents the results.

Table 19. Polynomial regression with self-efficacy and collective efficacy (Study 3).

Variables	Sales Goal Achievement		Team Satisfaction	
	Beta	t-value	Beta	t-value
Constant	65.442	8.454**	4.083	9.468**
Control				
Gender	3.049	.779	-.042	-.192
Age	.142	.814	.004	.408
Tenure	-.161	-.642	.005	.354
Nº Members	-.222	-.676	-.014	-.770
Clothing store	-1.564	-2.349*	.009	.035
Footwear Store	-16.645	-3.667**	.131	.510
Main Effects				
Self-efficacy (b_1)	12.167	3.376**	.424	2.040*
Collective Efficacy (b_2)	6.438	1.775†	.655	3.740**
Quadratic Effects				
Self-efficacy² (b_3)	-1.042	-.895	-.171	-2.552*
Self-efficacy x Collective Efficacy (b_4)	-2.741	-1.941†	.019	.246
Collective Efficacy ² (b_5)	-.100	-.118	.055	1.240
F	3.971**		13.157**	
R² adjusted	0.169		.402	
Surface Tests[a]				
Congruence line slope (b1+b2)	18.605**		1.079**	
Congruence line curvature (b3+b4+b5)	-3.884†		-.097	
Incongruence line slope (b1-b2)	5.729		-.231	
Incongruence line curvature (b3-b4+b5)	1.599		-.135	

Notes. [a] Significance of the quadratic regression coefficients combinations was obtained by the bootstrap resampling technique of 10,000 samples.
**$p < .01$; *$p. < .05$; †$p. < .10$.

The surface test showed that the slope of the congruence line was positive and significant to explain salespeople's goal achievement ($b_1 + b_2 = 18.605$, $p < .01$). As demonstrated in Figure 12, sales goal achievement varied positively along the line of congruence between the salespeople' assessments of self-efficacy and collective efficacy. That is, to the extent that salespeople realize that they individually and their respective team can execute the sales activities successfully (an alignment), the percentage of sales goal achievement is higher. There are no other significant results for the congruence and incongruence lines at the 95% confidence level.

Figure 12. Response surface for salesperson's sales goal achievement (Study 3)
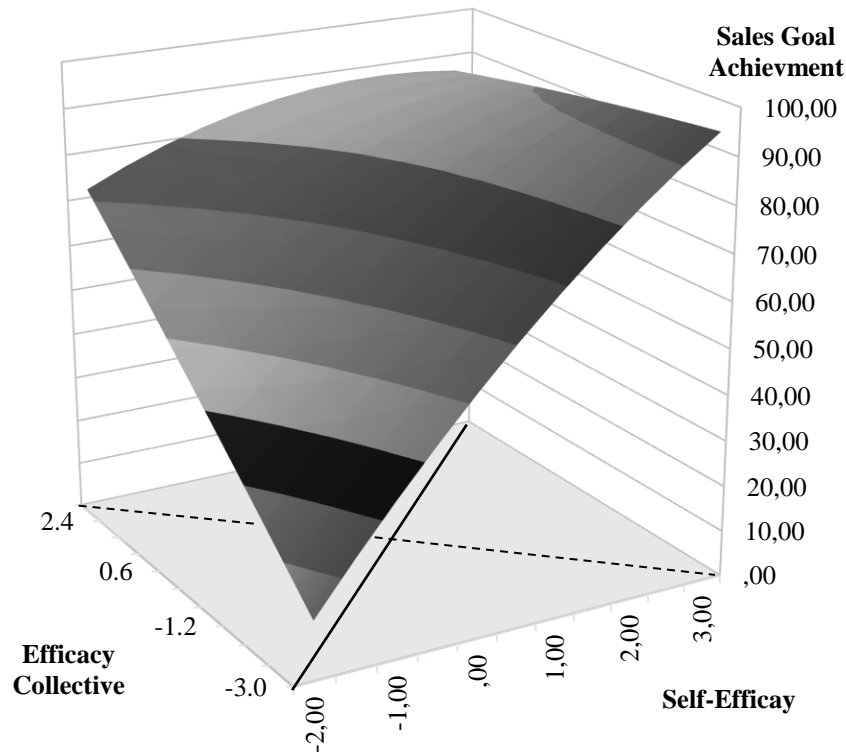
Notes. The solid line running diagonally from the near corner to the far corner represents the congruence line. The dotted line running diagonally left to right represents the incongruence line.

Regarding salespeople's team satisfaction, the surface test presented a significant and positive slope for the congruence line between the salespeople's assessments of self-efficacy and collective efficacy ($b_1 + b_2 = 1.079$, $p < .01$). Figure 13 demonstrated that team satisfaction was higher when the salespeople assess self-efficacy and collective efficacy both as high. There were no other significant results for the congruence and incongruence lines.

The results demonstrated that self-efficacy had a negative quadratic effect on team satisfaction ($\beta = -.171$, $p < .05$), indicating that from a certain point of self-efficacy, the relationship between self-efficacy and team satisfaction turned from positive to negative. But, when a high level of collective efficacy accompanied a high level of self-efficacy, this inflection point did not exist, reaching high levels of satisfaction with the team.

Figure 13. Response surface for salesperson's team satisfaction (Study 3)
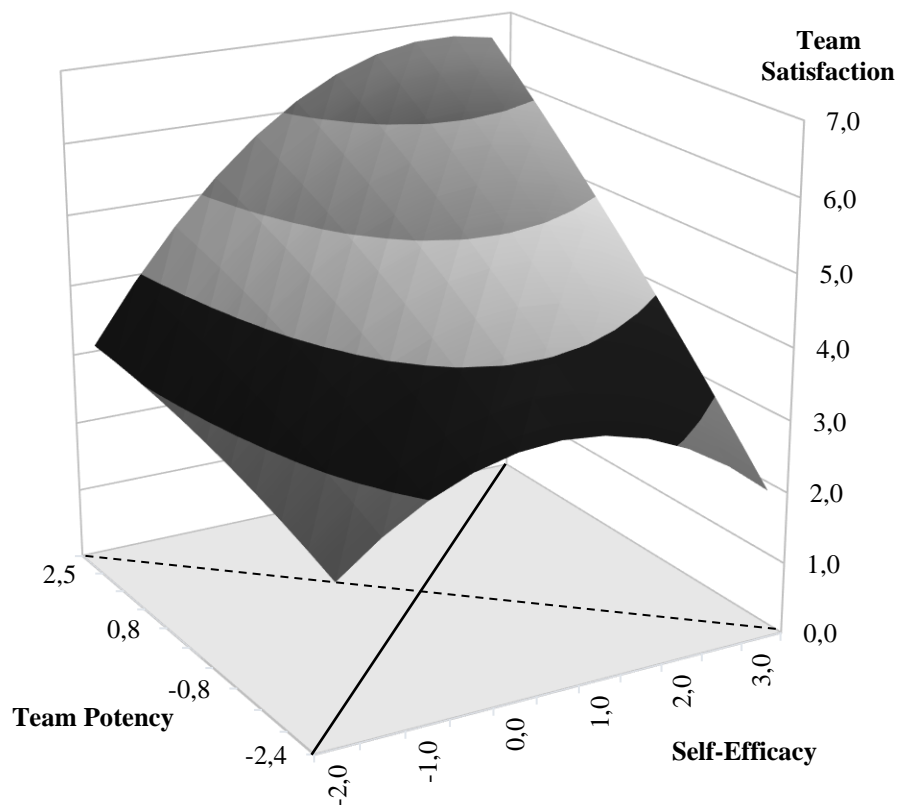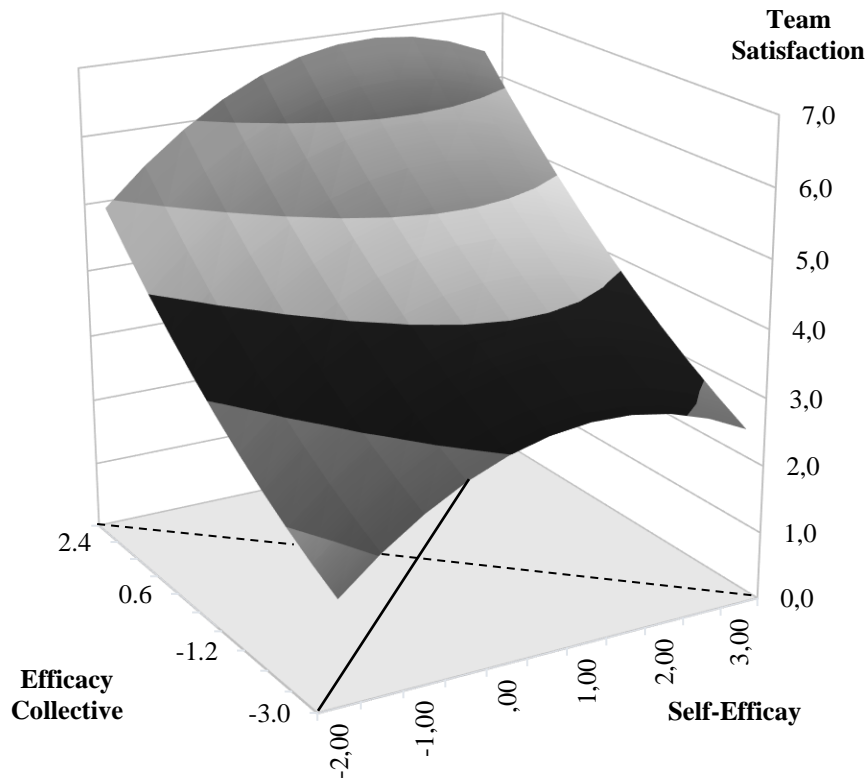

Notes. The solid line running diagonally from the near corner to the far corner represents the congruence line. The dotted line running diagonally left to right represents the incongruence line.

The effect of management support on sales performance through value congruence. The hypotheses 3_a e 3_b argue about the mediating role of value congruence in the relationship between management support and sales performance. In study 3, we performed the test of mediation considering the value congruence between the assessments of self-efficacy and team potency and between the assessments of self-efficacy and collective efficacy. Table 20 presents the results.

As in the previous studies, management support had a positive and significant total effect on salespeople goal achievement ($\beta = 2.320$, $p < .05$). However, when we included the value congruence in the regression, the direct effect of management support changes to a non-significant ($\beta = .806$, $p = NS$ and $\beta = .627$, $p = NS$). The congruence between the assessments of self-efficacy and team potency assessments ($\beta = 1.514$, $p < .01$, 95% CI = [.510; 3.184]) and between the assessments of self-efficacy and collective efficacy ($\beta = 1.693$, $p < .01$, 95% CI = [.649; 3.524]) mediate the relationship between management support and salespeople goal achievement, supporting H_{3a} and H_{3b}.

Table 20. Results of the mediating role of congruence on sales performance (Study 3)

	Sales Goal Achievement					
	Estimate	S.E.	Lower CI	Upper CI	t/Z	*p*-value
Indirect effect of management support through team potency/self-efficacy congruence						
Total Effect	2.320	1.059	.227	4.413	2.190	.030
Direct effect	.806	1.097	-1.361	2.974	.735	.464
Indirect effect	1.514	.651	.510	3.184	2.934	.003
Indirect effect of management Support through collective efficacy /self-efficacy congruence						
Total Effect	2.320	1.059	.227	4.413	2.190	.030
Direct effect	.627	1.091	-1.528	2.813	.575	.566
Indirect effect	1.693	.698	.649	3.524	3.152	.002

Notes. 10,000 bootstrap sample estimates for indirect effect analysis by the bias-corrected method. *t* values are reported for the total and direct effect. *Z* values are reported for the indirect effects. LLCI = Lower Limit Confidence Interval. ULCI = Upper Lower Confidence Interval.

We also tested the mediating role of the value congruence in the relationship between management support and team satisfaction. Our results demonstrated that management support had significant indirect effects on salespeople's team satisfaction through value congruence. Thus, the influence of management support on team satisfaction is mediated by the value congruence between the assessments of self-efficacy and team potency ($\beta = .247$, $p < .01$, 95% CI = [.145; .371]) and between the assessments of self-efficacy and collective efficacy ($\beta = .303$, $p < .01$, 95% CI = [.211; .429]). We presented the results in Table 21.

Table 21. Results of the mediating role of congruence on team satisfaction (Study 3)

	Team Satisfaction					
	Estimate	S.E.	Lower CI	Upper CI	t/Z	p-value
Indirect effect through team potency/self-efficacy congruence						
Total Effect	.504	.064	.377	.630	7.862	.000
Direct effect	.256	.072	.115	.397	3.587	.000
Indirect effect (Mediation)	.247	.058	.145	.371	5.120	.000
indirect effect through collective efficacy/self-efficacy congruence						
Total Effect	.504	.064	.377	.630	7.862	.000
Direct effect	.201	.067	.069	.332	3.010	.003
Indirect effect (Mediation)	.303	.055	.211	.429	6.117	.000

Notes. 10,000 bootstrap sample estimates for indirect effect analysis by the bias-corrected method. *t* values are reported for the total and direct effect. *Z* values are reported for the indirect effects. LLCI = Lower Limit Confidence Interval. ULCI = Upper Lower Confidence Interval. SE = standard error; p-value = significance.

The moderated-mediated effect of support on sales performance. In order to test the hypothesis 5_a e 5_b, we estimated the conditional indirect effect of management support on salespeople's goal achievement through the value congruence of self-efficacy = team potency

and the value congruence of self-efficacy = collective efficacy. Table 22 presents the results of indirect effects.

Table 22. Conditional indirect effect of support on sales performance (Study 3)

Conditional indirect effects	Sales Goal Achievement			
	Effect	S.E.	Lower CI	Upper CI
Management Support				
Team Potency > Self-Efficacy	2.134†	1.010	.781	4.254
Congruence Team Potency = Self-Efficacy	1.671†	.736	.660	3.125
Team Potency < Self-Efficacy	1.208†	.552	.407	.223
Index of moderated mediation	-.400†	.299	-1.028	-.018
Management Support				
Collective Efficacy > Self-Efficacy	2.200†	.855	.956	3.738
Congruence Collective Efficacy = Self-Efficacy	1.816†	.694	.849	3.154
Collective Efficacy < Self-Efficacy	1.433†	.619	.622	2.754
Index of moderated mediation	-.345†	.246	-.819	-.047

Notes. 10,000 bootstrap sample estimates for indirect effect analysis by the bias-corrected method. SE = Standard error. LLCI and ULCI are, respectively, lower and upper bounds 90% confidence interval.
†$p. < .10$.

Differently from previous studies, we found significant results for the indirect effect of management support on sales goal achievement considering a 90% confidence interval. The index of the moderated mediation analysis revealed that the difference between the salespeople's assessments of self-efficacy and team potency moderated the indirect effects of management support on salespeople's perceived performance via value congruence ($\beta = -.400$, 90% CI = [-1.028; -.018]). Figure 14 demonstrates that the indirect effect is stronger to the extent that salespeople assess team potency higher than assess self-efficacy. We partially support H_{5a}.

Figure 14. Effects of management support on self-efficacy and team potency (Study 3)
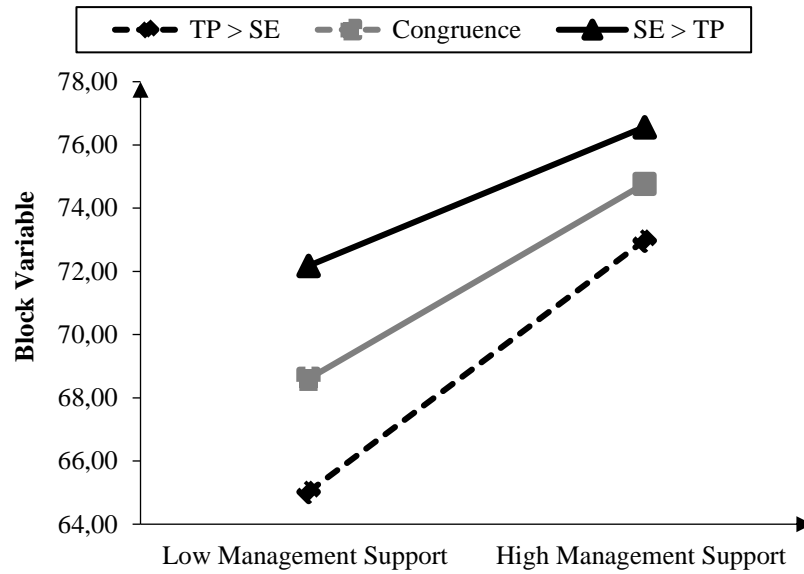
We found the same pattern of results for the conditional indirect effect of management support on sales goal achievement replacing the value congruence for self-efficacy = collective efficacy (β = -.345, 90% CI = [-.819; -.047]). The effect of management support through self-efficacy and collective efficacy is stronger to the extent that collective efficacy is higher than self-efficacy, partially supporting H_{5b}. (see figure 15). We tested the conditional indirect effect of management support on salespeople's team satisfaction, but the results are not significant.

Figure 15. Effects of management support on self-efficacy and collective efficacy
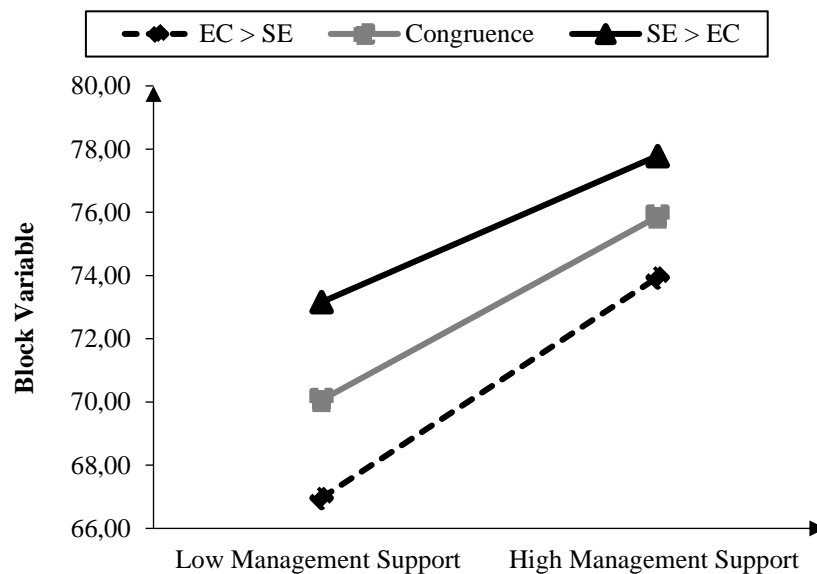
7 Study 4

Considering that the results of previous studies are convergent and aiming to advance regarding the measures and generalization, we performed Study 4 with a new sample of salespeople who sell shoes. This survey had some main differences from previous ones. We advance in terms of measuring team support and management support by asking salespeople how many times per week they interact with each other as a team. We used 2 objective questions for measuring team support. We ask about how many times per week the salesperson gives team support to his/her colleague and how many times per week the team looks for him/her to receive team support. We did the same and used 2 questions for measuring management support, asking for the salesperson his/her interaction in a cyclical way with the leader.

We measured self-efficacy, team potency, collective efficacy and team satisfaction with the same scales of Study 3. Again, we measured the sales performance by the degree of sales goal achievement. We used the following objective question, "how much did you achieve your individual sales goal in the last 3 months?", ranging from 70%, 75%, … to 130%. Appendix H presents the questionnaire 4 of Study.

7.1 Data collecting

In Study 4, we conducted a survey with Brazilians salespeople responsible for selling shoes. The salespeople work in stores located at streets and malls (multi-brand retailers with products such as Mizuno, Asics, Puma, New Balance, Skechers, Nike, etc.), and are responsible for selling products such as shoes, socks, panties, underwear, belts, bags, jeans, clothing, accessories, etc. The type of sample is similar to those from previous studies. However, we collected data from different salespeople and stores.

We hired a company from Londrina specialized in market research to operationalize the data collection similar to study 3. The research assistant individually collected the data and the questionnaires. A total of 120 salespeople replies our questionnaire representing 28 different stores.

7.2 Results

Sample Features. Of our 120 respondents, 62.5% are women, with an average age of 24 years old (SD = 12 years) and 3,5 years working in the company (SD = 5 years). The

salespeople reported an average number of 91% of sales goal achievement over the past 3 months (SD = 13%). 6 salespeople did not report their sales performance and we excluded them from the hypothesis test. Figure 16 shows the histogram of the distribution of sales goal achievement.

Figure 16. Histogram of the sales goal achievement (Study 4)
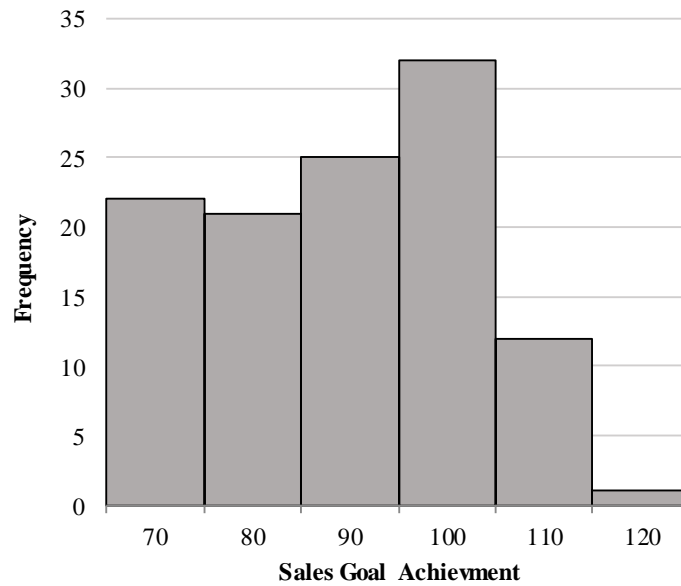
We asked salespeople how many times per week they interact with team members to give or receive sales support. We added the answers of the two types of interaction (passive or active) to measure team support. The salespeople reported an average number of 14 interactions per week (SD = 6). We also asked salespeople how often they seek the sales manager, or they are approached by him/her to receive sales support. Again, we added the answers to measure management support. The salespeople reported an average number of 12 interactions per week (SD = 6.5).

Validity and reliability of the scales. We used the same procedures of earlier studied to validate the scales of self-efficacy, team potency, collective efficacy, and team satisfaction. We excluded one item of the scale of team potency and two items of the scale of collective efficacy because they presented low factor load in their respective dimension. All the other items presented significant factor loads ($\lambda > .50$) on their respective scales. We presented the descriptive measures and the factorial loads of the items Appendix I and J, respectively.

Table 23 presents the correlation coefficients between the constructs and the descriptive measures of validity and reliability of the scales (mean, standard deviation, AVE, AVE square root, and CR). In Study 4, we found a strong correlation between team potency and collective

efficacy, causing problems of discriminant validity. Team "potency is related to team-efficacy because both constructs address beliefs in team capability" (Gully et al., 2002, p. 820). Therefore, some samples can assess in a very similar way the general capacity of the team and the capacity of the team to perform the sales activities. We did not find problems with the scales of self-efficacy and team satisfaction.

Table 23. Correlation matrix and descriptive measures of Study 3

Constructs	1	2	3	4	5	6	7
1 Team Potency	1						
2 Collective Efficacy	.735**	1					
3 Self-efficacy	.604**	.548**	1				
4 Team Satisfaction	.723**	.674**	.497**	1			
5 Team support	.218*	.259**	.290**	.316**	1		
6 Management Support	.214*	.330**	.151	.348**	.637**	1	
7 Sales Goal Achievement	.129	.230*	.240*	.016	.023	-.080	1
Mean	5.55	5.54	5.64	5.72	13.87	12.04	91.26
Standard deviation	1.18	1.10	1.00	1.27	6.15	6.50	13.33
AVE	.49	.45	.59	.63	-	-	-
AVE Square Root	.70	.67	.77	.79	-	-	-
Composite Reliability	.79	.75	.89	.83	-	-	-

Notes. **$p < .01$; *$p < .05$.

7.3   (In)congruence group analysis

As in Study 3, we performed to classifications in our sample. First, we classified according to the congruences between the assessments of self-efficacy and team potency into the groups: (*a*) incongruence for self-efficacy, (*b*) congruence, and (*c*) incongruence for team potency. Table 24 reports the frequencies of each group. Half of our sample (50%) presented an alignment between the assessments of self-efficacy and team potency and represents the congruence groups. The other half refers to incongruences between the assessments. 25.8% assessed team potency higher than self-efficacy and 24.2% assessed self-efficacy higher than team potency.

Table 24. Frequencies of (in)congruence groups using team potency (Study 4)

Groups	n	%	Team Potency		Self-efficacy	
			Mean	SD	Mean	SD
Team Potency > Self-Efficacy	31	25.8	5.78	1.20	4.79	1.07
Congruence Team Potency = Self-Efficacy	60	50.0	5.82	1.02	5.85	.82
Team Potency < Self-Efficacy	29	24.2	4.74	1.16	6.12	.67
Total	120	100.0	5.55	1.18	5.64	1.00

Notes. ANOVA Team Potency ($F_{2,117} = 10.3$, $p < .01$); ANOVA Self-efficacy ($F_{2,117} = 21.4$, $p < .01$); SD = standard deviation.

Second, we classified the sample according to the congruences between the assessments of self-efficacy and collective efficacy into the groups: (a) incongruence for self-efficacy, (b) congruence, and (c) incongruence for collective efficacy. 60% of salespeople assessed self-efficacy and collective efficacy in the same extension. 22,5% assessed collective efficacy higher than self-efficacy, and 17,5% assessed self-efficacy higher than collective efficacy.

Table 25. Frequencies of (in)congruence groups using collective efficacy (Study 4)

Groups	n	%	Collective Efficacy		Self-efficacy	
			Mean	SD	Mean	SD
Collective Efficacy > Self-Efficacy	27	22.5	5.74	1.03	4.77	1.18
Congruence Collective = Self-Efficacy	72	60.0	5.77	.91	5.84	.80
Collective Efficacy < Self-Efficacy	21	17.5	4.50	1.20	6.09	.68
Total	120	100.0	5.54	1.10	5.64	1.00

Notes. ANOVA Collective Efficacy ($F_{2,117} = 14.0$, $p < .01$); ANOVA Self-efficacy ($F_{2,117} = 17.5$, $p < .01$); SD = standard deviation.

In the two classifications, we found a significant number of salespeople in each group, allowing us to test our hypotheses. Furthermore, the generalized McNemar–Bowker test (Krampe & Kuhnt, 2007) showed a *p*-value equal to .188, indicating that the frequencies of the two classifications are statistically symmetrical.

7.4 Hypothesis test

The effect of value congruence on sales performance. Hypothesis 1ₐ argue about the effect of the value congruence between salespeople's assessment of self-efficacy and team potency on sales performance. As in Study 3, the surface tests did not reveal significant values for the congruence line slope, congruence line curvature, incongruence line slope, and incongruence line curvature when we performed the polynomial regression model with the

quadratic terms. Thus, we also presented in Table 26 the regression model in which we tested only the linear effects to test our hypotheses.

The surface tests showed a positive and significant slope of the congruence line ($b_1 + b_2 = 3.330$, $p < .05$), supporting H_{1a}. The solid line in figure 17 represents the congruence line between the assessments of self-efficacy and team potency. To the extent that these measures are aligned and vary from low to high, the level of the salespeople's sales goal achievement is higher. We also found significance at the 90% level for the incongruence line ($b_1 - b_2 = 5.155$, $p < .10$). When the incongruence line (dotted line) varies from team potency higher than self-efficacy to self-efficacy higher than team potency, the level of the salespeople's sales goal achievement is higher. Therefore, despite the combined effect of the two variables, self-efficacy is stronger to explain sales performance.

Figure 17. Response surface for salespeople's sales goal achievement (Study 4)
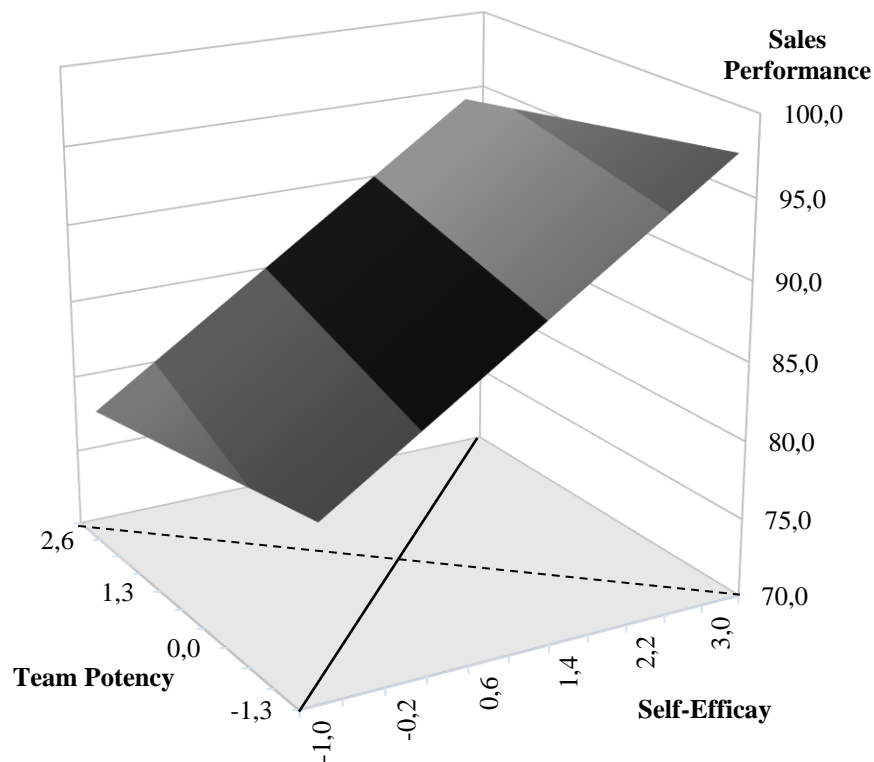
Notes. The solid line running diagonally from the near corner to the far corner represents the congruence line. The dotted line running diagonally left to right represents the incongruence line.

Table 26. Polynomial regression for sales performance and team satisfaction (Study 4).

Variables	Sales Goal Achievement				Team Satisfaction			
	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value
Constant	84.311	15.497**	84.884	15.035**	4.249	10.555**	4.147	9.825**
Control								
Gender	-6.596	-2.709**	-6.664	-2.704**	-.018	-.099	.001	.004
Age	.238	2.205*	.232	2.131*	-.002	-.258	-.002	-.185
Tenure	.222	.817	.233	.849	.004	.191	.004	.190
Nº Members	.540	1.928†	.506	1.784†	.018	.871	.016	.763
Main Effects								
Self-efficacy (b_1)	4.222	2.585*	1.308	.390	.146	1.234	.107	.423
Team Potency (b_2)	-.893	-.630	-2.551	-.742	.728	7.270**	.982	3.875**
Quadratic Effects								
Self-efficacy² (b_3)			2.036	1.290			.042	.356
Self-efficacy x Team Potency (b_4)			-1.817	-.850			-.066	-.419
Team Potency ² (b_5)			1.633	1.318			-.055	-.601
F	4.825**		3.520		18.822		12.473**	
R² adjusted	.174		.172		.482		.473	
Surface Tests								
Congruence line slope (b1+b2)	3.330*		-1.243		.875**		1.089**	
Congruence line curvature (b3+b4+b5)			1.852				-.078	
Incongruence line slope (b1-b2)	5.115†		3.859		-.582**		-.875*	
Incongruence line curvature (b3-b4+b5)			5.486				.053	

Notes. **p < .01; **p.* < .05; †*p.* < .10

Table 26 also presents the effects of the value congruence between the assessments of self-efficacy and team potency on salespeople's team satisfaction. As in the previous study, we found significance for the congruence line slope ($b_1 + b_2 = .875$, $p < .01$), indicating that the alignment between the assessments of self-efficacy and team potency are positively related with salespeople's team satisfaction (see the solid line in Figure 18). We also found significance for the incongruence line slope ($b_1 - b_2 = -.582$, $p < .01$). In this case, the level of team satisfaction is higher when salespeople assessed team potency higher than self-efficacy (see the dotted line in Figure 18). Thus, team potency is stronger to explain team satisfaction because both measures are related to the collective work of sales. We did not find significant results for the congruence or incongruence line curvature.

Figure 18. Response surface for salesperson's team satisfaction (Study 4)
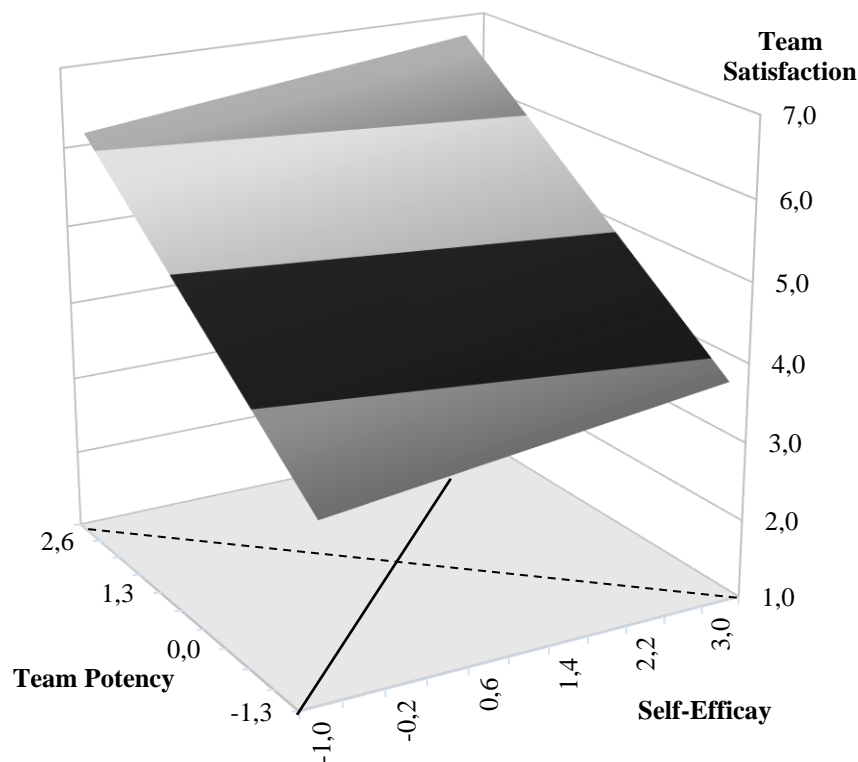
Notes. The solid line running diagonally from the near corner to the far corner represents the congruence line. The dotted line running diagonally left to right represents the incongruence line.

To test the hypothesis 1_b, we also tested the effects of the value congruence between the salespeople's assessments of self-efficacy and collective efficacy on sales performance and team satisfaction. Table 27 presents the results.

Table 27. Polynomial regression with self-efficacy and collective efficacy (Study 4).

Variables	Sales Goal Achievement				Team Satisfaction			
	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value
Constant	83.971	15.409**	85.681	15.010**	4.111	9.587**	3.641	8.693**
Control								
Gender	-6.220	-2.553*	-5.770	-2.325*	.004	.019	-.075	-0.422
Age	.219	2.003**	.192	1.695†	-.007	-.839	-.001	-0.075
Tenure	.233	.860	.266	.964	.005	.253	.006	0.318
Nº Members	.475	1.745†	.504	1.812†	.040	1.877†	.027	1.357
Main Effects								
Self-efficacy (b_1)	2.777	1.724†	-.124	-.037	.222	1.761†	.338	1.366
Collective Efficacy (b_2)	1.108	.753	-1.497	-.410	.676	5.875**	1.551	5.821**
Quadratic Effects								
Self-efficacy² (b_3)			.577	.444			.172	1.791†
Self-efficacy x Collective Efficacy (b_4)			1.441	.808			-.518	-4.012**
Collective Efficacy² (b_5)			.002	.002			.003	.032
F	4.861**		3.380**		14.630**		13.274**	
R² adjusted	.175		.164		.416		..490	
Surface Tests[a]								
Congruence line slope (b1+b2)	3.885**		-1.621		.898**		1.889**	
Congruence line curvature (b3+b4+b5)			2.020				-.343**	
Incongruence line slope (b1-b2)	1.669		1.373		-.454*		-1.213**	
Incongruence line curvature (b3-b4+b5)			-.862				.692**	

Notes. [a] Significance of the quadratic regression coefficients combinations was obtained by the bootstrap resampling technique of 10,000 samples.

**p < .01; *p. < .05; †p. < .10

Having the sales goal achievement as the dependent variable, we only found significant results for the surface tests in the polynomial regression with non-quadratic effects. In the linear model we found significance for the congruence line slope ($b_1 + b_2 = 3.885$, $p < .01$). Thus, the value congruence between self-efficacy and collective efficacy are positively related to salespeople's sales goal achievement, supporting H_{1b}. As demonstrated by the solid line in Figure 19, when the assessments are aligned and varies from low level to high level the percentage of sales goal achievement increases. Individually, the measures of self-efficacy and collective efficacy did not present effect on sales performance in this model. The effect occurs together through an alignment between the assessments. The incongruence values were not significant.

Figure 19. Response surface for salesperson's sales goal achievement (Study 4)
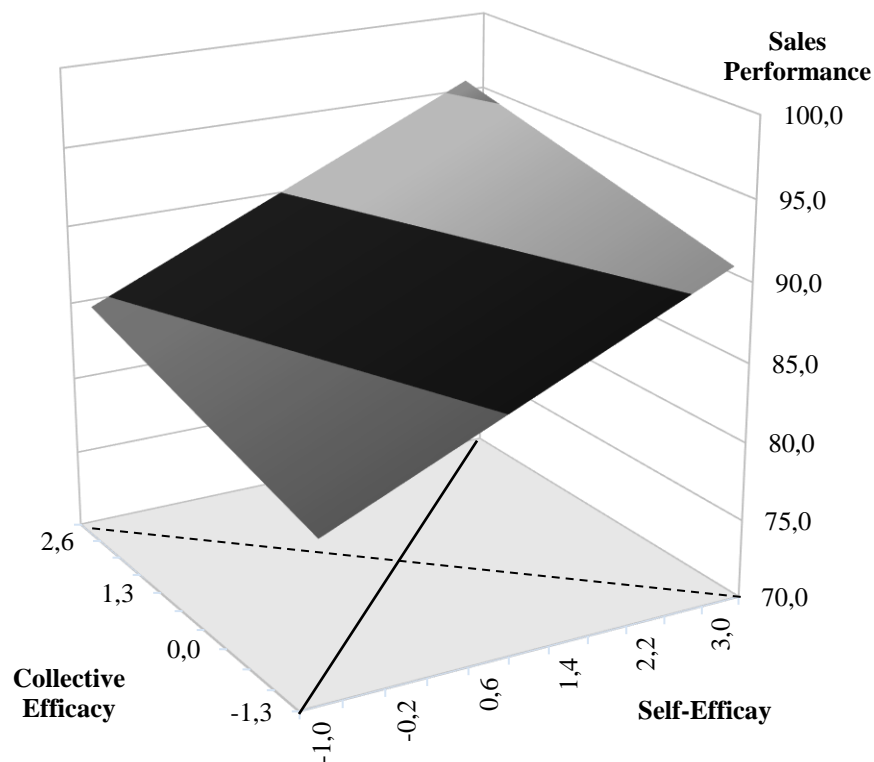
Notes. The solid line running diagonally from the near corner to the far corner represents the congruence line. The dotted line running diagonally left to right represents the incongruence line.

Considering the salespeople's team satisfaction as dependent variable, we found significance for the congruence line slope ($b_1 + b_2 = 1.889$, $p < .01$). So, the alignment between self-efficacy and collective efficacy has a positive effect on the level of salespeople's satisfaction with working with their sales team. However, the incongruence line slope was also

significant (b_1 - b_2 =-1.213, p < .01). When there is incongruence, the level of team satisfaction is higher in the extreme collective efficacy higher than self-efficacy (see Figure 20).

Figure 20. Response surface for salesperson's team satisfaction (Study 4)
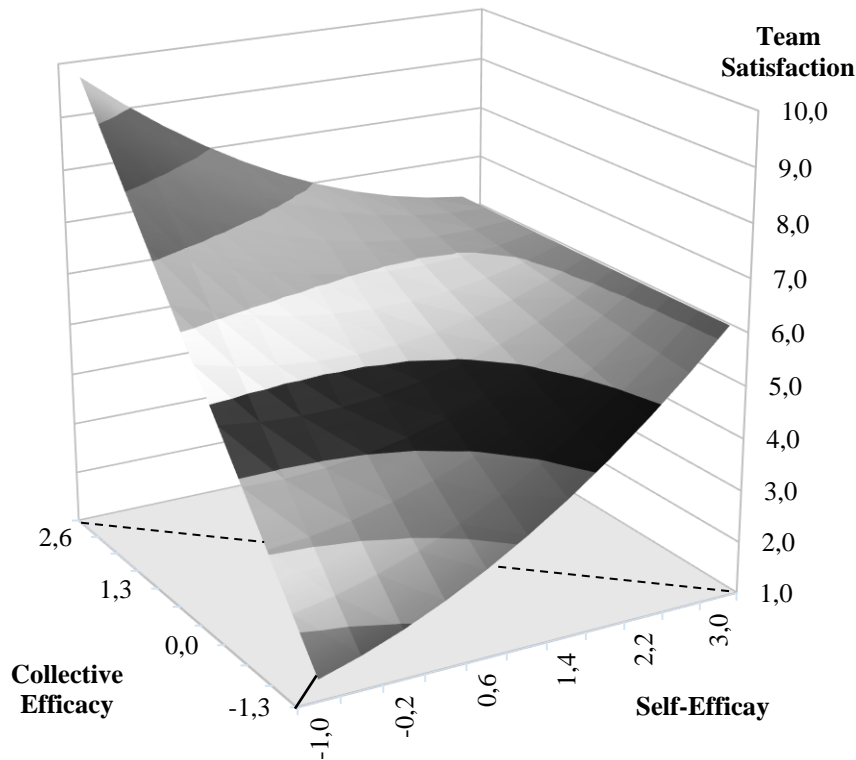
Notes. The solid line running diagonally from the near corner to the far corner represents the congruence line. The dotted line running diagonally left to right represents the incongruence line.

The effect of team support and management support on sales performance through value congruence. The hypotheses 2 e 3 argue about the mediating role of value congruence in the relationship between the types of support and sales performance. In this study, we measured the types of support by the number of salespeople's interactions with their peers and sales manager. To test the mediating role of value congruence, we created block variables from the coefficients of the polynomial regression (Edwards & Cable, 2009). Table 28 presents the results of the indirect effects of team support and management support on salespeople's sales goal achievement through the value congruence between self-efficacy and team potency and between self-efficacy and collective efficacy.

Hypothesis 2_a argue that team support has an indirect and positive effect on sales performance through the mediation of the value congruence between the salespeople's assessments of self-efficacy and team potency. Considering the 95% confidence interval

estimated by the bootstrap technique, the indirect effect of team support on sales goal achievement was significant (β =.1423, 95% CI = [.0352; .3376]), supporting H2$_a$. When we measured the value congruence as the alignment of self-efficacy and collective efficacy, team support, the indirect effect of team support on sales goal achievement was also significant (β =.2001, 95% CI = [.3990; 2.2169]), supporting H2$_b$.

Table 28. Results of the mediating role of congruence on sales performance (Study 4)

	Sales Goal Achievement					
	Estimate	**S.E.**	**Lower CI**	**Upper CI**	**t/Z**	**p-value**
Indirect effect of team support through team potency/self-efficacy congruence						
Total Effect	-.0782	.2021	-.4791	.3226	-.3870	.6996
Direct effect	-.2205	.2041	-.6253	.1842	-1,0807	.2824
Indirect effect	.1423	.0734	.0352	.3376	1,8564	.0634
Indirect effect of team support through collective efficacy/self-efficacy congruence						
Total Effect	-.0782	.2021	-.4791	.3226	-.3870	.6996
Direct effect	-.2784	.2065	-.6879	.1312	-1,3481	.1806
Indirect effect	.2001	.0796	.0736	.3990	2,2169	.0266
Indirect effect of management support through team potency/self-efficacy congruence						
Total Effect	-.1990	.1887	-.5732	.1752	-1,0547	.2940
Direct effect	-.2714	.1857	-.6397	.0968	-1,4618	.1469
Indirect effect	.0724	.0568	-.0067	.2188	1,2586	.2082
Indirect effect of management support through collective efficacy/self-efficacy congruence						
Total Effect	-.1990	.1887	-.5732	.1752	-1,0547	.2940
Direct effect	-.3451	.1877	-.7174	.0273	-1,8379	.0690
Indirect effect	.1460	.0696	.0412	.3243	1,9584	.0502

Notes. 10,000 bootstrap sample estimates for indirect effect analysis by the bias-corrected method. *t* values are reported for the total and direct effect. *Z* values are reported for the indirect effects. LLCI = Lower Limit Confidence Interval. ULCI = Upper Lower Confidence Interval.

Hypothesis 3 argue about the indirect effect of management support on sales performance through the mediation of the value congruence. When we measured the value congruence between self-efficacy and team potency, the indirect effect of management support on sales goal achievement was non-significant (β =.0724, 95% CI = [-.0067; .2188]), not supporting H3$_a$. Conversely, when we measured the value congruence as the alignment of self-efficacy and collective efficacy, the indirect effect of management support on sales goal achievement was significant (β =.1460, 95% CI = [.0412; .3243]), supporting H3$_b$.

Besides the mediating role of value congruence on the relationship between the types of support and sales performance, our results also demonstrated the mediating role when the dependent variable was the salespeople's team satisfaction. Table 29 presents the results. The influence of team support on team satisfaction is mediated by the value congruence between the assessments of self-efficacy and team potency (β =.0337, 95% CI = [.0059; .0630]) and

between the assessments of self-efficacy and collective efficacy (β =.0386, 95% CI = [.0099; .0682]). Likewise, the influence of management support on team satisfaction is mediated by the value congruence between the assessments of self-efficacy and team potency (β =.0244, 95% CI = [.0003; .0501]) and between the assessments of self-efficacy and collective efficacy (β =.0311, 95% CI = [.0065; .0562]).

Table 29. Results of the mediating role of congruence on team satisfaction (Study 4)

	Team Satisfaction					
	Estimate	S.E.	Lower CI	Upper CI	t/Z	*p*-value
Indirect effect of team support through team potency/self-efficacy congruence						
Total Effect	.0692	.0188	.0320	.1064	3.6833	.0004
Direct effect	.0355	.0141	.0076	.0634	2.5195	.0132
Indirect effect	.0337	.0146	.0059	.0630	2.5059	.0122
Indirect effect of team support through collective efficacy/self-efficacy congruence						
Total Effect	.0692	.0188	.0320	.1064	3.6833	.0004
Direct effect	.0306	.0141	.0026	.0586	2.1683	.0323
Indirect effect	.0386	.0150	.0099	.0682	2.8262	.0047
Indirect effect of management support through team potency/self-efficacy congruence						
Total Effect	.0602	.0173	.0259	.0945	3.4777	.0007
Direct effect	.0358	.0127	.0107	.0609	2,8277	.0056
Indirect effect	.0244	.0128	.0003	.0501	1.9690	.0490
Indirect effect of management support through collective efficacy/self-efficacy congruence						
Total Effect	.0602	.0173	.0259	.0945	3.4777	.0007
Direct effect	.0291	.0128	.0037	.0544	2.2731	.0250
Indirect effect	.0311	.0127	.0065	.0562	2.4811	.0131

Notes. 10,000 bootstrap sample estimates for indirect effect analysis by the bias-corrected method. *t* values are reported for the total and direct effect. *Z* values are reported for the indirect effects. LLCI = Lower Limit Confidence Interval. ULCI = Upper Lower Confidence Interval.

The moderated-mediated effect of support on sales performance. Hypotheses 4 and 5 argue about the conditional indirect effect of the team and management support on sales performance. We predicted that the effects of support on sales performance by value congruence are stronger when salespeople's self-efficacy assessment is lower (vs. higher) than team potency or collective efficacy. So, we tested the mediation role of value congruence moderated by the difference between the individual assessments (self-efficacy) and team assessments (team potency or collective efficacy). As demonstrated by Table 30, our tests did not reveal significant moderated mediation effects, not supporting Hypotheses $4_{a,b}$ and $5_{a,b}$.

Table 30. Conditional indirect effect of support on sales performance (Study 4)

Conditional indirect effects	Sales Goal Achievement			
	Effect	S.E.	Lower CI	Upper CI
Team support				
Team Potency > Self-Efficacy	.1539*	.0938	.0186	.3969
Congruence Team Potency = Self-Efficacy	.1265*	.0654	.0257	.2883
Team Potency < Self-Efficacy	.0992	.0707	-.0009	.2902
Index of moderated mediation	-.0346	.0648	-.2120	.0603
Team support				
Collective Efficacy > Self-Efficacy	.2468*	.1121	.7440	.5383
Congruence Collective Efficacy = Self-Efficacy	.1890*	.0759	.0700	.3844
Collective Efficacy < Self-Efficacy	.1311	.0855	-.0068	.3404
Index of moderated mediation	-.0726	.0811	-.2948	.0382
Management Support				
Team Potency > Self-Efficacy	.0517	.0793	-.0758	.2416
Congruence Team Potency = Self-Efficacy	.0722	.0562	-.0047	.2159
Team Potency < Self-Efficacy	.0928*	.0661	.0041	.2778
Index of moderated mediation	.0259	.0589	-.0671	.1834
Management Support				
Collective Efficacy > Self-Efficacy	.0808	.0964	-.0774	.3132
Congruence Collective Efficacy = Self-Efficacy	.1356*	.0685	.0280	.3000
Collective Efficacy < Self-Efficacy	.1904*	.0908	.0483	.4088
Index of moderated mediation	.0687	.0801	-.0614	.2687

Notes. 10,000 bootstrap sample estimates for indirect effect analysis by the bias-corrected method. SE = Standard error. LLCI and ULCI are, respectively, lower and upper bounds 95% confidence interval.

Despite the absence of significant effects, the indirect effects of team support on salespeople's goal achievement were as expected. To the extent that the difference between assessments varied from self-efficacy higher than team potency to team potency higher than self-efficacy, the indirect effect of team support on sales performance became stronger. The same occurred when measured value congruence with collective efficacy.

8 Additional Analysis

8.1 Value congruence as outcome

In proposing the hypothesis of mediation, we suggest that the team support and management support have main effects on value congruence. However, we tested these effects by creating a block variable that synthesizes all the effects of individual efficacy and team efficacy on the measures of sales performance. Thus, in order to improve the explanation of the value congruence as a dependent variable, we performed an additional test to explain the effects of team support and management support on value congruence by analyzing their *direction*. We propose that growths in team support and management support are related with a *lower* difference between the salespeople's assessments of self-efficacy and team potency and between self-efficacy and collective efficacy, promoting a context of value congruence.

First, team support fosters interactions among team members, leaders and people in order to satisfy salespeople's needs, providing opportunities for them to adapt to differences and form shared understandings about the individual and collective capabilities to perform sales tasks (Levesque et al., 2001; De Jong et al., 2005; Hu & Liden, 2015). By receiving team support, the interaction gives a clear understanding of overall capabilities to perform tasks, and this communication helps to reduce the difference in terms of expectations between the individual and the group. According to Relational Regulation Theory (Baldwin et al., 2012; Sarason & Sarason, 1985), the interaction and constant conversation help to regulate people actions (Lakey & Orehek, 2011). In addition, team support endorses positive assessments of support and direction to use sales resources (Vaux & Wood, 1987). Therefore, team support may help to balance individual self-efficacy, collective efficacy and team potency (Schmitz, 2013; Gamero et al., 2009) creating a *lower* difference between the salespeople and team's assessments of efficacy. Hence:

> $H_{alternative}$: *Increases in team support are associated with a lower difference between the salespeople's assessments of self-efficacy and team potency, promoting a context of value congruence.*
>
> $H_{alternative}$: *Increases in team support are associated with a lower difference between the salespeople's assessments of self-efficacy and collective efficacy, promoting a context of value congruence.*

Second, the management support is a way of providing attention to individual and collective needs of salespeople, raising beliefs that they are capable of performing the tasks and achieving sales results (Kennedy et al., 2009; Lee et al., 2011). Drawing on Attachment theory (Shorey & Chaffin, 2018), we propose that by receiving management support, managers motivate the sense of self-determination (Oldham & Cummings, 1996), security (Wu & Parker, 2017), secure attachment (Popper et al., 2000), (Shorey & Chaffin, 2018) and competence to execute sales activities (Parker & Wu, 2014). These features integrate all employees toward common goals (Wood & Bandura, 1989; Dimotakis et al., 2017), and can produce a *lower* difference between the salespeople's assessments of self-efficacy and team potency and between self-efficacy and collective efficacy. Thus, we expect that:

> $H_{alternative}$: *Increases in team support are associated with a lower difference between the salespeople's assessments of self-efficacy and team potency, promoting a context of value congruence.*
>
> $H_{alternative}$: *Increases in team support are associated with a lower difference between the salespeople's assessments of self-efficacy and collective efficacy, promoting a context of value congruence.*

8.1.1 Results

We computed the difference scores between salespeople's assessments of self-efficacy, collective efficacy and team potency in all studies. We multiplied the negatives values by -1 to obtain the scores of the difference in module (mathematical module). In this analysis, what matters to us is the magnitude of the difference and not the signal. After that, we regressed the difference score (endogenous construct) against the two types of support (exogenous construct). Table 31 presents the results for the studies 1 and 2 when we measured only team potency.

As expected, team support and management support have negative effects on the difference between the salespeople's assessments of self-efficacy and team potency ($\beta_1 = -.229$, $p < .01$; $\beta_2 = -.134$, $p < .01$ and $\beta_1 = -.159$, $p < .01$; $\beta_2 = -.153$, $p < .01$). These negative effects mean that the higher the perceptions of team support and management support, the lower the difference between the assessments.

Table 31. Value congruence as outcome (studies 1-2).

Predictors	Study 1				Study 2			
	Beta	t-value	Beta	t-value	Beta	t-value	Beta	t-value
Constant	2.761	7.180**	2.253	4.763**	1.811	5.585**	1.947	5.667**
Controls								
Gender	-.032	-.316	-.062	-.584	-.048	-.409	-.043	-.367
Age	.004	.465	.003	.289	.021	2.881**	.021	2.767**
Tenure	.005	.523	.007	.637	-.051	-3.593**	-.055	-3.880**
Nº Members	.007	1.279	.008	1.437	-.015	-1.436	-.010	-.889
Public bank	-.340	-2.132*	-.260	-1.565				
Private bank	.046	.341	.121	.863				
Furn./Applianc Store					-.228	-1.453	-.092	-.569
Main Effects								
Team support	-.229	-6.378**			-.134	-4.933**		
Management Support			-.159	-3.369**			-.153	-4.894**
F	7.171**		2.875**		7.298**		7.229**	
R² adjusted	.111		.037		.140		.138	

Notes. **p < .01; *p. < .05.

In study 3, we measured only the management support, self-efficacy, team potency, and collective efficacy. Therefore, we computed the differences ([Δ self-efficacy - team potency] and [Δ self-efficacy - collective efficacy]). Our results revealed a significant effect for management support ($\beta = -.138$, $p < .01$) in reducing the difference between the salespeople's assessments of self-efficacy and team potency. So, the higher the salespeople's perceptions of management support, the lower the difference between the assessments of efficacy. Likewise, management support also presented a significant and negative effect ($\beta = -.141$, $p < .01$) in reducing the difference between salespeople's assessments self-efficacy and collective efficacy. Table 32 presents the results of Study 3.

Table 32. Value congruence as outcome (Study 3)

	|ΔSelf-efficacy - Team Potency|		|ΔSelf-efficacy - Collective Efficacy |	
	Beta	**t-value**	**Beta**	**t-value**
Constant	1.911	5.354[**]	1.607	4.554[**]
Controls				
Gender	-.258	-1.681	-.076	-.504
Age	-.009	-1.410	-.007	-1.056
Tenure	.013	1.358	.007	.749
Nº Members	.014	1.111	.018	1.391
Clothing store	-.215	-1.229	-.006	-.034
Footwear Store	-.024	-.136	.150	.850
Main Effects				
Management Support	-.138	-3.447[**]	-.141	-3.551[**]
F	3.228[**]		2.910[**]	
R² adjusted	.073		.063	

Notes. **p < .01; *p. < .05.

In study 4, we measured team support, management support, self-efficacy, team potency, and collective efficacy. We measured team and management support by the number of interactions per week that salespeople have with their peers and sales manager to support. Table 33 presents the results. We did not find a significant effect for team support (β = .002, p = NS) in reducing the difference between the salespeople's assessments of self-efficacy and team potency. Despite the signal in the expected direction, we also did not find a significant effect for team support (β = -.009, p = NS) in reducing the difference between the salespeople's assessments of self-efficacy and collective efficacy.

Conversely, we found significant results for management support. Management support had a negative effect on the difference between salespeople's assessments self-efficacy and team potency considering a 90% level of confidence (β = .016, p <.10). The effect was also negative in the relationship with the difference between salespeople's assessments of self-efficacy and collective efficacy (β = -.026, p < .05). So, the more the salespeople interact with sales manager to receive support, the lower the difference between the assessments of self-efficacy and team efficacy.

Table 33. Value congruence as outcome (Study 4)

	|ΔSelf-efficacy - Team Potency|			|ΔSelf-efficacy – Collective Efficacy|		
	Beta	**t-value**	**Beta**	**t-value**	**Beta**	**t-value**	**Beta**	**t-value**
Constant	.431	1,446	.703	2,539*	.523	1,527	.761	2,423*
Controls								
Gender	.168	1,305	.159	1,255	.168	1,138	.171	1,191
Age	-.003	-.448	-.001	-.219	-.004	-.614	-.003	-.521
Tenure	.027	2,050†	.023	1,712†	.043	2,846**	.037	2,439*
Nº Members	-.004	-.265	-.009	-.664	-.010	-.587	-.015	-.898
Main Effects								
Team support	.002	.229			-.009	-.737		
Management Support			-.016	-1,693†			-.026	-2,468*
F	1,507		2,107†		2,507*		3,733**	
R² adjusted	.021		.044		.060		.103	

Notes. **p < .01; *p. < .05; †p. < .10.

Considering that team support and management support decreased the difference between the assessments of self-efficacy and team potency, we follow the model suggested by Edwards (1995) and Mullins and Syan (2014) to examine the *direction* of the correction of incongruences. The model proposed by Edwards (1995) suggests regressing self-efficacy (Y_1) and team potency/collective efficacy (Y_2) against social/management support (X) for examining the effects when the level of self-efficacy is higher than team potency/collective efficacy ($W = 0$) and when the level of self-efficacy is lower than team potency/collective efficacy ($W = 1$). Equations 4 and 5 describe these models.

$$Y_1 = b_{10} + b_{11}X + b_{12}W + b_{13}WX + e \text{ (4)}$$
$$Y_2 = b_{20} + b_{21}X + b_{22}W + b_{23}WX + e \text{ (5)}$$

Therefore, we tested the effect of team support and management support (X) on the level of self-efficacy (Y_1) when salespeople assessed self-efficacy higher than team potency ($W = 0$) and when salespeople evaluated self-efficacy lower than team potency ($W = 1$). In the same way, we tested the effects of team and management support (X) on team potency (Y_2) when salespeople assessed self-efficacy higher than team potency ($W = 0$) and when salespeople judged self-efficacy lower than team potency ($W = 1$). We did the same procedures replacing team potency by collective efficacy.

In order to classify the salespeople into the incongruence groups ($W = 0$ or 1), we adopted the procedure proposed by Shanock et al. (2010). This is the same procedure used in the description of the samples (see the topics in the topic (In)congruence group analysis). We classified the salespeople into three groups: (a) incongruence for self-efficacy, (b) incongruence for team potency or collective efficacy, and (c) congruence group. The congruence group did not compose this analysis. We present the results in Table 34 for self-efficacy and team potency as dependent variables.

Table 34. Self-efficacy and team potency as outcomes in group analysis (Studies 1-4)

	Self-efficacy			Team Potency			Z
	Effect	**SE**	**p-value**	**Effect**	**SE**	**p-value**	
Study 1							
Team support							
Team Potency > Self-Efficacy	.500	.048	.000	.598	.065	.000	1.224
Team Potency < Self-Efficacy	.240	.042	.000	.521	.058	.000	3.938
Management Support							
Team Potency > Self-Efficacy	.499	.059	.000	.578	.080	.000	.796
Team Potency < Self-Efficacy	.395	.073	.000	.854	.098	.000	3.747
Study 2							
Team support							
Team Potency > Self-Efficacy	.497	.068	.000	.460	.077	.000	-.352
Team Potency < Self-Efficacy	.222	.056	.000	.393	.064	.000	2.014
Management Support							
Team Potency > Self-Efficacy	.603	.080	.000	.627	.087	.000	.209
Team Potency < Self-Efficacy	.191	.066	.005	.418	.073	.000	2.309
Study 3							
Management Support							
Team Potency > Self-Efficacy	.294	.061	.000	.246	.077	.002	-.489
Team Potency < Self-Efficacy	.160	.054	.004	.333	.069	.000	1.973
Study 4							
Team support							
Team Potency > Self-Efficacy	.084	.022	.004	.082	.031	.010	-.069
Team Potency < Self-Efficacy	.024	.023	.291	.021	.031	.663	-.083
Management Support							
Team Potency > Self-Efficacy	.059	.023	.014	.039	.031	.223	-.532
Team Potency < Self-Efficacy	.014	.023	.551	.052	.031	.101	.979

Notes. Values of Z above 1.96 represents $p < .05$. Values of Z above 2.58 represents $p < .01$.

The results of the studies 1, 2 and 3 were similar. They revealed that when salespeople assessed self-efficacy higher than team potency, the effect of the types of support on team potency was higher than on self-efficacy. Considering as an example the Study 1, team support had a positive effect on self-efficacy ($\beta_{11} = .240$, $p < .01$) and team potency ($\beta_{21} = .521$, $p < .01$) for this group. However, the effect on team potency was stronger. We evaluated the difference

of the regression coefficients by the z-test recommended by Paternoster, Brame, Mazeroll, and Piquero (1998). The difference between the coefficients of Study 1 was significant ($Z = 3.938$, $p < .01$).

Conversely, when salespeople assessed team potency higher than self-efficacy, the results of the studies showed that support had a positive effect on self-efficacy and team potency, but the regression coefficients were statistically equivalent for this group of salespeople. Considering once again the example of Study 1, the effects of team support on self-efficacy ($\beta_{11} = .500$, $p. < .01$) and team potency were positive and significant ($\beta_{21} = .598$, $p. < .01$). However, the z-test revealed no significant difference between the coefficients ($Z = 1.224$, $p = NS$). We executed the same analysis with management support, whose results were similar to those of team support.

We also tested the effects of team and management support on self-efficacy and collective efficacy. Table 35 presents the results for the studies 3 and 4. In study 3, we only measured management support. Management support presented positive effects on self-efficacy and collective efficacy in the two groups of incongruences. However, when salespeople assessed self-efficacy higher than collective efficacy, management support presented a stronger effect on collective efficacy ($\beta_{21} = .339$, $p. < .01$) than self-efficacy ($\beta_{11} = .134$, $p. < .05$) in order to promote the value congruence ($Z = 2.216$, $p < .05$). Conversely, when salespeople assessed self-efficacy lower than team potency, the effects of management support on collective efficacy ($\beta_{21} = .236$, $p. < .01$) and self-efficacy ($\beta_{11} = .376$, $p. < .01$) were equivalent ($Z = -1.271$, $p = NS$).

Table 35. Self-efficacy and collective efficacy as outcomes in group analysis (Study 3)

	Self-efficacy			Collective Efficacy			Z
	Effect	SE	p-value	Effect	SE	p-value	
Study 3							
Management Support							
Collective Efficacy > Self-efficacy	.376	.072	.000	.236	.084	.006	-1.271
Collective Efficacy < Self-efficacy	.134	.060	.028	.339	.071	.000	2.216
Study 4							
Team support							
Collective Efficacy > Self-efficacy	.113	.024	.000	.097	.029	.002	-.412
Collective Efficacy < Self-efficacy	.012	.028	.667	.027	.034	.417	.354
Management Support							
Collective Efficacy > Self-efficacy	.105	.029	.001	.108	.030	.001	.074
Collective Efficacy < Self-efficacy	.006	.028	.829	.075	.031	.013	1.653

Notes. Values of Z above 1.96 represents p-value $< .05$.

In Study 4, we measured team and management support through the number of salespeople's interaction per week. We did not find significant differences between the effects on self-efficacy and team potency across the groups. Likewise, we also did not find differences between the effects on self-efficacy and collective efficacy.

8.1.2 Final remarks

First, our results demonstrated that regardless of the incongruence; both supports have significant effects on self-efficacy, collective efficacy, and team potency. The higher the salespeople's perception of team members socially cooperating with each other or that they are assisted by their sales managers, the higher their belief that the team and they individually are able to successfully perform sales activities. So, team support and management support are mechanisms of social identity (Bandura, 1977; Chen et al., 1998; Schaubroeck et al., 2000) and social learning (Edmondson, 1999; Drèze & Nunes, 2011; Kozlowski & Ilgen, 2006; Guzzo et al., 1993), in which salespeople acquire new resources (e.g., knowledge) that positively persuade their capacity toward sales and create a climate of safety in the sales teams (Kozlowski & Ilgen, 2006; Dimotakis et al., 2017; Kennedy et al., 2009; Wood & Bandura, 1989).

Second, when salespeople evaluated team potency or collective efficacy higher than self-efficacy, the results of the studies showed that the types of support play a stronger role in generating congruence. We observe that the potency and collective efficacy influences individual motivation and performance (Marks, 1999; Gully et al., 2002) by cognitive processes of social learning. Through the social learning processes, the team transmits new knowledge, skills, and abilities to individuals perform tasks (Kozlowski & Ilgen, 2006; Guzzo et al., 1993).

Therefore, we conclude that team support and management support reduce incongruences especially in promoting team potency or collective efficacy when salespeople believe that they individually are more capable to achieve success than their sales team. When salespeople believe that team is more capable to achieve success than they individually, team support promotes equally self-efficacy and team potency/collective efficacy.

8.2 Serial mediation model

The literature has already shown the relationship between support, team potency and team performance (Kennedy et al., 2009; Shelton et al., 2010), team potency and self-efficacy (Gully et al., 2002), efficacy and collective efficacy (Yim et al., 2012), team potency and collective efficacy (Stajkovic et al., 2009), team potency and performance (Gamero et al., 2009), collective efficacy and performance (Marks, 2009) and team potency and performance via self-efficacy (Monteiro & Vieira, 2016).

These main effects evidence that previous literature did not test sequential effects. This gap suggests a novel perspective in analyzing the serial relationship between different types of efficacy. Hence, we suggest a sequential framework (see Figure 21) from team and management support to team potency (non-task specified), to collective efficacy (with a task defined), to individual self-efficacy, which in turn boosts performance.

Figure 21. Framework of serial mediations of efficacy assessments
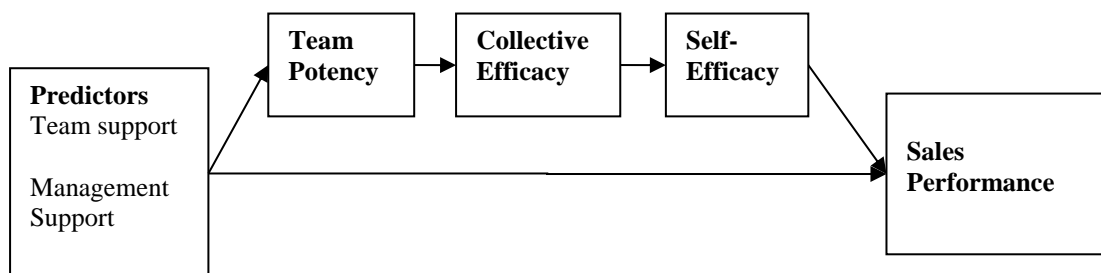
The logic behind this sequential mediation model is that team and management support help the group in obtaining confidence that they can accomplish mixed tasks. These effects are based on Attachment theory (Shorey & Chaffin, 2018) and Relational Regulation Theory (Baldwin et al., 2012; Sarason & Sarason, 1985). The confidence created by team and management support (Oldham & Cummings, 1996) influences team potency because there is support in different actions that the team has the capability in "spanning tasks and situations" (Gully et al., 2002).

The higher the level of team potency – which is the generalized "beliefs about the capabilities of the team across tasks" (Gully et al., 2002, p.820) – the higher the level of collective efficacy. This second sequential effect happens because the efficacy moves from the general tasks to specific ones, which means the movement from potency to collective efficacy (Stajkovic et al., 2009; Shelton et al. 2010). As a consequence of team potency, the level of collective efficacy boots because the group shares beliefs and capabilities (Petitta et al., 2015)

"to organize and execute the courses of action required to produce given levels of attainments" (Bandura, 1997, p. 477).

As successor, the higher the level of collective efficacy, the higher the level of individual self-efficacy. This next sequential effect happens because collective efficacy influences self-efficacy based on the beliefs that the group has, which are transmitted to the individual (Bandura, 1995). These collective beliefs help salesperson in persisting in the face of difficulties and adverse situations (Barling & Beattie, 1983; Bandura, 1982). The theoretical logic behind transference of beliefs is drawing on social identity theory (Schaubroeck et al., 2000), that suggests the identities of salespeople when working in a group tend to be organized on tasks that are common with other participants (Chen et al., 1998). Therefore, self-efficacy is an important determinant of performance because of its regulation mechanism that determines the level of challenges and risks that a person is willing to face (Park & John, 2014).

$H_{alternative}$: *Team and management support increases team potency, collective efficacy, self-efficacy and sales performance in that sequence.*

8.2.1 Results

To test whether team support and management support have indirect effects on sales performance through team potency, collective efficacy and self-efficacy in sequential order, we performed the model 6 using PROCESS (Hayes, 2013). Table 36 presents the results. In studies 1 and 2, we adopted team potency to measure the team's capability. So, we tested the indirect effect of team and management support on sales performance through the serial mediation of team potency and self-efficacy.

The results revealed that team support has a serial effect on sales perceived performance mediated by team potency and self-efficacy in Studies 1 and 2 (β_{study1} =.062, 95% CI = [.025; .122]; and β_{study2} =.094, 95% CI = [.052; .160]). Similarly, management support (β_{study1} = .061, 95% CI = [.021; .121]; and β_{study2} = .152, 95% CI = [.090; .238]) also presented an indirect, positive and serial effect on perceived sales performance through the mediation of the salespeople's assessments of team potency and self-efficacy.

In Studies 3 and 4, we adopted collective efficacy to measure the team's capability. In these studies we tested the indirect effect of team and management support on sales performance through the serial mediation of team potency, collective efficacy, and self-efficacy, respectively. Team support had an indirect effect on salespeople's sales goal

achievement through a serial mediation of team potency, collective efficacy and self-efficacy (β_{study4} =.030, 95% CI = [.002; .111]). Similarly, management support (β_{study3} = .180, 95% CI = [.021; .562]; and β_{study4} = .023, 95% CI = [.000; .097]) also presented an indirect effect on salespeople's sales goal achievement through the same path.

Table 36. Indirect effects of serial multiple mediator models

Sequential mediation analysis	Effect	SE	Lower CI	Upper CI
Study 1				
Team support → Team potency → Self-efficacy → Performance	.062*	.024	.025	.122
Management support → Team potency → Self-efficacy → Performance	.061*	.025	.021	.121
Study 2				
Team support → Team potency → Self-efficacy → Performance	.094*	.027	.052	.160
Management support → Team potency → Self-efficacy → Performance	.152*	.037	.090	.238
Study 3				
Management support → Team potency → Collective Efficacy → Self-efficacy → Performance	.180*	.122	.021	.562
Study 4				
Team support → Team potency → Collective Efficacy → Self-efficacy → Performance	.030*	.026	.002	.111
Management support → Team potency → Collective Efficacy → Self-efficacy → Performance[a]	.023*	.023	.000	.097

Notes. 10,000 bootstrap sample estimates for indirect effect analysis by the bias-corrected percentile method. SE = Standard Error. LLCI and ULCI are, respectively, lower and upper bounds 95% confidence interval.
*p. < .05
[a]β_{study4} = .023, 90% CI = [.002; .085]).

8.2.2 *Final remarks*

These results indicate that team potency influences collective efficacy and self-efficacy in promoting a chain of effects that begins in the salespeople's perceptions of team and management support and ends in the sales performance. First, the satisfaction of salespeople's needs through the support received from their team members and managers (Tversky & Koehler, 1994; Jacobson, 1986; De Jong et al., 2005) promotes improvements in team capabilities assessments. Second, the higher the salespeople's perception that the team has capabilities to be effective, the higher is the salespeople's confident to be part of the team. The experiences and achievements of the team are shared among all its members, acting as a source of self-efficacy and influencing how much effort salespeople expend and how long they persist in sales activities. Consequently, these levels of effort and perseverance promote sales performance as the final consequence (Bandura, 1977; Stajkovic et al., 2009).

9 General Discussion

9.1 Main results

Briefly, this research predicted that the value congruence [self-efficacy = team potency/collective efficacy] influences salespeople's sales performance and mediates the indirect effects of team and management support. Moreover, these indirect effects are moderated by discrepancies between the assessments of the individual and the team. Table 37 presents the summary of the results of the hypotheses after four studies.

Table 37. Results of the hypotheses in the four studies

Hypotheses	Study 1	Study 2	Study 3	Study 4
Value congruence				
(H$_1$) Value congruence → Performance	Supported	Supported	Supported	Supported
Mediation effect				
(H$_2$) Team support → Congruence → Performance	Supported	Supported	Not tested	Supported
(H$_3$) Management support → Congruence → Performance	Supported	Supported	Supported	Partially supported
Moderated-mediated effect				
(H$_4$) Team support x [ΔDifference] → Congruence → Performance	Supported	Supported	Not tested	Not supported
(H$_5$) Management support x [ΔDifference] → Congruence → Performance	Supported	Supported	Partial supported	Not supported
Additional analysis - Value congruence as outcome				
Team support → Congruence	Supported	Supported	Not tested	Not supported
Management Support → Congruence	Supported	Supported	Supported	Partially supported
Additional analysis - Serial mediation model[a]				
Team support → Team potency → Collective efficacy → Self-efficacy → Performance	Supported	Supported	Supported	Supported
Management support → Team potency → Collective efficacy → Self-efficacy → Performance	Supported	Supported	Supported	Supported

Notes. In studies 1 and 2 we tested the model: team or management support → Team potency → Collective efficacy → Self-efficacy → Performance

First, we predict that the congruence between the salespeople's assessments of self-efficacy and team efficacy (team potency or collective efficacy) is positively related to sales performance. The results of the four studies demonstrated that sales performance varied positively across the value congruence line, supporting H$_1$. Furthermore, in Studies 3 and 4, our results also revealed a significant effect of value congruence on salespeople's team satisfaction. When working in a team, salespeople are exposed to several factors that go beyond their individual work. As a consequence of this exposition, the "behavior and performance of salespeople are a function of both personal and team features" (Rapp & Mathieu, 2018, p. 3).

In this research, these team features are assessments of self-efficacy, team potency, and collective efficacy. These constructs are mechanisms of action regulation that influence the salespeople's behavior. A congruence of these constructs facilitates collaboration and communication, reduces conflict, provides a sense of more certain about future outcomes and behavior, and increases trust across team members (Seggewiss et al., 2018; Park & John, 2014). Thus, as the assessments of the individual and team are high, salespeople demonstrate more effort and perseverance to achieve individual and collective outcomes, as well as higher satisfaction in composing the sales team.

Second, we predicted that the value congruence plays a mediating role in the relationships between team support and management support and sales performance. The outcomes of the first three studies supported these hypotheses. Team support and management support have indirect effects on sales performance through the full mediation of the value congruence. The theoretical reason is that the two types of support represent mechanisms that satisfy the salespeople's needs in the face of the work demands (Tversky & Koehler, 1994; Jacobson, 1986) and raises beliefs that individuals and sales teams are able to succeed to succeed in their activities. In turn, these individual and collective beliefs are positively associated with sales performance. In study 4, we measured support by an objective measure. We supported the indirect effect of team support and partially supported the indirect effect of management support through value congruence.

Third, we predicted in hypotheses H_4 and H_5 that the indirect effects of team support and management support on sales performance through the value congruence is moderated by the difference between the salespeople's assessments of self-efficacy and team potency/collective efficacy. Our results supported these hypotheses in Studies 1 and 2. In Study 3, we partially supported the hypotheses because the results of the moderated-mediation analysis are significant considering a 90% confidence interval. In study 4, we did not support the hypotheses when we measure team and management support by the number of interactions. In studies 3 and 4 we also measured the sales performance by an objective measure (percentage of sales goal achievement).

The results revealed that when salespeople assess team potency (or collective efficacy) higher than self-efficacy, the indirect effects of team support or management support on sales performance is stronger. Our additional analyses corroborate the results of the moderate mediation analysis. Our results evidenced that when the salespeople assess team potency (or collective efficacy) higher than self-efficacy, team and management support have similar effects on self-efficacy and team potency. These results indicate that when salespeople believe

that the team is more capable of success than they individually, the perceptions of support promote equally the assessments of self-efficacy and team potency.

9.2   Additional findings

Further, in the additional analysis, we tested whether team support and management support are associated with decreasing the difference between the assessments of self-efficacy and team potency. Decreasing the dissimilarity between the assessments of self-efficacy and team potency is good for salespeople because they can be more aligned in their sales activities. In the first three studies, our results evidenced that the cooperation between team members produces shared understandings that salespeople individually and collectively are able to perform the demanded activities successfully (Charas, 2015; Schmitz, 2013). The more the group assists and interacts each other, the more likely the group presents a common frame of individual and collective efficacy assessments (Levesque et al., 2001). Equally, a management support encourages, reinforces and rewards salespeople, fostering among team members a sense of self-competence in their skills and team independence, which, in turn, produces convergences between the salespeople's assessments of self-efficacy and team potency (Carson, Tesluk, & Marrone, 2007).

As an alternative hypothesis, we also demonstrated that the value congruence between the self-efficacy and team efficacy measures is not the only path to sales performance. These measures also have causal relationships between them that connect factors concern the social system in which sales teams are embedded (team and management support) to the sales performance (Guzzo et al., 1993). In studies 1 and 2, our results evidenced a serial multiple mediator model in which team support and management support, promotes team potency, which in turn causes salesperson self-efficacy, being sales performance the final consequence. In studies 3 and 4, we added collective efficacy in this path.

The types of support expand the availability of resources, promoting an environment of less uncertainty and a sense of generalized capacity in the team (team potency). Potency is a generalized construct which corresponds to the ability of the team to successfully confront any demand or task (Stajkovic et al., 2009). This broad perception of team capacity expands for all activities, such as sales activities. So, team potency expands the salespeople's perception that the team is able to successfully execute sales activities, raising collective efficacy beliefs. The success of the team increases the salespeople's confidence to be part of the team, acting as a source of self-efficacy (Bandura, 1977). In the end, the self-efficacy determines how much

effort salespeople will expend and how long they will persist on sales activities (Bandura, 1977), raising the salespeople's sales performance.

Finally, in addition to our hypotheses, the results of our studies also demonstrate an influence of the incongruence between the salespeople's assessments of self-efficacy and team potency on sales performance. When there are incongruencies, the sales performance is higher when salespeople's self-efficacy is higher than team potency than vice versa. In this type of incongruence, salespeople gain confidence in social comparison with team members and tend to focus more on their individual demands (De Jong et al., 2006; Yim et al., 2012). However, despite the positive results on sales performance, this incongruence decreases the level of salespeople's satisfaction with the team, harming the processes and the viability of the teams (Wu et al., 2010; Ostroff et al., 2005). Nevertheless, when we measured the belief in team capacity through the collective efficacy construct (Studies 3 and 4), the incongruence did not present a significant effect on sales performance.

9.3   Theoretical discussion

This research presents *three* key theoretical contributions. First, we contribute to Value Congruence Literature (Cable & Edwards, 2004, 2009; Edwards, 2002) by evidencing that the levels of sales performance, sales goals achievement and team satisfaction are higher when either both the assessments of self-efficacy and team potency are congruent or either both the assessments of self-efficacy and collective efficacy are congruent. While the current literature demonstrates the main effects of self-efficacy (Fu et al., 2010; Menguc et al., 2017) and team potency singly (Stajkovic et al., 2009; Gully et al., 2002), our results advance previous literature (Fu et al., 2010; Lai & Chen, 2012; Barling & Beattie, 1983) by revealing that when salespeople are organized into sales teams, sales performance and team satisfaction varies positively along the congruence line. We found the same results when we replaced the team potency construct by the collective efficacy construct. The theoretical logic behind the effects of value congruence is drawing on the alignment of values from the individual according to the group (Cable & Edwards, 2004, 2009; Edwards, 2002), as elaborated by Person-Environment Fit Theory (Wood & Bandura, 1989; Kristof-Brown et al., 2005). This alignment corrects values regarding to expectations and provides a better environment for communication (Gamero et al., 2009), feedbacks (De Jong et al., 2005) and interaction (Levesque et al., 2001; Charas, 2015; Tresi & Mihelič, 2018; Hu & Liden, 2011, De Jong et al., 2005; Kennedy et al., 2009; Tröster, Mehra, & Van Knippenberg, 2014) among employees.

Second, several studies have already demonstrated the mediating role of self-efficacy as well as collective aspects (Stajkovic et al., 2009; Howell & Shea, 2006; Kennedy et al., 2009) in relationships involving performance (Park & John, 2014, Menguc et al., 2017). Because self-efficacy, collective efficacy and team potency are regulatory mechanisms of behavior (Park & John, 2014), they naturally mediate the relationships between team and management support and the individual's outcomes. Our results extended the Social Cognitive Theory (Bandura, 1982, 1977) by revealing that the congruence between the levels of efficacy plays a mediation role between supportive practices and sales performance. The arguments from Attachment Theory (Shorey & Chaffin, 2018) and Relational Regulation Theory (Baldwin et al., 2012; Sarason & Sarason, 1985) help us to hypothesize how team and management support are sources of social knowledge that encourage an environment of more confidence (Wood & Bandura, 1989) so that employees believe that a particular "course of action will produce certain outcomes" (Bandura, 1977, p.193). This belief is a synergy from the alignment between collective and individual efficacy.

Third, besides the mediating role of value congruence between individual and team efficacy, we also contribute to Social Cognitive Theory by evidencing that the misalignment in favor of the team amplifies the indirect effect of the supportive practices on sales performance by value congruence. When salespeople recognize the team as more capable of success than themselves, the effect of supportive practices on self-efficacy, team potency, and collective efficacy is stronger, increasing the impact on sales performance.

The trust in the team favors teamwork and promotes interdependencies across team members (Thompson & Bolino, 2018), making team support especially important in the assessments that salespeople make of the team and themselves. Supported by the Relational Regulation Theory (Rodwell & Munro, 2013; Baldwin et al., 2012), when there is great confidence in the team and collaboration and identification between the peers (Zaccaro et al., 1995; Tasa et al., 2017; Kennedy et al., 2009), the assessments of team efficacy (team potency and collective efficacy) are higher, which also influences individual evaluations (self-efficacy), generating a cyclical relationship between efficacy from the individual and group.

As team support, the trust in the team also makes important the management support because it promotes interdependencies that require coordination from sales managers (Sharma & Yetton 2003). Besides the salespeople's need to establish an attachment with their sales managers and the effects of this relationships on the assessments of self-efficacy, team potency and collective efficacy (Cassidy & Shaver, 1999; Davidovitz et al., 2009; Shelton et al., 2010; De Jong et al., 2005), when salespeople assess their sales teams as more capable of performing

task than themselves, they may be more likely to take better advantage of the support coming from the managers to master the sales challenges and to increase their capabilities making them compatible with those of the team (Bandura & Locke, 2003; Thompson & Bolino, 2018). So, the effect of management support becomes stronger in individual and collective assessments of efficacy, because the trust in the team higher than in himself/herself promotes interdependencies across teammates that requires coordination and intervention of the sales managers (Sharma & Yetton, 2003).

9.4 Managerial discussion

First, our results demonstrated that team support is important to promote the congruence between self-efficacy and team potency. Sales managers can promote collective work in sales team as a way of generating interdependencies and facilitating the exchange of information and mutual cooperation across salespeople. For example, periodic meetings can be used as a way for salespeople sharing their experiences, information, and assessments of the team (De Jong et al., 2005). Additionally, team training programs could include simulations of sales problems (ex. new-customer acquisition, customer retention, customer trust building, customer relationship development, and customer needs responsiveness) and asking salespeople to solve the problems together (De Jong et al., 2005; Cron, 2017).

Second, organizations can help their salespeople and sales teams through direct support (Kennedy et al., 2009). The management support helps salespeople to deal with environmental adversities and complexities, reducing the levels of anxiety and vulnerability to stress before a task (Bandura & Adams, 1977; Nahum-Shani, Henderson, Lim, & Vinokur, 2014). Organizations should select managers who signal to the salespeople "that they are cared for, esteemed, valued, and belong to a network of communication and mutual obligation" (Nahum-Shani et al., 2014, p. 484). The manager's training program should encourage employees by providing support indiscriminately, offering salespeople the conditions and confidence to solve the challenges by themselves, but not generating dependency of the manager (Nahum-Shani et al., 2014; Gong et al. 2009), which is detrimental to sales performance at high levels (Mathieu et al., 2008).

Third, our results highlight the importance of salespeople's assessments of themselves and the sales team for achieving high levels of sales performance and team satisfaction. Given the positive effects of the value congruence between salespeople's self-efficacy and team potency (or collective efficacy), managers should improve the salesperson and the team's belief

to succeed in job tasks. One way to promote the value congruence between these assessments is through supportive practices. Managers can support teams and salespeople by ensuring that they have the resources required to perform their tasks while minimizing the risks of their actions (Kennedy et al., 2009). Managers can provide resources to create value congruence, such as information technologies, storage, and disclosure of customer information, enough time to perform tasks, psychological safety climate and reward and recognition systems (Kennedy et al., 2009; Edmondson, 1999; Charas, 2015). Besides the psychological safety climate, a performance-focused climate is also an important resource for building the assessments of self-efficacy and team potency (Menguc et al., 2017).

Finally, sales managers should be aware of incongruences in salespeople's assessments of self-efficacy and team potency. Although our results indicate that salespeople who self-evaluate themselves as being more effective than their teams presented a higher level of sales performance, our results also indicated that incongruences might be detrimental to team satisfaction. Therefore, through individual and periodicals conversations with salespeople, managers should investigate how much salespeople believe in their individual ability and the team's ability to perform work demands in order to diagnose incongruences.

These misalignments can have different combinations. For example, when salespeople assess their capabilities higher than of the team, the sales manager should encourage supportive practices on the team, since our results demonstrate that supportive practices are mechanisms that promote team potency more strongly than they promote self-efficacy. When salespeople evaluate team capabilities greater than of themselves, we found that supportive practices are even more positive, promoting equally self-efficacy and team potency and presenting a greater indirect effect on sales performance. However, managers must ensure that the misalignment between self-efficacy and team potency is not excessive. When dealing with successful salespeople, salespeople with low self-efficacy can develop team dependencies, frustrated expectations, feelings of inability, defensive behaviors in team relationships, and a low degree of involvement in team tasks (Mathieu et al., 2008; Wu et al., 2010; Yim et al., 2012; Fast et al., 2014).

9.5   Limitations and future research

Despite the theoretical and managerial contributions, this research presents some limitations that must be considered when interpreting our results. Katz-Navon and Erez (2005) presented evidence that the assessments of the team's ability exert an influence on job

performance to the extent that there is a high interdependence of tasks across team members. In this research, we assume that sales teams have work interdependencies by their nature (Dixon et al., 2002; Rapp & Mathieu, 2018), such as the organization of salespeople in stores or retail agencies, salespeople's commitment to the results and viability of the team, salespeople's submission to the same supervisor and the sharing of customer information (Tekleab et al., 2009; Hall, Mullins, Syam, & Boichuk, 2017). However, task interdependence can be treated as a continuum that varies from low to high level (Katz-Navon & Erez, 2005). We did not measure or control the interdependence of tasks across team members. Thus, we suggest that future researches measure the salespeople's perception of the degree of task interdependence among team members and test their moderating role in the relationship between value congruence and sales performance.

Second, we know that each new individual in a team member has incongruences because of lack of knowledge. Value congruence can be achieved along the time, by knowing each other expectations. We did not investigate the phenomenon of value congruence by a longitudinal design. Thus, we cannot demonstrate how the associations among the constructs occur over time from an incongruent moment to a congruence. We know that assessments of self-efficacy and team potency are built over time as individuals perceive their progress and achieve their goals individually or collectively (Drèze & Nunes, 2011). So, future studies can adopt a salespeople's panel data that combine longitudinal data of sales performance and other constructs (ex. self-efficacy and team potency) and a longitudinal design regarding the sales teams. Therefore, they could evaluate the effect of time on our hypothesis, showing more clearly how the assessments of self-efficacy, team potency, and collective efficacy explain sales performance independently of the residual effect of sales performance over time.

Third, we analyzed our results at the salesperson level, examining how intra-organizational factors influence the congruence between the assessments of self-efficacy and team potency (or collective efficacy) and how this congruence influences sales performance. Future studies can test the framework at the sales team level in order to extrapolate our results to the team's sales performance. The empirical analysis of sales team level requires hierarchical data. Sales teams (level 2) can influence the way that salespeople (level 1) work. Thus, future studies may investigate the degree of consensus among team members regarding our constructs and its effect on team's sales performance or other dependent variables (Wu et al., 2010; Ahearne et al., 2010; Ensley & Pearce, 2001).

Fourth, in addition to individual and collective perceptions of efficacy, future studies may add the salespeople's assessment of the sales manager efficacy (Fast et al., 2014). Similar

to Yin et al. (2012) who investigated how the interaction between salespeople's perceptions of self-efficacy and costumer efficacy influence the quality of the relationship, future studies may investigate the congruence effect between the salespeople's assessments of self-efficacy and manager efficacy on sales performance. That is also a multilevel analysis that demands hierarchical data. Alternatively, at the team level, they may investigate the effect of the congruence between the assessments of team potency (or collective efficacy) and manager efficacy on the sales team's performance.

Fifth, especially in study 4, we had some hypotheses that were not supported. In this study, we chose to use an objective measure to measure team support and managerial support. Objective measures have some benefits such as the reduction of the endogeneity problem (Sande & Gosh, 2018) or common method bias (Podsakoff, MacKenzie, & Podsakoff, 2012) in cross-sectional surveys. However, these measures may be biased by the purpose for which they are produced and may not represent the real perception of individuals (Spyropoulou, Katsikeas, Skarmeas, & Dionysis, 2017). Therefore, the amount of interactions between peers or managers is a quantitative measure that disregards the quality of the relationships or the support received by the salespeople. We recommend that future studies correlate objective and subjective measures or test new measures of support to corroborate our hypotheses.

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Appendix A – Research Form (Study 1 and Study 2)

Olá! Meu nome é **Valter Faia** e estou realizando uma pesquisa sobre equipes de vendas para o Doutorado em Administração da UEM. Você poderia colaborar respondendo este questionário? Sua participação é muito importante. **As respostas são confidenciais e apenas para uso acadêmico**. Qualquer dúvida, entrar em contato por meio do e-mail ou telefone: valterfaia@gmail.com ou (XX) XXXXX-XXXX.

Como vendedor e membro de uma equipe de vendas, veja se você discorda ou concorda com as frases abaixo. Depois marque um "X" no **grau** de sua concordância ou discordância. A escala varia de **discordo totalmente (1) até concordo totalmente (10).** Não há resposta certa ou errada, o que se busca é a sua opinião.

Sobre a capacidade da sua equipe de vendas na loja...	Discordo Totalmente					Concordo Totalmente				
	1	2	3	4	5	6	7	8	9	10
Minha equipe é reconhecida como uma das melhores em termos desempenho.										
Minha equipe pode fazer muita coisa quando nós trabalhamos duro.										
Minha equipe consegue resolver qualquer problema.										
Minha equipe tem confiança em suas habilidades para executar diversas tarefas										
Minha equipe acredita que nenhum trabalho é muito difícil.										

Sobre a interação entre os membros da equipe...	Discordo Totalmente					Concordo Totalmente				
	1	2	3	4	5	6	7	8	9	10
Na nossa loja, a equipe obtém suporte um do outro										
Na nossa loja, os membros da equipe apoiam uns aos outros										
Na nossa loja, a equipe busca ajudar o colega										

Sobre a interação da minha equipe com o supervisor de vendas...	Discordo Totalmente					Concordo Totalmente				
	1	2	3	4	5	6	7	8	9	10
Nossa equipe recebe reconhecimento quando bate a meta										
Nossa equipe sabe qual é o objetivo do supervisor										
Nossa equipe sabe os caminhos para desenvolver as atividades										
Nossa equipe conversa com o supervisor se houver necessidade										
Nossa equipe é tratada com respeito pelo supervisor										

Agora, sobre as suas características pessoais...	Discordo Totalmente					Concordo Totalmente				
	1	2	3	4	5	6	7	8	9	10
Sinto que sou muito qualificado para o trabalho que faço.										
Tenho o conhecimento técnico que preciso para lidar com o meu trabalho										
O meu trabalho é no âmbito das minhas habilidades										
Sinto-me confiante de que minhas habilidades e capacidades são iguais ou superiores às dos meus colegas										

Agora, quanto aos seus resultados individuais...	Discordo Totalmente					Concordo Totalmente				
	1	2	3	4	5	6	7	8	9	10
No último mês, eu alcancei a minha meta										
No último mês, eu tive bom desempenho em vendas										
No último mês, eu atingi meus objetivos										
No último mês, minha performance de 0 a 10 foi										

Gênero: ( ) Masculino ( ) Feminino	
Idade:	
Quantas pessoas trabalham na sua equipe de vendas?	
Há quanto tempo trabalha na área de vendas?	
Há quanto tempo trabalha nessa empresa?	

Muito obrigado por participar da pesquisa. Tenha um bom dia (boa tarde/noite)!

Appendix B – Descriptive Measures and Factorial Loadings (Study 1)

	Minimum	Maximum	Mean	Standard deviation	Skewness	Kurtosis
SSP1	2.00	10.00	8.19	1.54	-0.90	0.75
SSP2	2.00	10.00	7.90	1.51	-0.74	0.52
SSP3	1.00	10.00	8.19	1.55	-1.18	1.66
MSP1	1.00	10.00	8.55	1.54	-1.49	2.75
MSP2	1.00	10.00	8.58	1.47	-1.48	3.19
MSP3	4.00	10.00	8.46	1.24	-0.80	0.48
MSP4	1.00	10.00	8.83	1.21	-1.59	5.20
MSP5	1.00	10.00	8.89	1.37	-2.14	7.49
TP1	3.00	10.00	8.57	1.63	-1.33	1.41
TP2	4.00	10.00	8.78	1.37	-1.21	1.02
TP3	1.00	10.00	7.57	1.72	-1.09	1.52
TP4	2.00	10.00	8.25	1.45	-1.17	1.79
TP5	2.00	10.00	7.56	1.57	-0.76	0.67
SE1	1.00	10.00	8.38	1.26	-1.29	3.96
SE2	2.00	10.00	8.59	1.17	-1.14	3.01
SE3	3.00	10.00	8.56	1.27	-1.31	2.76
SE4	1.00	10.00	8.45	1.37	-1.48	3.81
PERF1	1.00	10.00	8.28	1.76	-1.62	3.91
PERF2	1.00	10.00	7.93	1.84	-1.43	2.89
PERF3	1.00	10.00	8.00	1.81	-1.43	2.86
PERF4	1.00	10.00	8.14	1.34	-0.90	2.04

Notes. SSP = Team support; MSP = Management support; TP = Team potency; SE = Self-efficacy; PERF = Perceived performance.

	Components				
	1	2	3	4	5
SSP1		.812			
SSP2		.825			
SSP3		.783			
MSP1				.762	
MSP2				.783	
MSP3				.644	
MSP4				.566	
MSP5				*	
TP1					*
TP2					*
TP3					.870
TP4					.507
TP5					.666
SE1			.762		
SE2			.767		
SE3			.761		
SE4			.726		
PERF1	.899				
PERF2	.840				
PERF3	.902				
PERF4	.838				

Notes. Rotated Component Matrix. Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. KMO = .894. Bartlett's Test of Sphericity: χ^2 = 3,810.9; p < .000.
*Items excluded by low factor load or cross loading. Values below 0.5 were suppressed. SSP = Team support; MSP = Management support; TP = Team potency; SE = Self-efficacy; PERF = Perceived performance

Appendix C – Descriptive Measures and Factorial Loads (Study 2)

	Minimum	Maximum	Mean	Standard deviation	Skewness	Kurtosis
SSP1	1.00	10.00	7.12	2.37	-0.67	-0.42
SSP2	1.00	10.00	6.94	2.22	-0.48	-0.67
SSP3	2.00	10.00	7.15	2.14	-0.44	-0.75
MSP1	1.00	10.00	7.50	2.19	-1.00	0.63
MSP2	1.00	10.00	7.62	2.08	-0.91	0.34
MSP3	1.00	10.00	7.50	2.03	-0.92	0.76
MSP4	1.00	10.00	7.61	2.09	-0.98	0.85
MSP5	1.00	10.00	7.72	2.20	-1.09	0.92
TP1	1.00	10.00	7.12	2.19	-1.20	3.38
TP2	1.00	10.00	8.08	1.90	-1.23	1.67
TP3	1.00	10.00	7.12	2.11	-0.69	-0.01
TP4	2.00	10.00	7.58	1.88	-0.80	0.29
TP5	2.00	10.00	7.38	1.83	-0.57	0.00
SE1	1.00	10.00	7.96	1.69	-1.19	2.10
SE2	3.00	10.00	8.18	1.37	-1.00	1.47
SE3	1.00	10.00	8.10	1.49	-1.23	2.79
SE4	1.00	10.00	7.91	1.69	-1.26	2.53
PERF1	1.00	10.00	7.27	2.12	-0.75	0.19
PERF2	1.00	10.00	7.46	2.03	-0.84	0.39
PERF3	1.00	10.00	7.21	2.21	-0.94	0.44
PERF4	3.00	10.00	7.69	1.58	-0.50	-0.08

Notes. SSP = Team support; MSP = Management support; TP = Team potency; SE = Self-efficacy; PERF = Perceived performance.

	Components				
	1	2	3	4	5
SSP1					.779
SSP2					.777
SSP3					.726
MSP1	.776				
MSP2	.826				
MSP3	.816				
MSP4	.760				
MSP5	.800				
TP1				.765	
TP2				.600	
TP3				.732	
TP4				.650	
TP5				.547	
SE1			.645		
SE2			.762		
SE3			.792		
SE4			.672		
PERF1		.868			
PERF2		.857			
PERF3		.870			
PERF4		,771			

Notes. Rotated Component Matrix. Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. KMO = .909. Bartlett's Test of Sphericity: $\chi^2 = 3,902.1$; $p < .000$. Values below 0.5 were suppressed.

Appendix D – Presentation Letter of the Research (Study 3)

GIPEM – GRUPO INTERDISCIPLINAR DE PESQUISAS E ESTUDOS EM MARKETING

SOLICITAÇÃO DE APOIO PARA PESQUISA:

Maringá, 17 de abril de 2018.

Venho por meio deste documento solicitar apoio para a realização de uma pesquisa acadêmica na área de marketing, cujo o objetivo é compreender melhor as relações entre os vendedores e os demais membros de uma equipe de vendas nas lojas de varejo.

A pesquisa é conduzida pelo Prof. Me Valter da Silva Faia, professor do departamento de Ciências Contábeis e aluno de doutorado do Programa de Pós-Graduação em Administração da UEM, e orientada pelo Prof. Dr. Valter Afonso Vieira, professor do departamento de Administração da UEM e membro do grupo de pesquisa GIPEM. O currículo completo do prof. Valter da Silva Faia pode ser acessado por meio do link: http://lattes.cnpq.br/7189047185126427

A pesquisa é parte do projeto de tese de doutorado em Administração pela UEM do prof. Valter da Silva Faia. Para a sua realização, faz-se necessário a aplicação de questionários com os vendedores, os quais podem ser conferidos com o aplicador da pesquisa. As respostas são **anônimas** e os resultados serão avaliados estatisticamente sem a menção de nenhum nome de vendedor, de gerente ou de loja. O tempo médio de respostas é curto, algo entre 5 e 10 minutos, e os resultados da pesquisa serão disponibilizados publicamente via site do Programa de Pós-Graduação em Administração da UEM (www.ppa.uem.br).

Qualquer dúvida sobre a pesquisa não esclarecida neste documento poderá ser sanada diretamente com o prof. Valter Faia por meio dos seguintes contatos:

Tel.: (44) 99945-4156 / 3011-4909
E-mail: vsfaia@uem.com

Atenciosamente,

Valter da Silva Faia
Professor do Depto. de Ciências Contábeis da UEM
Doutorando em Administração no PPA/UEM
Pesquisador do GIPEM

Appendix E – Research Form (Study 3)

Olá! Meu nome é **Valter Faia** e esta pesquisa é parte do meu projeto de doutorado pela Universidade Estadual de Maringá/Paraná (UEM). A pesquisa busca conhecer um pouco mais sobre as equipes de vendas em lojas de varejo e a sua participação é muito importante. **As respostas são confidenciais e apenas para uso acadêmico**. Qualquer dúvida, entrar em contato por meio do e-mail ou telefone: vsfaia@uem.br ou (XX) XXXXX-XXXX.

INSTRUÇÕES: Este questionário contém afirmações baseadas em uma escala que vai de **(1) discordo totalmente** até **(7) concordo totalmente**. Assim, 1 (um) representa uma **discordância total** com a afirmação e 7 (sete) uma **concordância total** com a afirmação. Como membro de uma equipe de vendas, avalie as afirmações abaixo e depois marque um **"X"** no **grau** de sua concordância ou discordância. Não há resposta certa ou errada, o que me interessa é a sua opinião. Um exemplo para que você possa responder ao questionário seria a afirmação: "Eu adoro bolo de cenoura". Se bolo de cenoura:

- É seu bolo **favorito**, aquele que **você nunca abre mão**, você deve marcar **7 (sete)** na sua resposta;
- É um bolo que **você gosta, mas não é seu bolo favorito**, você pode marcar **5 (cinco) ou 6 (seis)**;
- É um bolo **comum ou indiferente** para você, sua resposta deve ser **4 (quatro)**;
- É um bolo que **você não gosta muito**. Então você deve marcar **2 (dois)** ou **3 (três)**;
- É um bolo que **você não gosta ou detesta.** Então sua resposta deve ser **1 (um).**

Desde já agradeço sua atenção e sua colaboração.

Avalie as afirmações abaixo sobre a capacidade geral da sua equipe de vendas na loja...	Discordo Totalmente					Concordo Totalmente	
	1	2	3	4	5	6	7
Minha equipe de vendas é reconhecida como uma das melhores em termos desempenho.							
Minha equipe pode fazer muita coisa quando nós trabalhamos duro.							
Minha equipe consegue resolver qualquer problema.							
Minha equipe tem confiança em suas habilidades para executar diversas tarefas							
Minha equipe acredita que nenhum trabalho é muito difícil.							

Avalie as afirmações abaixo sobre a relação entre a sua equipe de vendas na loja e o gerente...	Discordo Totalmente					Concordo Totalmente	
	1	2	3	4	5	6	7
Os membros da minha equipe de vendas se sentem à vontade para falar com a gerente sobre os problemas envolvendo os negócios.							
Minha equipe de vendas sempre recebe informações oportunas do gerente para desenvolver as atividades							
Minha equipe de vendas é tratada com respeito pelo gerente.							
Nosso gerente deixa claro a todos qual o objetivo que ele espera que a equipe alcance							
Minha equipe de vendas recebe reconhecimento do gerente quando um objetivo é alcançado							

Avalie as afirmações abaixo sobre a capacidade de vendas da sua equipe na loja...	Discordo Totalmente					Concordo Totalmente	
	1	2	3	4	5	6	7
Minha equipe de vendas é boa em vender							
Minha equipe de vendas sabe a coisa certa a fazer nas situações de vendas							
Minha equipe de vendas tem confiança em suas habilidades para executar as atividades de vendas com um alto nível de desempenho							
Minha equipe de vendas está melhor treinada do que a maioria das equipes de vendas que conheço							
Minha equipe de vendas realiza um trabalho melhor que a maioria das equipes de vendas que conheço							
Ao receber a próxima meta de vendas, minha equipe se sente confiante que é possível atingi-la							

As afirmações agora são sobre a sua capacidade INDIVIDUAL de vendas...	Discordo Totalmente					Concordo Totalmente	
	1	2	3	4	5	6	7
Sinto que eu sou bom em vender							
Não é difícil para mim pressionar o cliente para fechar uma venda							
Eu sei a coisa certa a fazer nas situações de vendas							
Eu acho fácil convencer um cliente que tem um ponto de vista diferente do meu							

Eu sou bom em descobrir o que os clientes precisam ou desejam							
Avalie as afirmações abaixo sobre a sua satisfação com a sua equipe na loja...	Discordo Totalmente				Concordo Totalmente		
	1	2	3	4	5	6	7
Eu estou muito satisfeito com os membros da minha equipe de vendas atual							
Eu estou satisfeito com a forma que a minha equipe e eu trabalhamos juntos							
Eu estou muito satisfeito em trabalhar nesta equipe de vendas							

Instruções: As perguntas agora estão relacionadas **às características suas** e podem ser respondidas na frente da pergunta.
1) Gênero: ( ) Masculino ( ) Feminino ( ) Outro
2) Idade (responder em quantidade de anos completados):
3) Aproximadamente, há quantos anos você trabalha nessa empresa?
4) O quanto VOCÊ alcançou da sua meta individual de vendas nos últimos 3 meses (Responder de 0 a 100%)?

Muito obrigado por participar da pesquisa. Tenha um bom dia (boa tarde/noite)!

Appendix F – Descriptive Measures (Study 3)

	Minimum	Maximum	Mean	Standard deviation	Skewness	Kurtosis
MSP1	1.00	7.00	5.59	1.85	-1.24	0.49
MSP2	1.00	7.00	5.68	1.70	-1.45	1.46
MSP3	1.00	7.00	6.13	1.51	-2.03	3.54
MSP4	1.00	7.00	6.29	1.37	-2.35	5.37
MSP5	1.00	7.00	5.83	1.70	-1.65	1.95
TP1	1.00	7.00	5.48	1.47	-0.99	0.82
TP2	1.00	7.00	6.18	1.37	-1.85	2.79
TP3	1.00	7.00	5.22	1.62	-0.69	-0.13
TP4	1.00	7.00	5.81	1.34	-1.18	1.25
TP5	1.00	7.00	5.51	1.53	-0.88	0.09
CE1	1.00	7.00	6.04	1.17	-1.32	2.19
CE2	1.00	7.00	5.74	1.27	-1.18	1.74
CE3	1.00	7.00	5.88	1.22	-1.19	1.25
CE4	1.00	7.00	5.46	1.49	-0.77	0.03
CE5	1.00	7.00	5.43	1.56	-0.96	0.49
CE6	1.00	7.00	5.34	1.65	-0.96	0.36
SE1	2.00	7.00	5.97	1.09	-0.88	0.29
SE2	1.00	7.00	5.50	1.36	-1.00	1.09
SE3	1.00	7.00	5.88	1.13	-1.04	1.10
SE4	1.00	7.00	5.26	1.55	-1.03	0.83
SE5	1.00	7.00	5.78	1.20	-0.93	0.68
TSF1	1.00	7.00	5.63	1.53	-1.03	0.45
TSF2	1.00	7.00	5.49	1.60	-1.08	0.63
TSF3	1.00	7.00	5.83	1.44	-1.35	1.48

Notes. MSP = Management support; TP = Team potency; CE = Collective Efficacy; SE = Self-efficacy; TSF = Team Satisfaction.

Appendix G – Factorial Loads (Study 3)

	Components				
	1	2	3	4	5
MSP1	.746				
MSP2	.759				
MSP3	.802				
MSP4	.803				
MSP5	.809				
TP1					.494
TP2					.621
TP3					.658
TP4					.619
TP5					.721
CE1		.747			
CE2		.742			
CE3		.726			
CE4		.642			
CE5		.613			
CE6		*			
SE1			.773		
SE2			.722		
SE3			.742		
SE4			.624		
SE5			.661		
TSF1				.767	
TSF2				.770	
TSF3				.735	

Notes. Rotated Component Matrix. Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. KMO = .880. Bartlett's Test of Sphericity: $\chi^2 = 2,108.7$; $p < .000$. Values below 0.45 were suppressed. *Items excluded by low factor load. MSP = Management support; TP = Team potency; CE = Collective Efficacy; SE = Self-efficacy; TSF = Team Satisfaction

Appendix H – Research Form (Study 4)

INSTRUÇÕES: Este questionário contém afirmações baseadas em uma escala que vai de **(1) discordo totalmente** até **(7) concordo totalmente.** Assim, 1 (um) representa uma **discordância total** com a afirmação e 7 (sete) uma **concordância total** com a afirmação. Como membro de uma equipe de vendas, avalie as afirmações abaixo e depois marque um **"X"** no **grau** de sua concordância ou discordância.

Avalie as afirmações abaixo sobre a capacidade geral da sua equipe de vendas na loja...	Discordo Totalmente					Concordo Totalmente	
	1	2	3	4	5	6	7
Minha equipe de vendas é reconhecida como uma das melhores em termos desempenho							
Minha equipe de vendas pode fazer muita coisa quando nós trabalhamos duros							
Minha equipe de vendas consegue resolver qualquer problema							
Minha equipe de vendas tem confiança em suas habilidades para executar diversas tarefas							
Minha equipe de vendas acredita que nenhum trabalho é muito difícil							

Avalie as afirmações abaixo sobre a capacidade de vendas da sua equipe na loja...	Discordo Totalmente					Concordo Totalmente	
	1	2	3	4	5	6	7
Minha equipe de vendas é boa em vender							
Minha equipe de vendas sabe a coisa certa a fazer nas situações de vendas							
Minha equipe de vendas tem confiança em suas habilidades para executar as atividades de vendas com um alto nível de desempenho							
Minha equipe de vendas está mais bem treinada do que a maioria das equipes de vendas que conheço							
Minha equipe de vendas realiza um trabalho melhor que a maioria das equipes de vendas que conheço							
Ao receber a próxima meta de vendas, minha equipe se sente confiante que é possível atingi-la							

As afirmações agora são sobre a sua capacidade INDIVIDUAL de vendas...	Discordo Totalmente					Concordo Totalmente	
	1	2	3	4	5	6	7
Sinto que eu sou bom em vender							
Não é difícil para eu pressionar o cliente para fechar uma venda							
Eu sei a coisa certa a fazer nas situações de vendas							
Eu acho fácil convencer um cliente que tem um ponto de vista diferente do meu							
Eu sou bom em descobrir o que os clientes precisam ou desejam							

Avalie as afirmações abaixo sobre a sua satisfação com a sua equipe na loja...	Discordo Totalmente					Concordo Totalmente	
	1	2	3	4	5	6	7
Eu estou muito satisfeito com os membros da minha equipe de vendas atual							
Eu estou satisfeito com a forma que a minha equipe de vendas e eu trabalhamos juntos							
Eu estou muito satisfeito em trabalhar nesta equipe de vendas							

Instruções: As perguntas agora estão relacionadas **às características suas** e podem ser respondidas na frente da pergunta.

1) Por semana, a quantidade de vezes que meu gerente **me procura** e dá suporte nas vendas é
( ) 1x ( ) 2x ( ) 3x ( ) 4x ( ) 5x ( ) 6x ( ) 7x ( ) 8x ( ) 9x ( ) 10x ( ) 11x ( ) 12x

2) Por semana, a quantidade de vezes que meus amigos do trabalho **me procuram** para suporte é
( ) 1x ( ) 2x ( ) 3x ( ) 4x ( ) 5x ( ) 6x ( ) 7x ( ) 8x ( ) 9x ( ) 10x ( ) 11x ( ) 12x

3) Por semana, a quantidade de vezes que **eu converso** com colegas do trabalho sobre suporte nas vendas
( ) 1x ( ) 2x ( ) 3x ( ) 4x ( ) 5x ( ) 6x ( ) 7x ( ) 8x ( ) 9x ( ) 10x ( ) 11x ( ) 12x

4) Por semana, a quantidade de vezes **eu busco** meu gerente para dar suporte nas vendas é
( ) 1x ( ) 2x ( ) 3x ( ) 4x ( ) 5x ( ) 6x ( ) 7x ( ) 8x ( ) 9x ( ) 10x ( ) 11x ( ) 12x

5) Gênero: ( ) Masculino   ( ) Feminino

6) Idade:

7) Quantas pessoas tem no time de vendas?

8) Aproximadamente, há quantos anos você trabalha nessa empresa?

9) Você tem uma meta mensal. O quanto VOCÊ alcançou/bateu da sua meta individual de vendas nos últimos 3 meses (Responder em %)?
70%-----75%-----80%-----85%------90%------95%------**100%**------105%-----110%----115%-----120%----125%---130%

Appendix I – Descriptive Measures (Study 4)

	Minimum	Maximum	Mean	Standard deviation	Skewness	Kurtosis
TP1	1.00	7.00	5.41	1.45	-.554	-.388
TP2	2.00	7.00	5.92	1.20	-.865	-.147
TP3	1.00	7.00	5.10	1.49	-.530	-.127
TP4	1.00	7.00	5.74	1.42	-1.244	1.237
TP5	1.00	7.00	5.26	1.51	-.787	.185
CE1	1.00	7.00	5.99	1.17	-1.308	2.099
CE2	1.00	7.00	5.69	1.20	-.968	1.127
CE3	1.00	7.00	5.60	1.25	-.932	.904
CE4	1.00	7.00	5.40	1.39	-.796	.377
CE5	1.00	7.00	5.47	1.34	-.894	.839
CE6	1.00	7.00	5.51	1.48	-1.079	.900
SE1	1.00	7.00	5.86	1.16	-1.397	2.532
SE2	1.00	7.00	5.41	1.24	-.780	.661
SE3	1.00	7.00	5.62	1.21	-.707	.385
SE4	1.00	7.00	5.40	1.24	-1.008	1.539
SE5	2.00	7.00	5.85	1.23	-.888	-.007
TSF1	1.00	7.00	5.62	1.39	-.780	-.014
TSF2	1.00	7.00	5.71	1.39	-.972	.624
TSF3	1.00	7.00	5.80	1.32	-1.128	.846

Notes. MSP = TP = Team potency; CE = Collective Efficacy; SE = Self-efficacy; TSF = Team Satisfaction.

Appendix G – Factorial Loads (Study 4)

	Components			
	1	2	3	4
TP1		,681		
TP2		,603		
TP3		,757		
TP4		,753		
TP5		*		
CE1				*
CE2				,425
CE3				,500
CE4				,813
CE5				,845
CE6		*		
SE1	,793			
SE2	,742			
SE3	,780			
SE4	,796			
SE5	,723			
TSF1			,765	
TSF2			,779	
TSF3			,829	

Notes. Rotated Component Matrix. Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. KMO = .887. Bartlett's Test of Sphericity: $\chi^2 = 1{,}449.6$; $p < .000$. Values below 0.4 were suppressed. *Items excluded by low factor load. TP = Team potency; CE = Collective Efficacy; SE = Self-efficacy; TSF = Team Satisfaction