TABLE 1
Continued

Construct Name and Items	M	SD	Alpha Reliability	Construct Reliability	Item Reliability
Relationship-Forging Tasks					
Proposing integrative solutions[d]	5.64	.86	.74	.74	
I'm good at finding opportunities that benefit both my firm and my customers.					.55
I try to solve customer problems in ways that also help my firm.					.46
I look for good ways to integrate my customer's goals with my company's needs.					.46
Sharing market knowledge[a]	4.88	1.03	.71	.71	
Others in my firm look to me for expert advice.					.55
Staying abreast of changes helps me keep my buyers informed.					.54
I keep my buyers aware of market changes.					.29
Compared to other salespeople, I'm not the most knowledgeable resource on our markets.[c]					.20

[a]Respondents were directed, "On each of the following items, please rate how well you have performed relative to the average salesperson in similar selling situations," with seven-point response cues ranging from "needs improvement" (1) to "outstanding" (7).

[b]Respondents were asked, "Compared to other salespeople, my use of sales technology to (access, analyze or better understand, or communicate) information about products, sales calls, orders, sales, accounts, and the like, is best described as…." (1 indicated the leftmost descriptive response, and 7 indicated the rightmost response).

[c]Responses to this item were reverse scored.

[d]The seven-point response cues for each item ranged from "strongly disagree" (1) to "strongly agree" (7); note that fit statistics based on chi-square are not applicable for a construct with three indicators. For a more conservative test of convergent and discriminant validity, confirmatory factor analyses results for each of the blocks of constructs in the model appear in Table A1.

Notes: We measured work experience by asking respondents, "How many years of experience do you have at your company and others?" Its mean was 18.2 (SD = 8.6). We measured effort by asking, "On average, approximately how many hours per week do you spend, in total, working in your sales job?" Its mean was 46.0 (SD = 13.3). We calculated alpha reliabilities for the constructs using Cronbach's algorithm for estimating the scales internal consistency, and we estimated the construct reliabilities using Fornell and Larcker's (1981) recommendations.