

**TABLE 1**  
**Scale Items and Scale Statistics**

Construct Name and Items	M	SD	Alpha Reliability	Construct Reliability	Item Reliability
<b>Aspects of Sales Performance</b>					
Relationship performance with customers <sup>a</sup>	5.36	.94	.82	.82	
Listening attentively to identify and understand the real concerns of your customers.					.62
Building your customer's business with your products.					.54
Working out solutions to a customer's questions or objections.					.53
Working with customers to help them improve their profitability.					.43
Working with buyers to develop a partnership that's profitable to both firms.					.28
Administrative performance <sup>a</sup>	5.80	1.09	.90	.90	
Getting required "paperwork" done.					.81
Addressing my administrative responsibilities in a timely manner.					.75
Submitting required reports on time.					.68

<sup>a</sup>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).

<sup>b</sup>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).

<sup>c</sup>Responses to this item were reverse scored.

<sup>d</sup>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.

Hunter, Gary K. and William D. Perreault, Jr. (2007),  
"Making Sales Technology Effective,"  
*Journal of Marketing*, 71, 1 (January), pp. 16-34.  
**2008 Excellence in Research Award**