



Bryant University

HONORS THESIS

Sales Position Mobility: Exploring Women's Mobility in Sales Positions

BY NYATASHA JACKOWICZ

ADVISOR • Dr. Stefanie Boyer

EDITORIAL REVIEWER • Ed Drozda

Submitted in partial fulfillment of the requirements for graduation
with honors in the Bryant University Honors Program

MAY 2020

Sales Position Mobility: Exploring Women's Mobility in Sales Positions

Bryant University Honors Program
Honors Thesis
Student's Name: Nyatasha Jackowicz
Faculty Advisor: Stefanie Boyer
Editorial Reviewer: Ed Drozda
May 2020

Table of Contents

ABSTRACT..... 2

INTRODUCTION..... 3

 Literature Review..... 4

 Research Question 16

 Methodology 18

FINDINGS AND RESULTS OF SURVEY INSTRUMENTS 19

 Sales Profile 19

 Qualitative and Personality Measures..... 23

 Demographics Findings 27

CONCLUSION 29

APPENDICES 32

 Appendix A – Proposal to IRB for Research Involving Human Subjects 32

 Appendix B – Proposal to IRB for Research Involving Human Subjects Approval 40

 Appendix C – Survey Results 41

REFERENCES..... 75

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

ABSTRACT

This thesis consists of literature research and a survey study to answer the question “Is there a consistent movement over the course of a sales career from outside sales to inside sales among women?” The survey will help find correlations between specific job qualities and how they link to inside and outside sales positions. The survey will find qualitative information on specific sales professional's career paths and provide an in-depth view on motivational and job factors that have also affected female salespeople's decisions to pursue inside sales roles over outside sales roles.

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

INTRODUCTION

Extensive research has been published on gender differences in the United States sales industry from the initial entrance of females in the sales industry in the 1970's (Fugate). Research has also been published on how job satisfaction has affected males and females' perceptions on their inside/outside roles in sales organizations (Rutherford). Yet why do sales professionals change their roles in their organizations? The literature that I reviewed spoke heavily on factors such as sales management and sex stereotyping that affected job performance. The articles have discussed increased likelihood for individuals to leave sales organizations if they were dissatisfied with their work environment but do not touch upon movement within the company as an alternative. This paper aims to determine what factors affect the movement of sales professionals from outside to inside sales and create the basis for more research to be completed in this area. This was accomplished by understanding women's background in the sales industry, researching gender factors of current sales professionals while also analyzing qualitative data to better understand life factors that push professionals to change their current sales paths.

Sales Position Mobility: Exploring Women's Mobility in Sales Positions

Honors Thesis for Nyatasha Jackowicz

Literature Review

1. Babakus, E., Cravens, D., Johnston, M., Moncrief, W. (2000). Examining Gender Differences in Field Sales Organizations. *Journal of Business Research*, 49(3)245-257. [https://doi.org/10.1016/S0148-2963\(99\)00019-3](https://doi.org/10.1016/S0148-2963(99)00019-3)

“Examining Gender Difference in Field Sales Organizations” is an article published in the *Journal of Business Research* that found there are more similarities than differences between men and women in the sales force. The two main conclusions are that gender appears to be much less important sales management concern than in previous research and that few gender differences that do exist may be opposite to the direction hypothesized. It found that the role of women is changing in industrial selling and it may be affected on the organizational environment the subjects are in.

2. Bagozzi, R. P. (1978). Salesforce Performance and Satisfaction as a Function of Individual Difference, Interpersonal, and Situational Factors. *Journal of Marketing Research (JMR)*, 15(4), 517–531. <https://doi-org.bryant.idm.oclc.org/10.2307/3150622>

This peer reviewed article in the *Journal of Marketing Research* discusses a model designed to explain the performance, job satisfaction, and other behavioral outcomes experienced by salespeople. By building on the model of man proposed by Lewin and modern interactionist and social learning theories of personality, the behavior of salespeople is shown to be a function of the person, the interactions the person has with significant others in his or her role set, and forces in the situation. This was tested on Industrial salespeople and helps contribute to my research by providing traits and behaviors I can analyze.

3. Barnes, J. W., Jackson, D. W., Hutt, M. D., & Kumar, A. (2006). The Role of Culture Strength in Shaping Sales Force Outcomes. *Journal of Personal Selling & Sales Management*, 26(3), 255–270. <https://doi-org.bryant.idm.oclc.org/10.2753/PSS0885-3134260301>

“The Role of Culture and Strength in Shaping Sales Force Outcomes” is a peer reviewed article in the *Journal of Personal Selling & Sales Management*. This article discusses how a strong culture in a sales firm can influence the attitudes and behaviors of salespeople. There were two studies conducted, one in a Fortune 500 company and another in specialized sales organizations, that determined that levels of job satisfaction, organizational commitment and congruity were higher in firms with strong cultures. It also found that levels of role stress were low in these companies.

4. Bellizzi, J. A. (1995). Committing and Supervising Unethical Sales Force Behavior: The Effects of Victim Gender, Victim Status, and Sales Force Motivational Techniques. *Journal of Personal Selling & Sales Management*, 15(2), 1–15. Retrieved

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

from

<http://search.ebscohost.com/bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=9605143655&site=ehost-live>

This peer reviewed article in the Journal of Personal Selling and Sales Management gives me insight on a study that found that unethical behavior is related to victim status and the method for awarding sales force incentives. Unethical behavior is occurring when the victim is a salesperson that is held in low regard and when firms use an intra-firm competitive scheme that encourages competition among salespeople in the same sales force. Supervisory reaction to unethical behavior was found to be related to victim status, but not victim gender or intra-firm competition. This helped me understand that management’s handling of unethical behavior was not biased based on gender and gave a broader understanding of sales management.

5. Busch, P., & Bush, R. F. (1978). Women Contrasted to Men in the Industrial Salesforce: Job Satisfaction, Values, Role Clarity, Performance, and Propensity to Leave. *Journal of Marketing Research (JMR)*, 15(3), 438–448. <https://doi-org.bryant.idm.oclc.org/10.2307/3150592>

“Women Contrasted to Men in the Industrial Salesforce: Job Satisfaction, Values, Role Clarity, Performance, and Propensity to Leave” Is a peer reviewed article found in the Journal of Marketing Research. This article explores a study where women and men were evaluated on their performance, role clarity, value importance, job satisfaction, and propensity to leave the organization. It further discusses the *Value Importance*, the perceived importance an individual attach to a job component. This is different in men and women because men typically place a higher value on money and job security while women value a strong work environment. The study concluded that men and women did not have differences in the industrial sales force, but women did have lower role clarity and a higher propensity to leave their organizations.

6. Busch, P., & Wilson, D. T. (1976). An Experimental Analysis of a Salesman’s Expert and Referent Bases of Social Power in the Buyer-Seller Dyad. *Journal of Marketing Research (JMR)*, 13(1), 3–11. <https://doi-org.bryant.idm.oclc.org/10.2307/3150896>

This peer reviewed article published by the Journal of Marketing Research gives insight on a study that focused on a salesman's expert and referent social power bases that assess their impact on the customer's trust in the salesman, attitude, and behavioral intentions. Its findings indicate that expertise is generally more effective than referent power in producing the desired customer changes. This shows that expertise and training could be a key factor in producing outside sales representatives for my thesis.

7. Chang, C.-C., & Dubinsky, A. J. (2005). Organizational Justice in the Sales Force: A Literature Review with Propositions. *Journal of Business-to-Business Marketing*, 12(1), 35–71. https://doi-org.bryant.idm.oclc.org/10.1300/J033v12n01_03

Sales Position Mobility: Exploring Women's Mobility in Sales Positions

Honors Thesis for Nyatasha Jackowicz

Published by the Journal of Business-to-Business Marketing, this peer reviewed article indicates certain factors that have an impact on salespeople's work outcomes. It focuses on the minimal attention that has been given to the effects of organizational justice in a selling context. The nature of the sales position, as well as the fact that organizational justice is managerially controllable. The purpose of the article is to explore the concept of organizational justice and develop propositions regarding linkages among components of this variable and salespeople's performance, job satisfaction, extra-role behavior, organizational commitment, and intention to quit. This is insightful for my work to help me better understand sales organizations overall.

8. Comer, L. B., Jolson, M. A., Dubinsky, A. J., & Yammarino, F. J. (1995). When the Sales Manager is a Woman: An Exploration into the Relationship Between Salespeople's Gender and their Responses to Leadership Styles. *Journal of Personal Selling & Sales Management*, 15(4), 17–32. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=9512060314&site=ehost-live>

This peer reviewed article was published by the Journal of Personal Selling and Sales Management. It explains the results of an exploratory study comparing the responsiveness of male versus female salespersons to differing leadership styles of female sales managers. Responding triads, made up of one female sales manager and two subordinate salespersons (one male and one female), and completed questionnaires assessing the managers' leadership style, the salespersons' satisfaction with supervision, and the salespersons' selling performance. It revealed gender differences in satisfaction with supervision and performance effectiveness about the female managers' leadership styles. Male sales force members were most responsive to leaders who displayed individualized consideration and used a transactional style. Saleswomen preferred charismatic leaders and those who were capable of intellectually stimulating methods. The results are discussed and recommendations made for future research.

9. Comer, L. B., & Jolson, M. A. (1991). Perceptions of Gender Stereotypic Behavior: An Exploratory Study of Women in Selling. *Journal of Personal Selling & Sales Management*, 11(1), 43–59. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=6652858&site=ehost-live>

“Perceptions of Gender Stereotypic Behavior: An Exploratory Study of Women in Selling” is an article published in the Journal of Personal Selling & Sales Management. It discusses a study that focuses on sales managers' view of the relationship between saleswomen's stereotypic behavior, such as human relations, motivation, selling performance and selling ability stereotypes, and their effectiveness in sales. It also examined the linkages between sales manager's perceptions of stereotypical labeling and their perceptions of the sex role identities of the saleswomen. The results indicate that sales managers do not perceive saleswomen to be uniform and that each saleswoman has a sex type that can identify females who are least likely to display cited stereotypical behavior.

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

10. Comer, L. B., Nicholls, J. A. F., & Vermillion, L. J. (1998). Diversity in the Sales Force: Problems and Challenges. *Journal of Personal Selling & Sales Management*, 18(4), 1–20. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=1343525&site=ehost-live>

Published by the Journal of Personal Selling & Sales Management, this peer reviewed provides a knowledge assessment concerning diversity on the sales force. It identifies four social determinants that may underlie problems non-traditional salespeople encounter (stereotypes, devaluation, tokenism, communication style compatibility, and perceptions of selling careers). It describes potential road blocks that such salespeople face (involving such things as getting hired, corporate networking, customer resistance, upward mobility, and supervisory support), and then discusses the challenges confronted by management that are generated by these social determinants and road blocks. Finally, it details needed research in the area. These factors could motivate females or males to pursue an inside sales career so it is very insightful for my thesis.

11. Dion, P. A., Eastering, D., Javalgi, R. (1997). Women in the business-to-business salesforce: Some differences in performance factors. *Journal Of Industrial Marketing Management*, 26(5), 447-457. [https://doi.org/10.1016/S0019-8501\(96\)00152-6](https://doi.org/10.1016/S0019-8501(96)00152-6)

“Women in the business-to-business salesforce: Some differences in performance factors” was published by the Journal of Industrial Marketing Management. This study took a sample of National Association of Purchasing Management buyers and recorded their perceptions of the salespeople who called them. The buyers rated the sales professionals on overall sales performance, buyer trust of the salesperson, similarity to the buyer, product expertise, adaptive selling ability and sales presentation. It found that there were no gender differences on buyer assessment of overall sales performance. Yet men were rated higher on service performance and were paid 20% higher despite having the same level of performance, education and experience as their female counterpart. The study concluded that gender bias remains a part of the industrial sales environment. Females were rated lower on customer service and the proportion of orders received by buyers while also being perceived as less professional.

12. Donoho, C., Heinze, T. & Kondo, C. (2012). Gender Differences in Personal Selling Ethics Evaluations: Do They Exist and What Does Their Existence Mean for Teaching Sales Ethics? *Journal of Marketing Education*, 34(1), 55-66. Retrieved from <https://journals-sagepub-com.bryant.idm.oclc.org/doi/pdf/10.1177/0273475311430805>

This peer reviewed article was published by the Journal of Marketing Education and enforces the idea that educators must adequately prepare both men and women for today's ethical sales dilemmas. Using the Personal Selling Ethics Scale, it ran a study analyzing the impact of idealism and relativism on the sales ethics evaluations of men and women. Results indicated that women evaluate sales ethics scenarios as less ethical than males and that varying positions on these ethical frameworks partially explain the divergence. It also found that

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

today's sales educators should focus on moral idealism when teaching sales ethics. When teaching relativistic individuals, educators can supplement idealistic methods via the use of cognitive moral development frameworks. This is essential to my paper to better understand how sales individuals can be educated and supported throughout their ethical development.

13. Fine, L. M., & Pullins, E. B. (1998). Peer Mentoring in the Industrial Sales Force: An Exploratory Investigation of Men and Women in Developmental Relationships. *Journal of Personal Selling & Sales Management*, 18(4), 89–103. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=1343548&site=ehost-live>

“Peer Mentoring in the Industrial Sales Force: An Exploratory Investigation of Men and Women in Developmental Relationships” is a peer reviewed article published in the *Journal of Personal Selling & Sales Management*. It discusses the effects of peer mentoring relationships in sales organizations and their effects on the mentees. It found that men perceived greater benefits from mentoring than women, female proteges engaged in high levels of role modeling especially with women mentors and the female/female mentoring dyads increase certain job attitudes for the mentor and proteges.

14. Fugate, D. L., Decker, P. J., & Brewer, J. J. (1988). Women in Professional Selling: A Human Resource Management Perspective. *Journal of Personal Selling & Sales Management*, 8(3), 33. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=6653620&site=ehost-live>

“Women in Professional Selling: A Human Resource Management Perspective” is an article published in the *Journal of Personal Selling & Sales Management*. This article discusses the managerial focus on the entry and performance of women in professional sales roles and correlates it to their future success. It found the acceptance, retention, and success of women in sales created changes in the structure of the job environment and led to the development of professional organizations, The National Association of Business and Industrial Saleswomen and the National Association of Professional Saleswomen. The study also addressed four concerns that affected women when they entered the sales force. The concerns were issues with risk socialization, lack of competitive situations to develop survival skills, fear of sales management that prevents upward mobility and lack of corporate sponsors for females.

15. Kanuk, L. (1978). Women in Industrial Selling. *Journal of Marketing*, 42(1), 87–91. <https://doi-org.bryant.idm.oclc.org/10.2307/1250333>

This peer reviewed article published by the *Journal of Marketing* suggested that the reasons that sales companies gave for hiring women were to meet EEO requirements, 38%; for their previous experience, 29%; because they were highly motivated and "talked their way in," 11%; because of the need for equal opportunity, 7%; and for their technical knowhow, 7%. The article discusses

Sales Position Mobility: Exploring Women's Mobility in Sales Positions

Honors Thesis for Nyatasha Jackowicz

the job potential for U.S. women in industrial selling. The article also explores these stereotypes that have prevented women from entering the sales field; lack of technical knowledge, the priorities of marriage and children, and a woman's inability to travel for work. The author conducted a 1977 market survey to determine how many women were employed in the field and to determine if these stereotypes were justified. About 35% of the respondents said they felt women sales personnel presented management with special problems. Larger companies were more apt to hire women to fulfill the U.S.' Equal Employment Opportunity (EEO) requirements. This article is crucial to my work to show that there has been a gender disparity and those previous stereotypes may have led women to take on a more "secure" role as an inside sales representative.

16. Longfellow, T. A. (1995). Ingroup and Outgroup Status in the Sales Force: Is Gender a Factor? *Journal of Personal Selling & Sales Management*, 15(2), 71. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=9605143671&site=ehost-live>

This peer reviewed article was published by the Journal of Personal Selling and Sales Management and it explores the relationship between the sales manager and the salesperson. The relationship can affect motivation, morale, and performance of the sales force. The study attempted to determine whether sales managers would identify same gender salespersons as in-group members and opposite-gender salespersons as out-group members. Surprisingly, male sales managers named male salespersons as both in-group and out-group members and female sales managers named female salespersons as both in-group and out-group members. This seems to show a same gender bias toward leadership that is interesting to my work. When researching I will try to ask what gender the salesperson's mentor was in my survey and analyze the data to see if I receive the same outcome.

17. Lundgren, S. R. (1995). Cold Call Sales Effectiveness: An Investigation of Source Perceptions and Gender Differences. *Advances in Consumer Research*, 22(1), 606-610. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=83374031&site=ehost-live>

Published by the Advances in Consumer Research Journal, this peer reviewed article explored cold calling in Sales. People approached in a cold call influence situation quickly seek source information to help determine if they will attend to or comply with the appeal. Those approached rely on source perceptions, and in ambiguous situations, sex characteristics, to shape their perceptions. It discusses an experiment conducted by a male or female solicitor attempting to sell inexpensive raffle tickets. Subjects were approached by the solicitor using either a friendly, dominant, competent, or neutral style. In a follow up experiment, subjects were approached in either the friendly, dominant, or neutral style by a solicitor selling more expensive booklets. In both studies, subjects did not rely on sex characteristics. Solicitors selling the inexpensive ticket in Experiment 1 who were perceived as dominant had the highest overall influence rates,

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

whereas solicitors selling the more expensive item in Experiment 2 who were perceived to be friendly had the highest overall influence rates. Additionally, males in Experiment 2 had greater overall sales rates. This is helpful for my research to better understand what traits to look for in successful inside and outside sales associates.

18. Morgan, L., & Martin, K. (2006). Taking Women Professionals out of the Office: The Case of Women in Sales. *Gender and Society*, 20(1), 108-128. Retrieved from <http://www.jstor.org.bryant.idm.oclc.org/stable/27640868>

“Taking Women Professionals out of the Office: The Case of Women in Sales. *Gender and Society*” is an article published in the Journal of Gender and Society. This article examines the differences in “heterosocial” settings, when males and females are heterosexually linked pairs that are normatively gendered, and “homosocial” settings, where men gather at places such as golf courses or strip clubs. It argues that women lag behind similar men because they are unable to informally socialize in out-of-office settings. To combat this the article concludes that corporations should enforce policies that prohibit entertaining customers at strip clubs, golf courses or any facilities that restrict women's membership or participation.

19. Piercy, N. F., Cravens, D. W., & Lane, N. (2001). Sales Manager Behavior Control Strategy and Its Consequences: The Impact of Gender Differences. *Journal of Personal Selling & Sales Management*, 21(1), 39–49. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=4386248&site=ehost-live>

“Sales Manager Behavior Control Strategy and Its Consequences: The Impact of Gender Differences” is an article published in the Journal of Personal Selling & Sales Management. It examines the importance of sales manager gender and the differences to behavior-based approaches to sales management control and its consequences. It measures the effect on the salesperson attitude, job stress and work outcome. It concluded that female sales managers pursue control strategies of a more behavior-based orientation than their male counterparts. This led to their sales teams to display more desirable attitudes, lower stress characteristics, and more positive work outcomes.

20. Plank, R. E., & Reid, D. A. (1994). The Mediating Role of Sales Behaviors: An Alternative Perspective of Sales Performance and Effectiveness. *Journal of Personal Selling & Sales Management*, 14(3), 43–56. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=9412304445&site=ehost-live>

This peer reviewed article, published by The Journal of Personal Selling & Sales Management, focuses on relationships and impacts of various personal, organizational, and environmental variables on sales performance. Since 1979 research has been found under the Walker, Churchill, and Ford (WCF) model. An important aspect of the WCF model is the role of sales behaviors

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions

Honors Thesis for Nyatasha Jackowicz

with respect to sales performance and sales effectiveness. The article uses the WCF model to develop a more behavior-oriented view of sales performance. Sales behaviors and their performance are treated as mediating variables between such inputs as motivation, aptitudes and role perceptions and sales effectiveness outcomes. This helps guide my research to better understand variables affecting sales behaviors and performances that may sway a person to pursue one role over another.

21. Pullins, E. B., Reid, D. A., & Plank, R. E. (2004). Gender Issues in Buyer--Seller Relationships: Does Gender Matter in Purchasing? *Journal of Supply Chain Management*, 40(3), 40–48. <https://doi-org.bryant.idm.oclc.org/10.1111/j.1745-493X.2004.tb00173.x>

This peer review article was published by the Journal of Supply Chain Management to understand the differences between male and female in the eyes of a buyer or whether buyers of different gender make decisions differently. The article reports results of a survey of male and female purchasers on the behaviors, trust, credibility and customer orientation of a salesperson. Almost no differences were found on any of the variables for male or female buyers. This calls into question past research that has found differences.

22. Rosenbaum, B. L. (2001). Seven Emerging Sales Competencies. *Business Horizons*, 44(1), 33. [https://doi-org.bryant.idm.oclc.org/10.1016/S0007-6813\(01\)80006-9](https://doi-org.bryant.idm.oclc.org/10.1016/S0007-6813(01)80006-9)

“Seven Emerging Sales Competencies” is a peer reviewed article in Business Horizons Journal. The seven competencies are engaging in self-appraisal and continuous learning, listening beyond product needs, orchestrating internal resources, aligning customer/supplier strategic objectives, establishing a vision of a committed customer/supplier relationship, understanding the financial impact of decisions, and consultative problem solving. The article states that women are an underused resource and they may have a competitive edge in winning complex sales by capitalizing on these competencies in comparison to their male counterparts.

23. Russ, F. A., & McNeilly, K. M. (1988). Has Sex Stereotyping Disappeared? A Study of Perceptions of Women and Men in Sales. *Journal of Personal Selling & Sales Management*, 8(3), 43. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=6653761&site=ehost-live>

“Has Sex Stereotyping Disappeared? A Study of Perceptions of Women and Men in Sales” is an article published by the Journal of Personal Selling and Sales Management. This study worked with 200 people who had Master of Business Administration degrees and measured their general attitudes toward women in business along with opinions on sex stereotypes of men and women in sales. These attitudes are significant because they influence decisions for hiring practices and purchase decisions. It was found that MBAs exhibited subtle sex stereotyping because they view men being capable of filing traditional and nontraditional roles but were neutral about whether

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

women could also perform in both roles. Also, there were differences between liberal and conservative subjects responses.

24. Russ, F. A., & McNeilly, K. M. (1988). Has Sex Stereotyping Disappeared? A Study of Perceptions of Women and Men in Sales. *Journal of Personal Selling & Sales Management*, 8(3), 43. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=6653761&site=ehost-live>

Published by the Journal of Personal Selling & Sales management, this peer reviewed article focuses on an experiment that measured the impact of general attitudes toward women in business and various personal characteristics where there was sex stereotyping with regard to men and women in sales positions. The purpose of the research reported here is to examine the extent of sex stereotyping of sales people by buyers and to explore the relationship between sex stereotyping and buyers' general attitudes toward women in business, their gender and their experience with a female boss. A sales position is a boundary role position, so firms must be concerned with the perceptions of members of the firm employing female salespersons as well as perceptions of customers being called on by female sales people. This article was insightful on the brand representation when selecting representatives to sell. This is useful to my work because it could provide another perspective on why saleswomen would be persuaded to stay in inside sales roles.

25. Rutherford, B., Marshall, G., Park, J.(2014). The moderating effects of gender and inside versus outside sales role in multifaceted job satisfaction. *Journal of Business Research*, 67(9), 1850-1856. <https://doi.org/10.1016/j.jbusres.2013.12.004>

“The moderating effects of gender and inside versus outside sales role in multifaceted job satisfaction” is an article published by the Journal of Business Research. This study examined job satisfaction and the shift in females from outside sales roles toward inside sales positions. It tested gender and inside versus outside sales roles as moderators. The results found that women are more relationship oriented and are more satisfied when they feel supported by their organization. Men were found to be satisfied with their positions except when their families got in the way of work. When that occurs then males tend to damage their inter-organizational contacts and feel guilty when promoted because they are uncomfortable with the consequences on their family life. The study concluded that inside salespeople perceived more organizational support that led to higher levels of satisfaction. Their outside sales counterparts felt the opposite since they're expected to have more autonomy and occasionally are disconnected to their organizations because of physical isolation from a traditional office space.

26. Sayre, S., Joyce, M. L., & Lambert, D. R. (1991). Gender and Sales Ethics: Are Women Penalized Less Severely Than Their Male Counterparts? *Journal of Personal Selling & Sales Management*, 11(4), 49–54. Retrieved from

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

<http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=6663125&site=ehost-live>

This peer reviewed article was published by the Journal of Personal Selling & Sales Management. It studied investigations of unethical selling behavior that report gender bias and concludes that women are more likely to receive lighter penalties than men for the same infraction. This research compared the published ethical code violations and penalties of salesmen and saleswomen to determine whether or not women are penalized less severely than their male counterparts. Its results suggest that researchers should reexamine the value of self-report data for determining gender bias in judging unethical selling behavior. This is useful for my thesis because it can be a factor on why women excel at certain sales companies in comparison to others.

27. Schul, Patrick L. “The Emerging Role of Women in Industrial Selling: A decade of Change.” *Journal of Marketing*, vol 56, no 3, Jul. 1992, pg 38.

<https://search.proquest.com/docview/227823681/abstract/6807D38D2E324A86PQ/4>

“The Emerging Role of Women in Industrial Selling: A decade of Change” was published in the *Journal of Marketing*. This study examined gender differences in job-related attitudes and performance outcomes in an integrated salesforce. The data were collected from the total sales staff of a large national over-the-counter drug and skin care products company. Measures of job satisfaction, organizational commitment, role conflict and ambiguity, sales performance, supervisory ratings, and turnover intentions were obtained. The results showed few gender differences, calling into question anecdotal suggestions that women require special programs to facilitate their assimilation into the salesforce. Rather, women working in integrated salesforces appear to be succeeding quite well without such disproportionate programming. Although isolated gender differences were identified in sales peoples' attitudes and performance outcomes, many of the differences were not indicative of negative attitudes or behaviors among women.

28. Sharma, A., Levy, M., & Evanschitzky, H. (2007). The Variance in Sales Performance Explained by the Knowledge Structures of Salespeople. *Journal of Personal Selling & Sales Management*, 27(2), 169–181. <https://doi-org.bryant.idm.oclc.org/10.2753/PSS0885-3134270204>

This peer reviewed article was published by the Journal of Personal Selling & Sales Management and it looked back to the last major study of sales performance variance. It was explained by Churchill et al. (1985). It examined the effect of role, skills, motivation, personal factors, aptitude, and organizational/environmental factors on sales performance—factors that have dominated the sales performance area. About the same time, Weitz, Sujana, and Sujana (1986) introduced the concepts of salespeople’s knowledge structures. It found that knowledge structure variables explain 50.2 percent of the variance in sales performance. It also found that variance explained by knowledge structures is significantly different based on gender. The impact of knowledge structures on performance was higher for men than for women. The models using

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions

Honors Thesis for Nyatasha Jackowicz

education demonstrated smaller differences. This article showed me that sales education is an important factor on sales performance and knowledge structures for men and female salespeople.

29. Swan, J. E., Futrell, C. M., & Todd, J. T. (1978). SAME JOB--DIFFERENT VIEWS: Women and Men in Industrial Sales. *Journal of Marketing*, 42(1), 92–100. <https://doi-org.bryant.idm.oclc.org/10.2307/1250334>

“SAME JOB--DIFFERENT VIEWS: Women and Men in Industrial Sales” is a peer reviewed article published in the Journal of Marketing. The study focuses at the U.S. industrial sales environment in the 1970’s when women were introduced to the industry. At the time, sales managers needed to determine if there were any significant differences between men and women in sales roles. The study compared the genders on factors like job satisfaction, job-related self-confidence, perceptions of the management control system and career goals. Two national pharmaceutical companies and one national hospital supply company were surveyed via mail questionnaires with 431 respondents. The results showed that men and women differ on how they view their jobs. Women were “pioneering” their entrance into male occupations and expressed a stronger emphasis on independence in their work and for meeting different people. They also rated “co-workers” and “supervision” with low scores.

30. Swan, J. E., Rink, D. R., Kiser, G. E., & Martin, W. S. (1984). Industrial Buyer Image of the Saleswoman. *Journal of Marketing*, 48(1), 110–116. <https://doi-org.bryant.idm.oclc.org/10.1177/002224298404800112>

Published by the Journal of Marketing, this peer reviewed article investigated the perception of purchasing agents of industrial salesmen and saleswomen on attributes that are important in determining buyer acceptance of the salesperson. Purchasing agents rated salesmen and saleswomen differently, but without discriminating against saleswomen. This shows that saleswomen can have the same performance as a male salesperson. This is important to my thesis to help me further ask the question on why there aren’t more saleswomen in outside sales roles.

31. Tanrikulu, C. (2017). Sex and gender identity differences in psychological job outcomes among salespeople. *Revista Brasileira de Gestão de Negócios*, 19(66), 499–518. <https://doi-org.bryant.idm.oclc.org/10.7819/rbgn.v0i0.2302>

This peer reviewed article was published by the Brasileira de Gestao of Business paper and studied any difference among sex and gender identity groups for salespeople in terms of psychological job outcomes, namely job stress, organizational commitment, intention to leave, and job satisfaction. A questionnaire was used and applied to a sample of pharmaceutical salespeople from south-central region of Turkey, through a self-administered questionnaire. It found that there were differences between sex groups in psychological job outcomes except job stress, while there were differences between gender identity groups in all of them. There already exist sex differences and also gender identity differences regarding the job outcomes in sales force. Androgynous individuals have the most appropriate gender identity for sales profession, considering that they had a high level of job satisfaction and organizational commitment and a low level of job stress and intention to leave. The major contribution of this study to the literature

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

and administrative implications is the enrichment of information concerning gender-based similarities and/or differences among salespeople in terms of job outcomes with a new and different approach. This article was helpful in understanding gender and gender identity’s effect on sales groups in an international setting.

32. Warr, P., Bartram, D., & Martin, T. (2005). Personality and Sales Performance: Situational Variation and Interactions between Traits. *International Journal of Selection & Assessment*, 13(1), 87–91. <https://doi-org.bryant.idm.oclc.org/10.1111/j.0965-075X.2005.00302.x>

“Personality and Sales Performance: Situational Variation and Interactions between Traits” is an article published in the *International Journal of Selection & Assessment*. This article discusses the associations between personality and job performance. It tested three samples of proactive, commission-earning salespeople in the retail car, electric good and door to door book sale industries and examined five main characteristics effects on job performance (emotional stability, extraversion, openness to experience, agreeableness and conscientiousness). This study can help determine how personality affects job performance and how it relates to characteristics that genders exhibit more.

33. Venkatesh, R., Challagalla, G., & Kohli, A. K. (2001). Heterogeneity in Sales Districts: Beyond Individual-Level Predictors of Satisfaction and Performance. *Journal of the Academy of Marketing Science*, 29(3), 238–254. <https://doi-org.bryant.idm.oclc.org/10.1177/03079459994614>

This peer reviewed article was published by the *Journal of Academy of Marketing Science* and it examines the influence of heterogeneity within a sales unit on the unit's satisfaction and performance. Sales unit in this context is a set of salespersons working out of the same office and for the same supervisor and heterogeneity refers to salespersons' dispersion or variance on key dimensions. It studies the influence of sales unit heterogeneity in terms of demographic characteristics, skills and rewards, and goal orientations on a sales unit's performance and job satisfaction levels. It involved a sample of 476 salespeople belonging to 105 sales units in a large organization. This study can help understand a sales unit’s effect on individual salespeople.

Research Question

Gender's role in salespeople's careers is interesting and I wanted to research if gender or a specific personality trait is an important factor in salespeople's role in an organization. More specifically I desired to sample data from sales professionals that have moved within a company from an outside sales role to an inside sales role. Many companies have six months to two-year training programs that eventually place their sales talent into their sales positions.

After spending time networking and talking to female sales professionals at sales competitions, I noticed a trend of dissatisfaction with professional's original career path and that they chose recruitment and inside sales roles instead. The question as to attitudinal shifts in a female gendered subset of salespeople has been poorly examined regarding inter-corporate movement from outside to inside sales. I conducted a field survey and literature review to uncover a model of mobility in sales forces describing the parameters as biased and influenced by gender. The question that would guide my project became, "Is there a consistent movement over the course of a sales career from outside sales to inside sales among women?"

My Honors Elite Thesis is worth conducting because it will establish data on women who have been in multiple sales roles and will produce an analysis that will yield information on common qualities that have affected their decisions. There is limited research on different genders decisions to move from outside to inside sales roles. Although the study by Rutherford I reviewed discusses female and males' perceptions in inside and outside sales roles, I would like to look at characteristics outside of job satisfaction. That study also did not work with subjects that had moved positions within a similar company. I feel that my

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

research would be useful to sales organizations who train their incoming sales talent. If my research were able to define a specific trait that is common in successful inside or outside sales associates, then companies would be more effective at placing their professionals in permanent roles.

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Methodology

An online survey instrument was created for individuals 21 years old and older for female sales professionals to complete. This survey was distributed using LinkedIn and email. Excel spreadsheets and Qualtrics reports were used to understand the data and formulate conclusions. There were 89 total respondents for full completion of the survey. Of the respondents 68 were female, 3 other and 18 were males. All male and other responses were excluded from the analysis of the survey responses.

The contact network on Linked-in used to support this methodology was developed through my participation in sales competitions to support survey. The library and academic resources were also used to support literature review and analysis. The appendix contains the survey instrument used as well as the approval form from the IRB committee at Bryant University.

Gendered research in the sales force analysis is poorly represented. As such, the understanding of why trends in career development occur is suppositional and biased. Empirical research can reveal a more proper understanding of motivations, cues, and influences that can account for behavioral trends. A better understanding of these dynamics will allow managers the application of techniques to account for the aspects unveiled through this research, to better apply the human resource potential in female sales employees over the course of a career.

FINDINGS AND RESULTS OF SURVEY INSTRUMENTS

Sales Profile

The first several questions in the survey identified the type of sales position, as well as the mobility of the respondent, and time in the position. Most of the respondents worked first in inside sales, and at the time of the survey still worked in inside sales. Further, the survey indicated that the majority of the respondents remained in the role they were first hired in and did not show a statistically relevant mobility vector. In fact, respondents were 150% more likely to remain in their position than to transition. This is contrary to my original hypothesis that there would be a relevant mobility vector away from outside sales to inside sales. This datum is relevant to hiring managers. We can conclude that employees statistically will seek to remain in the job they were hired for and positional mobility is not a motivational dynamic for salespeople.

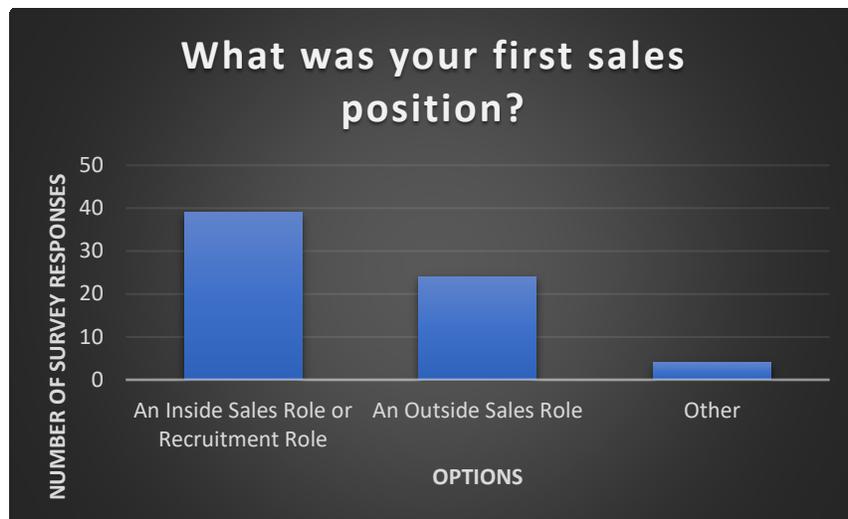


Figure 1 – First Sales Position

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

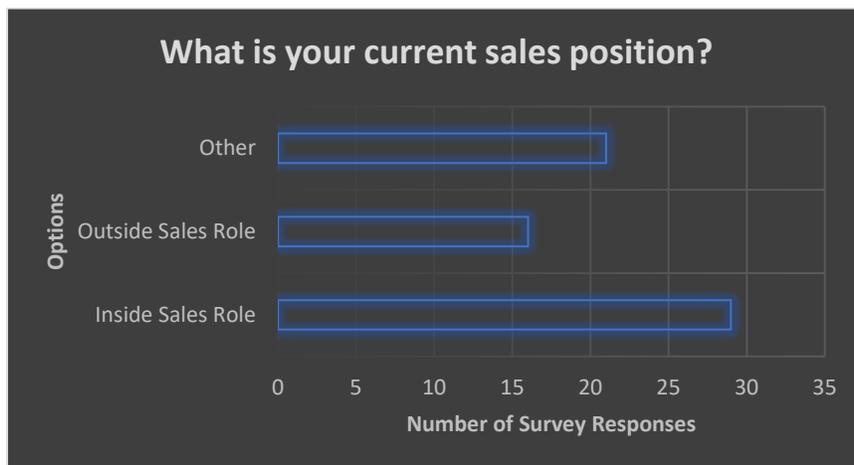


Figure 2 – Current Sales Position



Figure 3 – Sales Career Path

Additionally, the survey typified the respondents by the part of the sales industry they were in and their time in position. The majority of the respondents worked in technology sales. Also there presented a range in response for time in the field, with the respondents falling in a parabolic response curve. The majorities being paired in the zero to five-year range and the twenty-one plus year range. However, the majority of the people indicated their time in the current sales position was on average two to five years. There are three observations we can make regarding this data. First, the responses will be most relevant to technology sales. Perhaps,

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

other sectors of the sales industry may reflect different responses. It could be useful to repeat the survey in the other sectors of the industry to provide broader conclusions.

Second, the survey may have a flaw due to the parabolic range of time in sales for the respondents. This breadth of population may have an intrinsic exclusion criterion of attitude that is submerged yet skews coherent interpretive result. It may useful to repeat the survey in a more targeted population. Third, the survey identifies the majority of the respondents of being in their current position for two to five years. This is both a strength and a weakness of the survey responses. The strength is that the targeted population will have experienced certain similar dynamics in the time frame of employment thereby producing a coherent result. The weakness is that the conclusions that we can draw from this survey are limited to the population in the observed employment time period. We must be careful in generalizing these responses as reflective of the industry in total.

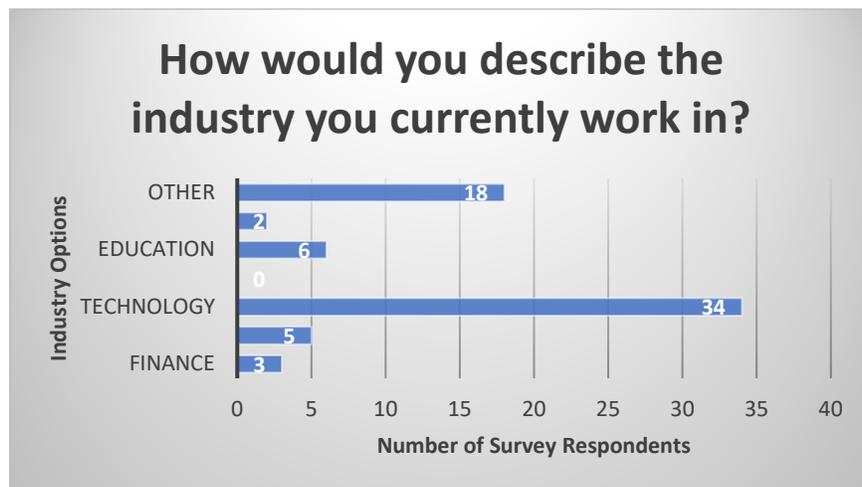


Figure 4 – Current Industry



Figure 5 – Sales Industry Experience



Figure 6 – Years in Current Position

Qualitative and Personality Measures

Within this aspect of the study, the questions brought forth a combination of qualitative aspects of the job positions as well as the personality traits the respondents felt were important. In the Figures 7 and 8, which delineate the highest and lowest ranked qualities to have for jobs, there are three observations we can make.

First, based on the responses there are three highest ranked qualities which are very close in comparative ranking but account for 61% of the response. They are strong culture(22%), advancement opportunity(20%) and competitive compensation (19%). We may note there is only a 3% spread from the highest to the lowest of them. These findings reflect the general expectation in the sales industry, reinforcing this perception as reality.

Second, looking at the lowest ranked qualities, there are three that dominate the responses. Maternity leave (33%), travel (40%) and having set work hours (27%) are the three lowest ranked job qualities. An observation we can make from this is that contrary to reference bias, maternity leave and set work hours do not rank high among the respondents who are all female. It is a common assumption that women would value those job qualities. The study reflects the reality that they do not.

Third, we have to observe that this question in the survey allowed the respondents to place the same numerical value in ranking on multiple qualities. This may be reflective of their attitudes, however it does not yield a hierarchical ranking of the qualities in each respondent's estimation. Therefore, although we can judge the aggregate opinion of the respondents, we cannot judge the attitudes of the respondents towards the individual weighting of the qualities.



Figure 7 – Highest Ranked Job Qualities



Figure 8 – Least Important Job Qualities

The figure 9 graph required the respondents to rank the qualities in a hierarchical scale. These qualities were the ones that motivated them to pursue sales. The top ranked motivators were compensation, fulfillment and leadership opportunities. Considering the survey was built on female respondents, these results debunk reference biased expectations. Unlike the stereotype, female respondents valued financial remuneration, job satisfaction, and the chance of leadership more than any other qualities. This result is more in keeping with the stereotypical expectation

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

for men. Therefore, this aspect of the study can be used by hiring managers to better understand the motivations of female sales employees.

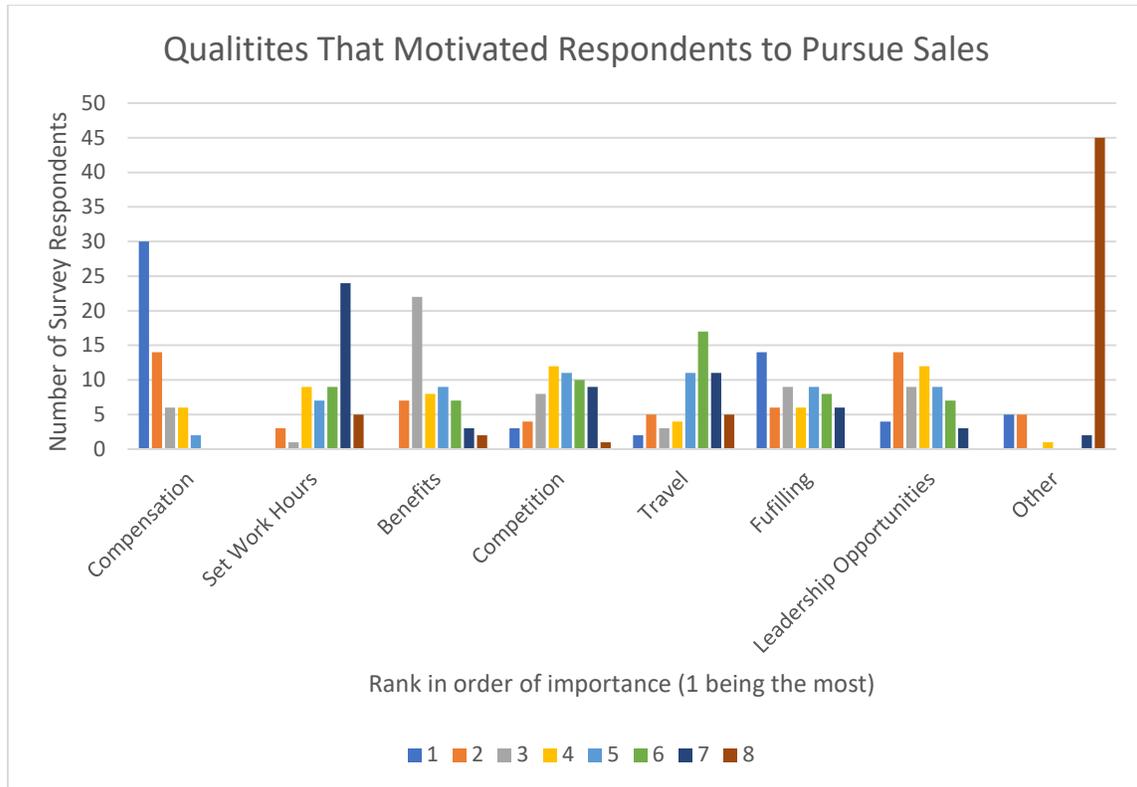


Figure 9 – Sales Position Motivators

In addition to the qualities of the jobs, the survey examined personal qualities of the respondents. The following two graphs, figures 10 and 11, reflect the responses relevant to self-assessed job relevant personality dynamics. The survey confirmed that 94% of respondents were not reserved when first meeting someone for the first time and 92% enjoy working in teams. These percentages indicate an extroverted personality type being the predominance among the respondents. This is in support of both general expectations of salespeople and corroborates with Jan’s exogenous variables that salespeople are successful when they exhibit extroversion (Jan 21).

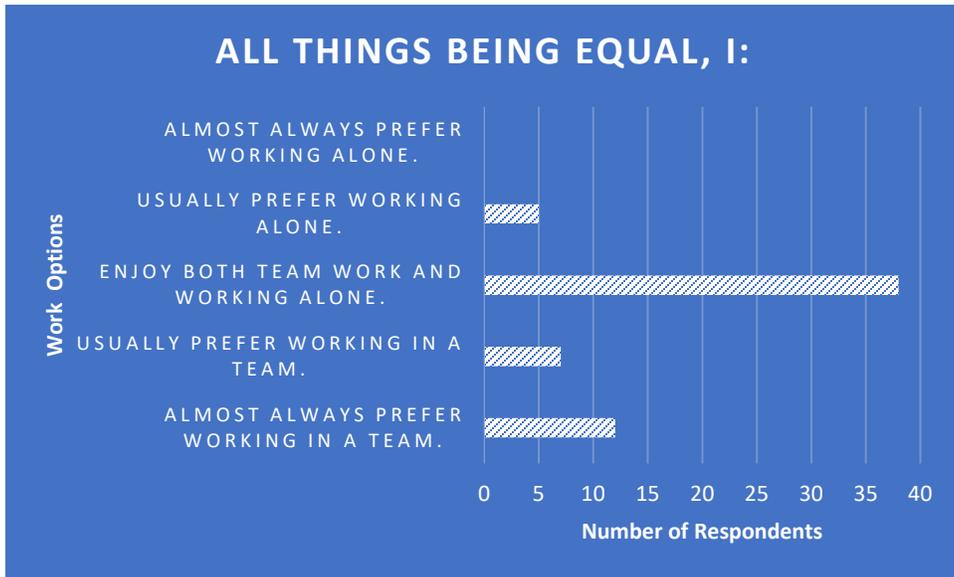


Figure 10 – Work Preferences



Figure 11 – Work Style

Demographics Findings

In the course of the survey, there were questions that helped to delineate the participants with regards to age, ethnicity and marital status. These parameters are expressed in the graphs below, however most of the respondents were 23-29 years old, 86% Caucasian and 65% single. This data can be interpreted in two ways. First, if our assumption is that the sample, although small, reflects the larger composition of the sales force then this data can be used by hiring managers to identify inclusion and exclusion criteria for candidates to sales positions. Second, since the sampling was relatively small, we could consider that this study overall only reflects the attitudes of the associational group defined by this age bracket, ethnicity and marital status. Future research could be geared using most of the same questions yet targeted to different demographics such as Hispanics with the same age bracket and marital status. Similarly, another study could be done varying one of the other demographic parameters.

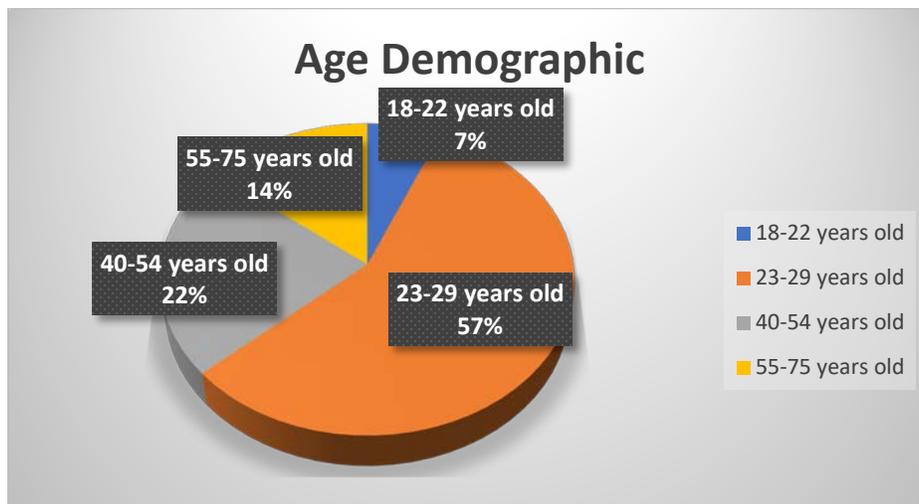


Figure 12 – Survey Age Demographic

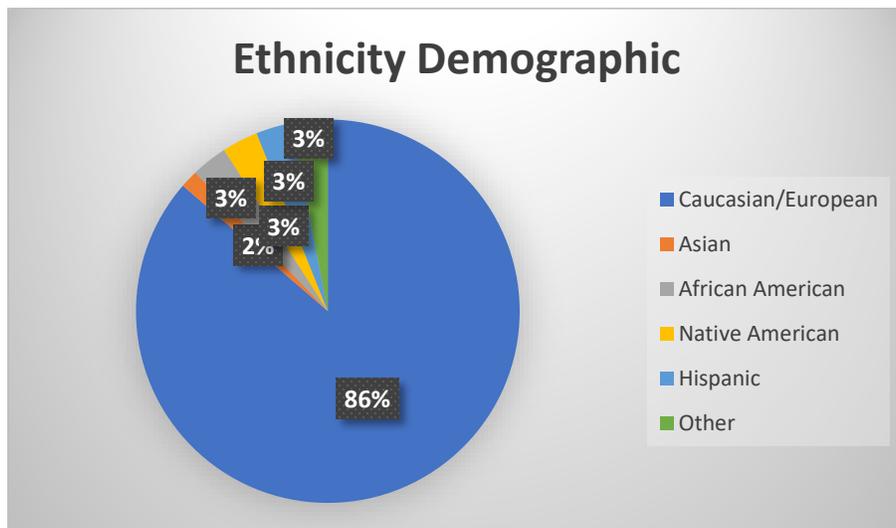


Figure 13 – Survey Ethnicity Demographic

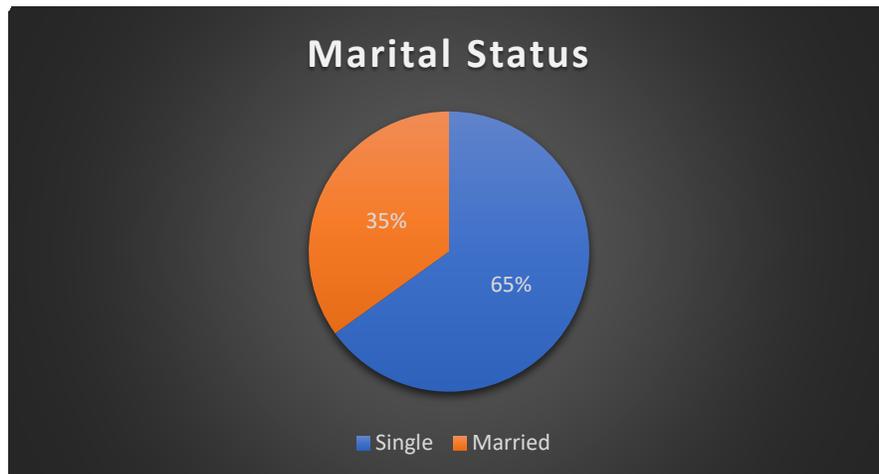


Figure 14 – Survey Marital Status Demographic

CONCLUSION

Initially, due to the literature I reviewed and articles like “Women in the business-to-business salesforce: Some differences in performance factors” by Dion, I was led to believe that women would most likely be drawn to inside sales roles. That paper tested different gender salespeople’s performances based on buyer’s assessments. It found that there were no gender differences on buyer assessment of overall sales performance, but men were rated higher on service performance and were paid 20% higher, despite having the same level of performance, education and experience as their female counterparts (Dion). The study indicated that gender bias remains a part of the industrial sales environment (Dion). Originally, I strongly believed, from stereotypes and association biases, that women would be drawn to inside sales roles because of maternity benefits, lack of travel and the consistent schedule.

After completing this research study, I discovered that my original hypothesis was incorrect. There is not a consistent movement over the course of a sales career from outside sales to inside sales among women. When I formulated the hypothesis, I was under the influence of anecdotal evidence from saleswomen I had encountered, heavily biased literature, and assumed cultural norms of the sales industry.

This study uncovered that there is a heteronormative association bias among business professionals. The literature and anecdotal evidence suggested that women are more likely to be drawn to sales jobs that have maternity benefits, set work hours and other job qualities that benefit a family lifestyle. The data in this survey presents that women value compensation over set work hours and benefits. This could be viewed as women in sales valuing their careers over

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

their innate biology, which negates the industry wide heteronormative bias that many share.

Studies like “Women Contrasted to Men in the Industrial Salesforce: Job Satisfaction, Values, Role Clarity, Performance, and Propensity to Leave It” reinforces the perceived importance an individual attaches to a job component. It found that men place a higher value on money and job security while women value a strong work environment (Busch). My survey reinforces this finding. The women I surveyed indicated that a strong work culture, advancement opportunities and compensation are their most sought out job qualities when looking for a sales position.

Contrary to expectation, there is not a gender specific movement from outside to inside sales. The women in this study suggest that there is a higher tendency for women to stay within the same role rather than changing their roles. Although a shortcoming of this study was that the sample size of the survey consisted of 68 respondents, the women that participated represented a wide range of experience in the industry. If this study were redistributed, finding more ethnically diverse respondents would strengthen the study overall.

This study will contribute to a broader understanding of position qualities that influence gender related implement choices, allowing managers to better understand and manage salespeople within such positions. In 1988 “Women in Professional Selling: A Human Resource Management Perspective” indicated that sales management had concerns over female salespeople. There were four concerns for women entering the sales force. They were risk socialization, lack of competitive situations to develop survival skills, fear of sales management that prevents upward mobility, and lack of corporate sponsors for females (Fugate). Using the data in my survey, we can debunk these concerns because the data in this study suggests that women no longer are faced with a lack of competitive situations to develop skills, or fear from

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

sales management. This study should show managers that women desire job qualities that encourage competition. It also proves that women can be successful in this industry for many years indicated by the time in sales of my respondents.

This study independently corroborated previous work in the article "The Impact of Big Five Personality Traits on Salespeople's Performance: Exploring the Moderating Role of Culture." My study found that extroverted individuals typically have strong sales performances and one of the top five exogenous variables that contribute to successful sales performance is extroversion (Jan).

This study has served as an enlightening project defining a data driven profile of the female salesperson. I believe this research project can positively contribute to the field of sales management. I hope that it can inspire future examinations of this topic in higher levels of detail to factually determine the characteristics that drive female salespeople and allow them greater opportunities through improved recruitment and management of their talents and motivations.

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

APPENDICES

Appendix A – Proposal to IRB for Research Involving Human Subjects

Name of Investigator: Nyatasha Jackowicz

Title of Research Project: Gender Trait Effects on Positions and Performance in the Sales

Industry

Anticipated Start and End Dates of Experiments: 1/19/19- 2/31/20

Basic Level Review

To be considered at the **Basic Level**, the study must not involve children or adults unable to give consent, must not place subjects at more than minimal risk, and must fit one of the following categories (check all that apply). See Section V for description of each category.

1. Normal educational practices
2. Educational testing
3. Survey/interview procedures
4. Observation of behavior without intervention
5. Use of archival data
6. Evaluation of Federal research and programs
7. Consumer acceptance studies

Risk Assessment

Indicate with a check if any of the following risks are involved:

	Deception as part of the experimental procedure? If yes, the proposal must include a description of the deception and the method of “debriefing” after the experiment.
	Any probing of information which a subject might consider to be personal or sensitive?
	The presentation to the subject of any materials they might find to be offensive, threatening, or degrading?
	Possible compromise of privacy of participant or family, including use of personal information and records?
	The administration of physical stimuli other than auditory or visual stimuli associated with normal activities?
	Deprivation of physiological requirements such as nutrition or sleep?
	Manipulation of psychological and/or social variables such as sensory deprivation, social isolation, psychological stress?

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

	Physical exertion beyond a level that is moderate for the participant?
	Exposure to drugs, chemicals, or hazardous agents?

Explain the need for any risks for the participants, that is, how they are required for successful completion of the study:

N/A.

Project Description

Clearly state the purpose of the study and the area of knowledge it contributes to (or attach document):

My Honors Elite Thesis is worth conducting because it will establish data on women and men who have been in multiple sales roles and will produce an analysis that will yield information on common traits that have affected their decisions. There is limited research on different genders decisions to move from outside to inside sales roles. I feel that my research would be useful to sales organizations who train their incoming sales talent. If my research were able to define a specific trait that is common in successful inside or outside sales associates, then companies would be more effective at placing their professionals in permanent roles.

Briefly explain the nature of the experimental procedures and the information to be obtained (or attach document). If students are performing the research, indicate that and describe their activities.

I will be conducting an empirical based research project conducted through library research, surveys and interviews. I will be surveying and interviewing individuals to retrieve information about their past roles in sales companies and current roles. My survey will allow me to determine what type of sales they are pursuing, inside or outside sales, as well as gain information about their personality traits that help them succeed in these different roles. I will also be collecting demographic information like gender, age, years of sales experience and the company they work for.

Explain measures taken to assure anonymity and confidentiality of the information:

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

All information recorded information will be anonymous and files will be kept confidential. Names and identifying information will not be recorded and at the end of the research project all files will be deleted.

Participant Description

Describe the approximate number and range of ages of participants in this study:

Ideally there will be 70-100 participants and their ages would range from 18 years old to 70 years old.

Describe the criteria for selecting participants:

A participant would need to have some experience in a sales role to participate and have a LinkedIn account or an email address where they can be contacted to participate.

Their experience can be confirmed by viewing their LinkedIn profiles or by their resume. I will also reach out to sales professionals that I’ve met at various sales competition career fairs with the information on their business cards.

Describe any inducements for subjects to participate (check all that apply):

	Extra credit in a course
	Money. If yes, give approximate value:
	Raffle or other type of contest.
	Other (please specify):

Informed Consent

How and when is informed consent obtained from the participants? Indicate any forms used.

At the beginning of the survey subjects will be informed of the purpose of this research and asked if they consent to the study. The form will be included in the survey listed below.

If deception is part of the procedure, explain the deception and describe when and how

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

debriefing is conducted.

N/A

Any other concerns or further comments?

Sample of Survey

Women in Sales

Start of Block: Default Question Block

Q1 Welcome to the research study!

For my Honors Thesis Project, I am interested in understanding the relationship Women have with Inside Sales Positions. You will be presented with questions relevant to your sales experience and asked to answer some questions about it. Please be assured that your responses will be kept completely confidential.

The study should take you around five minutes to complete. Your participation in this research is voluntary. You have the right to withdraw at any point during the study, for any reason, and without any prejudice. If you would like to contact the Principal Investigator in the study to discuss this research, please e-mail myself, Nyatasha Jackowicz, at njackowicz@bryant.edu.

By clicking the button below, you acknowledge that your participation in the study is voluntary, you are 18 years of age, and that you are aware that you may choose to terminate your participation in the study at any time and for any reason.

Please note that this survey will be best displayed on a laptop or desktop computer. Some features may be less compatible for use on a mobile device.

- Yes, I consent to this survey (1)
- No, I do not consent to this survey (2)

Skip To: End of Survey If Welcome to the research study! For my Honors Thesis Project, I am interested in understanding t... = No, I do not consent to this survey?

Q2 What was your first sales position?

- An Inside Sales Role, an in-office position comprised of cold/warm calling to gather

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

leads or recruiting. (1)

- An Outside Sales Role, an in or out of office position where sales professionals convert

leads into sales. (2)

- Other (3) _____

Q3 What is your current sales role?

- An Inside Sales Role (1)
- An Outside Sales Role (2)
- Other (3) _____

Q21 What is your current job title?

Q22 What company are you currently employed at?

Q25 How would you describe the industry you currently work in?

- Finance (1)
- Medical (2)
- Technology (3)
- Security (4)
- Other (6) _____

Q24 How long have you worked in your current sales position?

- 0-6 months (1)
- 6-12 months (2)
- 1-2 years (3)
- 2-5 years (5)
- 5-10 years (6)
- 10+ years (7)

Q4 What path did your sales career follow?

- An Inside Sales Role to an Outside Sales Role (1)
- An Outside Sales Role to an Inside Sales Role (2)
- Stayed in the same role (3)
- An Inside Sales Role to an Outside Sales Role and returned to an Inside Sales Role. (4)
- Other (5) _____

Skip To: Q6 If What path did your sales career follow? = Stayed in the same role

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Q23 What influenced your decision to change sales roles?

Q6 How long have you worked in the Sales Industry?

- 0-5 years (1)
- 6-10 years (2)
- 11-15 years (3)
- 16-20 years (4)
- 21+ years (5)

End of Block: Default Question Block

Start of Block: Sales Attributes

Q7 On a scale from 1-7, (1=least & 7=most), rank how important is it for your job to have these qualities.

Travel Component (1)

Manage Your Own Schedule (2)

Advancement Opportunities (3)

Have Set Work Hours (4)

Competitive Compensation (5)

Maternity/Paternity Benefits (6)

Flexibility (7)

Strong Culture (8)

Q16 What are three adjectives you would use to describe your ideal work environment?

Q13 What motivated you to get into sales? Rank in order of importance.

_____ Compensation (1)

_____ Set Work Hours (2)

_____ Benefits (3)

_____ Competition (4)

_____ Travel (5)

_____ Its Fulfilling (6)

_____ Leadership Opportunities (7)

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

_____ Other (8)

Q26 All things being equal, I:

- almost always prefer working in a team. (1)
- usually prefer working in a team. (2)
- enjoy both teamwork and working alone. (3)
- usually prefer working alone. (4)
- almost always prefer working alone. (5)

Q27 I tend to be reserved when dealing with people I don't know very well.

- Always (1)
- Most of the time (2)
- About half the time (3)
- Sometimes (4)
- Never (5)

End of Block: Sales Attributes

Start of Block: Confidential Demographic Information

Q17 How old are you?

- 18-22 years old (1)
- 23-39 years old (2)
- 40-54 years old (3)
- 55-75 years old (4)
- 76+ years old (5)

Q18 What is your ethnicity?

- Caucasian/ European (1)
- Asian (2)
- African American (3)
- Native American (4)
- Hispanic (5)

Q19 What is your gender?

- Male (1)
- Female (2)
- Other (3)

Q20 What is your marital status?

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

- Single (1)
- Married (2)

Page 11 of 11

Q5 Your sales career path is essential to the research in this study. Please fill out your contact information if you are willing to be contacted for a brief interview to elaborate on your experience.

- First and Last Name (1) _____
- Email (2) _____
- Cell Phone Number (3) _____

End of Block: Confidential Demographic Information

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Appendix B – Proposal to IRB for Research Involving Human Subjects Approval



January, 2020

Nyatasha Jackowicz:

RE: IRB Proposal #2020-0118
TITLE: Gender Trait Effects on Positions and Performance in the Sales Industry

Dear Nyatasha:

Your proposal, entitled “Gender Trait Effects on Positions and Performance in the Sales Industry” was considered under IRB Guidelines for expedited review. The IRB Committee of Bryant University approved the proposal on January 18, 2020.

Bryant University is strongly committed to adhering to the basic ethical principles related to the conduct of research involving human subjects as set forth in *The Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research*. The submission of your proposal to the IRB Committee supports the goals of Bryant University and the IRB Committee and ensures that research involving any members of the Bryant community is in strict accordance with these ethical principles and guidelines.

Thank you for your submission, and good luck with your research.

Very truly yours,

A handwritten signature in black ink that reads "Yoon sukki (m?)".

Sukki Yoon
Chair, IRB Committee

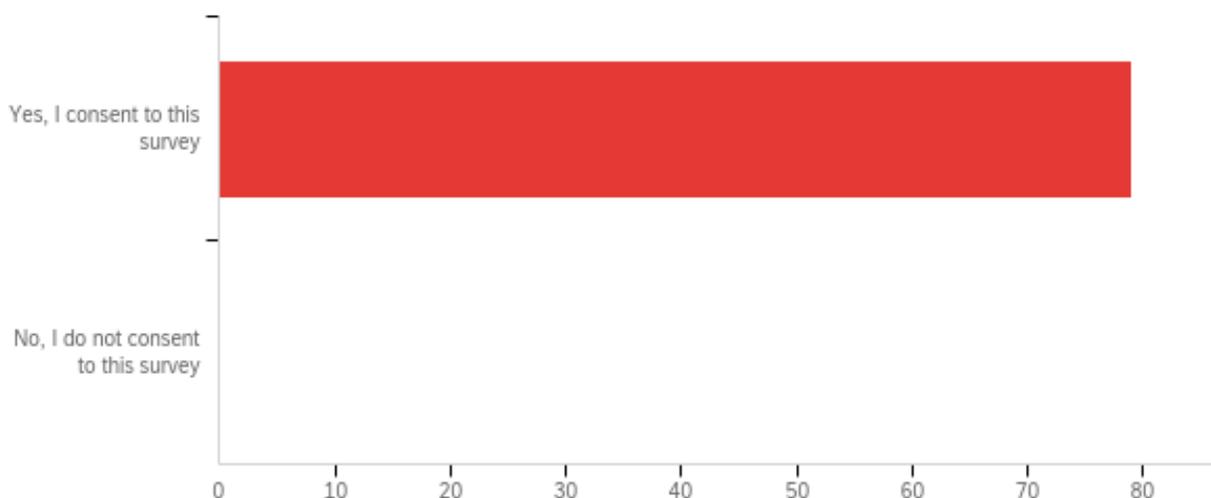
Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Appendix C – Survey Results

Women in Sales - Final

May 1st 2020, 8:34 am MDT

Q1 - Welcome to the research study! For my Honors Thesis Project, I am interested in understanding the relationship Women have with Inside Sales Positions. You will be presented with questions relevant to your sales experience and asked to answer some questions about it. Please be assured that your responses will be kept completely confidential. The study should take you around five minutes to complete. Your participation in this research is voluntary. You have the right to withdraw at any point during the study, for any reason, and without any prejudice. If you would like to contact the Principal Investigator in the study to discuss this research, please e-mail myself, Nyatasha Jackowicz, at njackowicz@bryant.edu. By clicking the button below, you acknowledge that your participation in the study is voluntary, you are 18 years of age, and that you are aware that you may choose to terminate your participation in the study at any time and for any reason. Please note that this survey will be best displayed on a laptop or desktop computer. Some features may be less compatible for use on a mobile device.



Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

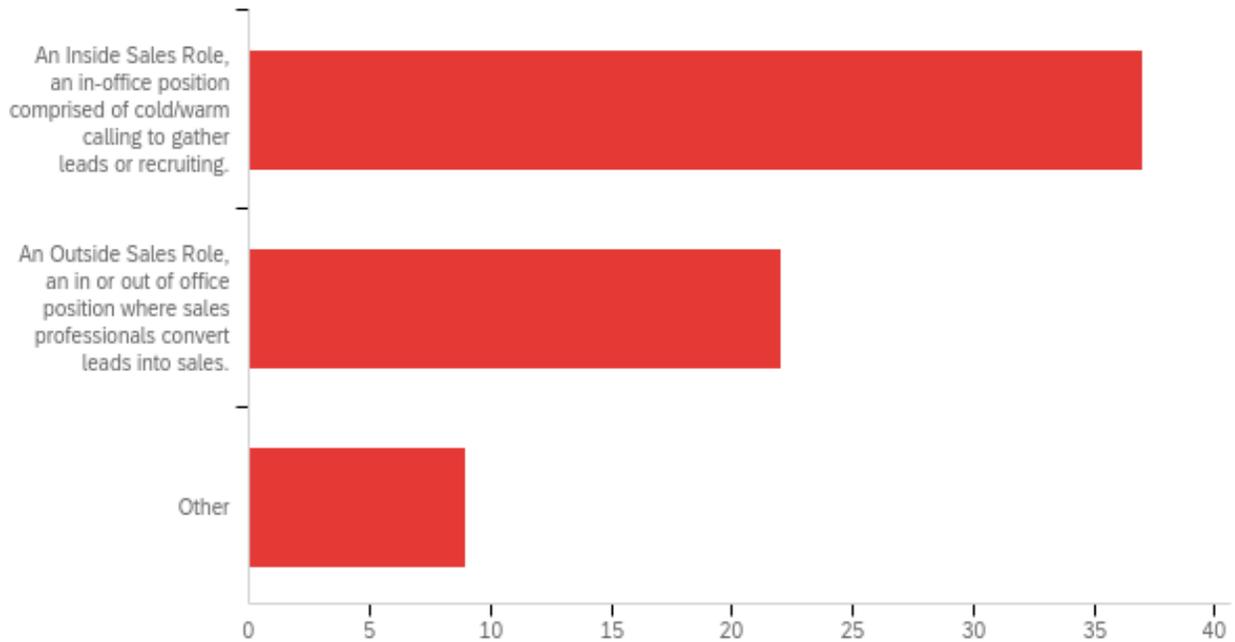
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	<p>Welcome to the research study! For my Honors Thesis Project, I am interested in understanding the relationship Women have with Inside Sales Positions. You will be presented with questions relevant to your sales experience and asked to answer some questions about it. Please be assured that your responses will be kept completely confidential. The study should take you around five minutes to complete. Your participation in this research is voluntary. You have the right to withdraw at any point during the study, for any reason, and without any prejudice. If you would like to contact the Principal Investigator in the study to discuss this research, please e-mail myself, Nyatasha Jackowicz, at njackowicz@bryant.edu. By clicking the button below, you acknowledge that your participation in the study is voluntary, you are 18 years of age, and that you are aware that you may choose to terminate your participation in the study at any time and for any reason. Please note that this survey will be best displayed on a laptop or desktop computer. Some features may be less compatible for use on a mobile device.</p>	1.00	1.00	1.00	0.00	0.00	79

#	Answer	%	Count
1	Yes, I consent to this survey	100.00%	79

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

2	No, I do not consent to this survey	0.00%	0
	Total	100%	79

Q2 - What was your first sales position?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What was your first sales position? - Selected Choice	1.00	3.00	1.59	0.71	0.51	68

#	Answer	%	Count
1	An Inside Sales Role, an in-office position comprised of cold/warm calling to gather leads or recruiting.	54.41%	37
2	An Outside Sales Role, an in or out of office position where sales professionals convert leads into sales.	32.35%	22
3	Other	13.24%	9
	Total	100%	68

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Q2_3_TEXT - Other

Other - Text

Telemarketing to sell extended warranties for RCA products.

Sales Manager

Outside Sales with warm leads.

Agency recruiter

Both inside and outside sales role

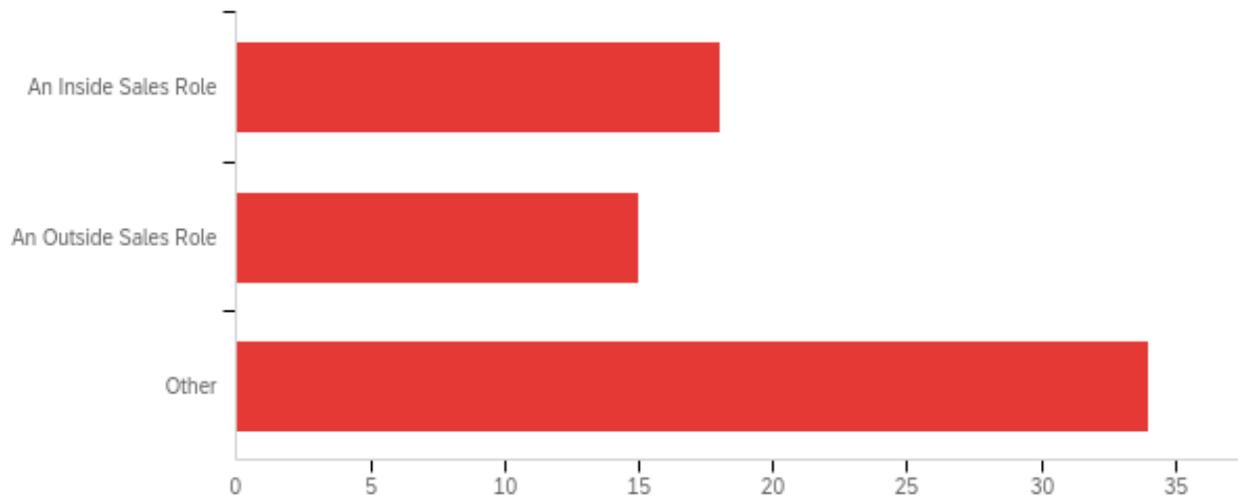
Recruiter

Customer success

retail

Account Management

Q3 - What is your current sales role?



Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your current sales role? - Selected Choice	1.00	3.00	2.24	0.85	0.72	67

#	Answer	%	Count
1	An Inside Sales Role	26.87%	18
2	An Outside Sales Role	22.39%	15
3	Other	50.75%	34
	Total	100%	67

Q3_3_TEXT - Other

Other - Text

Faculty but I prospect for industry partners
Executive and Business Owner
Relationship Manager of Retirement Plans
Senior Sales Recruiter
Not sales any more
Sales Recruiter
sales instructor
Corporate Recruiter
Director of National Sales for outside sales representatives
I am a professor of practice now after 21 years in sales management.
I currently coach train and mentor sales people after spending several years in outside sales
Sales Management Consultant
combination of both

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Instructor

Sales Trainer & Coach

Inside Sales Manager

Director of sales strategy with mixed roles

CSO

last position was in Strategic Alliances which required outside and inside sales skills

Sales Education

combination of in/out

Consulting

Combination of both inside and outside sales role

Sales Manager

Recruiting

Recruiter

Recruiter

Talent Acquisition

Sales Director

Assists in numerous areas of sales within a small company structure

Sales Recruiter

recruiting

Hybrid

Q21 - What is your current job title?

What is your current job title?

Senior Marketing Lecturer

Senior Sales Executive

President & Founder

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Global Director, Sales

National Account Manager, Private Label Sales

Relationship Manager

Senior Sales Recruiter

Professional Territory Manager

VP of Sales & Client Success

Diversity Recruiter

I spent many years in sales and I am now a Sales Recruiter

Senior Sales Executive

lecturer of marketing / assistant director of sales center

Senior Recruiter

National Director of Sales and Marketing

Sr. Manager - Recruitment

Business Development Representative

Professor of Practice.

Senior Sales Enablement Lead

Professional Territory Manager

Principal

National Sales Director

Business Development Manager

Account Executive

Client Executive

Sr. Sales Manager

Managing Director, Center for Professional Selling

Sales Trainer & Coach

Director of Recruiting

General Manager

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Inside Outbound Sales Associate

Director of global sales strategy

Chief Sales Officer

my most recent title was Sr. Director, of Strategic Alliances

Director of Business Development

Director, Center for Professional Selling

Account Executive

Technical sales rep

Director of Recruiting

VP, Investment Manager Relations

Account Manager

Associate Sales Manager

Human Resources Representative

Direct manager

Account Executive

Inside Sales Team Manager

Technical Recruiter

Virtual Account Executive

Employment Branding College Recruiter

Virtual Account Executive

Corporate Recruiter

Services Account Manager

Area Sales Manager

Technical Recruiter

Talent Acquisition - Campus Recruiting

IT Recruiter

Sales Associate 3 /BDR

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Sales Director

Director of Licensing & Marketing

Inside Sales Program Campus Manager

Enterprise Account Executive

SDR

Recruiter

Business Development Specialist

Sales Recruiter

University Relations

Business Development Representative (BDR)

University Programs Manager

Q22 - What company are you currently employed at?

What company are you currently employed at?

University of North Texas

The Allied Group

Institute for Executive Women & Sales Protocol International (2 different LLCs)

Hyatt Hotels

Leclerc Foods

CSi Advisory Services

Medix

Kowa Pharmaceutical America

Torchlight.care

Gartner

Justworks

The Allied Group

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

University of Wisconsin - Eau Claire

Carousel Industries

Hematogenix (although they just laid me off due to COVID-19)

Colony Hardware

NextRequest

Arizona State University

MathWorks

Kowa Pharmaceuticals America

Sales Management Services

Live!

Gartner

Gartner

Gartner

Walt Disney World

Purdue University

Small Biz Sales Coach

Carousel Industries

Progressive Pro./Caterer's Warehouse, Inc.

Toast Inc

Moo

Forrester Research, Inc.

my last company was Infogix, Inc. who had a massive layoff a few weeks ago to position the company to sell (right before the COVID19 crisis hit the US)

Apogee

Metropolitan State University of Denver

Oracle NetSuite

Carlisle

Analog Group Inc

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Envestnet

TEKsystems

Liberty Mutual

PepsiCo

memoryBlue

XMC

Carousel Industries

TekSystems

Carousel Industries

Granite Telecommunications

Carousel Industries

igus Inc.

TEKsystems

Staples Business Advantage

Teksystems

toast, inc.

TEKsystems

Toast Inc

Qualy

Well Played Toys

Dell Technologies

Tanium

Gartner

Pangea.app

Paycom

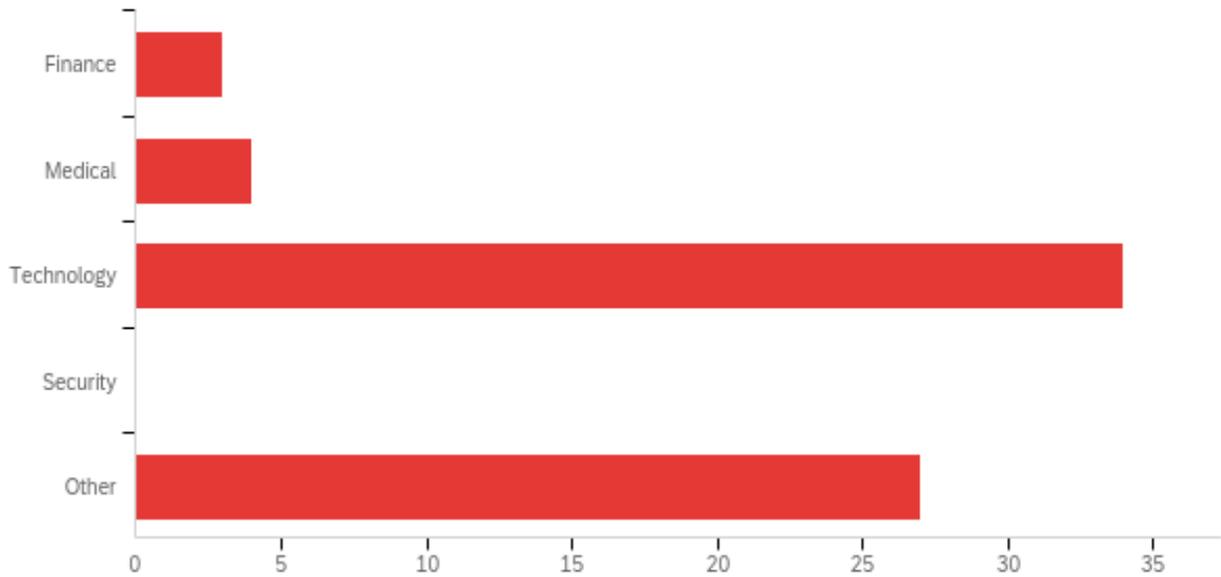
Liberty Mutual Insurance

Vonage

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Signature Consultants

Q25 - How would you describe the industry you currently work in?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How would you describe the industry you currently work in? - Selected Choice	1.00	6.00	4.04	1.65	2.72	68

#	Answer	%	Count
1	Finance	4.41%	3
2	Medical	5.88%	4
3	Technology	50.00%	34
4	Security	0.00%	0
6	Other	39.71%	27
	Total	100%	68

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Q25_6_TEXT - Other

Other - Text

Higher Education

Business & Educational Services

CPG

Healthcare/Caregiving

Research

Print mail fulfillment company

education

Constrcuton

Academic

All industries

Event Production

Hospitality

Educational

Professional Consulting Services

Wholesale and Distribution

Print and design

Professional Services

Education

Chemical/construction

EE Recruiting

Insurance

Consumer Packaged Goods

Telecom

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

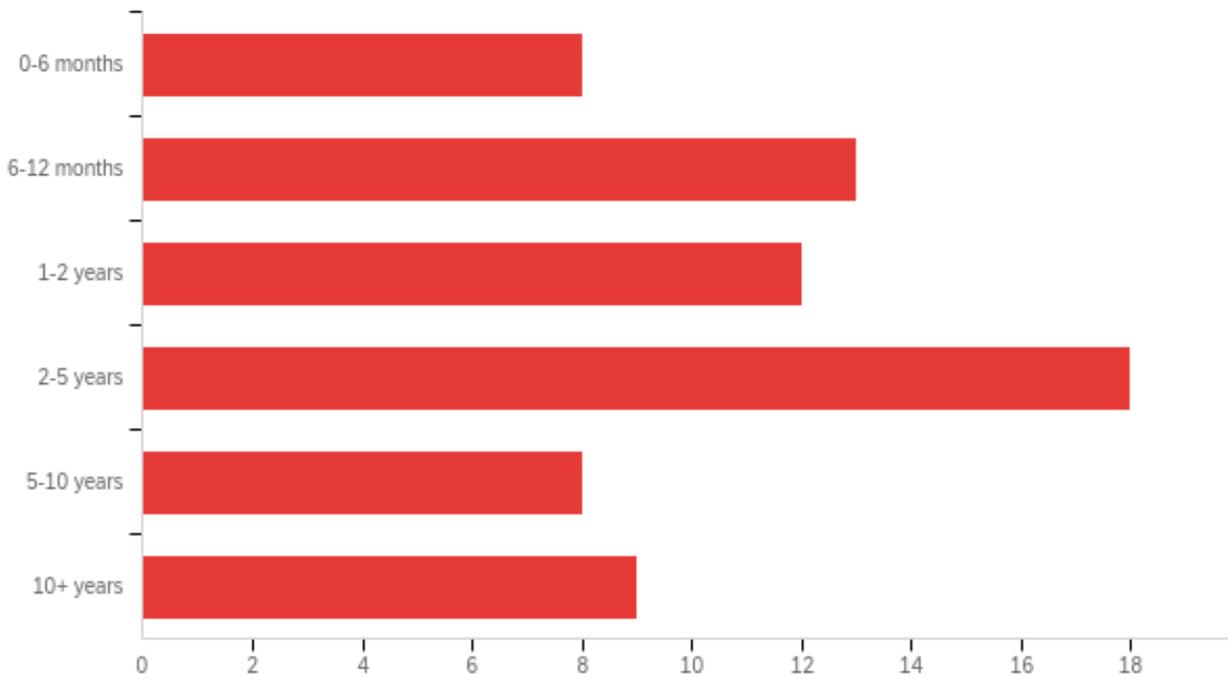
Manufacturing

Workplace Essentials

Toys

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Q24 - How long have you worked in your current sales position?



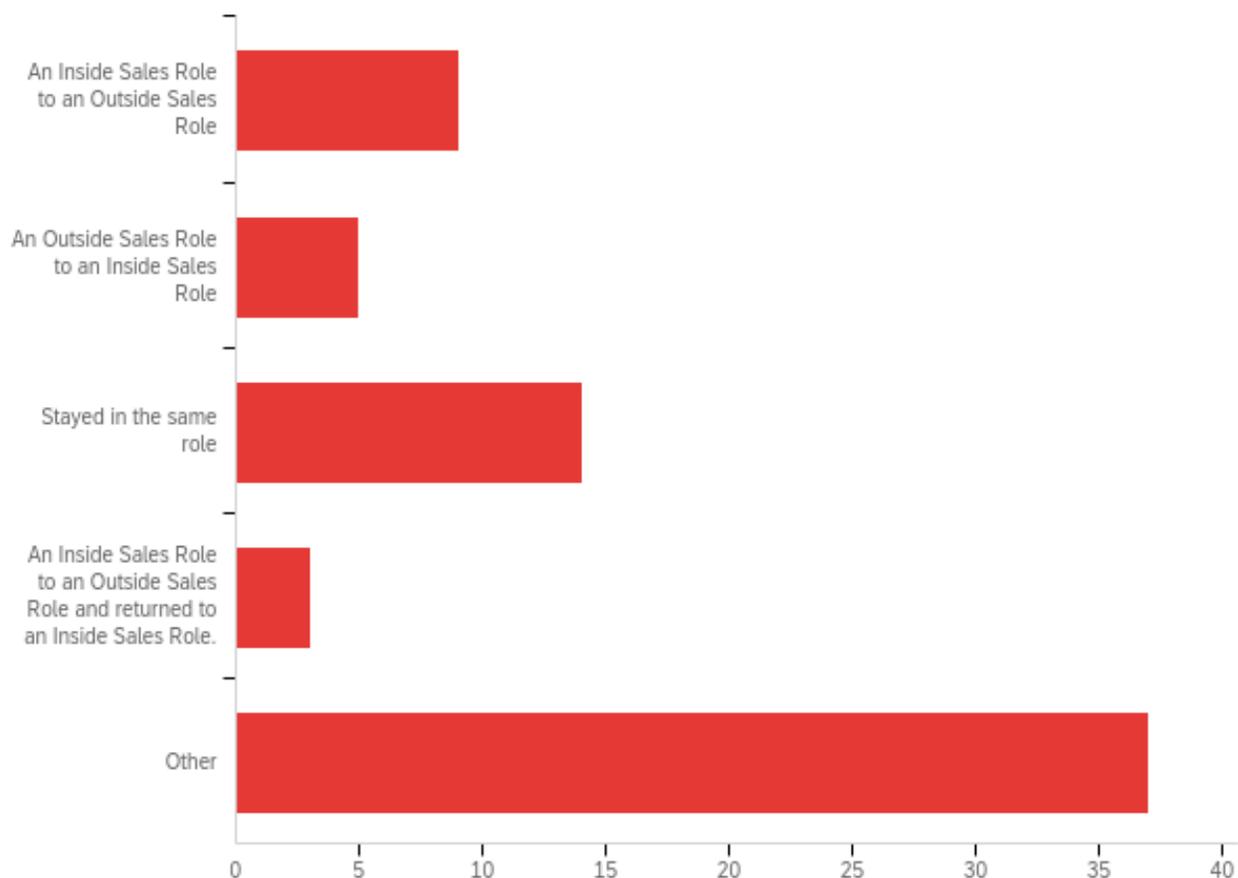
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How long have you worked in your current sales position?	1.00	7.00	3.99	1.98	3.93	68

#	Answer	%	Count
1	0-6 months	11.76%	8
2	6-12 months	19.12%	13
3	1-2 years	17.65%	12
5	2-5 years	26.47%	18
6	5-10 years	11.76%	8
7	10+ years	13.24%	9
	Total	100%	68

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Q4 - What path did your sales career follow?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What path did your sales career follow? - Selected Choice	1.00	5.00	3.79	1.48	2.19	68

#	Answer	%	Count
1	An Inside Sales Role to an Outside Sales Role	13.24%	9
2	An Outside Sales Role to an Inside Sales Role	7.35%	5
3	Stayed in the same role	20.59%	14

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

4	An Inside Sales Role to an Outside Sales Role and returned to an Inside Sales Role.	4.41%	3
5	Other	54.41%	37
	Total	100%	68

Q4_5_TEXT - Other

Other - Text

Always outside sales

Account Management via Accounting to Systems Engineering (Software Sales/Outside) to Outside Sales

An Inside Sales Role to Internal Sales Manager to Outside Relationship Manager with sales component

Outside Sales Role to and Inside Sales Role to an Outside Sales Role.

advanced to executive level through sales career - focus on sales strategy, go to market execution

inside sales to recruiting

Marketing

outside sales to teaching sales

Agency recruiting to Corporate recruiting

Stayed in inside sales but have moved around from BDR, AE, and Onboarding roles

I started in sales management.

Outside Sales Role to Inside Sales Role and returned to Outside Sales Role.

alternate between at choice

always outside

Inside Sales to Inside Sales Manager to General Manager

an outside role, to account management, to an inside sales leadership role to more sale leadership roles

Mostly outside roles, but different positions/companies

Outside sales to sales education

Product manager to outside sales

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Customer support to a recruiter to sales

Outside sales into management

Management track

Nonprofit to Sales

Inside Sales, Promotion to Manager of Inside Sales

Human Resources

I've only had one sales position so far

No sales, just recruiting

Still in inside. hope to move outside

Coaching

Outside sales role to outside sales manager

Admissions to Inside sales

inside to HR

Vice President Sales

Little bit of both Inside role/Outside role to licensing/marketing but still assist in multiple areas of direct sales

Leadership

Q23 - What influenced your decision to change sales roles?

What influenced your decision to change sales roles?

Advancement Opportunities, Benefits/Benefit Changes, Flexibility to Work from Home

Change in corporate culture and looking to spend less time traveling so I could be home with my family more often

I love corporate recruiting and hiring sales people

Money and opportunity

Career advancement and growth

I wanted to work with students

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

I started my career as an SDR, then became an AE which was a natural career progression

Management / company alignment

Money and flexibility

Business need. New positions opened up in new sales roles.

The opportunity to learn.

motivation to meet and partner with people on the cutting edge of technological advancements. I got to work with key government agencies to improve our defense systems. Financial incentives as well.

Money and growth.

Opportunities. Tired of all the travel.

based on client contact and client preference

I moved from agency recruiting to corporate recruiting 9 years ago

Opportunity for Career Advancement

Door Knocking

Honestly, I almost didn't - I went onto inside with milk when they were rapidly growing and I realized the model needed to be adjusted...

Moving to an Inside Role was ideal when my children were younger as it limited travel

opportunity and promotion, continuing in senior leadership for sales and marketing is my goal

Improved growth opportunity and better-aligned industry

Work/life balance

natural progression

Money, career advancement

More like following the growth path

I wanted to be more client facing and help a business overcome challenges and/or reach goals by providing them with a service to help

I wanted to get into management

I wanted to be able to coach other people within the industry

Great opportunity!

Recruiting experience

N/A

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Have not changed yet. I am in a program that after 18 months of inside I can go outside

Compensation & focus in IT in our society today

Helping others be successful, making powerful impact on lives

Money

I wanted to sell the company to people rather than sell a product

My boss at this time

Needs of the business

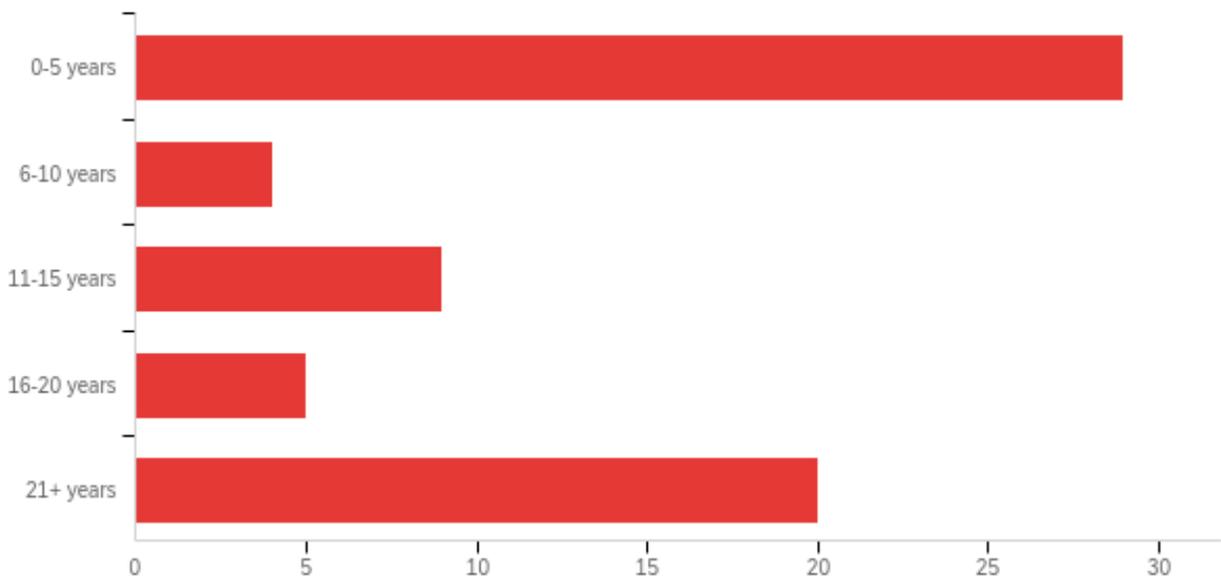
In my industry (technology) inside sales is generally built as a junior position for people to learn. The opportunity to grow my career, learn/challenge myself, interact with customers face to face and make a higher salary drove my change to outside sales.

Better Opportunity

Something new to bring more challenge and to develop new skills

I preferred being more inside of an office than going out rain or shine driving to different offices. Outside sales is more door to door and it wasn't for me.

Q6 - How long have you worked in the Sales Industry?



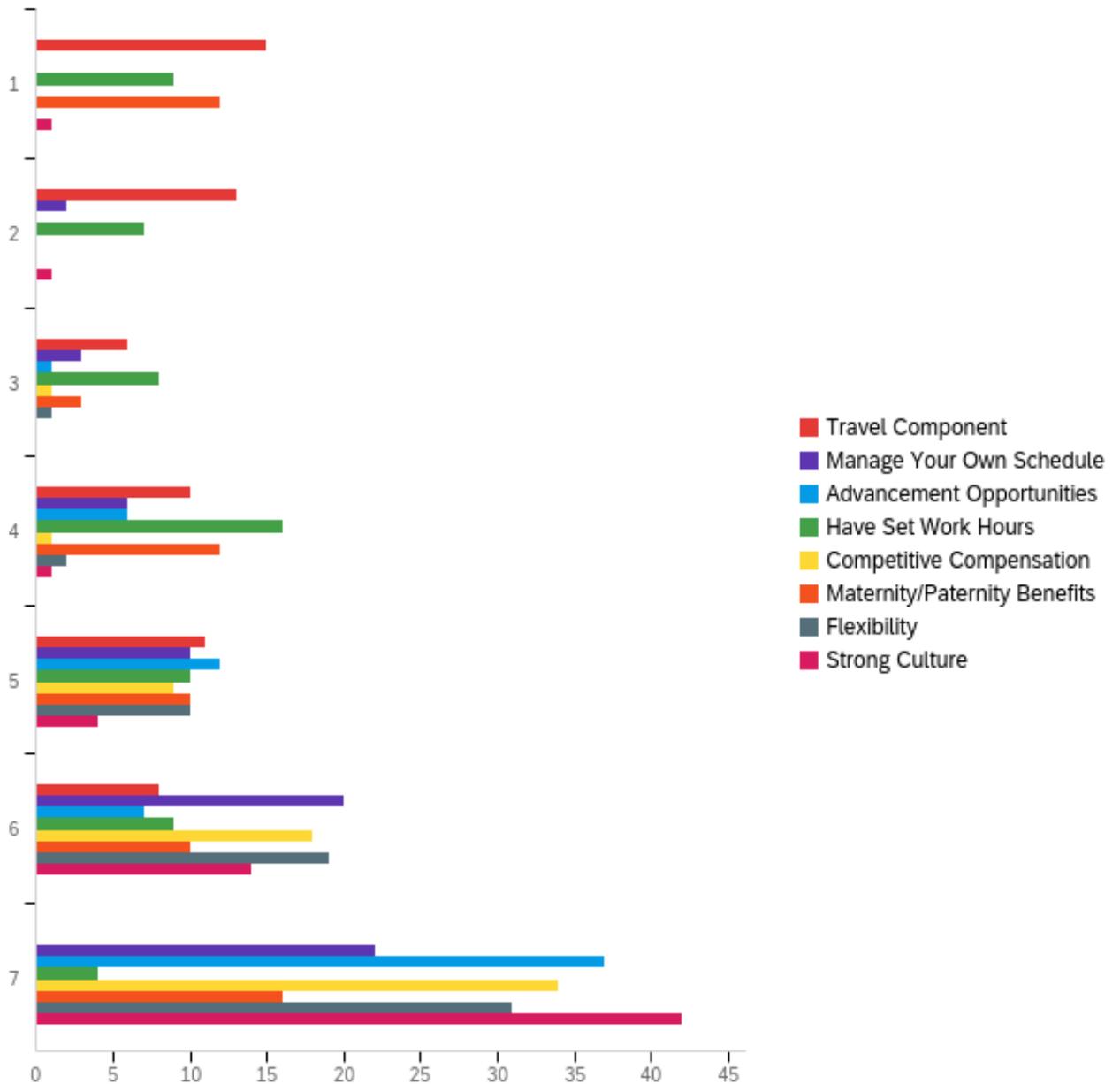
Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How long have you worked in the Sales Industry?	1.00	5.00	2.75	1.73	3.00	67

#	Answer	%	Count
1	0-5 years	43.28%	29
2	6-10 years	5.97%	4
3	11-15 years	13.43%	9
4	16-20 years	7.46%	5
5	21+ years	29.85%	20
	Total	100%	67

Q7 - On a scale from 1-7, (1=least & 7=most), rank how important is it for your job to have these qualities.

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Travel Component	11.00	16.00	13.21	1.77	3.12	63
2	Manage Your Own Schedule	12.00	17.00	15.73	1.32	1.75	63
3	Advancement Opportunities	13.00	17.00	16.16	1.13	1.28	63
4	Have Set Work Hours	11.00	17.00	13.86	1.77	3.14	63

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

5	Competitive Compensation	13.00	17.00	16.32	0.89	0.79	63
6	Maternity/Paternity Benefits	11.00	17.00	14.62	2.11	4.46	63
7	Flexibility	13.00	17.00	16.22	0.93	0.87	63
8	Strong Culture	11.00	17.00	16.43	1.12	1.26	63

#	Question	1	2	3	4	5	6	7	Total							
1	Travel Component	23.8 1%	1 5	20.6 3%	1 3	9.52 6%	6	15.8 7%	1 0	17.4 6%	1 1	12.7 0%	8	0.00 %	0	63
2	Manage Your Own Schedule	0.00 %	0	3.17 %	2	4.76 %	3	9.52 %	6	15.8 7%	1 0	31.7 5%	2 0	34.9 2%	2 2	63
3	Advancement Opportunities	0.00 %	0	0.00 %	0	1.59 %	1	9.52 %	6	19.0 5%	1 2	11.1 1%	7	58.7 3%	3 7	63
4	Have Set Work Hours	14.2 9%	9	11.1 1%	7	12.7 0%	8	25.4 0%	1 6	15.8 7%	1 0	14.2 9%	9	6.35 %	4	63
5	Competitive Compensation	0.00 %	0	0.00 %	0	1.59 %	1	1.59 %	1	14.2 9%	9	28.5 7%	1 8	53.9 7%	3 4	63
6	Maternity/Paternity Benefits	19.0 5%	1 2	0.00 %	0	4.76 %	3	19.0 5%	1 2	15.8 7%	1 0	15.8 7%	1 0	25.4 0%	1 6	63
7	Flexibility	0.00 %	0	0.00 %	0	1.59 %	1	3.17 %	2	15.8 7%	1 0	30.1 6%	1 9	49.2 1%	3 1	63
8	Strong Culture	1.59 %	1	1.59 %	1	0.00 %	0	1.59 %	1	6.35 %	4	22.2 2%	1 4	66.6 7%	4 2	63

Q16 - What are three adjectives you would use to describe your ideal work environment?

What are three adjectives you would use to describe your ideal work environment?

Collaborative, supportive, professional

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Fun, Challenging and Creative

Ethical, Entrepreneurial, Innovative (& Fun)¹

Engaging, Motivating, Fun

Flexible, Adaptable, Trust

Supportive, inclusive, inspiring

Flexible, strong, and stable

Collaborative, Supportive, Flexible

flexible - collaboration - integrity (some sales people are back stabbers)¹²

autonomy, flexibility, creativity

Non religious, supportive, inspirational

Challenging; Collaborative; Principled

supportive environment, collaboration, trust

Flexible, challenging, collaborative.

collaborative, friendly, innovative

Flexible, stable, culture

Positive; forward thinking; training

positive, challenging, collaborative

Competitive, fun, challenging

Healthy competition, constant growth, open to new ideas

flexibility, empowerment, honest¹

Collaborative, Innovative and Strategic

Challenging; Innovative; Collegial

Well-paid, challenging, inspiring

Collaborative, challenging and rewarding!

Flexible, Fast Paced, Enjoyable

Energetic, modern, social

Team-oriented, fast-paced, process-focused

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

invigorating, collaborative, adaptable

Client-focused, Supportive, Respectful

Flexible, benefits, compensation

competitive, culture, gratifying

flexible, casual, entrepreneurial

Flexible supportive and motivating

Team Oriented, Motivated, Growth

Flexible, Challenging, and Fun

Positive, competitive, fun

collaborative, energetic, social

Engaging, Genuine, Healthy

High growth, Strong culture, flexibility

Focused, Fun, Productive

collaborative, trusted, understanding

competitive, motivating, and rewarding

Flexible. Stable. Fun.

Energetic, growing, evolving

Exciting, meaningful, energetic

Money motivated, company culture, room for growth

inclusive, non-judgemental, fresh air

clean, competitive, engaging

respectful, fair, fun

innovative, supportive, opportunity to learn/grow

collaborative, innovative, secure

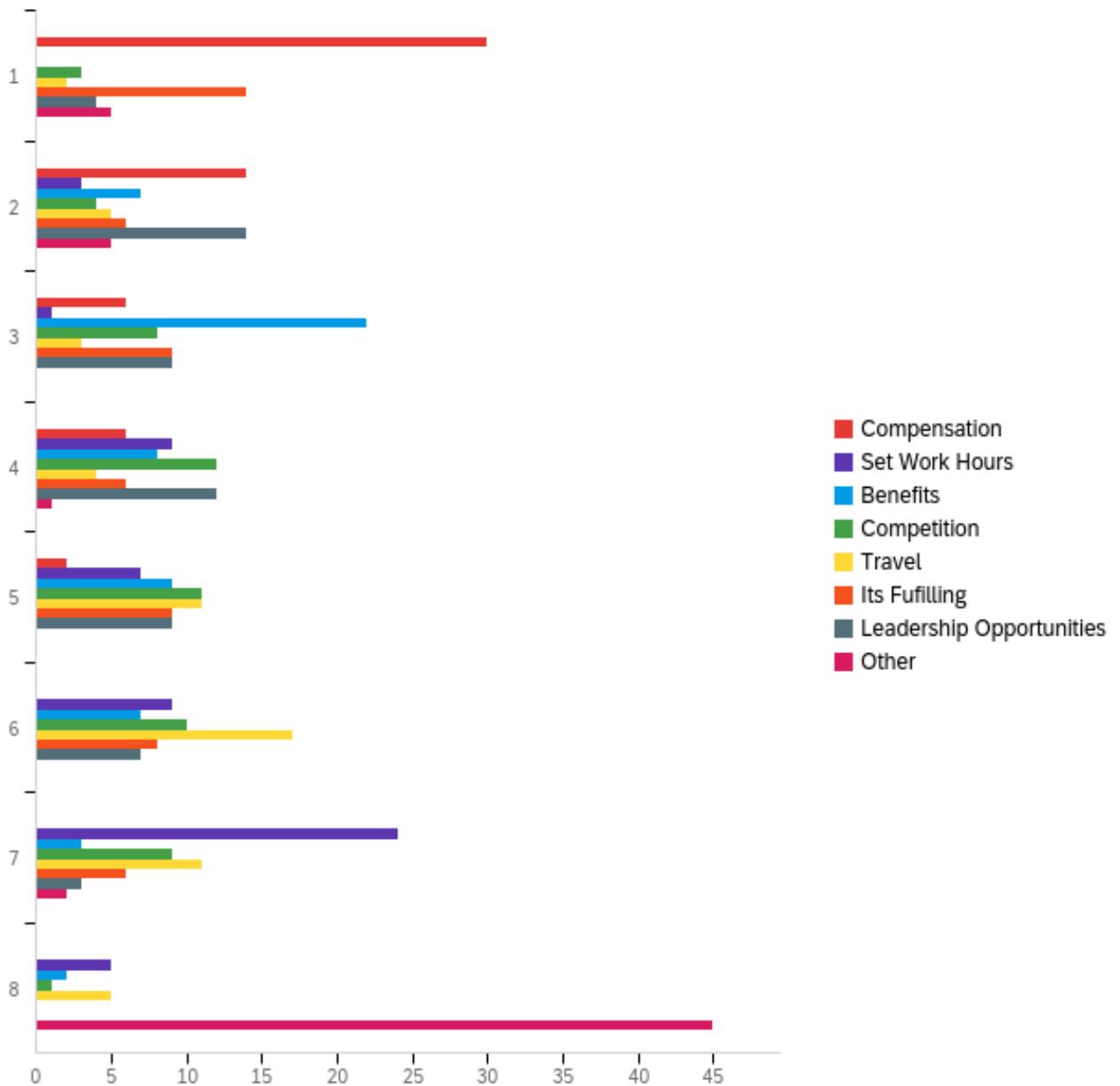
supportive, fun, productive

Motivating, Teamwork, Collaborative

Growth-Oriented, Flexible, Challenging,

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Q13 - What motivated you to get into sales? Rank in order of importance.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Compensation	1.00	5.00	1.90	1.16	1.33	58
2	Set Work Hours	2.00	8.00	5.90	1.57	2.47	58
3	Benefits	2.00	8.00	4.07	1.59	2.51	58

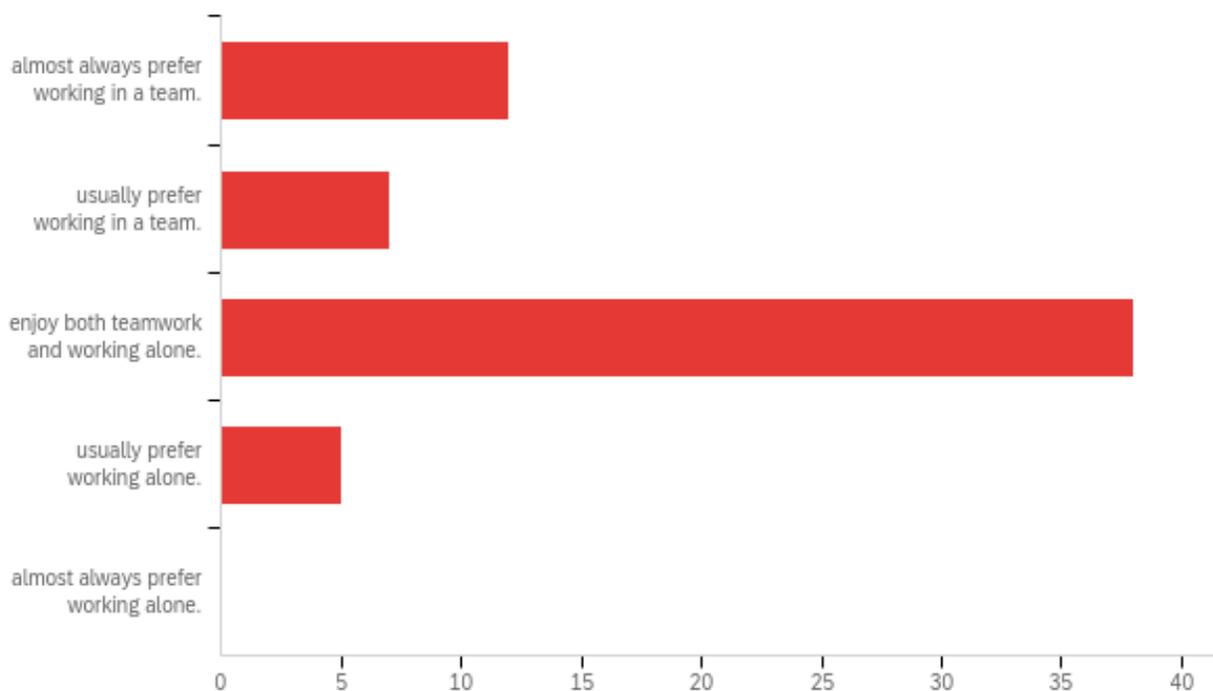
Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

4	Competition	1.00	8.00	4.64	1.74	3.02	58
5	Travel	1.00	8.00	5.36	1.82	3.30	58
6	Its Fufilling	1.00	7.00	3.66	2.06	4.26	58
7	Leadership Opportunities	1.00	7.00	3.71	1.66	2.76	58
8	Other	1.00	8.00	6.78	2.48	6.14	58

#	Question	1	2	3	4	5	6	7	8	Total								
1	Compensation	51.72%	30	24.14%	14	10.34%	6	10.34%	6	3.45%	2	0.00%	0	0.00%	0	0.00%	0	58
2	Set Work Hours	0.00%	0	5.17%	3	1.72%	1	15.52%	9	12.07%	7	15.52%	9	41.38%	24	8.62%	5	58
3	Benefits	0.00%	0	12.07%	7	37.93%	22	13.79%	8	15.52%	9	12.07%	7	5.17%	3	3.45%	2	58
4	Competition	5.17%	3	6.90%	4	13.79%	8	20.69%	12	18.97%	11	17.24%	10	15.52%	9	1.72%	1	58
5	Travel	3.45%	2	8.62%	5	5.17%	3	6.90%	4	18.97%	11	29.31%	17	18.97%	11	8.62%	5	58
6	Its Fufilling	24.14%	14	10.34%	6	15.52%	9	10.34%	6	15.52%	9	13.79%	8	10.34%	6	0.00%	0	58
7	Leadership Opportunities	6.90%	4	24.14%	14	15.52%	9	20.69%	12	15.52%	9	12.07%	7	5.17%	3	0.00%	0	58
8	Other	8.62%	5	8.62%	5	0.00%	0	1.72%	1	0.00%	0	0.00%	0	3.45%	2	77.59%	45	58

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

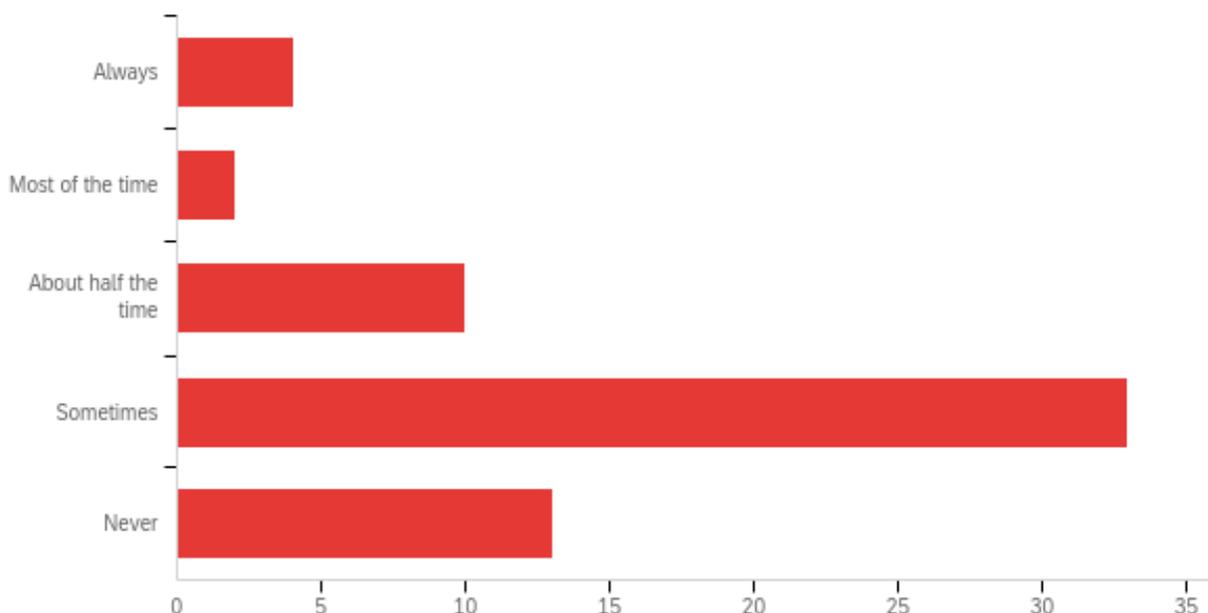
Q26 - All things being equal, I:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	All things being equal, I:	1.00	4.00	2.58	0.89	0.79	62

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Q27 - I tend to be reserved when dealing with people I don't know very well.

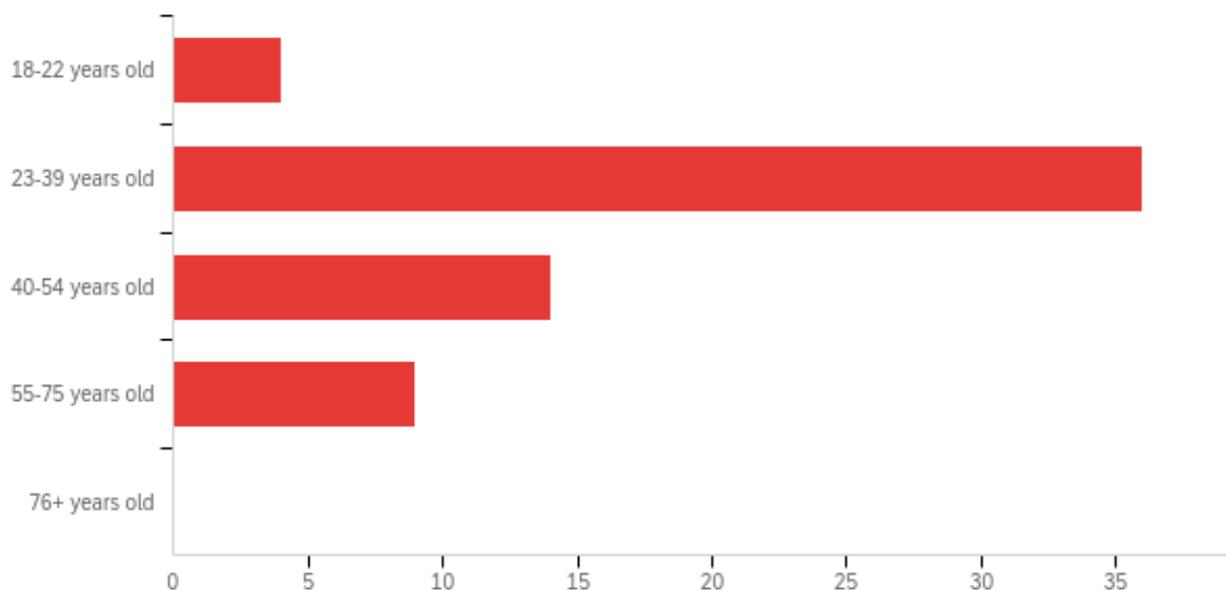


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I tend to be reserved when dealing with people I don't know very well.	1.00	5.00	3.79	1.02	1.04	62

#	Answer	%	Count
1	Always	6.45%	4
2	Most of the time	3.23%	2
3	About half the time	16.13%	10
4	Sometimes	53.23%	33
5	Never	20.97%	13
	Total	100%	62

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Q17 - How old are you?

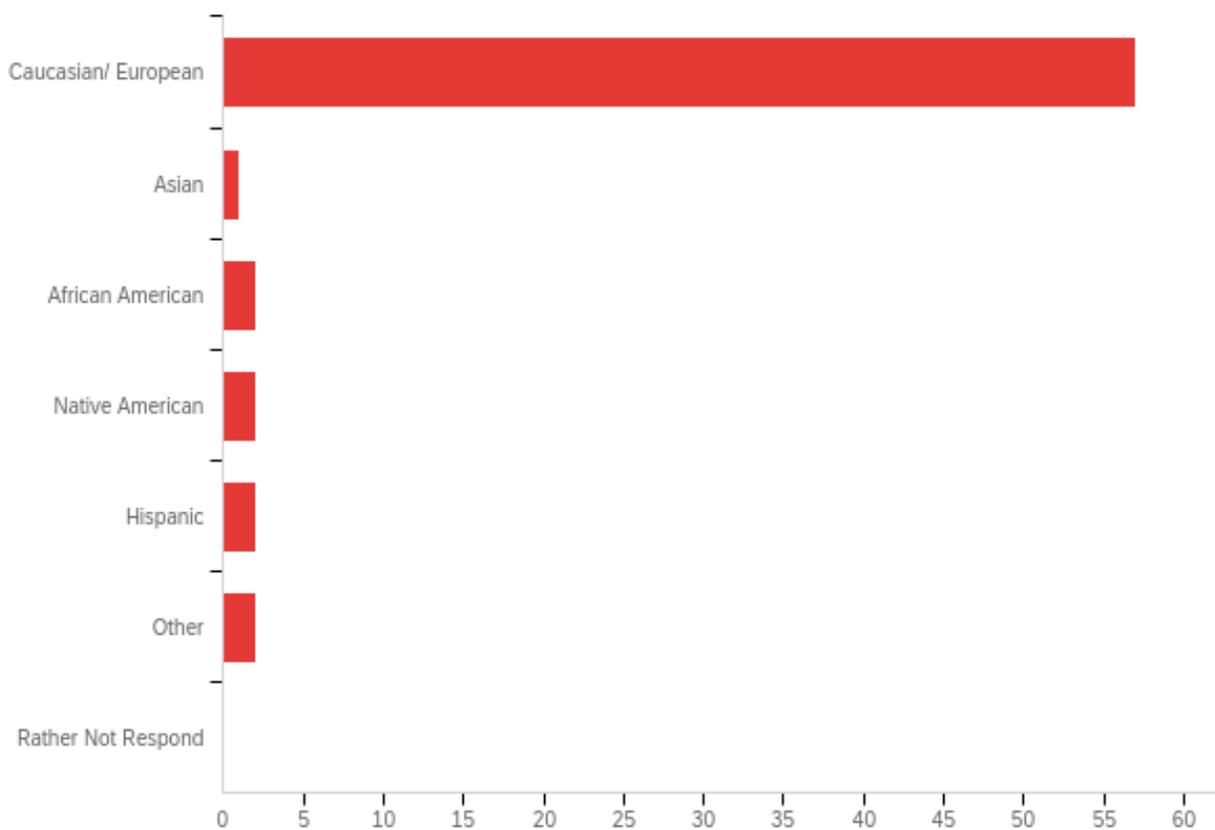


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How old are you?	1.00	4.00	2.44	0.81	0.66	63

#	Answer	%	Count
1	18-22 years old	6.35%	4
2	23-39 years old	57.14%	36
3	40-54 years old	22.22%	14
4	55-75 years old	14.29%	9
5	76+ years old	0.00%	0
	Total	100%	63

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Q18 - What is your ethnicity?



#	Answer	%	Count
1	Caucasian/ European	86.36%	57
2	Asian	1.52%	1
3	African American	3.03%	2
4	Native American	3.03%	2
5	Hispanic	3.03%	2
6	Other	3.03%	2
7	Rather Not Respond	0.00%	0
	Total	100%	66

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

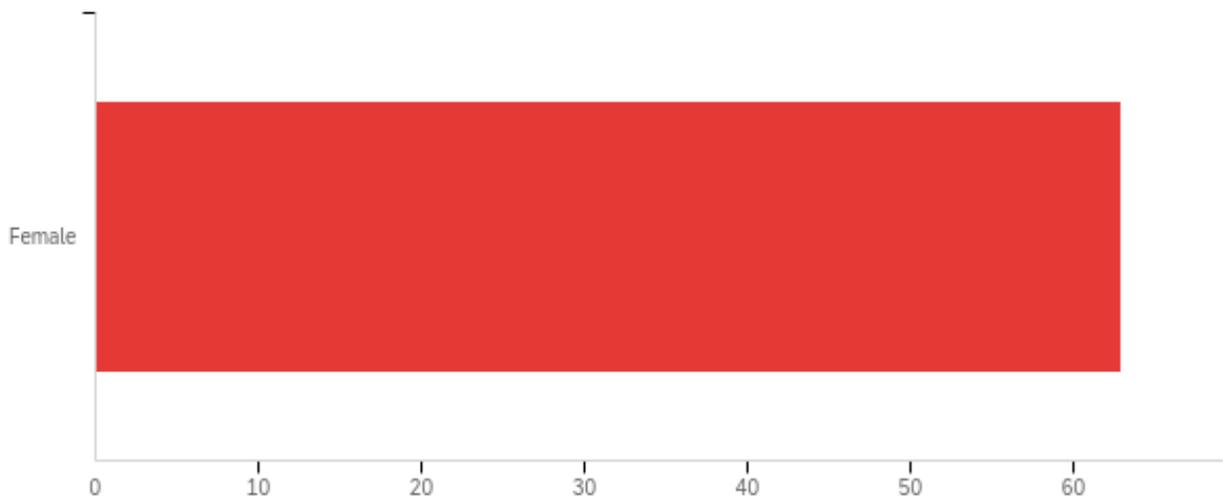
Q18_6_TEXT - Other

Other - Text

white

Mixed (Black and White)

Q19 - What is your gender?

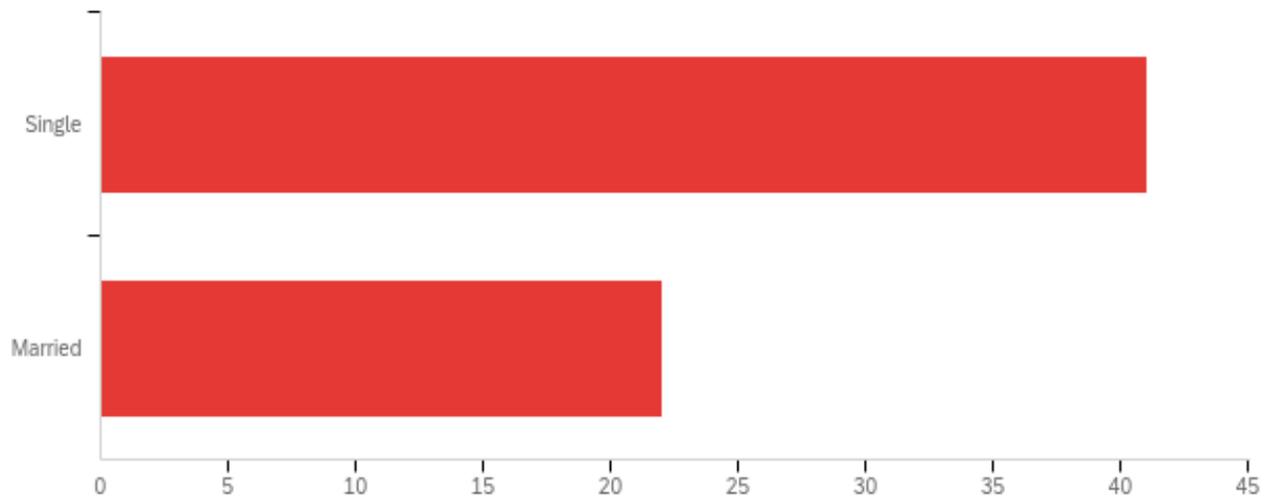


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your gender?	2.00	2.00	2.00	0.00	0.00	63

#	Answer	%	Count
1	Female	100.00%	63
	Total	100%	63

Sales Position Mobility: Exploring Women’s Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

Q20 - What is your marital status?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your marital status?	1.00	2.00	1.35	0.48	0.23	63

#	Answer	%	Count
1	Single	65.08%	41
2	Married	34.92%	22
	Total	100%	63

REFERENCES

1. Babakus, E., Cravens, D., Johnston, M., Moncrief, W. (2000). Examining Gender Differences in Field Sales Organizations. *Journal of Business Research*, 49(3)245-257. [https://doi.org/10.1016/S0148-2963\(99\)00019-3](https://doi.org/10.1016/S0148-2963(99)00019-3)
2. Bagozzi, R. P. (1978). Salesforce Performance and Satisfaction as a Function of Individual Difference, Interpersonal, and Situational Factors. *Journal of Marketing Research (JMR)*, 15(4), 517–531. <https://doi-org.bryant.idm.oclc.org/10.2307/3150622>
3. Barnes, J. W., Jackson, D. W., Hutt, M. D., & Kumar, A. (2006). The Role of Culture Strength in Shaping Sales Force Outcomes. *Journal of Personal Selling & Sales Management*, 26(3), 255–270. <https://doi-org.bryant.idm.oclc.org/10.2753/PSS0885-3134260301>
4. Bellizzi, J. A. (1995). Committing and Supervising Unethical Sales Force Behavior: The Effects of Victim Gender, Victim Status, and Sales Force Motivational Techniques. *Journal of Personal Selling & Sales Management*, 15(2), 1–15. Retrieved from
5. Busch, P., & Bush, R. F. (1978). Women Contrasted to Men in the Industrial Salesforce: Job Satisfaction, Values, Role Clarity, Performance, and Propensity to Leave. *Journal of Marketing Research (JMR)*, 15(3), 438–448. <https://doi-org.bryant.idm.oclc.org/10.2307/3150592>
6. Busch, P., & Wilson, D. T. (1976). An Experimental Analysis of a Salesman's Expert and Referent Bases of Social Power in the Buyer-Seller Dyad. *Journal of Marketing Research (JMR)*, 13(1), 3–11. <https://doi-org.bryant.idm.oclc.org/10.2307/3150896>
7. Chang, C.-C., & Dubinsky, A. J. (2005). Organizational Justice in the Sales Force: A Literature Review with Propositions. *Journal of Business-to-Business Marketing*, 12(1), 35–71. https://doi-org.bryant.idm.oclc.org/10.1300/J033v12n01_03
8. Comer, L. B., Jolson, M. A., Dubinsky, A. J., & Yammarino, F. J. (1995). When the Sales Manager is a Woman: An Exploration into the Relationship Between Salespeople's Gender and their Responses to Leadership Styles. *Journal of Personal Selling & Sales Management*, 15(4), 17–32. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=9512060314&site=ehost-live>
9. Comer, L. B., & Jolson, M. A. (1991). Perceptions of Gender Stereotypic Behavior: An Exploratory Study of Women in Selling. *Journal of Personal Selling & Sales Management*, 11(1), 43–59. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=6652858&site=ehost-live>
10. Comer, L. B., Nicholls, J. A. F., & Vermillion, L. J. (1998). Diversity in the Sales Force: Problems and Challenges. *Journal of Personal Selling & Sales Management*, 18(4), 1–20. Retrieved from

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

- <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=1343525&site=ehost-live>
11. Dion, P. A., Eastering, D., Javalgi, R. (1997). Women in the business-to-business salesforce: Some differences in performance factors. *Journal Of Industrial Marketing Management*, 26(5), 447-457. [https://doi.org/10.1016/S0019-8501\(96\)00152-6](https://doi.org/10.1016/S0019-8501(96)00152-6)
 12. Donoho, C., Heinze, T. & Kondo, C. (2012). Gender Differences in Personal Selling Ethics Evaluations: Do They Exist and What Does Their Existence Mean for Teaching Sales Ethics? *Journal of Marketing Education*, 34(1), 55-66. Retrieved from <https://journals-sagepub-com.bryant.idm.oclc.org/doi/pdf/10.1177/0273475311430805>
 13. Fine, L. M., & Pullins, E. B. (1998). Peer Mentoring in the Industrial Sales Force: An Exploratory Investigation of Men and Women in Developmental Relationships. *Journal of Personal Selling & Sales Management*, 18(4), 89-103. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=1343548&site=ehost-live>
 14. Fugate, D. L., Decker, P. J., & Brewer, J. J. (1988). Women in Professional Selling: A Human Resource Management Perspective. *Journal of Personal Selling & Sales Management*, 8(3), 33. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=6653620&site=ehost-live>
 15. Kanuk, L. (1978). Women in Industrial Selling. *Journal of Marketing*, 42(1), 87-91. <https://doi-org.bryant.idm.oclc.org/10.2307/1250333>
 16. Longfellow, T. A. (1995). Ingroup and Outgroup Status in the Sales Force: Is Gender a Factor? *Journal of Personal Selling & Sales Management*, 15(2), 71. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=9605143671&site=ehost-live>
 17. Lundgren, S. R. (1995). Cold Call Sales Effectiveness: An Investigation of Source Perceptions and Gender Differences. *Advances in Consumer Research*, 22(1), 606-610. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=83374031&site=ehost-live>
 18. Morgan, L., & Martin, K. (2006). Taking Women Professionals out of the Office: The Case of Women in Sales. *Gender and Society*, 20(1), 108-128. Retrieved from <http://www.jstor.org.bryant.idm.oclc.org/stable/27640868>
 19. Piercy, N. F., Cravens, D. W., & Lane, N. (2001). Sales Manager Behavior Control Strategy and Its Consequences: The Impact of Gender Differences. *Journal of Personal Selling & Sales Management*, 21(1), 39-49. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=4386248&site=ehost-live>
 20. Plank, R. E., & Reid, D. A. (1994). The Mediating Role of Sales Behaviors: An Alternative Perspective of Sales Performance and Effectiveness. *Journal of Personal Selling & Sales Management*, 14(3), 43-56. Retrieved from

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

- <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=9412304445&site=ehost-live>
21. Pullins, E. B., Reid, D. A., & Plank, R. E. (2004). Gender Issues in Buyer--Seller Relationships: Does Gender Matter in Purchasing? *Journal of Supply Chain Management*, 40(3), 40–48. <https://doi-org.bryant.idm.oclc.org/10.1111/j.1745-493X.2004.tb00173.x>
 22. Rosenbaum, B. L. (2001). Seven Emerging Sales Competencies. *Business Horizons*, 44(1), 33. [https://doi-org.bryant.idm.oclc.org/10.1016/S0007-6813\(01\)80006-9](https://doi-org.bryant.idm.oclc.org/10.1016/S0007-6813(01)80006-9)
 23. Russ, F. A., & McNeilly, K. M. (1988). Has Sex Stereotyping Disappeared? A Study of Perceptions of Women and Men in Sales. *Journal of Personal Selling & Sales Management*, 8(3), 43. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=6653761&site=ehost-live>
 24. Russ, F. A., & McNeilly, K. M. (1988). Has Sex Stereotyping Disappeared? A Study of Perceptions of Women and Men in Sales. *Journal of Personal Selling & Sales Management*, 8(3), 43. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=6653761&site=ehost-live>
 25. Rutherford, B., Marshall, G., Park, J.(2014). The moderating effects of gender and inside versus outside sales role in multifaceted job satisfaction. *Journal of Business Research*, 67(9), 1850-1856. <https://doi.org/10.1016/j.jbusres.2013.12.004>
 26. Sayre, S., Joyce, M. L., & Lambert, D. R. (1991). Gender and Sales Ethics: Are Women Penalized Less Severely Than Their Male Counterparts? *Journal of Personal Selling & Sales Management*, 11(4), 49–54. Retrieved from <http://search.ebscohost.com.bryant.idm.oclc.org/login.aspx?direct=true&db=bth&AN=6663125&site=ehost-live>
 27. Schul, Patrick L. “The Emerging Role of Women in Industrial Selling: A decade of Change.” *Journal of Marketing*, vol 56, no 3, Jul. 1992, pg 38. <https://search.proquest.com/docview/227823681/abstract/6807D38D2E324A86PQ/4>
 28. Sharma, A., Levy, M., & Evanschitzky, H. (2007). The Variance in Sales Performance Explained by the Knowledge Structures of Salespeople. *Journal of Personal Selling & Sales Management*, 27(2), 169–181. <https://doi-org.bryant.idm.oclc.org/10.2753/PSS0885-3134270204>
 29. Swan, J. E., Futrell, C. M., & Todd, J. T. (1978). SAME JOB--DIFFERENT VIEWS: Women and Men in Industrial Sales. *Journal of Marketing*, 42(1), 92–100. <https://doi-org.bryant.idm.oclc.org/10.2307/1250334>
 30. Swan, J. E., Rink, D. R., Kiser, G. E., & Martin, W. S. (1984). Industrial Buyer Image of the Saleswoman. *Journal of Marketing*, 48(1), 110–116. <https://doi-org.bryant.idm.oclc.org/10.1177/002224298404800112>
 31. Tanrikulu, C. (2017). Sex and gender identity differences in psychological job outcomes among salespeople. *Revista Brasileira de Gestão de Negócios*, 19(66), 499–518. <https://doi-org.bryant.idm.oclc.org/10.7819/rbgn.v0i0.2302>

Sales Position Mobility: Exploring Women's Mobility in Sales Positions
Honors Thesis for Nyatasha Jackowicz

32. Warr, P., Bartram, D., & Martin, T. (2005). Personality and Sales Performance: Situational Variation and Interactions between Traits. *International Journal of Selection & Assessment*,
33. Venkatesh, R., Challagalla, G., & Kohli, A. K. (2001). Heterogeneity in Sales Districts: Beyond Individual-Level Predictors of Satisfaction and Performance. *Journal of the Academy of Marketing Science*, 29(3), 238–254. <https://doi-org.bryant.idm.oclc.org/10.1177/03079459994614>
34. Jan, M., & Yakasi, A. (2015). The Impact of Big Five Personality Traits on Salespeople's Performance: Exploring the Moderating Role of Culture. Kuwait Chapter of Arabian Journal of Business and Management Review. 4(5),11-22. https://www.researchgate.net/publication/280301919_The_Impact_of_Big_Five_Personality_Traits_on_Salespeople's_Performance_Exploring_the_Moderating_Role_of_Culture