

RELATIONSHIP BETWEEN CREATIVITY, ADAPTIVE SELLING, AND SALES PERFORMANCE: THE MODERATING ROLE OF JOB SATISFACTION

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ABSTRACT

Despite the sound number of research work on creativity, a few researchers have paid attention to the mediating role of job satisfaction between creativity, adaptive selling, and sales performance. The present study investigates the direct relationship between the salesperson's creativity and adaptive selling on their performance. In addition, the study also examines the role of job satisfaction as a moderator between creativity and adaptive selling and between creativity and sales performance of Indian disservices companies. The study is conducted using a sample of 120 respondents including both salesperson and supervisor from diverse industries in India. Results reveal that there is a significant positive relationship between creativity, adaptive selling, and sales performance. Besides, it shows that job satisfaction moderates the relationship between creativity and sales performance, but there is no relationship between creativity and adaptive selling. The paper provides a valuable contribution to theory and practice and identifies potential areas for further investigation.

Keywords: creativity, adaptive selling, sales performance, mediator, job satisfaction, India

INTRODUCTION

In today's globalised competitive market, creativity is an important aspect of organisational success (Parjanen, 2012). In the same line, Amabile and Khaire (2008) stated that ability to create something novel and appropriate, creativity is essential for the entrepreneur to start new business and to sustain the best companies after they reach global scale. Sales management has been facing several challenges in handling customers and achieving organisational performance. In order to satisfy the customer, a salesperson needs to be flexible and accustomed to the sales situation. Creativity refers to using of tactics that will speed up sales performances, get leads unstuck, and help to close the deal, in a customised manner. Moreover, creativity is key of success in this volatility, uncertainty, complexity, and ambiguity (VUCA) world, even in the field of sales. It is a fact that everyone in this beautiful creature has creativity to achieve a certain level of performance. However, proper execution of creativity is an important issue including sales. Therefore, salesperson's creativity is important to improve the sales performance and uplifting customer satisfaction for sustainable growth and development.

Several definitions of creativity are found in past research. However, one definition is accepted both in education and psychology which describes creativity as the production of effective novelty (Mumford, 2003). This definition implies that for something to be creative it must be both original and useful. National Advisory Committee on Creativity, Culture and Education in England advises that creativity is "imaginative activity fashioned so as to produce outcomes that are both original and of value" (NACCCE, 1999). Past researches has analysed creativity in both the dimensions. We referred to Perry Smith (2006) and Scott and Bruce (1994) research which stated that creativity is used to describe the generation of novel, useful ideas, product processes, and solution. Creative employees are better to serve their customers and solve customer's problem in an efficient manner (Agnihotri et al., 2014). Creativity enables a person to adjust the novel circumstances and to solve problems that arises unexpectedly. A creative new product would be one that differs from existing products, but is still effective (or even more effective) in accomplishing the purpose for which it was intended. Nevertheless, today's complexity and competitive market of products and services suggest that creativity is an outcome of the creative process that normally takes place within an organisation (Hargadon & Bechky, 2006).

Previous researches provided supportive evidence about creativity and sales performance. We referred to Groza et al. (2016) research that found creativity has a direct positive effect on sales performance. Moreover, Lee and Tan (2012) also empirically tested that employee creativity has an influence on individuals'

performance. Wang and Miao (2015) mentioned the impact of creativity through innovation implementation on performance which is fully mediated by innovation implementation. Bodla and Naeem (2014) stated that creative performance is nurtured by intrinsic motivation, which in turn, promotes sales performance. Creative individuals are more likely to adopt new ways of selling, to convince the customers as per their needs, solve the customer's problems, which in turn, improves the salesperson's creativity (Kim & Pierce, 2013). It is conceptually and practically established that a salesperson's knowledge and style has a direct relationship with sales performance. An essential part of salesperson's job is to transfer information to and assist in problem-solving. Salespersons are knowledge brokers (Verbeke et al., 2008). Knowledge is an integral aspect of salesperson effectiveness (Sharma et al., 2007). Research suggests that knowledgeable salespeople are better at handling customer problems, identifying a solution to adapt with the customer requirement in order to be a more successful salesperson (Leigh et al., 2014). Therefore, creative salesperson can adapt to the customers' need, which helps them to enhance their sales performance and job satisfaction. Creativity, which is viewed as the first stage of an innovative process, refers to the development and implementation of ideas to improve products or services or ways of doing things (West, 2002). Moreover, today's customers are more demanding and they possess greater knowledge about the products and services, hence salespeople need to be more responsive and enlightened in their creative skills to meet their customer's needs and fulfil their demands (Adamson et al., 2015; Jones et al., 2005; Cron et al., 2005). Evans et al. (2012) has also stated that to secure and maintain client relationships sales personnel must identify problems and provide creative solutions based on both the salesperson's cognitive abilities and assess strategic opinions as per the customer needs.

Innovation is based on two different activities, such as the development of novel, useful ideas, and implementation. Baer (2012) has examined the relationship between creativity and implementation. He has found that creativity and implementation efforts are associated with skilled networks or had developed a set of strong "buy-in" relationships. Despite the importance of creativity in a sales context, there is little empirical evidence in the field of study (Evan et al., 2012). Following this gap, this paper will extend on the existing knowledge by investigating the impact of creativity on adaptive selling, sales performance, and job satisfaction in a sales context. The study of Charoensukmongkol and Suthatorn (2020) has examined the relationship of provisional behaviour, adaptive behaviour, and sales performance in Thailand. The behaviour which is adapted at the time of selling approach is known as adaptive selling behaviour (Wong & Tan, 2018). Over past decades, several studies were conducted by some of the recent researches made by Scholz et al. (2020) which has stated that customers and salespeople are the core element

of customer-oriented service. In doing so, salespeople’s customer orientation can be increased through adaptive selling techniques specifically designed for co-shopping situations. Similarly, Locander et al. (2020) also suggest that salespeople produce well-fitting confirmatory and structural models that identify positive direct influence of adaptive selling process.

Keeping this in mind, the present study aims to find the relationship between individuals’ creativity, adaptive selling capabilities, and sales performance in Indian competitive markets. Moreover, the study also focuses on the role of job satisfaction as a mediator between creativity and adaptive selling of the employees and also creativity and sales performance of the employees.

THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

To assess the role of job satisfaction as a mediator between creativity, adaptive selling, and sales performance, the researchers have proposed the model in Figure 1 below. The model portrays the direct relations between creativity and adaptive selling and creativity with the sales performance of the employees. Moreover, the model depicts the role of job satisfaction as a mediator between creativity, adaptive selling, and sales performance of the employees.

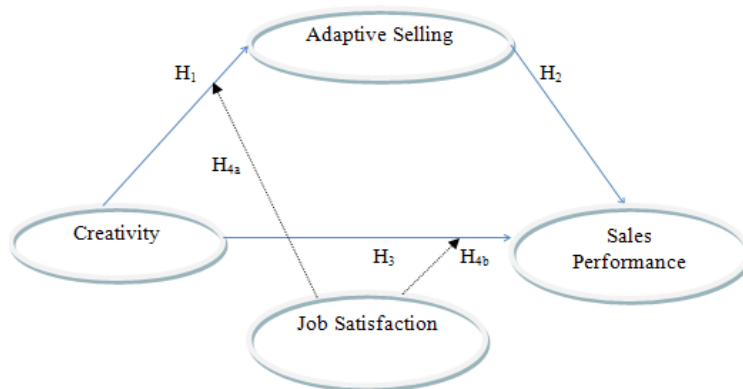


Figure 1. Conceptual research framework

Creativity and Adaptive Selling

The word creativity comes from the Latin term “*creō*”, which means to create, make. Creativity can be defined in multiple ways (Castillo-Vergara et al., 2018). Commonly, creativity is associated with achieving objectives, the demonstration of new results and emergence of new products (Santos et al., 2015) or the buildout

of new and appropriate solutions (Agogu e et al., 2015). Meeting the customer's needs, adaptive selling has played an important role in sales for over two decades (Weitz, 1981; Spiro & Weitz, 1990; Giacobbe et al., 2006; Jaramillo et al., 2009). Adaptive selling takes place when salespeople use different sales strategies, and when they make adjustments during the sale to satisfy the customer's needs.

Creativity and adaptive selling are very important aspects of today's competitive market environment. Basadur and Gelade (2006) suggest that adaptability may often require an expand search for new technologies, ideas, and method that can improve or completely change existing routines. This premise suggest that new, unique ideas, and information provide a means to update the salesperson's knowledge and this increase their adaptive selling behaviour (Krush et al., 2017). The salesperson who possess creativity can be motivated continually to seek useful information and to integrate their existing knowledge into total knowledge base. This expanded knowledge base allows the salesperson to broaden her personal array of approaches and service solutions, which effectively allows the individual to adapt continually the dynamic sales environment. In today's selling environment, customers often possess more information than salespeople (Crittenden et al., 2010; Verbeke et al., 2011). Changes in personal selling include new opportunities and skills (Subramaniam et al., 2015; Dixon & Tanner, 2012). In response to this altered selling environment or reconceptualisation of the existing selling process, many studies suggest that the salesperson should be more customer-focused (Borg & Young, 2014; Moncrief & Marshall, 2005; Plouffe et al., 2013; Shannahan et al., 2013). Wang and Netemeyer (2004) showed that creative performance is a unique and valuable source of organisational development, which can take place through formal and informal means of communication among the salespeople. Despite the existing research on adaptive selling, there is a need to study how creativity influences adaptive selling in the selling context. Thus, we hypothesised that,

H1: Creativity will have a positive relationship to adaptive selling.

Adaptive Selling and Sales Performance

Sales performance is an important aspect of sales and marketing. It is defined as the salesperson's perception about the quality of sales achieved, the quality of customer relations they maintained, and the knowledge they possess about their company's product, competition, and customer needs. Adaptive selling is an essential success factor for selling performance (Sascha et al., 2019). Several prior studies argued that sales management has recognised the significant positive relationship between adaptive selling and sales performance (Jaramillo et al., 2009; Weitz et al., 1986). The salesperson modifies technical, logistic, administrative,

financial, and organisational practices to bring more customised and valuable solutions to the customer (Hagberg-Anderson, 2006). Theoretically, the seller's flexibility helps to increase sales performance as per the customer need (Giacobbe et al., 2006).

According to the previous research adaptive selling has a positive impact on sales performance. We referred to Porter et al. (2003) research, which pointed out that sales performance is positively influenced by adaptive selling behaviour. Empirical support for this hypothesis is provided by Sujan and Weitz (1986), who found a significant relationship between "working smarter" and "performance." The variable "work smarter" was operationalised as the practice of adaptive selling. Moreover, Porter et al. (2003) also stated that sales performance is positively related to adaptive selling behaviour. Several researches such as Krush et al. (2017), and Limbu et al. (2016) have argued that adaptive selling behaviour is crucial in enhancing sales performance. Moreover, they also stated that salespeople who are engaged in adaptive selling behaviour are more likely to have better sales performance because they can deliver persuasive and customised presentations that are likely to be effective for sales and tapping into specific customers' needs or emotions. Previous studies suggest that sales personnel gathers information from the customers and transmit it to mitigate the actual needs of the customers with respect to specific environmental conditions (Sergio & Pedro, 2014) which help them to improve their sales performance. In spite of various researches recent research made by Peerayuth Charoensukmongkol (2019) in Thailand has also stated that adaptive selling is more crucial when salespeople interact with consumers from foreign cultures whose attitude and behaviour is different from local consumers. Salespeople need to understand thoroughly to anticipate the needs and requirement of foreign consumers. Thus the study revealed that adaptive selling behaviour has a positive relationship with sales performance even in foreign countries.

On the basis of previous studies, our goal is to examine the relationship between a salesperson's adaptive selling behaviour and sales performance in the Indian context. Thus, our hypothesis is:

H2: Adaptive selling will have a positive relationship with sales performance.

Creativity and Sales Performance

Creativity is likely to improve sales performance in several ways. First, the effectiveness and efficiency of performing job activities. The more unstructured the task activity is, the more creative improvement in the job is required. Second,

creative identification of potential customers and their problems may lead to the more successful development of new accounts. Finally, the salesperson's ability to use different perspectives to determine the customer's needs generally helps to complete the sale. Given that the customer's problems become more diverse and require more customised solutions, creative solutions may delight customers and increase their satisfaction (Wang & Netemeyer, 2004). Hence, creativity is considered to be an attitude and behaviour of the salesperson (Yee et al., 2014) which reflects the sales performance of the employees. Indeed, the literature suggests that as creativity is an attitude or behaviour that influences the employees to engage beyond their formal duty which enhances their sales performance. Creative salespeople are most likely to adapt innovative methods to go the extra mile and engage in improvisational behaviours in order to resolve complex customer problems (Banin et al., 2016). Selling to the customers often requires standardised adaptive selling processes. To become more adaptive, a salesperson needs to be more creative in the workplace to improvise effective sales skills as per the customer's requirement (Schmitz & Ganesan, 2014). Thus, we state our next hypothesis as:

H3: Creativity will have a positive relationship with sales performance.

Moderating Role of Job Satisfaction

Job satisfaction is a variable that has received considerable attention in management literature. For instance, job satisfaction and sales performance have been found to be both related and unrelated in alternative studies (Brown & Peterson, 1994; McNeilly & Goldsmith, 1991; Shipley & Kiely, 1986; Simintiras & Lancaster, 1991). However, prior studies such as Shiba et al. (2015), and Schwab and Cumming (1970) showed that job satisfaction and sales performance have a positive relationship and also suggested that customer-oriented selling makes salespersons more experienced and better performer. Moreover, Harindranath et al. (2019) have found that adaptive selling partially mediates to job satisfaction and also observed that creativity and adaptive selling have a relationship with job satisfaction. In the similar vein, Isen et al. (1991) argued that employees' job satisfaction has a mediating role in creativity and adaptive selling. Moreover, when employees are more creative in their ideas, they generate unique and useful ideas to adapt to the need of the customer which in turn, makes the employees more satisfied in their job. According to the conceptualisation of adaptive selling, an adaptive salesperson is more creative, which leads to job satisfaction (Bejou et al., 1996). The high levels of job satisfaction can act as a catalyst for the causal relationships, enhancing the effects of creativity on sales performance. Thus, we hypothesise that:

H4a: Job satisfaction will have a moderating role in the relationship between creativity and adaptive selling.

H4b: Job satisfaction will have a moderating role in the relationship between creativity and sales performance.

METHODS

Sample and Data Collection Procedure

A survey method was employed with a structured questionnaire in order to validate the proposed theoretical model and to conduct an empirical analysis of the proposed hypotheses. The data was collected from registered diverse industries under Ministry of Corporate Affairs, India including Pharmaceuticals, Information Technology, Banking, Insurance, Automobiles, Consumer Durables, FMCG, and Media from three major cities of India (Delhi, Kolkata, and Bangalore). According to Morgan et al. (2004), this multi-industry sample could be used to increase the observed variance, and reinforce the generalisation of the findings of the current study.

Table 1 depicts the sector-wise participants of the present study along with the number of companies' participation. Maximum participation in this study belongs to the pharmaceuticals industry (42.5%) followed by the insurance sector (12.5%) and banking sector (almost 11%), respectively. It is a fact that the response rate from automobile and logistics industry was also good. Nine industries are considered for this study.

The structured research questionnaire was used to collect the responses from the sales person and supervisor of the selected company. A total of 120 valid questionnaires were received out of 250 questionnaires with the response rate being 48%. Based on the information provided by the participants, a code was assigned to one of them to ensure their anonymity, non-biasedness, and proper identification of the respondents. To encourage their participation, a report with the results of the research was promised.

Table 1
Sector-wise companies and number of respondents

Sector industries	N	%
Pharmaceuticals	51	42.5
Information technology	7	5.83
Banking	13	10.83
Insurance	15	12.5
Automobiles	12	10
Consumer durable	5	4.17
FMCG	2	1.67
Media	4	3.33
Logistics	11	9.17
Total	120	100

Questionnaire Development and Measures of Constructs

As the present study is based on primary data, a well-structured self-administered questionnaire was employed to collect the necessary information to examine the relationship among the proposed hypotheses.

In order to select appropriate questions, we referred to priori research works for instance, Wang and Netemeyer's (2004) research work was taken into consideration to select the items of creativity; while, Robinson et al. (2002) and Jaramillo et al. (2009) work were considered to choose the variables related to adaptive selling. The research work of Piercy et al. (2006) was considered to select the items of job satisfaction. In order to choose the items related to the sales performance study the work of Behrman and Perreault (1982) was referred.

To select the suitable items in the study, a pilot study was conducted with first version of a questionnaire that encompasses 23 questions. It was found that few items have an insignificant contribution to creativity, adaptive selling, job satisfaction, and sales performance. According to the respondents' recommendation, 17 items were selected to be addressed for the hypotheses of the current study. A seven-point Likert scale ranging from 7 indicates "strongly agree" to 1 indicates "strongly disagree" was employed and respondents were appealed to mark in the corresponding responses for each indicator (see Appendix).

Reliability and validity were checked of all the constructs with reference to Cronbach's alpha value and composite reliability statistics. Moreover, the average

variance extracted (AVE) was considered to check the convergent validity of each construct. Then, in order to test the proposed hypotheses in the conceptual model (Figure 1), a path analysis was made. Accordingly, the confirmatory factor analysis (CFA) was employed (CFA has undertaken on IBM SPSS and Amos 20.0) to estimate the relationships between dependent and independent variables in a single systematic analysis.

RESULTS AND ANALYSIS

Measurement of Reliability and Validity

To measure the internal consistency reliability and also composite one, the reliability statistics, i.e., the Cronbach's alpha value and composite reliability should be calculated for all the constructs of the study (Heale & Twycross, 2015). The acceptance range of the reliability score should be equal to or greater than 0.7 (Shuttleworth, 2015; Islam & Bag, 2020). From Table 2, it can be observed that all the variables are reliable and fulfil the above-mentioned set criteria, as their factor loadings are more than 0.7.

The convergent validity of all the constructs associated with the degree to which the items reflecting each construct converge in comparison with those measuring different constructs. To examine it, the average variance extracted was calculated. According to Hair et al. (2014), when the value of average variance extracted (AVE) is equal to or greater than 0.5 (Bag et al., 2020), it implies that the construct elucidates more than half of the variance of its items. Thus, the AVE values were also above the threshold limit (0.5), for all the constructs of this study, which means that the convergent validity is well established and it is also presented in Table 2.

Table 2
Measurement of reliability and validity

Construct	Items no.	Factor loadings	Cronbach's alpha	Composite reliability	AVE
Creativity	CR-1	0.732	0.82	0.84	0.57
	CR-2	0.753			
	CR-3	0.809			
	CR-4	0.722			

(continued on next page)

Table 2: (continued)

Construct	Items no.	Factor loadings	Cronbach's alpha	Composite reliability	AVE
Adaptive selling	AS-1	0.733	0.89	0.86	0.61
	AS-2	0.794			
	AS-3	0.846			
	AS-4	0.744			
Job satisfaction	JS-1	0.821	0.87	0.83	0.62
	JS-2	0.761			
	JS-3	0.773			
Sales performance	SP-1	0.740	0.81	0.91	0.64
	SP-2	0.855			
	SP-3	0.719			
	SP-4	0.802			
	SP-5	0.892			
	SP-6	0.775			

In order to measure the distance amongst the latent variables, the discriminant score was calculated (shown in Table 3). The discriminant score indicated that all the values are more than the correlation values of the corresponding latent variables. Thus, the discriminant validity is present in the model, and it is statistically significant.

Table 3
Discriminant validity

Latent variables	Creativity	Adaptive selling	Sales performance	Job satisfaction
Creativity	0.751	–	–	–
Adaptive selling	0.443**	0.781	–	–
Sales performance	0.724**	0.533**	0.785	–
Job satisfaction	0.685**	0.480**	0.585**	0.799

** Correlation is significant at the 0.01 level

The results of CFA analysis (Chi-square = 171.242; degrees of freedom (df) = 110; Chi-square/df = 1.557; Comparative fit index (CFI) = 0.939; Normed fit index (NFI) = 0.851; Tucker-Lewis Index (TLI) = 0.926; Root mean square error of approximation (RMSEA) = 0.068) confirm that all items load substantially and significantly on their respective constructs. Figure 2 represents the standardised path coefficient. The relationship between creativity and adaptive selling ($\beta = 0.46$; $P < 0.01$) as well as the relationship between creativity and sales performance

($\beta = 0.85$; $P < 0.01$) are statistically significant. Furthermore, the relationship between adaptive selling and sales performance ($\beta = 0.85$; $P < 0.05$) is also significant. Therefore, creativity has two effects on selling performance, i.e., direct effect and indirect effect through adaptive selling.

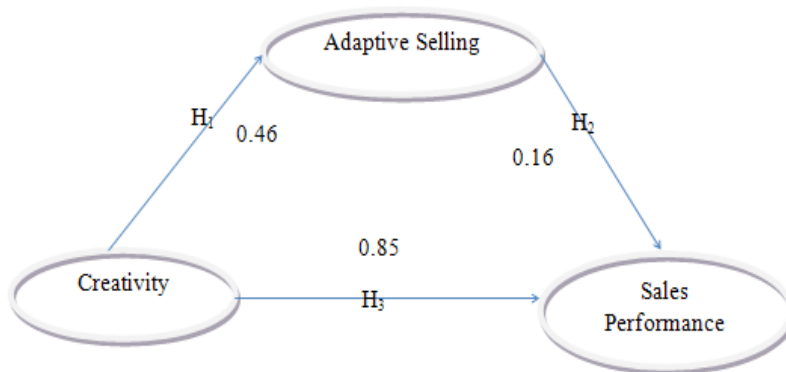


Figure 2. A path model of direct and indirect effects of creativity

Mediation Model of Job Satisfaction

To examine the role of job satisfaction as a mediator between creativity and adaptive selling and also creativity and sales performance, we have calculated the standardise path coefficient which is presented in Figure 3. The relationship between creativity and adaptive selling is positively significant ($\beta = 0.435$; $P < 0.001$), thus, hypothesis 1 was supported. Adaptive selling and sales performance are also statistically significant ($\beta = 0.173$; $P < 0.05$); therefore hypothesis 2 is also supported. Next, creativity and sales performance are also positively significant ($\beta = 0.923$; $P < 0.001$), supporting hypothesis 3. Concerning the role of job satisfaction as the mediator, we have found a mixed impact. The relationship between creativity and sales performance ($\beta = 0.181$; $P < 0.05$) with the mediator effect is positively significant whereas, the relationship between creativity and adaptive selling ($\beta = 0.048$; $P > 0.05$) with the mediators' effects is positively insignificant. The result along with the other predictors is presented in Table 4.

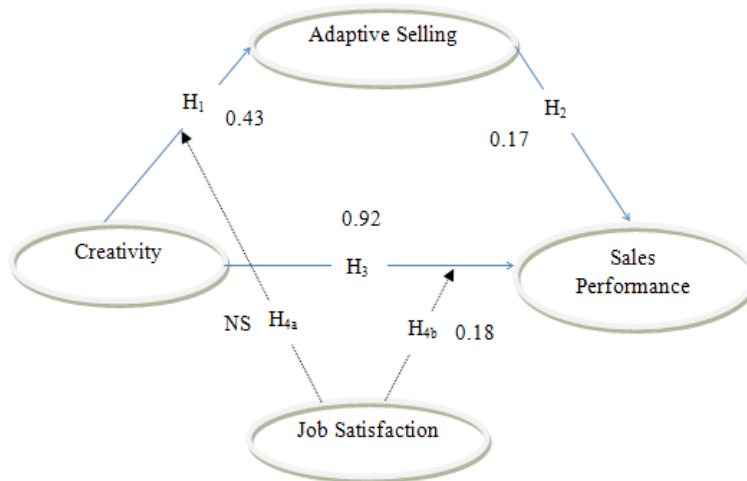


Figure 3. Results of path analysis

Table 4
Results of path model

Hypothesis	Relationship	Stand Par Estimate	Test
H ₁	CR-AS	0.435***	Supported
H ₂	AS-SP	0.173*	Supported
H ₃	CR-SP	0.923***	Supported
H _{4a}	CR*JS-AS	0.048	Not supported
H _{4b}	CR*JS-SP	0.181*	Supported
Model Fit Summary	Chi-Square	195.679	
	DF	125	
	CFI	0.923	
	IFI	0.925	
	TLI	0.905	
	RMSEA	0.069	

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; AS = Adaptive Selling; CR = Creativity; JS = Job Satisfaction; SP = Sales Performance; IFI = Incremental Fit Index

DISCUSSION

With the aim to explore the relationship among creativity, adaptive selling, and sales performance, the present study revealed that creativity plays an important role in enhancing the performances of the sales personnel. The result of our study confirmed the prior study of Wang and Netemeyer (2004). Thus, salespeople need to be creative to meet customer’s needs by exchanging ideas among the

salespeople. Moreover, the results of the study also reveal that adaptive selling and sales performance has a positive relationship. This finding also supports the previous studies of Weitz et al. (1986) and Harish et al. (1988) who found that adaptive selling influences the performance of a sales executive.

Creative salesperson can adapt innovative methods to go the extra mile and engage themselves to address complex customer problem (Banin et al., 2016). Hence, this particular study has examined that creativity influences sales performance through adaptive selling.

The analysis of the moderating effects of job satisfaction provided an additional insights regarding the relationship between creativity and sales performance as well as creativity and adaptive selling. The empirical results showed that job satisfaction has an important role to boots up the performance of sales personnel who are creative in nature. That means, when job satisfaction is present in the organisation, creative sales personnel can achieve the maximum level of performance for organisational sustainable growth and development. This finding is consistent with prior research on relationship between job satisfaction and sales performance which also found that job satisfaction and sales performance have a positive relationship (Shiba et al., 2015; Schwab & Cumming, 1970). Moreover, Bejou et al. (1996) observed that adaptive salesperson are more creative and willing to manage better ambiguity levels of the customers and exhibit a greater relational orientation leading to the job satisfaction of a salesperson. However, empirical results does not found significant effects of job satisfaction as a moderator in the relationship between creativity and adaptive selling which implies that it does not necessarily mean that creative individuals have adaptive selling capabilities.

The overall contribution of this study is the development and validation of a comprehensive model that includes selling traits that have proven to be crucial in the relationship between creativity and sales performance. But we have also made an effort to explain this relationship not only by the effects of the selling traits, but also by the effects on the development of adaptive selling as an important dimension of the fundamental activity of the salesperson's job. Thus, we propose a complete causal sequence: traits-behaviours-results, with the added value of having more than one informant. The results of the seller and his creative activity are evaluated by his supervisor, while his commercial action (adaptive selling) and satisfaction are evaluated by the salesperson himself.

MANAGERIAL IMPLICATION

This research provides recommendation for the diversified industries regarding their sales force about how can they be dynamic in business environment and unpredictable sales environments. The rapid technological advances and evolving preference of customers in this fast changing globalised market, salespeople need to develop creative behaviour while facing unexpected selling situation that involves an adaptive behaviour and selling strategies. As most of the companies and salespeople understand, change is constant and there is a need to adjust and adapt new strategies to face the intensifying competition and survive in today's market. Salespeople will need to become more knowledgeable and concerned about their adaptive strategies in response to the marketing selling environment. Salespeople who can able to perceived selling environment changes ahead of their competitors should able to perform well and be more satisfied with their sales job. Therefore, it is essential for the sales organisation to ensure more creative skills among the sales force to handle the customer need. Salespeople will need to become more knowledgeable and concerned about their adaptive strategies in response to the selling environment. Salespeople who can able to perceived the selling environment and constant changes of the competitive market, should perform well and be more satisfied with their sales job which leads to job satisfaction. However, an organisation must motivate the employees to face the challenging dynamic environment of sales which leads to sales success. Given the current sales scenario, Banin et al. (2016) suggested that sales organisation must identify the competencies required for their salesperson to handle the challenging situation effectively, which can benefit the overall performance of the company.

THEORETICAL IMPLICATION

The present study provides expanded theoretical contribution to the sales management in Indian context. Despite the widespread research in this field, the findings of prior studies have been inconclusive, suggesting the existence of a moderating role. This study thus fills the gap by providing additional evidence about how creativity and adaptive selling mediates the relationship with job satisfaction which leads to sales performance. The findings of the research helps the supervisor/managers to evaluate their salespeople sales performance. It appears that salespeople are likely to adapt or adjust the changing environment of this competitive market. The result from this study provide a guidance to the salesforce who wish to create adaptive selling environment. It also helps the sales force to observe the customer traits, behaviours, and buying needs of the customer. Finally, creative sales personnel can provide adaptive strategies that truly meet the

customer expectation and challenges posed in the rapid changing dynamic market especially in volatile Indian sales market, which will eventually promote the global success of the organisation.

Limitations and Future Avenues of Study

The present study may provide some useful insights about creativity and adaptive selling of the sales person in India but it is not completely free from limitations. There are some limitations that need to be addressed so that in future it opens a window for research. Although the response rate was fairly high but this study was unable to determine if the respondents in the study differed from those who did not respond. Therefore, it is possible that the finding could be biased in some way. Apart from that as the study focused only on the Indian salespersons, thus this study has certain limitations. In future research, this study should rely on a larger and more diverse sample with employees of other industries and countries. Cross-cultural study may provide greater statistical power to yield findings.

CONCLUSION

One of the important concerns of this research paper is to find out how salespeople adapt their selling situation creatively through the moderating role of job satisfaction, which in turn, improves sales performance. The conceptual implications of the present research enrich the existing literature and progress the understanding of the effect on organisations in sales management. In this particular study we have elaborated that when a person is creative, he/she can adapt the prevailing situation easily as per the customer requirement. Creativity improves sales performance through the moderating role of job satisfaction. As we know, sale is one of the important source which bridge the gap between the salespeople and the customers. To interact with the customers, salespeople need to use their creative thinking skills in order to adapt the present selling situation as per the customer requirement which enhances the sales performance. On the other hand, job satisfaction moderates the relationship between creativity and adaptive selling. It also moderates between creativity and sales performance. However, in modern sales, attention is required for organisational design, supervisory style, and managerial support where creativity needs to be careful in the sales force. This study, therefore, has practical implications as well, as the findings would benefit managers to realise the potential of job satisfaction in boosting creativity and sales performance. In addition, findings could also be a motivating factor for salesperson in realising their full potential.

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APPENDIX

Scale items to measure relationship between latent variables

Dimension	Source	Items
Creativity	Wang and Netemeyer, (2004)	CR-1 I come up with new ideas for satisfying customer needs.
		CR-2 I generate and evaluate multiple alternatives for novel customer problems.
		CR-3 I am improving methods for solving a problem when an answer is not apparent.
		CR-4 I am generating creative selling ideas to mitigate unique customer needs.
Job Satisfaction	Piercy et al., (2006)	JS-1 Present job gives me a sense of accomplishment.
		JS-2 The job that I am performing is exciting.
		JS-3 I am satisfied with the present job assignment.
Adaptive Selling	Jaramillo et al., (2007)	AS-1 When I feel that my sales approach is not functioning, I can easily change to another approach.
		AS-2 I like to experiment with different sales approaches.
		AS-3 I am very flexible in the selling approach I use.
		AS-4 I can easily use a wide variety of selling approaches.
Sales Performance	Behrman and Perreault (1982)	SP-1 I am very effective to builds relationships with customers for generating high sales performance.
		SP-2 I am very effective in presentations of actual sales of both current clients and the future.
		SP-3 I am effective to exceeding annual sales objectives and other established objectives of the firm.
		SP-4 I am effective to understand the needs of the customer and perform accordingly.
		SP-5 I am effective in generating high level of performance in terms of sales.
		SP-6 I am effective in increasing the firm's market share.