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The role of empathy in sales agent performance and customer satisfaction in a residential real estate setting

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THE ROLE OF EMPATHY IN SALES AGENT PERFORMANCE AND CUSTOMER SATISFACTION IN A RESIDENTIAL REAL ESTATE SETTING

by

George R. Feehery

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by
George Richard Feehery

We hereby certify that this Dissertation Proposal submitted by George Richard Feehery conforms to acceptable standards, and as such is fully adequate in scope and quality. It is therefore approved as the fulfillment of the Dissertation requirement for the degree of Doctor of Business Administration.

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CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expression or writings of another.

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ABSTRACT

THE ROLE OF EMPATHY IN
SALES AGENT PERFORMANCE AND CUSTOMER SATISFACTION
IN A RESIDENTIAL REAL ESTATE SETTING

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If sales managers know how to characterize or train sales agents who will be successful in specific selling interactions, there will be potential for increased efficiency in recruiting and lower sales turnover rates in real estate. Although some writers have reported that empathy is an important salesperson attribute in real estate sales, many market researchers have questioned its importance. The problem lies with the numerous and varied definitions and the methodology to test this construct. This study suggests that empathy is an interactive construct and that customer perceived similarity (empathic understanding) is part of the sales agent's capability to adapt to the customer. This study supported Barrett-Lennard's (1962), Kurtz's (1970), and Sweitzer's (1974) suggestion that it is the buyer's beliefs regarding the sales agent's empathic understanding (perceived similarity) which is important to success in the buyer-sales agent relationship. The measurement of empathy with a sales agent self-report measure is viable only when confirmed by a customer measure of perceived similarity (empathic understanding). This study tested hypotheses regarding the relationship between emotional and cognitive empathy, perceived similarity, trustworthiness, rapport, sales agent capabilities, intrinsic motivation, adaptive selling, customer satisfaction, and salesperson performance in a residential real estate setting. These constructs were explored using a contingency approach. This researcher sampled residential real estate buyers to study their perceptions of salesperson trust, perceived similarity, rapport, and customer service. The survey of residential real estate sales agents studied their cognitive and emotional empathy, perceived similarity to the customer, intrinsic motivation, adaptive selling and salesperson performance. The hypothesis tests showed that there was a negative relationship between cognitive and emotional empathy, that rapport is only a function of customer perceived sales agent similarity (empathic understanding) and trust, that sales agent capabilities to adapt is a function of sales agent knowledge and intrinsic motivation. The hypothesis also indicated that sales agent adaptiveness was not a function of customer satisfaction and that customer satisfaction was not a function of sales agent performance. Using the contingency approach, this researcher suggests that additional research into the role of cognitive and emotional empathy; perceived similarity (empathic understanding); and rapport in sales agent performance and customer satisfaction be conducted by marketing researchers.

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CHAPTER I.

INTRODUCTION

Background of the Problem

Personal selling is a marketing function that involves direct face to face contact between the buyer and seller for exchange (Bagozzi 1986, p. 45; Kotler 1988, p. 588). The importance of personal selling depends on the products and the buying process associated with them (Pederson, Wright & Weitz 1984, p. 23). For example, personal selling is extremely important when consumers make the complex purchasing decision to buy a house. Here, they expect, want, and need information and help in the decision making process.

Spiro & Weitz (1990) discussed the importance of personality traits to personal selling, particularily adaptive selling. One article (Owens 1975) identified the personality traits of decisiveness, initiative, knowledge, perception, flexibility, people-orientation, self-awareness, empathy, and unselfishness. Greenberg & Mayer (1964), and Greenberg (1974 & 1979), cited empathy and ego drive as the two (2) most important attributes of real estate salesmen. In another article (Greenberg 1974) suggested the following attributes: should like people; have high empathy; be ego-driven; be a self-starter; be patient; have a thirst for knowledge; be a good listener; be financially solvent; be team oriented; be

emotionally stable; have physical stamina; and have a tolerant spouse. Morlan (1986) and Beveridge (1985) feel that empathy is the paramount facet of successful selling: the better a salesperson knows and understands the customer, the easier the sale will be. Empathy, then, may be the most important salesperson attribute in the sales interaction.

Speroff (1953) defines empathy as: " . . .the ability to put yourself in the other person's position, establish rapport, anticipate their feelings, reactions and behavior . . . empathy and role reversal are mutually complementary." Rogers (1951) included interaction variables in his definition of empathy (Sweitzer 1974): "... assuming so far as he is able the internal frame of reference of the client,.. and to communicate something of this empathic understanding to the client." Sweitzer (1974) was the first in Sales Management to recognize Roger's (1951) work about the importance of interaction and of the communication of understanding in the empathic process. Davis (1980) views empathy as a multidimensional construct made up of both cognitive and emotional empathy. He defines empathy, "as the ability to interpret and understand the experiences and feelings of others." Mehrabian & Epstein (1972) define emotional empathy "as a vicarious emotional response to the perceived emotional experiences of others."

Recently, the residential real estate industry has experienced problems with customer satisfaction and high salesperson turnover (Dunlop, Dotson & Chambers 1988; Gatlin 1982, p. 3-6). Part of the problem may be that brokers generally don't employ accepted sales management techniques in the selection, training, and evaluation of real estate agents (Swan & Epley 1983). Concern for this problem is not evident in the literature

(Dunlop, Dotson & Chambers 1988). Future research into the background and attributes of real estate salespersons is needed to improve recruitment and selection procedures in the real estate industry (Gatlin 1982, p. 3-6).

Purpose of The Study

The purpose of this study is to investigate the role of empathy in the residential real estate sales interaction and its role with real estate sales agent performance. Many researchers have attempted to predict sales performance using a variety of personality and personal characteristics but with inconsistent findings (Avila & Fern, 1986). Researchers have published little to guide managers' decisions regarding the most important factors in selecting salespersons and in performing specific selling tasks (Churchill, Ford, and Walker, 1982). Four studies -- new automobile (Tobolski & Kerr, 1952), automobile (Greenberg & Mayer, 1964) -- life insurance (Greenberg & Mayer, 1964), and mutual fund (Greenberg & Mayer, 1964) -- suggest that salesperson empathy is positively related to salesperson performance. One study of industrial selling (Lamont & Lundstrom, 1977) concluded that empathy was not significantly related to performance. Hafer & McCuen (1985) have suggested that such inconsistencies in findings are not due to methodology differences, but are the result of inherent differences among industry settings. This would suggest that empathy would not be as important a factor in performance in industrial selling but may be significant in service selling. For these reasons, the use of a valid empathy test across different industry settings would provide sales managers with valuable

information for the selection and training of salespersons.

In his dissertation Gatlin (1982) states: "The personality trait, Empathy, is an often mentioned trait that supposedly contributes to sales success. The findings of this study do not support this contention. Intraception (a closely related trait) is low in significance and has a negative correlation with performance. "Wolman (1973, p. 202) defines intraception as an "orientation or attitude characterized by humanism, feeling and imagination." This definition would suggest that Gatlin's (1982) empathy is emotional empathy as suggested by Mehrabian & Epstein's (1972) definition. Greenberg & Mayer (1964) report that in over 70,000 personality tests of real estate salespersons, the only important personality traits are ego drive and empathy. When marketing researchers questioned the validity of Greenberg's MPI (Management Personality Inventory) empathy-ego drive test, Greenberg (1974) published a study of performance results that appeared to confirm the validity of his MPI test. Yet, many writers continue to question Greenberg's (1974) results (Gatlin 1982). Greenberg (1974) defined empathy as "the important central ability to feel as the other fellow does, so as to be able to sell him a product or service." This study hypothesizes that Greenberg's (1974) definition is similar to Davis's (1980) definition of cognitive empathy. Spiro & Weitz (1990) state, "Empathy at the most general level, is the reaction of individuals to the observed experiences of other individuals." This fits the definition of emotional empathy (Mehrabian & Epstein 1972). Gatlin (1982) did not clearly define intraception and its relationship to empathy nor did other writers (Lamont & Lundstrom, 1977; Greenberg 1974; and Spiro & Weitz 1990) clearly differentiate between cognitive and emotional

empathy. This lack of clear differentiation and/or definition may account for the inconsistency of the findings about empathy. Churchill (1979) suggests that a major cause of problems in the marketing literature is the poor quality of measures used by researchers to assess constructs of interest. So, past attempts to measure this personality trait may have measured one dimension of empathy but may not have measured all dimensions of empathy and thus the results have been inconsistent. In addition, most studies have not considered the "interactive" nature of the empathic process as suggested by Rogers (1951), which may produce inconsistent results.

Sweitzer (1974) identified four different approaches to the measurement of empathy. The "predictive" approach, which is the one widely used (Davis 198Ø, Hogan 1969, Mayer & Greenberg 1964, Sprio & Weitz 199Ø), tries to predict the behavior of another from the salesperson's performance on pencil and paper personality measures. Sweitzer (1974) suggests that predicitive tests of these types suffer from self-report biases and are not too valid. In the situational test of empathy, the subject is provided by the tester with some standardized situation to which they respond and are rated (Sweitzer 1974). In the rating approach, trained judges listen to observed interactions between personal on the basis of certain predetermined criteria and rate the amount of empathy (Sweitzer 1974). Sweitzer (1974) suggests that the situational and ratings approaches contain biases from the raters or judges who are likely to preceive other personality and physical characteristics of the salespersons which can bias the ratings.

In the perceived approach, suggested by Sweitzer (1974), the

salesperson is asked to rate his/her empathy in the interview, and the client is asked to rate the empathy of the salesperson during the same interview. Barret-Lennard (1962) labeled this process as "experienced" or "perceived" empathy. Sweitzer (1974) hypothesized that the perceived approach was consistent with Roger's (1957) theory that the buyer's perception of being understood is crucial for personality change. Kurtz (197Ø) found that the Barret-Leonard relationship survey (1962) was the best predictor of understanding between two persons. Using the Barret-Leonard (1962) relationship survey, Sweitzer's (1974) study showed that the buyer's beliefs regarding the salesman's role and task empathy were associated with the client's evaluation of the salesperson. His definition of empathy then became, "Salesperson empathy consists of the understanding and communication of the understanding of both the role and task of the buyer to the buyer." In 1981, Weitz proposed a contingency framework to examine the interactions between sales behaviors, resources of the sales agent, the nature of the buying task, and characteristics of the sales agent-customer relationship. He recognized the inconsistency of the findings of past studies due to variations in methodology across studies. He also suggested that dyadic similarity should be studied as part of an interactive sales process through a contingency study. In a contingency study, self-tests of sales agent behaviors are correlated with observational (sales managers or customer) measures of sales agent behaviors.

These problems have opened up a whole series of research questions. What is empathy? Is empathy a process with many different aspects or a simple concept? What is the best way to measure empathy? Should we measure

multiple dimensions such as cognitive empathy, or emotional empathy, or perceived empathy, or what? Does perceived empathy by a sales agent need to be confirmed by a customer's perception that the sales agent is empathetic? Is empathy positively or negatively correlated with salesperson performance? Is empathy essential to rapport with the customer? Is empathy essential to adaptive selling? Is empathy in the salesperson as perceived by his/her customer essential to customer satisfaction? Is empathy more important in the real estate sales industry than other industries? How much empathy is the right amount?

Justification of the Study

To be really successful, real estate salespersons need first class skills to communicate interpersonally (Schuster & Danes, 1986). They also need solid knowledge of their products or services, and the skill to uncover customer's needs and problems. In addition, they also need the ability to convince a customer that the salesperson's product or service can fulfill those needs and how the product or service can solve those problems (Churchill, Ford, & Walker, 1985, p. 6; Schuster & Danes, 1986). If sales managers know how to characterize salespersons who will be successful in specific selling interactions, there will be potential for increased efficiency in recruiting and lower sales turnover rates. According to Gatlin (1982) and Dunlop, Dotson & Chambers (1988), one factor that traditionally has a negative influence on real estate industry aggregate performance is a high turnover rate for salespersons. The National Association of Realtors estimated that for the nation as a whole, the turnover rate averages eighteen (18) percent (Cossaboom 1977). The

turnover in real estate sales positions is as high as sixty (60) percent annually (Unger 1974, p. 410). Salesperson turnover in the real estate industry has resulted in a less-than-desirable level of service for the consumer and a poor customer service image for much of the real estate industry (Gatlin 1982). Poor sales agent performance (low sales or listings) causes high sales agent turnover. This results from easy entry into real estate sales and the lack of required professional training. A major thrust of this study is to show the relationship of the empathic processs to sales agent performance. Cognitive empathy may be necessary to develop perceived similarity and rapport. Rapport may be essential to adaptive selling, the key to success in real estate selling. Adaptive selling may be essential to customer satisfaction and sales agent performance. In her dissertation, Lawrimore (1987), concluded that real estate sales practitioners practice adaptive selling. To do this, the agents expressed a need to "read" their prospects to understand them. In addition, Truax & Carkhuff (1967) suggest that significant personality characteristics such as empathy may be developed in real estate sales agents through training. Nickels, Everett, & Klein (1983) suggest sales training in enhancing the ability of the sales agent to detect customer personality types through an increased awareness of verbal and physical cues. Sales agents then use this information to build rapport with the customer using neuro-linguistic programming.

Statement of the Problem

The research question underlying this study is, "Can a valid and reliable self-report for sales agent cognitive empathy, perceived

similarity, intrinsic motivation, knowledge, and adaptive selling be developed that will predict sales agent performance?" Such a self-test will be constructed and administered by this researcher using the instruments and methodology as suggested by Davis (1980), Sweitzer (1974), Spiro & Weitz (1992), and Weitz (1981). The instruments will then be analyzed for their predictive power for performance. A customer survey will be constructed and administered which measures the customers' perceptions of residential real estate agents in terms of their perceived similarity, rapport, trustworthiness, and their ability to satisfy clients.

Definition of Terms

The following terms employed in this study are briefly defined because they describe the attributes that are to be measured.

1. Cognitive empathy - Davis (1980) defines cognitive empathy "as the ability to interpret and understand the experiences and feelings of others."

2. Emotional empathy - Mehrabian and Epstein (1972) define emotional empathy as a vicarious emotional response to the perceived emotional experiences of others.

3. Perceived similarity - Smith (1973) defines perceived similarity as a sense of similar moral values and likes and dislikes. As suggested by Sweitzer (1974), the perception of similarity can be created by the sales agent if they can communicate that they understand the customer's needs and wants and the customer understands this understanding.

4. Trustworthiness - Trustworthiness can be defined as the home buyer's propensity to risk becoming vulnerable by believing and relying on what the sales agent says or promises regarding the purchase of a home.

5. Rapport - rapport can be defined as a function of (Laborde 1984, pp. 27-39) harmony, conformity, accord, or affinity between persons.

6. Knowledge - May be defined as the number of organized sales situation strategies that the sales agent can call on to be adaptive, and the level of procedural knowledge possessed by salespeople.

7. Capabilities - capabilities can be defined as a function of the knowledge structures (ability) and information acquisition skills (rapport) needed to practice adaptive selling.

8. Intrinsic Motivation - Spiro & Weitz (199Ø) define intrinsic motivation as the motivation to seek "rewards directly from or inherent in the task or job itself--associated with the content of the task or job."

9. Adaptiveness - Weitz, Sujan, & Sujan (1986) define adaptive selling as, "the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation."

1Ø. Customer Satisfaction - customer satisfaction can be defined as being a function of the sales agent's ability to adapt to the home buyer's needs and criteria (based on the buyer's past experience) for the home purchase. The buyer must be satisfied that the sales agent will meet their expectations. In the case of this study, the customer questionnaire will confirm that these expectations were met. If they

were met, then satisfaction must have been preceded by adaptive selling and should be followed by performance.

11. Sales agent performance - "Bagozzi (1980) defines performance outcomes as referring to the actual events resulting from a sales agent's efforts . . . and are objective happenings under the influence of the sales agent."

Assumptions of the Study

Since this study used empirical data obtained and analyzed in order to investigate the problem under study, certain assumptions were made. The primary assumption in measurement is random error and specific error. Random error is the randomness inherent in the response process of the person surveyed. Specific error is the invalidity inherent in a given observed variable. The standard way that this error problem was approached was to use multiple observations. The additional methodological assumptions involved in multivariate regression were made. These are:

A. The sample is from a randomly selected population.

B. Measurements are made on reasonable approximations of interval or ratio scales.

C. Homoscedasticity is assumed.

D. Multicollinearity is minimal.

E. The regression error term must be randomly distributed.

F. The error term must be statistically independent of one another.

G. The relationship between constructs or transformed constructs must be strictly linear.

A third assumption is that the personality traits examined are

important to sales agent performance and customer satisfaction. Another assumption in this area is that there is a innerrelationship between these variables which can be measured accurately using a self-administered paper and pencil test.

A fourth assumption is that the measures used in this study satisfy standard measurement criteria of validity and reliability.

A fifth assumption is of interval scale data. This assumption is apparent in the assignment of numerical values to the sales agent's and customer's responses to sales agent attributes. For example, in analyzing the data obtained in the survey, the following values were assigned to the responses:

Strongly agree.....five

Agree.....four

Neither agree or disagree.....three

Disagree.....two

Strongly disagree.....one

Interval scale or equal distance may not be correct. The data is either ordinal or interval scale dependent upon the manner in which the respondent perceives the scale. The assumption was that the scaler distance between these responses was perceived to be equal. The use of this assumption in the marketing discipline is common in studies of this nature (Hair et al, 1979, p. 15).

Limitations of the Study

Because empirical data were obtained and analyzed in order to investigate the problem under study, certain limitation were present in

this study. These limitations included sample bias, questionnaire design, interval scale assumptions, limited geographical scope, and limitations of time.

First, the population of customers and sales agents was limited to a southeastern United States Standard Metropolitan Statistical Area (SMSA). No attempt was made to extend the findings to other regions.

Second, the population was limited to real estate associates and their customers. No attempt was made to extend the findings to other sales occupations or other professional groups. A study conducted with other groups might be expected to yield entirely different results due to differing job and skill requirements. The customers were involved in large purchases and the findings may not be valid for small to medium sized purchases.

Third, limitations must also be recognized because of the use of a mail questionnaire. Chief among these is non-response bias. This is dealt with in Chapter III, Methodology.

Fourth, the use of interval measurement where ordinal measurement may exist, may result in some measurement errors caused by the attenuation of relations among the variables being studied.

Organization of the Study

An introduction to the study has been presented in Chapter I. Included were the background of the study, purpose of the study, justification of the study, statement of the problem, organization of the study, definition of terms, limitations of the study, and assumptions of the study.

Chapter II presents a review of the literature which is related to the personality variables that impact the sales process. The theories surrounding the interpersonal interaction between the buyer and real estate agent is also discussed.

Chapter III presents the methodology used to explore the theoretical model which draws upon the body of knowledge in existence regarding the innerrelationships between the sales agent personality variables under study. Collection of the data, the research hypotheses, the definition and techniques used to measure the variables, and methods of analysis are described.

Chapter IV presents the results of the statistical analysis and interpretation of the data collected for the study.

Chapter V presents a summary of the study. Conclusions are drawn, implications are discussed, and recommendations are made from the results of the study.

CHAPTER II.

REVIEW OF LITERATURE

Personal Selling and Real Estate

In the purchase of a home, a cooperative, personal (face to face) relationship must exist between the sales agent and buyer (Soldow & Thomas 1984; Dunlop, Dotson, & Chambers 1988). Therefore, personal selling is the only communication vehicle that allows a marketing message to be adapted to the specific needs and beliefs of each customer (Weitz 1979, Spiro & Weitz 199Ø). In addition, through personal selling, real estate firms can transmit large amounts of complex information about their homes and service that can differentiate them from competitors (Soldow & Thomas 1984).

Sales Agent Performance

Sales agent performance can be defined as those sales agent behaviors and efforts that result in the achievement of the firm's goals (Bagozzi 198Ø,1; Churchill, Ford & Walker 1985, p. 624; & Avila, Fern, & Mann 1988). Performance in real estate is generally measured by dollar volume in sales and listings since agents receive commissions based on both sales and listings (Gatlin 1982). In a study similar to this study, performance in real estate was measured by using real-estate transaction variables

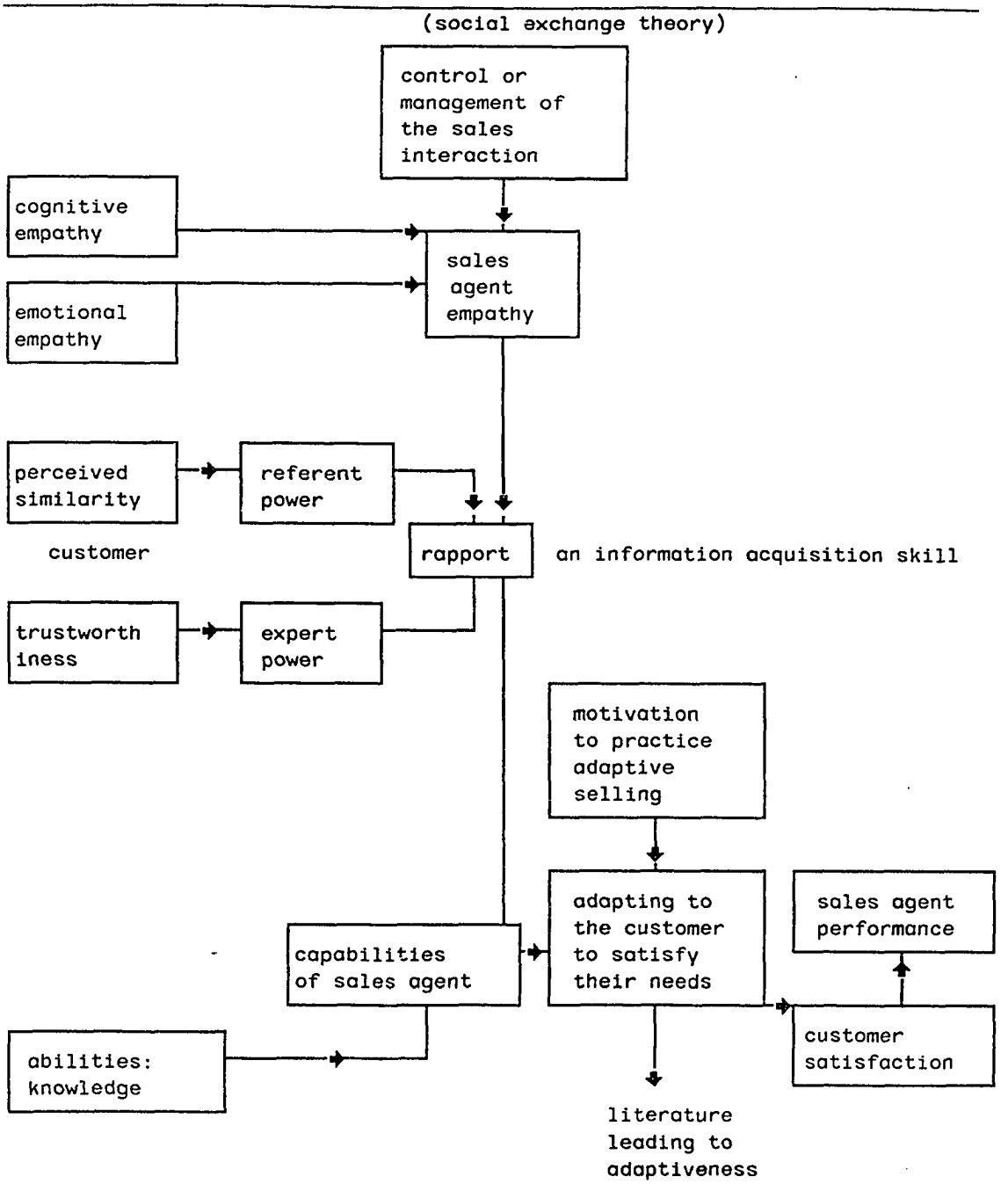
(Dunlap et al 1988). This was a study which replicated the SOCO scale (Saxe & Weitz 1982) in the real-estate industry using the contingency approach. In this case, questionnaires were sent both to brokers and to their customers. The customers rated the brokers as being customer oriented while the brokers rated themselves as being customer oriented. In addition to the customer orientation questions, Dunlap et al. (1988) included transaction variables which were directly relevant to the home purchase decision. These variables included (1) follow-up visit to consumer, (2) reputation of agency, (3) repeat usage by client, (4) source of client, (5) price range of homes sold, (6) purpose of home purchase, (7) experience in real estate business, (8) length of time with agency, (9) method of compensation, and (10) broker's gross income. Dunlap et al (1988) investigated the relationship between the SOCO score and each of the transaction variables using an ANOVA procedure. In this case, the dependent construct was the SOCO scale, and the real-estate transaction variables were independent variables. The variables that were significant in this study (Dunlap, Dotson, & Chambers 1988) were (1) follow-up visit to the consumer, (2) experience in real estate, (3) method of compensation, and (4) gross income. Because sales agent performance is critical to the success of most firms, sales managers have the responsibility of determining sales agent aptitudes (abilities) and of motivating and directing the behaviors of sales agents (Weitz 1978; Weitz, Sujan, & Sujan 1986; Weitz 1979; Weitz 1981; Avila & Fern 1986; Szymanski 1988; Lamont & Lundstrom 1977; Bagozzi 1978; Bagozzi 1980; Behrman & Pereault 1982; Churchill, Ford, Hartley & Walker 1985 and; Pederson, Wright & Weitz 1984, p. 12).

A Sales Agent Performance Framework

Researchers have suggested that sales agent performance may be based on the sales agent's control or management of the sales interaction and their ability to adapt to the customer to satisfy customer needs. This general framework was suggested by Avila, Fern, and Mann (1988), but was probably influenced by the work of Weitz (1978, 1979, 1981) on adaptive selling and the performance frameworks of Churchill, Ford, & Walker (1985) and Bagozzi (1980; 1986).

To explore the literature that impacts on the influence of sales agent empathy on sales agent performance, this researcher will use the following general framework (Figure 1).

Figure 1. Sales Agent Empathy - Performance Literature Review Framework.



Social Exchange Theory

The sales agent-buyer dyadic interaction may be based on social exchange theory. Marketing researchers view the buyer-seller interaction as social exchange or social interaction (Riordan, Oliver, & Donnelly 1977; Webster 1977, and Leigh 1990). The marketing concept of exchange is based on opportunity cost. People give up something to receive something that they would rather have. Social exchange in real estate is modeled after Newcomb's (1966) model of social behavior. This is a communication system where the sales agent (A) transmits information to the buyer (B) about homes (X). The four components of the system include the sales agent's (A) attitude toward the homes (X) including affective (feelings or emotions), cognitive (process of knowing), and conative (instinct or drive) elements, the sales agent's (A) orientation toward the buyer (B), the buyer's orientation toward the home (X), and the buyer's (B) orientation toward the sales agent (A). This model assumes that both the buyer and seller are positively oriented to the home. If the prospect perceives that the sales agent understands his/her needs (perceived similarity), then symmetry would require that the sales agent may need to feel that the buyer understands them (perceived similarity). Interaction theory would predict failure if symmetry is lacking (Riordan, Oliver, & Donnelly, 1977). As suggested by Clark (1980), empathy is the necessary counterbalancing force to the power drive that can lead to a lack of symmetry. Symmetry can exist in the dyad only if the buyer and seller have rapport.

Control or Management of the Interaction.

Control of the buyer-seller relationship is fundamental to effectiveness in the sales interaction. The complex real estate transaction process evolves over time. For the sales interaction and exchange to take place, the literature (Dwyer, Schurr, & Oh 1987; Lamb, Hair, & McDaniel 1992, p. 4; Dwyer 1984; Weitz 1981) suggests that the following conditions be met. First, the buyer and sales agent must become aware that each is a viable exchange partner. Next, the buyer and sales agent must engage in the interpersonal communication process. In this phase the needs and wants of the buyer are explored. As the buyer's criteria for purchase (norms) and expectations are developed, the sales agent's ability to make the sale will be dependent on how well he/she read the buyer. During this time, there is a power balance achieved. The power that the sales agent has over the buyer is dependent on his/her ability to help the customer to achieve their goals (outcomes). Inherent in this situation is the buyer's need for the sales agent's expertise and knowledge. In any event, the buyer must feel that it is desirable to continue with the exchange process. For this to occur, a state of comfort, trust and confidence (rapport) between the buyer and sales agent should be present. Any attempt by the sales agent to dominate or coerce the buyer may lead to the termination of the interpersonal communication. The buyer may put up with a pushy sales agent if he/she feels that they need the sales agent's skill or information to purchase a home that meets their needs. If the communication process is successful, then both parties will agree to continue the exchange and a next step will be decided. This could be another meeting necessary to provide additional information to the

buyer or it could be the signing of a sales offer.

Sales Agent Empathy

Marketing literature (Morlan 1986, Beveridge 1985, Sullivan 1987, and Fetherling & Macbeth 1978), may suggest that sales agent empathy could be important to sales agent performance. The reason reseachers propose this is that the sales agent who knows and understands his/her customer has the greater likelihood of a sale. Empathy helps the sales agent listen and this leads to a better understanding of the customer's wants and needs.

Speroff (1953) defines empathy as: " . . .the ability to put yourself in the other person's position, establish rapport, anticipate their feelings, reactions and behavior . . . empathy and role reversal are mutually complementary." Rogers (1951) included interaction variables in his definition of empathy (Sweitzer 1974): "... assuming so far as he is able the internal frame of reference of the client,.. and to communicate something of this empathic understanding to the client." Sweitzer (1974) was the first to recognize Roger's (1951) work which introduced the dimension of interaction and the importance of communication of understanding in his definition of the empathic process. Barrett-Lennard (1962) further defined empathic understanding as "an active process of desiring to know the full present and changing awareness of another person, of reaching out to receive his communication and meaning and of translating his words and signs into experienced meanings that matches at least those aspects of his awareness that are most important to him at the moment." In reviewing the literature, Davis (1980, 1983), Deutsch & Madle (1975), and Mehrabian & Epstein (1972), conclude that there are two broad

classes of empathetic response. There is a cognitive (empirical), intellectual reaction (an ability to understand the others person's perspective), and a visceral, emotional (affective) reaction to the distress of another. It is not empirical similarities to a person but the rationalistic understanding of another person (the degree of closeness, of understanding, of identification with that person) that decides the empathy with another person.

Davis (1983) developed a test with the underlying rationale that researchers should consider empathy as a set of constructs, related to each other but also clearly discernible from each other. The 28-item IRI (Interpersonal Reactivity Index) self-report measure has four 7-item subscales, each tapping some aspect of the global concept of empathy. He emphasized that the content domain of his four (4) IRI scales fit the general definition of empathy "as a reaction to the observed experiences of other." He also successfully correlated the four subscales to the individual measurement of the five empathy constructs of social competence/interpersonal functioning, self-esteem, emotionality, sensitivity to others, and intelligence to confirm the globality of the construct.

Davis (1980) has made a strong case for the belief that empathy is a complex multidimensional concept. He argued that an instrument used to measure empathy should provide separate assessments of the cognitive, perspective-taking capabilities or tendencies of the individual, and the emotional reactivity of individuals. His rationale was simple: "it is only by separately measuring such characteristics that their individual effects on behavior can be evaluated." Three other well-known empathy measurement

instruments, Hogan (1969), Mehrabian & Epstein (1972), and Smith (1973) measure both cognitive and emotional empathy but then they summed them to produce a single empathy score. Because Davis's test is the only one that scores both empathy constructs, this researcher would suggest its use to measure sales agent cognitive and emotional empathy. Spiro & Weitz (1990), in their discussion of the adaptive selling scale, recognized Davis's (1983) concept and used two (2) of his scales in their study, the Perspective (PT) and Empathic Concern (EC) scales (Davis 1980).

Sweitzer (1974) identified four different approaches to the measurement of empathy. The "predictive" approach, which is the one widely used (Davis 1980, Hogan 1969, Mayer & Greenberg 1964, Sprio & Weitz 1990), tries to predict the behavior of another from the salesperson's performance on pencil and paper personality measures. Sweitzer (1974) suggests that predictive tests of these types suffer from self-report biases and are not too valid. In the situational test of empathy, the subject is provided by the tester with some standardized situation to which they respond and are rated (Sweitzer 1974). In the rating approach, trained judges listen to observed interactions between persons on the basis of certain predetermined criteria and rate the amount of empathy (Sweitzer 1974). Sweitzer (1974) suggests that the situational and ratings approaches contain biases from the raters or judges who are likely to perceive other personality and physical characteristics of the salespersons which can bias the ratings.

In the perceived approach, suggested by Sweitzer (1974), the sales agent is asked to rate his/her empathy in a particular interview after the

completion of the interview and the client can be asked to report how empathic a salesperson was during the same interview. Barret-Lennard (1962) labeled this process as "experienced" or "perceived" empathy. The degree of empathic understanding is conceived as the extent to which one person is conscious of the immediate awareness of another (Barret-Lennard 1962). Sweitzer (1974) hypothesized that the perceived approach was consistent with Roger's (1951) theory that the buyer's perception of being understood is crucial for personality change. Kurtz (197Ø) found that the Barret-Leonard relationship survey (1962) was the best predictor of understanding. Using the Barret-Leonard relationship (1962) survey, Sweitzer's (1974) study showed that the buyer's beliefs regarding the salesman's role and task empathy were associated with the client's evaluation of the salesperson. His definition of empathy then became, "Salesperson empathy consists of the understanding and communication of the understanding of both the role and task of the buyer to the buyer."

Definitions of Empathy

Cognitive Empathy

Davis (198Ø) defines cognitive empathy "as the ability to interpret and understand the experiences and feelings of others." This researcher would define cognitive empathy as the sales agent's "as if" understanding of the customer's specific thoughts and feelings about particular attributes of the product, price, etc. These descriptions would lead this researcher to suggest that cognitive empathy may be a key information acquisition skill that can be learned.

Emotional empathy

Mehrabian & Epstein (1972) define emotional empathy "as a vicarious emotional response to the perceived emotional experiences of others." Emotional empathy is often the definition of choice when researchers discuss empathy in marketing literature. This literature review suggests that the past difficulty encountered in using empathy may be due to a lack of understanding about the multidimensional nature of empathy and the resulting confusion surrounding its measurement. Emotional empathy is an inherent personality trait developed because of our environmental and cultural upbringing and may be difficult to modify or learn. Cognitive empathy, on the other hand, would be a learned information acquisition skill. Training in cognitive empathy could override a sales agent's natural emotional empathy, which might be detrimental to a sale.

Lewis (1987, pp.152-153) concludes that without empathy, neither the sender nor receiver in a communication dyad can predict accurately how the other one will interpret the various symbols shared. Empathy would be important to the building of rapport with the customer and sales agent influence over the buyer. Critical to the success in making the sale is the sales agent's ability to manage the information flowing to his/her client. The messages flowing from the sales agent will not influence or persuade the buyer to purchase a home unless the buyer has trust and confidence (rapport) in the sales agent.

Perceived Empathy

Sweitzer's (1974) study showed that the buyer's beliefs regarding the salesman's role and task empathy were associated with the client's

evaluation of the salesperson. His definition of empathy then became, "Salesperson empathy consists of the understanding and communication of the understanding of both the role and task of the buyer to the buyer." Barret-Lennard (1962) labeled this process as "experienced" or "perceived" empathy. The degree of empathic understanding is conceived as the extent to which one person is conscious of the immediate awareness of another (Barret-Lennard 1962). Barrett-Lennard (1962) further defined empathic understanding as "an active process of desiring to know the full present and changing awareness of another person, of reaching out to receive his communication and meaning and of translating his words and signs into experienced meanings that matches at least those aspects of his awareness that are most important to him at the moment." Sweitzer (1974) hypothesized that the perceived approach was consistent with Roger's (1957) theory that the buyer's perception of being understood are crucial for personality change.

Rapport

Rapport is a sense of comfort between communication partners, a shared understanding. This implies that both the buyer and sales agent must feel that the other person understands them. Sweitzer (1976) argues that the sales agent's (empathizer's) communication of their understanding of the customer stimulates most of the feelings of sales agent similarity by the customer rather than actual physical similarity. Rapport rests on each person's trust in the competence of the other person to complete the task at hand (Laborde 1984, pp. 27-39). Success in the sales interaction would be impossible without rapport. For these reasons, a salesperson

should be cognitively empathetic so he/she can gather the information necessary for establishing rapport. To build rapport, sales persons should begin by speaking the language of the recipient, using descriptive words that match the primary thinking mode of the customer. They should also match the customer in posture, voice tone, breathing patterns, gestures, head movements and other clues. As stated by Nickels, Everett & Klein (1983), "In the rapport cycle, the sales agent interacts with the customer, and by perceiving and responding to the customer's cues, creates in the customer a feeling of comfort and trust." Most of the empathy and rapport literature surrounding empathy testing and rapport building skills is in the Psychology discipline. While the rapport construct is generally described in the psychology literature, marketing researchers describe the rapport construct in terms of referent and expert power (Busch & Wilson 1976; Assael 1984, p. 582).

Referent and Expert Power

Marketing researchers suggest that influence may be based on the referent and the expert power of the sales agent. Referent power is perceived buyer-sales agent similarity and is a means of personal identification, a source of friendship, attraction or shared identity. The buyer considers the sales agent as having expert power if the buyer is knowledgeable about real estate and a legitimate source of information (Bagozzi 1986, p. 114; Assael 1984, p. 582). Expert power would then be the basis for trust and confidence in the sales agent. Therefore, this researcher concludes that rapport would be essential to the influence paradigm. In the sales cycle, the sales agent elicits specific

information about the customer's wants, needs and decision strategies (Nickels, Everett & Klein, 1983). When sales agents can build rapport with the customer, they can more easily figure out how the customer communicates and can understand the customer through awareness and good listening skills (Nickels, Everett & Klein, 1983). Cognitive empathy, then, is an essential ingredient in establishing trust and source credibility (the confidence and faith the buyer has in the sales agent's words and actions). The next section discusses referent power or perceived similarity.

Perceived Similarity (Referent Power)

Smith (1973) defines perceived similarity as a sense of similar moral values and likes and dislikes. Past researchers have suggested that perceived similarity between the buyer and seller is a factor that increases sales agent effectiveness, particularly when large purchases are made, such as real estate (Evans 1963; Davis & Silk 1972; Spiro, Perreault, & Reynolds 1977; Riordan, Oliver, & Donnely 1977; Crosby, Evans & Cowles 199Ø; Fine & Gardial 1991). In her dissertation on real estate selling, Lawremore (1987), suggests that most real estate agents try to develop a sense of similarity with their prospects by discussing common interests.

Robertson, Martin, & Bellenger (1978) showed that individuals who perceive sellers to be different on some personality constructs may purchase from these sellers. Nickels, Everett, & Klein (1983) report that sales agents can be trained to use cues from relevant others to develop perceived similarity using neuro-linguistic programming. Sweitzer (1976)

argues that the sales agent's (empathizer's) communication of their understanding of the customer stimulates most of the feelings of sales agent similarity by the customer rather than actual physical similarity. He feels that physical similarity might not be as important as the illusion of similarity. He further suggests that it is the objective, detached-but-concerned attitude that differentiates empathy from sympathy. The empathic sales agent can learn to express understanding to buyers different from him/herself. Sweitzer's (1974) work would lead this researcher to conclude that perceived similarity can best be tapped or measured by using his and Barrett-Lennard's (1962) measures of perceived "empathy." This portion of the literature review would lead this researcher to conclude that rapport is essential to the sales agent process of adapting to the buyer's needs in order to make the sale.

Trustworthiness

Trust can be defined as the home buyer's propensity to risk becoming vulnerable by believing and relying on what the sales agent says or promises regarding the purchase of a home. Yet, there has been little research in the marketing literature concerning trust (Swan & Nolan 1985; Andaleeb 1992). High trust levels may improve informational exchange, and trust may be the basis upon which all relationships are built (Foldvari, Castleberry, & Ridnour 1992). Perceived similarity and trust may be related because the buyer may be more confident in the predictions of another when he/she are perceived as similar. This may be based on the principle of cognitive consistency. Perceived similarity leads to the positive evaluation of the sales agent, and trusting leads to a positive

feeling about the sales agent and both are therefore consistent with one another. As such, trust may be essential to the sales agent's influencing the buyer. According to marketing researchers (Davis and Silk 1972; Swan & Nolan 1985; Andaleeb 1992), trust leads to cooperation during the extensive home purchasing decision, making exchange possible. The longer the time-frame of the interaction, the higher the risk (Dwyer, Schurr, & Oh 1987). Some researchers (Swan, Trawick, & Silva 1985) have reported that trust may be based on sales agent attributes; dependability, likability, customer orientation, honesty, and competence. Swan & Nolan (1985) hypothesized that five conditions develop trust: customer perceptions of sales agent expertise; the buyer's general perceptions of salespersons; the buyer's image of the real estate firm; and the buyer's trusting/mistrusting personality. Recent research by Andaleeb (1992) reported that customer perceptions of sales agent expertise, selling motives, and selling style were the most important attributes contributing to customer trust.

Adapting to the Customer to Satisfy His/Her Needs

Because of the high costs associated with personal selling, there has been much empirical research about the factors that affect sales agent performance. The meta-analysis of Churchill, Ford, Hartley, & Walker (1985) resulted in a model that developed three factors affecting performance: role perceptions, motivation, and ability. This model dealt mostly with role perceptions and motivation. Weitz, Sujan, & Sujan (1986) developed their model of adaptive selling to increase researchers' understanding of the ability component, particularly the ability to adapt sales behaviors. Sales behaviors refer to specific job skills and/or

attributes i.e., the work that the sales agent is expected to do and presumably leads to profitably closing a sale (Avila, Fern, & Mann (1988). Weitz, Sujan, & Sujan (1986) define adaptive selling as "the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation." The key to successful performance in residential real estate is adaptive selling (Lawrimore 1987). Therefore, the literature review will now focus on adapting selling behaviors using the Weitz, Sujan, & Sujan (1986) model.

Research Stream About Adaptive Selling

Before the development of the Weitz, Sujan, & Sujan (1986) model, there was a stream of research from Weitz that led to the model. Examining this research will help the reader understand the concept of adaptive selling.

The ISTEA Model

In 1978, Weitz introduced his ISTEA (impression, strategy, transmission, evaluation, and adjustment) Sales Process Model in which an industrial sales agent influences a customer's preferences. The sales agent's success in influencing the customer is related to the sales agent's ability to perform the five activities of: developing impressions of the customer's decision processes, formulating strategies based on these impressions and experience, transmitting messages, evaluating reactions, and making appropriate adjustments (modifying impression, changing objectives, changing implementation method, and altering

communication style.

The Contingency Framework

By 1981, Weitz began to address the process issue by proposing a contingency framework to examine the interactions between sales behaviors, resources of the sales agent, the nature of the buying task, and characteristics of the sales agent-customer relationship. His paper examined past studies on sales behaviors, personality traits, and behavioral predispositions. The behavioral predispositions or personality traits examined were forcefulness and sociability. Weitz (1981) argued that the relationship between these personality traits and performance is equivocal. Next, he examined the capabilities and resources of salespeople. He included age, education, sales related knowledge, sales experience, product knowledge, training, intelligence, and empathy. His findings also discussed an inconsistency due to variations in methodology across studies. In this researcher's opinion, Weitz (1981) correctly categorized empathy as a salesperson capability rather than as a personality trait. Weitz (1981) also concluded that dyadic similarity studies were not appropriate to study performance because they focused on a single, static property and did not consider the interaction between sales behaviors and dyadic characteristics. This conclusion would suggest that dyadic similarity should be studied as part of a interactive sales process. He suggests that the effectiveness of sales behaviors across customer interactions is contingent upon or moderated by (a) the sales agent's resources, (b) the nature of the customer's buying task, (c) the customer-sales agent relationship and interactions among (a), (b), and

(c). Weitz (1981) characterized salespeople by the degree to which they adapt their behavior to the interactions. He said that there were some personality measures that showed a predisposition to engage in adaptive behaviors but his discussion in this area was weak. The sales agent's resources in the interaction are a set of skills or abilities, a level of knowledge about the products and the customer, and a range of alternatives that can be offered to the customers (Weitz 1981). There was a general failure to define and address the process of building these critical skills or abilities. Nor was the relationship between rapport and similarity explored adequately. A major contribution of Weitz's (1981) study was the methodology of testing contingency hypotheses. In this case, self-tests of sales agent behaviors are correlated with observational (salesmanagers or customers) measures of sales agent behaviors.

Customer Orientation

In 1982 Saxe & Weitz developed the SOCO (Sales Orientation, Customer Orientation) scale to measure customer-oriented selling. Saxe & Weitz defined customer-oriented selling as the degrees to which salespeople practice the marketing concept by trying to help their customers make purchase decisions that will satisfy customer needs. The authors (Saxe & Weitz 1982) relate customer orientation to the "concern for others" dimension.

Both Dunlop, Dotson, & Chambers (1988) and Michaels & Day (1985) replicated Saxe & Weitz's (1982) SOCO scale. Michaels & Day (1985) studied industrial buyers and Dunlop, Dotson, & Chambers (1988) studied real estate brokers and their customers. Both reported a reliability

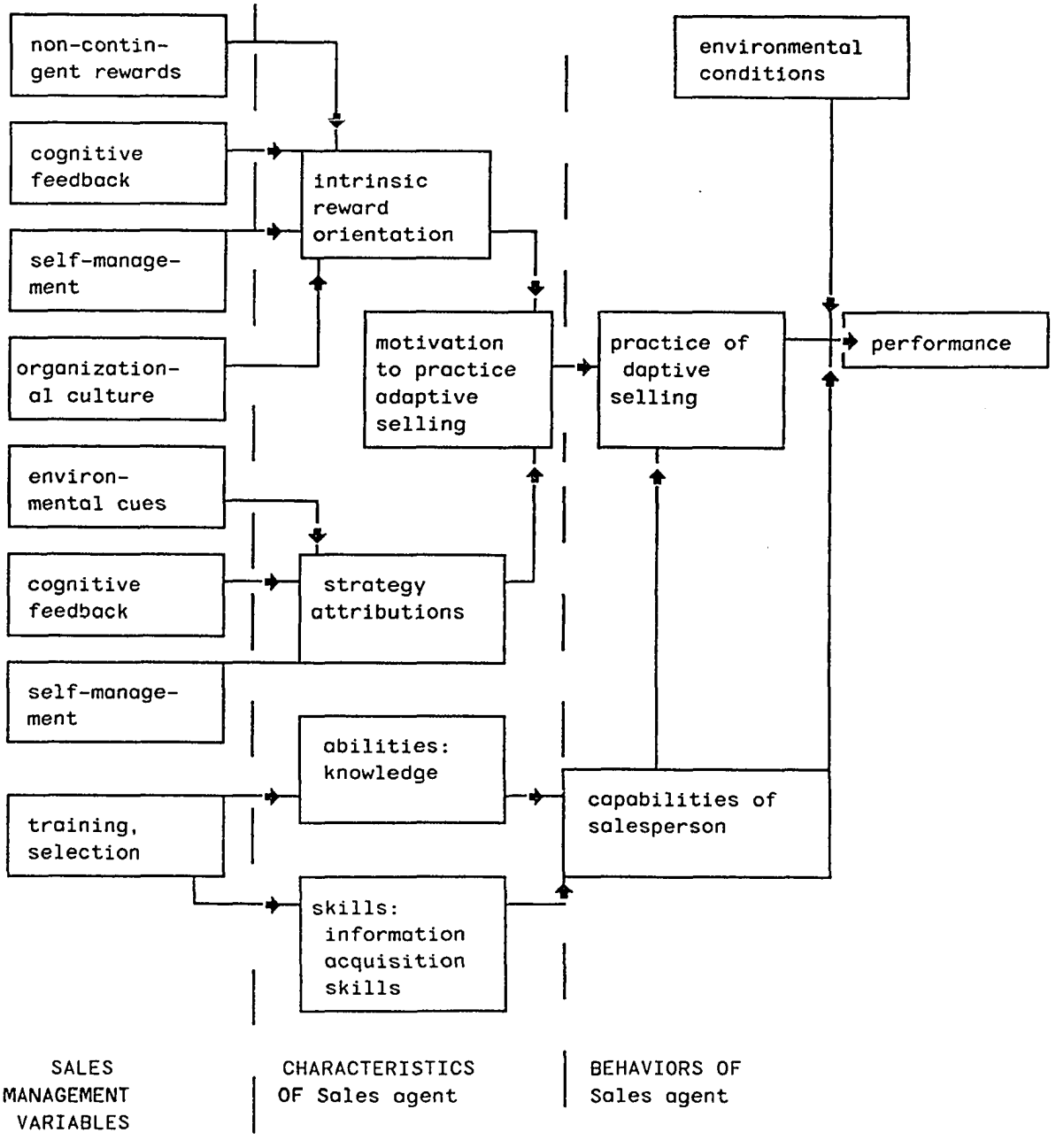
coefficient of .91 (Cronbach 1949). Although similar in structure, the Michaels & Day (1985) replication study had a scale mean two points lower (5.7 vs 7.7) than the Saxe & Weitz (1982) study. The correlational study by Dunlap, Dotson, & Chambers (1988) using Saxe & Weitz's (1982) SOCO scale for residential real estate showed a significant (at .Ø1 level of significance) difference between the means of the brokers' responses and the consumers' responses. Brokers' responses averaged 1Ø2.24 while consumers' responses averaged 89.9. The authors (Dunlap et al 1988) suggested that buyers of real estate do not perceive real estate brokers to be as customer oriented as they (the brokers) perceive themselves to be. The authors (Michaels & Day, 1985) suggest that the discrepancy results from an upward bias in the self-assessed ratings of the sales agents in the Saxe & Weitz (1982) studies. A pretest of ten (1Ø) real estate sales agents by this researcher using the Dunlop, Dotson, & Chambers (1988) SOCO scale suggested that many questions were intuitively obvious and confirmed the upward bias showed by Dunlap, Dotson, & Chambers (1988). Respondents to the questionnaire all scored the strongest positive or negative response with no variations to the SOCO Likert scale. Sales agent respondents to this researcher's pretest reported that they had received some training in customer orientation or were knowledgeable of the concept. It is possible that this has taken place since the earlier studies. This researcher concludes that customer orientation is an intuitively obvious sales agent behavior and will not pursue this construct as a research opportunity.

Adapting Sales Behaviors

Weitz, Sujan, & Sujan (1986) cite previous research which incorporates the notion of adaptive behavior as feedback loops and interactions between customer characteristics and sales approaches to support their model (see Allesandra 1979; Green & Tonning 1979; Hakansson, Johanson, & Wootz 1977; Robertson & Chase 1968; Sprio, Perreault, & Reynolds 1976; Weitz 1978). In particular, the work of Spiro & Perreault (1979) found that there was a relationship between sales agent influence tactics and the characteristics of the interaction that suggested adaptability. Weitz, Sujan, & Sujan (1986), conclude that sales agents need an elaborate knowledge structure of sales interactions, sales behaviors, and contingencies that link specific behaviors to interactions. They define adaptive selling as, "the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation." Because the costs of practicing adaptive selling are high, it should be used when sales agents encounter a variety of customers and significant purchase prices (Weitz, Sujan, & Sujan 1986), as in real estate. The benefits of practicing adaptive selling by real estate agents would be substantial because their customers are making large purchases. To practice adaptive selling, salespeople need an elaborate knowledge structure of sales situations, sales behaviors, and contingencies that link specific behaviors to situations. To develop this knowledge structure, salespeople need to be skillful in collecting information about customers. They can then compare this information with knowledge collected in previous sales situations (Weitz, Sujan, & Sujan 1986). In her dissertation, Lawrimore

(1987), concluded that real estate sales practitioners practice adaptive selling. To do this, the agents expressed a need to "read" their prospects to understand them. This statement is consistent with the definition of cognitive empathy.

Figure 2. An Adaptive Selling Framework (Weitz, Sujan, & Sujan (1986).



There are three main sections to the Adaptive Selling Framework: Sales Management Variables, Characteristics of Sales agent, and Behavior of Sales agent. Each of these will be discussed in turn. Sales management variables represent the environment surrounding the sales agent over which they have little control but which they must know.

Sales Management Constructs

This section discusses those company constructs which directly impact the performance of the sales agent. The authors (Weitz, Sujan, & Sujan 1986) suggest how sales management practices relate to constructs in the model. Specifically, the level of self-management, the culture of their organization, the nature of the reward system in which they function, and the feedback provided by sales managers affect the intrinsic reward orientation of salespeople. The tendency of salespeople to make strategy attributions is related to environmental cues including the actions of sales managers. In Spiro & Weitz's (1990) article on the measurement of adaptive selling, they hypothesized that the sales manager's style might encourage the practice of adaptive selling. They suggested that "tolerance of freedom" would encourage adaptive selling while structure and production emphasis would negatively affect production. Their research did not confirm these hypotheses. The Model (Figure 1) introduced earlier in this study suggests the importance of the knowledge and information acquisition skills of sales agents to their performance. Knowledge is a learned skill which is quite dependent on the firm's training and feedback by sales managers.

Characteristics of Sales Agent

For the successful practice of adaptive selling to take place, the sales agent should have certain characteristics. These are grouped by the motivation to practice adaptive selling and the capabilities to carry it out (Weitz, Sujan, & Sujan (1986). Motivated sales agent behavior refers to the mental and physical effort expended over time to carry out chosen tasks (Atkinson 1964; Campbell & Pritchard 1976; Walker, Churchill, & Ford 1977; and Weiner 1980). When sales agents are motivated to practice adaptive selling, as in the case of the large real estate sale, it is likely to have a significant impact on performance (Weitz, Sujan, & Sujan 1986). They suggest that it is intrinsic motivation that is important to adaptive selling. Spiro & Weitz (1990) define intrinsic motivation as "the motivation to seek rewards derived directly from or inherent in the task of job itself--associated with the content of the task or job." Intrinsically motivated salespersons will practice adaptive selling, according to Spiro & Weitz (1990). Because motivation is a personality trait with a baseline level of self-actuation based on early environmental life experiences, firms need to hire sales agents that have high intrinsic motivation at the outset. Therefore, the selection of highly motivated sales agents is crucial to the performance of a firm's sales agents. Since one of the objectives of this researcher's study is to examine the trainable communication skills of sales agents, the focus of this study will be moved to the trainable capabilities of the sales agent. In referring to Figure 1, this researcher would argue that rapport is a trainable information acquisition skill which is essential to the sales agent's capability to practice adaptive selling. However, rapport without

the knowledge to use this information for adaptation would be useless. Knowledge about real estate selling is also a trainable skill. Thus, the capabilities of the sales agents to practice adaptive selling are antecedent to successful adaptive selling. The major focus of this study is to develop instruments to measure empathy and related constructs for both the selection and training of salespeople.

Capabilities of the Sales Agent

These capabilities include the knowledge structures (ability) and information acquisition skills needed to practice adaptive selling. These elaborate knowledge structures consist of sales situations, sales behaviors, and contingencies that link specific behaviors to situations (strategies). To use these strategies, the sales agent needs to be skillful in collecting relevant information so as to apply the correct strategy. Figure 1 suggests that the sales agent's capabilities are antecedent to adapting to the customer to satisfy their needs. The capabilities construct is a set of learned skills rather than the inherent personality construct of intrinsic motivation.

Knowledge Structures

According to Leong, Busch, & John (1989), adaptive selling requires that the sales agent has an elaborate knowledge base that enables him/her to size up sales situations, classify prospects, and select appropriate sales strategies for clients. The knowledge base should contain category and script structures. Leong, Busch, & John (1989) define category structures as structures that "contain information needed to describe and

classify different types of customers." They define script structures as structures that "include information about sequences of events and actions commonly encountered in sales situations, which can be used to guide sales agent behavior in similar situations." Leong, Busch, & John's (1989) concluded that "effective sales agents have more distinctive scripts for different selling situations and consider more contingencies that might happen within each sales situation and this increases their ability to adapt to different sales situations." Researchers (Leong, Busch, & John 1989; Shepherd & Rentz 199Ø; Leigh & McGraw 1989; Szymanski 1988; and Weitz, Sujan, & Sujan (1986) developed four propositions that show the influence of knowledge structures on the effectiveness of adaptive selling. These are: the number of sales situation categories available in the sales agent's long-term memory, the degree to which salespeople have hierarchically organized knowledge structure, the degree to which salespeople classify sales situations in terms of underlying characteristics (cues), such as the effect of sales approaches, rather than surface characteristics, and the level of procedural knowledge possessed by salespeople. Morgan & Stoltman (199Ø) assume that knowledge structures reflect both perceptual prowess and one's ability to enact cognitive solutions. Because adaptive selling is importatnt to success in real estate sales, an instrument to measure knowledge for selection and training would be most useful to real estate firms. Spiro & Weitz (199Ø) adapts scale appears to measure some facet of salesperson knowledge as it refers to the sales agent's adatpivensss. Such questions as, " When I feel that my sales approach is not working, I can easily change to another approach; I am very flexible in the selling approach I use; I can easily

use a wide variety of selling approaches; and I feel confident that I can effectively change my planned presentations when necessary." would indicate that knowledge of other approaches would be necessary (Sprio & Weitz (1990). This would seem to satisfy Leong, Busch, & John's (1989) earlier definition of knowledge structures needed for adaptive selling.

Information Acquisition Skills

Weitz, Sujan, & Sujan (1986) consider research on information acquisition skills to be the only empirical research that relates directly to their adaptive selling framework. To effectively use the knowledge structures discussed above, salespeople need to be able to collect information about the sales situation and relate it to information stored in memory (Weitz, Sujan, & Sujan 1986). This researcher contends that a major information acquisition skill is cognitive empathy. This researcher has focused the discussion of these skills in the section on control or management of the interaction, which is where the literature suggests it should be (Weitz, Sujan, & Sujan 1986).

This framework led Spiro and Weitz (1990) to develop an instrument to measure adaptive selling. They hypothesized that adaptive selling results in better sales performance. First, the authors (Spiro & Weitz 1990) discuss the factors related to the practice of adaptive selling. They list the following general personality traits of self-monitoring -- empathy, androgyny, openers, and locus of control -- as being related to adaptive selling.

Personality Characteristics

According to Berkowitz, Kerlin, Hartley, & Rudelius (1992, p. 119), "personality refers to a person's consistent behaviors or responses to recurring situations." Spivey, Munson, and Locander (1979) found that individuals with an "internal" locus of control, whose personalities are more 'outgoing' and assertive, were lower termination risks than those that don't have these characteristics. Miner (1968, p. 302) concludes that personality measures have been consistently good predictors of job performance. To develop close relationships with customers, sales agents need personality characteristics that make them outgoing and sociable-such as other-directness, extroversion, and social adaptability (Miner 1968, p. 302). Close relationships should enable them to learn more about their customer's needs and be more effective in influencing purchase decisions. The personality traits of ego drive, dominance, aggressiveness, and the need to achieve, should help sales agents to be more persistent at overcoming objections and closing sales. Accordingly, empathetic personality types are more sensitive to their customers' needs and more flexible in tailoring their sales presentations to address each customer's uncommon problems and concerns (Churchill, Ford, and Walker, 1985, p. 624). Clearly, the sales agent's empathy gives him/her the ability to gather the information necessary to adapt his/her sales behavior to the customer and the sales interaction.

Many researchers have attempted to predict sales performance using a variety of personality and personal characteristics but with inconsistent findings (Avila & Fern, 1986). Four studies -- new automobile (Tobolski & Kerr, 1952), automobile (Greenberg & Mayer, 1964) -- life insurance

(Greenberg & Mayer, 1964) and mutual fund (Greenberg & Mayer, 1964) -- suggest that sales agent empathy is positively related to sales agent performance. One study of industrial selling (Lamont & Lundstrom, 1977) concluded that empathy was not significantly related to performance. Hafer & McCuen (1985) have suggested that such inconsistencies in findings are not due to methodology differences, but are the result of inherent differences between industry settings. Weitz (1978, 1979) concluded that the stream of sales process research sought to uncover sales behaviors or behavioral predispositions (personality traits) that were effective over a wide range of selling situations. Weitz (1978, 1979) suggests that the contradictory nature of this previous research would show that there are no universally effective selling behaviors. The personality traits they (Spiro & Weitz 1990) discuss as important to adaptive selling are:

1. Self-monitoring, which suggests that an individual will alter his/her self-presentation in response to situational cues.
2. Androgyny suggests that an individual feels he/she is characterized by traits culturally associated with both men and women; and perceive themselves as both assertive and yielding; and both instrumental and expressive.
3. Empathy, is the reaction of individuals to the observed experiences of other individuals. They (Spiro & Weitz 1990) use Davis's (1983) perspective taking and empathetic concern scales because they associate them with the perception that customers differ in terms of needs and the collection of information to simplify adaptation. In addition, they (Spiro & Weitz 1990) use social self confidence (the degree to which an individual is

confident in social situations) to assess another facet of empathy. Empathy is the key to adaptive selling behaviors (Avila, Fern, & Mann 1988).

4. Openers, the degree to which an individual can "open up" or elicit intimate information from other people or to get others to talk about themselves (Spiro & Weitz 1990). This researcher suggests that this trait is really "rapport," as discussed earlier in this report (Laborde 1984).

5. Locus of control, the predisposition in the perception of what caused a reward (or favorable outcome) and how individuals react to the reward based on this perception. Beliefs that rewards are typically due to luck, chance, or fate or are simply unpredictable show an external locus of control (Rotter 1966). Spiro & Weitz (1990) associate an internal locus of control with a tendency to perceive that rewards are typically the results of one's own behavior.

The antecedents of adaptive selling discussed are: knowledge gained through experience, a motivation to get knowledge and develop skills based on an intrinsic interest in the job, and the management style of the immediate supervisor. Spiro & Weitz (1990) concluded that the personality traits of androgyny, locus of control, empathy, intrinsic motivation, and self-monitoring -- are related significantly to the practice of adaptive selling. However, the sixteen (16) questions in the final ADAPTS scale measure mostly behaviors with a few questions only measuring personality traits. Since Spiro & Weitz (1990) did an impressive job, this researcher feels that it would be appropriate to use their ADAPTS scale to measure

adaptive behavior.

Behaviors of the Sales Agent

The third section of the Weitz, Sujan, & Sujan (1986) model includes the practice of adaptive selling. The practice of adaptive selling is based on the sales agent's motivation and capabilities. Weitz's (1981) research showed that the sales agent whose behavior is contingent upon the behavior of the customer is more effective than one who does not adjust behavior to meet the customer's specific needs. A combination of formal training, social learning and imitation, and trial and error create the knowledge and adaptive behaviors exhibited by sales agent (Morgan & Stoltman 1991). Empathy is the key to adaptive selling behaviors (Avila, Fern, and Mann, 1988). Weitz, Sujan, & Sujan (1986) suggest that empathy enables a sales agent to get accurate information about customer's beliefs and values that in turn improve selling effectiveness. This concludes the discussion on the adaptive selling model of Weitz, Sujan, & Sujan (1986).

Customer Satisfaction

The connection between adaptive selling and customer satisfaction was suggested by Grewal & Sharma (1991). They stated: "The goals of adaptive selling are to build realistic expectations and to increase customer effort and the customer's perceptions of sales agent effort, which will positively affect satisfaction." Howard and Sheth (1969, p. 145) define customer satisfaction as:

> " . . .the buyer's cognitive state of being adequately or inadequately rewarded in a buying situation for the sacrifice they

have undergone. The adequacy is a consequence of matching actual past purchase and consumption experience with the reward that customers expect from the brand in terms of its anticipated potential to satisfy the motives served by the particular product class."

It includes not only reward from consumption of the brand but any other reward received in the purchasing and consuming process. "Satisfaction occurs when a seller meets or exceeds a customer's expectations, leading to reinforcement of the purchase decision" (Pederson, Wright, & Weitz 1984, p.125). Satisfaction depends on an initial adapted standard and some perceived discrepancy from the initial reference point (Oliver 1980). Oliver (1980) states:

> "the standard is a function of perceptions of the stimulus itself, the context, and psychological and physiological characteristics of the organism. The effects of expectation and discrepancy perceptions may be additive. Postdecision deviations from the adaptation standard may be caused by the degree to which the product exceeds, meets or fall short of one's expectations, i.e., positive, zero or negative disconfirmation (Oliver 1980)."

Customer satisfaction may be based on the theory of relative deprivation. This theory states that whenever we purchase something we compare the purchase to a standard of comparison (an expectation). If our purchase is similar to the standard, we are satisfied; if not, then dissatisfied. If the purchase is inferior, we feel deprived (Bagozzi 1986, pp. 84-85).

Dissatisfaction can occur when customers are not fully aware of product/service capabilities or if the sales agent made exaggerated claims

(Pederson, Wright, & Weitz 1984, p.125). Additionally, Hunt (1979) suggests that satisfaction involves need fulfillment, pleasure or displeasure that results from a purchase experience. Churchill and Surprenant (1982) argue that satisfaction has both cognitive and affective components. Parasuraman, Zeithaml & Berry (1986) say that customers relate satisfaction to a specific transaction. Many researchers consider satisfaction and dissatisfaction to be the anchors of a continuum of satisfaction levels (Grewal & Sharma, 1991). Finally, Andreasen (1977) has suggested a distinction between first satisfaction level (the satisfaction immediately after using the product) and final satisfaction level (customer satisfaction after the organization responds to complaints, if any). Customer satisfaction or dissatisfaction would probably be contingent on the sales agent's ability to meet customer needs in real estate. Since the key to success in satisfying customer needs is adaptive selling in real estate, customer satisfaction would be dependent on adaptive selling. Thus, the ability to measure the capabilities and adaptiveness of sales agents would be very valuable in screening sales agents for the real estate firm.

Literature Summary

Sales agent performance is critical to the success of real estate firms. Performance may be based on the sales agent's control or management of the sales interaction and their ability to adapt to the customer so as to satisfy customer needs. For exchange to take place, the literature suggests that a number of conditions must be met. First, the buyer and sales agent must become aware that each is a viable exchange partner.

Next, the buyer and sales agent must engage in the interpersonal communication process. In this phase, the needs and wants of the buyer are explored. As the buyer's criteria for purchase (norms) and expectations are developed, the sales agent's ability to make the sale will be dependent or how well they read the buyer. This researcher would define empathy as the sales agent's "as if" understanding of the customer's specific thoughts and feelings about particular attributes of the product, price, etc., and their ability to communicate their understanding to the customer. Sales agent empathy is important because the agent who best knows and understands his/her customer has the greater likelihood of a sale. Empathy helps the sales agent listen and this leads to a better understanding of the customer needs and wants. There is a cognitive (empirical), intellectual reaction or an ability to understand the other person's perspective, and a visceral, emotional (affective) reaction to the distress of another (Davis 1983). Sweitzer (1974) added a third dimension to empathy, the perception of sales agent empathy by their customer. This perception is based on the customer's understanding that the sales agents understand the customer's needs, and this creates a perception of similarity in the dyad, which is an interactive process (Sweitzer 1974).

Rapport is a sense of comfort between communication partners, a shared understanding. This implies that both the buyer and sales agent must feel that the other person understands them. The sales agent's (empathizer's) communication of their understanding of the customer stimulates most of the feelings of sales agent similarity by the customer rather than actual physical similarity. Rapport rests on each person's

trust in the competence of the other person to complete the task at hand. Success in the sales interaction would be impossible without rapport. For these reasons, a salesperson needs to be cognitively empathetic so that he/she can turn up information (read the buyer) that he/she can use for establishing rapport.

Smith (1973) defines perceived similarity as a sense of similar moral values and likes and dislikes. Past researchers have suggested that perceived similarity between the buyer and seller is a factor which increases sales agent effectiveness, particularly when large purchases are made, such as real estate. Trust can be defined as the home buyer's propensity to risk becoming vulnerable by believing and relying on what the sales agent says or promises regarding the purchase of a home. Recent research (Swan & Nolan 1985; Swan, Trawick, & Silva 1985; Swan & Nolan 1985; Hawes, Mast, & Swan 1989; Andaleeb 1992; and Foldvari, Castleberry, & Ridnour 1992) reported that customer perceptions of sales agent expertise, selling motives, and selling style were the most important attributes contributing to customer trust.

Weitz, Sujan, & Sujan (1986) define adaptive selling as;

> "the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation."

Weitz, Sujan, & Sujan (1986) have provided an adaptive selling framework that includes the capabilities to practice adaptive selling. These capabilities include the knowledge structures (ability) and information acquisition skills needed to practice adaptive selling. They (Weitz, Sujan, & Sujan 1986) consider research on information acquisition skills

to be the only empirical research that relates directly to their adaptive selling framework. This researcher's study is on cognitive empathy which leads to the key information skill of rapport. To effectively use the knowledge structures discussed above, salespeople need to be able to collect information about the sales situation and relate it to information stored in memory (knowledge structures). This framework led Spiro and Weitz (1990) to develop an instrument to measure adaptive selling and to hypothesize that adaptive selling results in better sales performance. First, the authors (Spiro & Weitz 1990) discuss the factors related to the practice of adaptive selling. The personality traits they (Spiro & Weitz 1990) discuss as important to adaptive selling are; self-monitoring, androgyny, empathy, openers, and locus of control. The problem with Spiro & Weitz's (1990) discussion of personality constructs is that it is not consistent with Weitz's earlier (1981) work and Weitz, Sujan, & Sujan's (1986) model on adaptive selling which focused on salesperson capabilities and skills rather than personality constructs. This researcher argues that Spiro & Weitz's (1990) constructs of self-monitoring, openers, and the cognitive part of the empathy construct are learned information acquisition skills and the rest are personality constructs. The Sprio & Weitz (1990) ADAPTS scale actually measures behaviors, and not personality constructs.

Empathy is the key to adaptive selling behaviors because it enables a sales agent to get accurate information about customer's beliefs and values (Avila, Fern, & Mann 1988). Weitz, Sujan, & Sujan (1986) conclude that the information acquisitions skills needed for adaptive selling can be tested for and developed in salespeople through training. Adaptive

selling is an interactive process between the buyer and seller that requires the buyer to have trust and confidence (expert power) in the seller, and to perceive that the seller is similar. This creates a sense of comfort for the buyer so that a state of rapport exists. Laborde (1984, pp. 27-39) defines rapport as a relation of harmony, conformity, accord, or affinity between persons. When a person senses that they have shared understanding with another person, they have rapport with the other person.

Customer satisfaction leads to sales agent performance. Howard and Sheth (1969, p. 145) define customer satisfaction as:" . . .the buyer's cognitive state of being adequately or inadequately rewarded in a buying situation for the sacrifice they have undergone." Satisfaction occurs when a seller meets or exceeds a customer's expectations, leading to reinforcement of the purchase decision (Pederson, Wright, & Weitz 1984, p.125). Satisfaction depends on an initial adapted standard and some perceived discrepancy from the initial reference point (Oliver 1980). Oliver (1980) states "the standard is a function of perceptions of the stimulus itself, the context, and psychological and physiological characteristics of the organism. Dissatisfaction can occur when customers are not fully aware of product/service capabilities or if the sales agent made exaggerated claims (Pederson, Wright, & Weitz 1984, p.125)." This researcher concludes that customer satisfaction or the satisfaction of customer needs is dependent on the ability of the sales agent to adapt to the customer.

After reviewing the literature, there exists a gap in the research surrounding the inner-relationships between sales agent personality variables. In addition, there is a lack of agreement among marketing

researchers on the validity of a sales agent self-test for adaptiveness in the sales interaction. In fact, there is little in the literature about the four methods of measuring personality variables (1) predictive, (2) situational, (3) perceived, and (4) rating (Kurtz 1970). This study will contribute to the discipline by exploring a model about the innerrelationships between sales agent personality variables as well as exploring the methods of measuring personality variables in the sales process. This researcher suggests that the self-perception of customer empathy by a sales agent needs to be confirmed by the customer in order to validate the level of actual empathy on the part of the sales agent.

CHAPTER III.

METHODOLOGY

Introduction

This researcher would argue that if a sales agent has empathy, he or she can gather information about the desired outcomes of the customer. If sales agents can convey to the customer that they understand the customer's needs and desires (outcomes), then the customer may perceive that the sales agent is similar (perceived empathy) on the dimensions important to the transaction. Initially sales agents should qualify themselves and their firm as experts in the real estate field. This action, plus the achieved sense of similarity, may lead to the building of trust and confidence or rapport between the sales agent and customer. Rapport is necessary to read the customer's choice criteria and outcomes important in the practice of adaptive selling. Additional capabilities essential to adaptive selling are: sales agent knowledge of the industry and their products, selling strategies based on experience and training leads to positive sales agent's capabilities (Leong, Busch, & John 1989). Strong sales agent capabilities and intrinsic motivation are essential to adaptive selling. In real estate sales, cognitive empathy, perceived similarity, and knowledge lead to rapport, which, when combined with other capabilities and intrinsic motivation, leads to adaptive selling, customer

satisfaction and sales agent performance.

In a recent article, Churchill (1992) discusses the better measurement practices for Sales Management Research. He stresses the importance of:

1. Defining a given construct in terms of other constructs in the set.

2. An operational definition which describes how the construct is to be measured.

According to Churchill (1992), "The basic measurement problem, is to develop measures in which the score we observe and record actually represents the true score of the object or the characteristics we are attempting to measure. The relationship between measured score and true score is never established but is always inferred. The basis for such inferences are two: (1) direct assessment employing validity measures and (2) indirect assessment via reliability measures.: He further states, "What we do, therefore, is infer the validity of a measure by looking for evidence of its predictive, content and construct validity."

In line with the suggestions of Churchill (1992), the following sections define the constructs of interest and how they were measured in keeping with best practice in sales management research. The purpose of this research is to propose and test a conceptual framework that considers the impact of cognitive empathy, perceived similarity and, trustworthiness on rapport, of rapport and knowledge on capabilities, of capabilities and intrinsic motivation on adaptiveness, of adaptiveness on customer satisfaction, and of customer satisfaction on sales agent performance. Subsequently, the conceptual framework is developed and

tested using regression and correlational modeling techniques since it is a measurement model rather than a causal model (Massey 1962, Avila, Fern, & Mann 1988). In a measurement model, the researcher is specifying and looking at the causal linkages between each set of predictor and criterion constructs. In a causal model, (Heise 1969), the researcher is seeking a set of equations which predict how a change in any one construct in the model (system) affects the values of other constructs in the system. In a causal model, path analysis or LISREL is used as the preferred statistical technique. The major research question is, "Can a self-report instrument for sales agent cognitive empathy, perceived similarity, knowledge, intrinsic motivation, and sales agent adaptiveness predict real estate sales agent performance and customer satisfaction?" These constructs were be correlated and their predictive power determined in both a sales agent survey and a customer survey.

Based on the Model (3) developed during the literature review, this researcher proposes that the following mathematical relationships may exist between the constructs of cognitive empathy, perceived similarity, trustworthiness, rapport, knowledge, capabilities, intrinsic motivation, adaptiveness, customer satisfaction, and sales agent performance.

Table 1

Relationship Between Sales Agent Empathy and Performance

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1. Cognitive Empathy Z1 =/= Emotional Empathy Z2

2. Perceived similarity Z3 = referent power + e3

3. Trustworthiness Z4 = expert power + e4

4. Rapport Z5 = Z1 + Z3 + Z4 + e5

5. Knowledge Z6 = script based knowledge + e6

6. Capabilities Z7 = Knowledge Z6 + Rapport Z5

7. Motivation Z8 = intrinsic motivation + e8

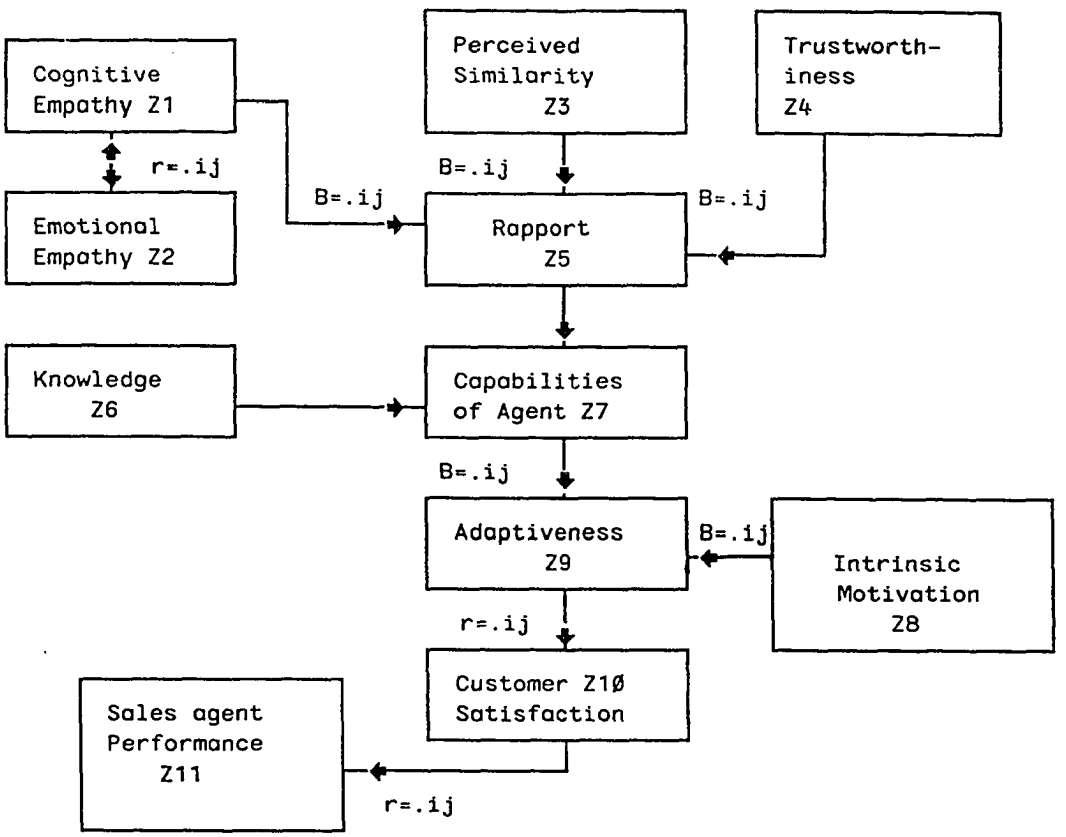
8. Adaptiveness Z9 = Z7 + Z8 + e9

9. Customer Satisfaction Z1Ø = Z9 + e1Ø

1Ø. Sales Agent Performance Z11 = Z1Ø + e11
e=error (residuals)

This researcher presents a conceptual model which outlines the focus of this study. Figure 3 displays the constructs included in the proposed conceptual framework and the hypothesized relationships which are to be tested. This framework is the first time that a researcher has presented a set of sales agent personality and communication skill constructs showing causal relationships with sales agent performance. To be specific, the proposed framework suggests that cognitive empathy, perceived similarity and, trustworthiness have an impact on rapport; that rapport and knowledge have an impact on capabilities; that capabilities and that intrinsic motivation have an impact on adaptiveness; that adaptiveness has an impact on customer satisfaction, and that customer satisfaction has an impact on sales agent performance.

Figure 3. Sales Agent Correlational Framework.



B = Beta coefficient in a multiple regression equation. r = correlation coefficient between predictor and criterion constructs. ij = future test statistic. Z = designation of a theoretical construct. Y = designation of a operational construct.

This researcher used hypotheses to explore and test the model outlined above using sales agent and customer questionnaires. Although sales agents may perceive themselves as adaptive, they may not be adaptive. So Smith (1973), Sweitzer (1974), and Weitz (1981) all suggest that researchers determine empathetic accuracy by asking observers if the other person (sales agent) seems empathetic to them. This researcher suggests that it may not be feasible to test only for sales agent adaptiveness with a self-test but may require an evaluation by observors to be accurate. (See Appendix A & B for the questionnaires). So, this researcher attempted to match sales agents and customers in the two questionnaires. The following section discusses previous research that provides support for the relationships included in the framework.

Sales Agent Empathy

In reviewing the literature, Davis (1980, 1983), Deutsch & Madle (1975), and Mehrabian & Epstein (1972), conclude that there are two broad classes of empathetic response. There is a cognitive (empirical), intellectual reaction (an ability to understand the other person's perspective), and a visceral, emotional (affective) reaction to the distress of another. It is not empirical similarities to a person but the rationalistic understanding of another person (the degree of closeness, of understanding, of identification with that person) that decides the empathy with another person.

Sweitzer's (1974) definition of empathy is," Salesperson empathy consists of the understanding and communication of the understanding of both the role and task of the buyer to the buyer." Thus Sweitzer (1974) was

the first to recognize the interactive and confirmatory nature of the empathic process in the buyer-seller dyad. The degree of empathic understanding is conceived as the extent to which one person is conscious of the immediate awareness of another (Barret-Lennard 1962). Barrett-Lennard (1962) further defined empathic understanding as "an active process of desiring to know the full present and changing awareness of another person, of reaching out to receive his communication and meaning and of translating his words and signs into experienced meanings that matches at least those aspects of his awareness that are most important to him at the moment."

Cognitive Empathy

Davis (1980) suggests that empathy instruments should provide separate assessments of (1) the cognitive, perspective taking capabilities or tendencies of the individual and (2) the emotional reactivity of such individuals. Davis (1980) defines empathy "as a reaction to the observed experiences of others." Davis (1980) discusses earlier research which defines cognitive empathy "as the ability to interpret and understand the experiences and feelings of other." Davis's (1980) attempts to measure cognitive empathy as "perspective-taking abilities." Sweitzer (1974) states, "Empathy (Rogers 1957) consists of understanding and communication of understanding of both the role and task of the buyer." This researcher would define cognitive empathy as the sales agent's "as if" understanding of the customer's specific thoughts and feelings about particular attributes of the product, price, etc. These descriptions would lead this researcher to suggest that cognitive empathy may be a key information acquisition skill that can be learned.

Emotional Empathy

Mehrabian & Epstein (1972) define emotional empathy "as a vicarious emotional response to the perceived emotional experiences of others." Emotional empathy is often the definition of choice when researchers discuss empathy in marketing literature. Emotional empathy is an inherent personality trait developed because of our environmental and cultural upbringing and may be difficult to modify or learn. Cognitive empathy, on the other hand, would be a learned information acquisition skill. Training in cognitive empathy could override a sales agent's natural emotional empathy, which might be detrimental to a sale.

Perceived Empathy

Sweitzer's (1974) study showed that the buyer's beliefs regarding the salesman's role and task empathy were associated with the client's evaluation of the salesperson. His definition of empathy then became, " Salesperson empathy consists of the understanding and communication of the understanding of both the role and task of the buyer to the buyer." Barret-Lennard (1962) labeled this process as "experienced" or "perceived" empathy. The degree of empathic understanding is conceived as the extent to which one person is conscious of the immediate awareness of another (Barret-Lennard 1962). Barrett-Lennard (1962) further defined empathic understanding as "an active process of desiring to know the full present and changing awareness of another person, of reaching out to receive his communication and meaning and of translating his words and signs into experienced meanings that matche at least those aspects of his awareness that are most important to him at the moment." Sweitzer (1974) hypothesized

that the perceived approach was consistent with Roger's (1957) theory that the buyer's perception of being understood is crucial for personality change.

Measuring Empathy

Sweitzer (1974) used Kurtz's (1970) work to identify four different approaches to the measurement of empathy: (1) the predictive approach, (2) situation approach, (3) perceived approach, and (4) rating approach. In the predictive approach, according to Sweitzer (1974), "Empathy is measured by assessing the degree of similarity between individual's ratings of others known to them through some interaction and the other's actual self-ratings. In the situational test of empathy, the tester provides the subject some standardized situation to which they respond and are rated (Sweitzer 1974). However, in the rating approach, trained judges listen to observed interactions between persons on the basis of certain predetermined criteria and rate the amount of empathy (Sweitzer 1974). In the perceived approach, suggested by Sweitzer (1974), the salesperson is asked to rate his/her empathy in a particular interview after the completion of the interview, and the client can be asked to report how empathic a salesperson was during the same interview. Barret-Lennard (1962) labeled this process as "experienced" or "perceived" empathy. Sweitzer (1974) hypothesized that the perceived approach was consistent with Roger's (1957) theory that the buyer's perception of being understood is crucial for personality change. Kurtz (1970) found that the Barret-Leonard relationship survey (1962) was the best predictor of understanding. Using the Barret-Leonard relationship (1962) survey, Sweitzer's (1974) study showed that the buyer's beliefs

regarding the salesman's role and task empathy were associated with the client's evaluation of the salesperson. His definition of empathy then became, " Salesperson empathy consists of the understanding and communication of the understanding of both the role and task of the buyer to the buyer."

Sweitzer's (1974) discussion of the various methods led him to conclude that the predictive, situation, and rating approaches were biased and could actually be measuring or at least be confounded by other personality constructs. This researcher would suggest that herein lies part of the problem with past measurements of empathy. The "predictive" approach, which is the one widely used (Davis 198Ø, Hogan 1969, Mayer & Greenberg 1964, Sprio & Weitz 199Ø), tries to predict the behavior of another from the salesperson's performance on pencil and paper personality measures. Sweitzer (1974) suggests that predictive tests of these types suffer from self-report biases and convergent validity.

Davis (1983) developed an empathy test with the underlying rationale that researchers should consider empathy as a set of constructs which are related in that they all concern responsivity to others but are also clearly discernible from each other. The first test was administered to 2Ø1 male and 251 female university students. Factor analysis revealed four major factors. He named these fantasy items, perspective taking items, empathic concern items, and personal distress items. Based on these results, he prepared and administered a second questionnaire to tap the four factors. After another factor analysis, the final four (4), seven (7) item each, sub-scales were constructed to tap the four factors more closely. Each item was selected based on highest factor loadings for both

male and female students. The final version was then tested on 578 male and 582 female students. Test-retest reliability was . 61 to .79 for females and .62 to .81 for males. Women generally displayed higher scores than men. The 28-item IRI (Interpersonal Reactivity Index) self-report measure has four 7-item subscales, each tapping some aspect of the global idea of empathy. The four sub-scales are the Perspective-Taking Scale (PT), the Fantasy Scale (FS), the Empathic Concern Scale (EC), and the Personal Distress Scale (PD). This was based on Davis's (1980) factor analysis which resulted in the above four factors. Davis (1980) described the four groupings as follows:

(1) "Fantasy items, which denoted a tendency of the respondent to identify strongly with fictitious characters in books, movies, or plays."

(2) "Perspective-taking items, which reflected a tendency or ability of the respondent to adopt the perspective, or point of view, of other people."

(3) "Empathic concern items, which assessed a tendency for the respondent to experience feelings of warmth, compassion and concern for others undergoing negative experiences."

(4) "Personal distress items, which indicated that the respondent experiences feelings of discomfort and anxiety when witnessing the negative experiences of others."

In order to obtain convergent and discriminate validity, Davis (1983) successfully correlated the four sub-scales to the individual measurement of five empathy constructs. These are social competence/interpersonal functioning, self-esteem, emotionality, sensitivity to others, and

intelligence to confirm the globality of empathy. Davis's IRI was influenced by two other authors, Smith (1973) and Hogan (1969), who also employed the two constructs of cognitive and emotional empathy in their measurement of empathy. Davis (198Ø) developed his IRI instrument by starting with a pool of fifty (5Ø) items. Some of these were borrowed from earlier empathy instruments (Stotland, Sherman, Hansson, & Richardson 1978; & Mehrabian & Epstein 1972). Davis (198Ø) found that the fantasy and perspective taking scales were uncorrelated, that the two (2) emotional sub-scales, empathic concern and personal distress, were nearly orthogonal. He also found that perspective taking is positively correlated to emotional concern and is negatively correlated to personal distress. Because of these subscale intercorrrelations, this researcher plans to use the perspective taking scale (PT) to measure cognitive empathy and the personal distress (PD) scale to measure emotional empathy.

Davis (198Ø) concluded that while some association exists between cognitive and emotional empathy, the relationships were not strong enough to imply that the scales are measuring the same construct. Davis (1983) does suggest that personal distress scores are clearly and negatively related to measures of social functioning, and that perspective taking may be associated with better social functioning. These conclusions would tend to support this researcher's contention that there is little if any positive relationship between cognitive and emotional empathy and that they may actually be negatively related.

Davis (198Ø) has made a strong case for the belief that empathy is a complex multidimensional concept and that an instrument used to measure empathy should provide separate assessments of 1) the cognitive,

perspective-taking capabilities or tendencies of the individual, and 2) the emotional reactivity of individuals. Davis's (198Ø) rationale was simple: "it is only by separately measuring such characteristics that their individual effects on behavior can be evaluated." Two other well-known empathy measurement instruments, Hogan (1969) and Mehrabian and Epstein (1972), measure both cognitive and emotional empathy but then they summed them to produce a single empathy score. However, summing the two could lead to bias since they might cancel each other out.

Because of Davis's (198Ø) careful development of his scales, this researcher plans to employ this instrument as a measure of sales agent self-empathy. Support for using Davis's (198Ø) empathy test comes from its use by Weitz, Sujan, & Sujan (1986), Spiro & Weitz (199Ø), Stiff et al. (1988), and McBane (199Ø). McBane's results did not mirror Davis's (1983) work and consequently care must be taken in using and intrepreting Davis's (1983) scales. This researcher uses Davis's (1983) Perspective Taking (PT) scale to measure cognitive empathy and the Personal Distress (PD) scale to measure emotional empathy on the sales agent questionnaire (Y1 and Y2). The constructs for the scale were summed into a score for each scale for each respondent.

Measuring Z1 Cognitive Empathy

Davis (1983) identified two factors which tap the concept of cognitive empathy. His Perspective-Taking (PT) scale assesses "the tendency to spontaneously adopt the psychological point of view of others." The Fantasy (FS) scales taps "respondents' tendencies to transpose themselves imaginatively into the feelings and actions of fictitious characters (and significant others)." However, since the perspective-taking scale is

positively related to empathic concern (r =.33 Male and .3Ø Female) and has a low correlation (r=.11 Male and .Ø1 Female) with the Fantasy (FS) scale (Davis 198Ø) this researcher used only the Perspective Taking (PT) scale to assess cognitive empathy.

Y1 Perspective Taking Scale (PT)

Davis (198Ø) suggests that the perspective-taking scale (PT) "reflects an ability or proclivity to shift perspective--to step 'outside the self'-- when dealing with other people." The items comprising this scale refer not to fictitious situations and characters, but to "real life" instances of perspective-taking. Davis (1983) concluded that high PT scores were consistently associated with better social functioning and higher self-esteem. Davis's scales are located in Appendix A.

Measuring Z2 Emotional Empathy

Davis's (1983) research on empathy was exhaustive. He concluded that some researchers used a definition of empathy stressing an individual's emotional response to the perceived emotional experiences of others (Stotland, Mathews, Sherman, Hansson, & Richardson 1978; Mehrabian and Epstein (1972); Hogan 1973). Like Davis (1983), these researchers also recognized that there were both cognitive and emotional facets to the empathy construct. Mehrabian & Epstein's (1972) research indicated that a person who has a high level of emotional empathy is less likely to engage in aggressive behavior, particularly when the pain cues from the victim are immediate, and the he/she is more likely to engage in helping behavior when he/she notices distress in another. Toi and Batson (1982) provided evidence that empathic emotion evokes an altruistic motivation to help. Their tests

concluded that subjects with high empathy displayed a high rate of helping others and exhibited feelings of sympathy, compassion, softheartedness, etc. Based on the earlier work of the above mentioned researchers, Davis's (1980) Empathic Concern scale assesses "other-oriented" feelings of sympathy and concern for unfortunate others, and the Personal Distress (PD) scale measures "self-oriented" feelings of personal anxiety and unease in tense interpersonal settings. This researcher would expect that the correlation between emotional empathy and cognitive empathy to be negative as did Davis (1980). However, because Empathic Concern (EC) correlates with Prospective Taking (PT) (r = .33 Male and .30 Female) and has low correlation with Personal Distress (r = .11 Male and .01 Female) (Davis 1980), emotional empathy was measured by using only the Personal Distress (PD) scales. These questions are identified in Appendix A. The following is a detailed discussion of the emotional empathy scale.

Y2 Personal Distress Scale (PD)

The personal distress scale (PD) measures the individual's own feelings of fear, apprehension and discomfort at witnessing the negative experiences of others (Davis 1980). This may result from feelings of anxiety and discomfort in emotional social settings. He found consistent and significant positive correlations between personal distress and the self-oriented measures of sensitivity to others and self-esteem. (Standardized alpha coefficients: Males, .77; Females, .75 (Davis 1980)).

Implicit in the proposal of H1 is the assumption that the sales agent who is cognitively empathetic may be more successful than the sales agent who is too emotionally empathetic as suggested by Davis (1980). Toi and

Batson (1982) provided evidence that empathic emotion evokes an altruistic motivation to help. Their tests concluded that subjects with high empathy displayed a high rate of helping others and exhibited feelings of sympathy, compassion, softheartedness, etc. A sales agent who feels sorry for the buyer may not accurately perceive the true resources, ability, and intent of the buyer, thus losing a sale or giving "too much" away to the buyer.

Hypothesis # 1.

H1o: The constructs of cognitive empathy and emotional empathy will be uncorrelated.

H1a: The constructs of cognitive empathy and emotional empathy will be correlated.

Cognitive empathy is the ability of a sales agent to understand the buyer's point of view while emotional empathy is conceived as the ability to adopt a moral point of view (Hogan 1969). A sales agent with cognitive empathy would then have the ability to assess the moral values of the client, and may be able to project similar moral values. The projection of similar values would lead to the buyer perceiving that the sales agent was similar to the buyer. This researcher followed this suggestion with a discussion of the perceived similarity construct.

Z3 Construct Perceived Similarity

Smith (1973) defines perceived similarity as a sense of similar moral values and likes and dislikes. Smith (1973) used observational techniques to measure perceived similarity with apparent success. However, he did not recognize the importance of the empathizer's communication of understanding

as stimulating the perception of similarity as did Sweitzer (1976). Past researchers have suggested that perceived similarity between the buyer and seller is a factor which increases sales agent effectiveness when large purchases are made (Evans 1963; Davis & Silk 1972; Spiro, Perreault, & Reynolds 1977; Riordan, Oliver, & Donnely 1977; Crosby, Evans & Cowles 1990; Fine & Gardial 1991). In her dissertation on real estate selling, Lawrimore (1987), suggests that most real estate agents try to develop a sense of similarity with their prospects by discussing common interests. Nickels, Everett, & Klein (1983) report that sales agents can be trained to use cues from relevant others to develop perceived similarity using neuro-linguistic programming.

Sweitzer (1976) argues that the sales agent's (empathizer's) communication of his or her understanding of the customer stimulates most of the feelings of similarity by the customer, rather than actual physical similarity. He feels that physical similarity might not be as important as the illusion of similarity. This contention is supported by Spiro, Perreault & Reynolds (1977) and Robertson, Martin, & Bellenger (1978). The empathic sales agent can learn to express understanding to buyers different from him or herself.

Measuring Perceived Similarity with Y3 Empathic Understanding

In the perceived approach, suggested by Sweitzer (1974), the salesperson is asked to rate his/her empathy in a particular interview after the completion of the interview and the client can be asked to report how empathic a salesperson was during the same interview. Barret-Lennard (1962) labeled this process as "experienced" or "perceived" empathy.

Sweitzer (1974) hypothesized that the perceived approach was consistent with Roger's (1957) theory that the buyer's perception of being understood is crucial for personality change. Kurtz (197Ø) found that the Barret-Leonard relationship survey (1962) was the best predictor of understanding. Using the Barret-Leonard relationship (1962) survey, Sweitzer's (1974) study showed that the buyer's beliefs regarding the salesman's role and task empathy was associated with the client's evaluation of the salesperson. His definition of empathy then became, "Salesperson empathy consists of the understanding and communication of the understanding of both the role and task of the buyer to the buyer." Sweitzer (1974) hypothesized that there were two dimensions of the buyer's beliefs about the salesman's empathy: (1) role empathy, the salesman's understanding of the job of the buyer, and (2) task empathy, the salesman's understanding of the specific purchase decision. Sweitzer's (1974) concept of empathy involved the seller's understanding of the buyer's frame of reference and communication of that understanding, or the seller's perceived similarity. Sweitzer (1974) used Roger's (1957) definition of empathy as consisting of understanding and communication of understanding of both the role and task of the buyer. Swetizer's (1974) sales agent measures were based on the client empathic understanding measures from Barrett-Lennard's (1962) Relationship Inventory. Barrett-Lennard (1962) hypothesized that there were two aspects to the empathic process. The first is the experimental recognition of perceptions or feelings that the other has directly symbolized and communicated and is termed empathic recognition. The second is the sensing or inferring the implied or indirectly expressed content of the other's awareness and is called

empathic inference. Barret-Lennard (1962) suggests that these occur together but that the combination of the two may vary from one relationship or situation to another and from moment to moment in a given relationship. This researcher would suggest that the first aspect would be emotional empathy and the second cognitive empathy, based on the earlier definition. While Sweitzer's (1974) role and task empathy may be appropriate for his study, it may not be an appropriate break-down of perceived empathy for this study because of the significant differences in the settings of the two studies as suggested by Barrett-Lennard (1962). This researcher used Barrett-Leonard's measures, modified for real estate, to operationalize perceived similarity for the sales agent's and customer's questionnaire.

The Barrett-Lennard (1962) study examined the therapeutic constructs of empathic understanding, level of regard, unconditionality of regard, congruency, and willingness to be known. This study investigated the client's experience of his therapist's response as the primary locus of therapeutic influence in their relationship. This researcher is interested in Barrett-Lennard's (1962) empathic understanding construct. The degree of empathic understanding is conceived as the extent to which one person is conscious of the immediate awareness of another (Barret-Lennard 1962). Barrett-Lennard (1962) further defined empathic understanding as "an active process of desiring to know the full present and changing awareness of another person, of reaching out to receive his communication and meaning and of translating his words and signs into experienced meanings that matches at least those aspects of his awareness that are most important to him at the moment." His theory states, "Maximum empathic understanding of B

therapist, by A (client), requires that A be able to discriminate and permit in his awareness all that B gives direct or indirect signs of consciously experiencing when he is with A. This in turn, requires that A be quite threatened and nondefensive in relation to B. To the extent that A identifies with B's feelings of his own into his perception of B's experiences with experiences that originate in himself, his empathic understanding of B may be reduced." The relationship survey was developed using experienced judges to select and screen the constructs for content validation. The judges classified each item as either a positive (+) or negative (-) indicator of the construct in question. Items which were not consistently rated as positive or negative by the judges were eliminated. The relationship data were gathered from clients and from therapists after the first five (5), fifteen (15), and twenty-fifth (25) therapy interviews. The total sample consisted of forty-two clients and twenty-one (21) therapists. The scores for each construct on both the therapist's and client's questionnaire were compared to the therapist's rating of the client's adjustment and change on a ten (10) point scale. Barret-Lennard (1962) concluded that therapists described the relationship more positively than clients, clients perceived more understanding that did the therapists, expert therapists communicate their empathic understanding more unambiguously than non-experts, and expert therapists scored significantly higher in empathic understanding that non-experts scored.

This researcher is using perceived similarity because it is the resultant behavior by both the sales agent and customer as a result of sales agent empathy. The empathy constructs were summed into a perceived similarity score. These measures can be found in Appendix A. This

researcher would conclude from this discussion that a sales agent who is perceived as being similar by the buyer would be more likely to be trusted.

Z4 Construct Trustworthiness

Swan, Trawick, & Silva (1985) state, "Customer trust is a key factor that influences the ability of salespersons to influence a prospect" (p. 2Ø3). Sales agent trustworthiness can be defined as the home buyer's propensity to risk becoming vulnerable by believing and relying on what the sales agent says or promises regarding the purchase of a home. It is natural for the home buyer to initially distrust the sale agent (Blau 1964). Trust appears to be a function of time and as such must be earned over a series of repeated actions (Foldvari, Castleberry, & Ridnour 1992). Yet, there has been little research in the marketing literature concerning trust (Swan & Nolan 1985; Andaleeb 1992). High trust levels may improve informational exchange where there is a high risk for the buyer (as in a home purchase) and trust may be the basis upon which all relationships are built (Foldvari, Castleberry, & Ridnour 1992). Perceived similarity and trust may be related because he buyer may be more confident in the predictions of another when he or she is perceived as similar. This may be based on the principle of cognitive consistency. Perceived similarity leads to the positive evaluation of the sales agent and trusting leads to a positive feeling about the sales agent. Therefore, each one is consistent with the other. As such, trust may be essential to the sales agent's influencing the buyer. Trust between the sales agent and the buyer leads to coopeØration during the extensive home purchasing decision, making exchange probable (Davis and Silk 1972; Swan & Nolan 1985; Andaleeb 1992). The

longer the time-frame of the interaction, the higher the risk (Dwyer, Schurr, & Oh 1987). Some researchers (Swan, Trawick, & Silva 1985; Swan, Rink, & Roberts 1988) have reported that trust may be based on sales agent attributes: dependability, likability, customer orientation, honesty, and competence. Swan & Nolan (1985) hypothesized that five conditions develop trust: customer perceptions of sales agent expertise, the buyer's general perceptions of salespersons, the buyer's image of the real estate firm, and the buyer's trusting/mistrusting personality Recent research by Andaleeb (1992), reported that customer perceptions of sales agent expertise, selling motives, and selling style were the most important attributes contributing to customer trust.

Marketing researchers suggest that influence may be based on the referent and the expert power of the sales agent. Referent power is perceived buyer-sales agent similarity and is a means of personal identification, a source of friendship, attraction or shared identity. Expert power is present when the sales agent is considered by the buyer as knowledgeable about real estate and a legitimate source of information (Bagozzi 1986, p. 114; Assael 1984, p. 582). Expert power would then be the basis for trust and confidence in the sales agent. Rapport rests on each person's trust in the competence of the other person to complete the task at hand (Laborde 1984, pp. 27-39). Therefore, this researcher concludes that rapport would be essential to the influence paradigm. In the sales cycle, the sales agent elicits specific information about the customer's wants, needs and decision strategies (Nickels, Everett & Klein, 1983). When sales agents can build rapport with the customer, he or she can more easily determine how the customer communicates and can understand the customer

through awareness and good listening skills (Nickels, Everett & Klein, 1983). Cognitive empathy, then, is an important ingredient in establishing trust and source credibility (the confidence and faith the buyer has in the sales agent's words and actions) (Every Salesman, 1975).

It would be essential to the sales agent's success for he or she to qualify him or herself and his or her firm as knowledgeable and expert in the real estate field. A sales agent can do this by identifying past customers the sales agent has helped and homes the sales agent has sold in the recent months. The sales agent can also build trust by asking the buyer penetrating questions about their needs and wants in a home. Using rapport, the sales agent can build trust through an iterative process of questioning, listening, and then providing the buyer with pertinent real estate information and their own knowledge about the local market.

Measuring Y4 Trustworthiness

Trust can be defined as the home buyer's propensity to risk becoming vulnerable by believing and relying on what the sales agent says or promises regarding the purchase of a home. As such, the buyer must have faith in the expertise of the sale agent. Only when the buyer trust's the sales agent, can the sales agent build rapport, a feeling of comfort between the buyer and sales agent, which is necessary to find out what are the exact needs and wants of the buyer. Trustworthiness was measured by a scale developed by this researcher from the writings of Laborde (1984, pp. 27-39); Swan, Trawick, & Silva 1985; Swan & Nolan 1985; Hawes, Mast, & Swan 1989; Andaleeb 1992); and Foldvari, Castleberry, & Ridnour 1992 also contributed to the trust construct (See Appendix A).

Trustworthiness was measured using only the customer questionnaire because this study is interested in the customer's perception that the sales agent has trustworthiness with the customer. In addition, the twenty (2Ø) questions on role and task empathy are also measuring some elements of trust. Such questions as, "I always clearly understand the criteria my client uses to make a home buying decision," imply trust in the competency of the client. Because rapport cannot exist unless the buyer has trust in the competence of the sales agent to complete the task at hand (Laborde (1984, pp. 27-39), a discussion on rapport would naturally follow the discussion on trustworthiness. Trust is a necessary antecedent to rapport and a separate construct.

Z5 Construct Rapport

Laborde (1984, pp. 27-39) defines rapport as a relation of harmony, conformity, accord, or affinity between persons which results in shared understanding with another person. Rapport rests on one person's trust in the competence of the other person to complete the task now. For these reasons, a sales agent needs to be cognitively empathetic so that he or she can turn up information that he or she can use for establishing trustworthiness and perceived similarity. If people think the sales agent is like them they will like the sales agent. In a sales presentation, as in any communication, rapport is the first order of business. According to Laborde (1984, pp.141-151), the sales agent needs rapport all the way through the sales call in order to conclude a sale. In addition, Davis and Silk (1972) suggest that messages will produce more attitude change when the prospect ascribes the message to a source of high credibility. Rapport

building involves establishing similarities between the sales agent and the customer in the mind of the customer. To build rapport, sales agents should begin by speaking the language of the recipient using descriptive words that match the primary thinking mode of the customer. Also they should match the customer in posture, voice tone, breathing patterns, gestures, head movements and other clues (Nickels, Everett & Klein, 1983). "In the rapport cycle, the sales agent interacts with the customer and, by perceiving and responding to the customer's cues, creates in the customer a felling of comfort and trust. In the sales cycle, the sales agent elicits specific information about the customer's wants, needs and decision strategies (Nickels, Everett & Klein, 1983). To be effective in selling and interpersonal relationships, rapport building increases awarenoss and listening skills (Nickels, Everett & Klein, 1983). Cognitive empathy, then, is an essential ingredient in establishing trust and source credibility (the confidence and faith the buyer has in the sales agent's words and actions). This literature review could suggest that perceived similarity and trustworthiness would both be causal and necessary for rapport to occur. Rapport were measured using a scale developed by this researcher as discussed in the previous section on trustworthiness (See Appendix A).

Measuring Y5 Rapport

Ø Using Laborde's (1984, pp. 27-39) definition of rapport as a relation of harmony, conformity, accord, or affinity between persons which results in shared understanding with another person. This researcher developed several Rapport questions (See Appendix A). Rapport were measured only using the customer questionnaire because this study is interested in the

customer's perception that the sales agent has rapport with the customer. It is also the contention of this researcher that the twenty (20) questions measuring role and task empathy or perceived similarity are also measuring the ability of the sales agent to build rapport with the buyer. Since both rapport and knowledge are antecedent to sales agent capabilities to practice adaptive selling, the next section will discuss knowledge.

Hypothesis # 2.

H2o: Rapport is a not a linear function of cognitive empathy, perceived sales agent or customer similarity, and sales agent trustworthiness.

H2a: Rapport is a linear function of cognitive empathy, perceived sales agent similarity or customer, and sales agent trustworthiness.

Z6 Construct Knowledge

According to Leong, Busch, & John (1989) adaptive selling requires that the sales agent has an elaborate knowledge base that enables them to size up sales situations, classify prospects, and select appropriate sales strategies for clients. The knowledge base should contain category and script structures. Leong, Busch, & John (1989) define category structures as structures that "contain information needed to describe and classify different types of customers." They define script structures as structures that "include information about sequences of events and actions commonly encountered in sales situations, which can be used to guide sales agent behavior in similar situations." Leong, Busch, & John's (1989) concluded

that "effective sales agents have more distinctive scripts for different selling situations and consider more contingencies that might happen within each sales situation and this increases their ability to adapt to different sales situations." Researchers (Leong, Busch, & John 1989; Shepherd & Rentz 199Ø; Leigh & McGraw 1989; Szymanski 1988; and Weitz, Sujan, & Sujan 1986) developed four propositions that show the influence of knowledge structures on the effectiveness of adaptive selling. These are: the number of sales situation categories available in the sales agent's long-term memory, the degree to which salespeople have hierarchically organized knowledge structure, the degree to which salespeople classify sales situations in terms of underlying characteristics (cues), such as the effect of sales approaches, rather than surface characteristics, and the level of procedural knowledge possessed by salespeople. Because adaptive selling is essential to success in real estate sales, an instrument to measure knowledge for selection and training would be most useful to real estate firms.

Measuring Y6 Knowledge

Morgan & Stoltman (199Ø) assume that knowledge structures reflect both perceptual prowess and one's ability to enact cognitive solutions Because adaptive selling is essential to success in real estate sales, an instrument to measure knowledge for selection and training would be most useful to real estate firms. Spiro & Weitz (199Ø) adapts scale appears to measure some facet of salesperson knowledge as it refers to the sales agent's adaptiveness. Such questions as, " When I feel that my sales approach is not working, I can easily change to another approach; I am very

flexible in the selling approach I use; I can easily use a wide variety of selling approaches; and I feel confident that I can effectively change my planned presentations when necessary;" would indicate that knowledge of other approaches would be necessary (Sprio & Weitz (199Ø). This would seem to satisfy Leong, Busch, & John's (1989) earlier definition of knowledge structures needed for adaptive selling. It should be noted that these questions will measure a perception of knowledge rather than knowledge structure because knowledge and knowledge structure are different. Since knowledge is a component of capabilities, it would be logical to discuss capabilities next.

Z7 Capabilities of the Sales Agent

These capabilities include the knowledge structures (ability) and information acquisition skills needed to practice adaptive selling. These elaborate knowledge structures consist of sales situations, sales behaviors, and contingencies that link specific behaviors to situations (strategies). To use these strategies, the sales agent needs to be skillful in collecting relevant information so as to apply the correct strategy. The Weitz, Sujan, & Sujan (1986) Adaptive Selling Framework suggests that the sales agent's capabilities are antecedent to adapting to the customer to satisfy their needs. The capabilities discussed by the authors include the knowledge structures (ability) and information acquisition skills needed to practice adaptive selling. These capabilities are preceded by the selection and training of the salespeople. Figure 1 suggests that rapport would be the key information acquisition skill. Thus, a sales agent who could acquire information about a client's needs and choice criteria could use

his or her knowledge to conclude a successful sale. This researcher would argue that the capabilities construct is a learned skill. For this reason the major focus of this study is on the measurement of these capabilities for both screening and training purposes.

Measuring Capabilities

The performance model discussed earlier in this chapter would suggest that the capabilities construct would be a function of both rapport and sales agent knowledge. Spiro & Weitz (1990) suggest that the motivation to practice adaptive selling, sales agent capabilities, and the management style of the immediate supervisor are antecedent to adaptive selling. Since capabilities were made up by adding together the two constructs of knowledge and rapport it would be inappropriate to test a hypothesis that was made up of these two constructs. The next section will discuss management style, one of the antecedents of adaptive selling.

Management Style

In their article on the measurement of adaptive selling, Spiro & Weitz's (1990) hypothesized that the sales manager's style might encourage the practice of adaptive selling. They suggested that "tolerance of freedom" would encourage adaptive selling while structure and production emphasis would negatively affect production. Their research did not confirm these hypotheses and they do not measure them in their final ADAPTS scale.

Z8 Construct Intrinsic Motivation

Spiro & Weitz (1990) define intrinsic motivation as "the motivation

to seek rewards derived directly from or inherent in the task of job itself--associated with the content of the task or job." Sales agents who are intrinsically motivated were driven to be creative and gain mastery over their job and will practice adaptive selling. Sales managers who give their sales agents much freedom in selling approaches will encourage the practice of adaptive selling (Spiro & Weitz 199Ø). They did find that intrinsic motivation was positively related to adaptive selling ($p < .ØØ1$) but did not include it in the final ADAPTS scale. They did not give a reason for this. This researcher plans to include this construct in the sales agent questionnaire as being important to the measurement of the adaptiveness construct. Both capabilities and intrinsic motivation lead to adaptiveness and to exclude intrinsic motivation would be counter to the spirit of the causal framework being explored. Spiro & Weitz (199Ø) did develop a seven (7) item scale to measure intrinsic motivation. The measures were designed to indicate the degree of motivation arising from the task itself.

Measuring Y7 Intrinsic Motivation

This researcher plans to use the three examples cited by the authors in their article (Sprio & Weitz 199Ø). This will require the determination of new alphas (Cronbach 1946) for these questions. This concludes the discussion on the antecedents of adaptive selling and the study now moves to the adaptive construct itself.

Z9 Construct Adaptiveness

According to Spiro & Weitz (199Ø) adaptive selling is the "degree to

which sales agents alter their sales presentation across and during customer interactions in response to the perceived nature of the sales situation." Weitz, Sujan, & Sujan (1986), conclude that sales agents need an elaborate knowledge structure of sales interactions, sales behaviors, and contingencies that link specific behaviors to interactions. Because the costs of practicing adaptive selling are high, it should be used when sales agents encounter a variety of customers and significant purchase prices (Weitz, Sujan, & Sujan 1986), as in real estate. To practice adaptive selling, conceptual models of the sales process incorporate adaptive behavior as feedback loops and interactions between customer characteristics and sales approaches (Spiro & Weitz 1990). Recently, Spiro & Weitz (1990) have developed an ADAPTS scale for measuring the adaptability of sales agents. The major factors they (Spiro & Weitz 1990) related to the practice of adaptive selling were sales agent personality traits, intrinsic motivation, management styles, and sales agent experience. The personality traits they (Spiro & Weitz 1990) discuss as important to adaptive selling are:

1. Self-monitoring, which suggests that an individual will alter his or her self-presentation in response to situational cues.

2. Androgyny, which suggests that an individual may feel that others characterize him or her by traits culturally associated with both men and women, and perceive him or herself as both assertive and yielding, and both instrumental and expressive.

4. Empathy, the reaction of individuals to the observed experiences of other individuals. They (Spiro & Weitz 1990) use Davis's (1983) perspective taking and fantasy scales because they are associated

with the perception that customers differ in terms of needs and that the collection of information eases adaptation. In addition, they (Spiro & Weitz 1990) use social self confidence (the degree to which an individual is confident in social situations) to assess another facet of empathy.

5. Openers, the degree to which an individual can "open up" or elicit intimate information from other people or to get other to talk about themselves (Spiro & Weitz 1990). This researcher suggests that this trait may be "perceived similarity" as discussed earlier in this study. A sales agent who is perceived as being understanding of the buyer (perceived similarity) and who develops rapport with the buyer may be able to get the buyer to talk about themselves.

6. Locus of control, the predisposition in the perception of what caused a reward (or favorable outcome) and how individuals react to the reward based on this perception. Beliefs that rewards are typically due to luck, chance, or fate or are simply unpredictable show an external locus of control (Rotter 1966). People associate an internal locus of control with a tendency to perceive that rewards are typically the results of one's own behavior (Spiro & Weitz 1990).

Their results indicated that the personality traits of androgyny, locus of control, empathy, intrinsic motivation, and self-monitoring were significantly related to the practice of adaptive selling.

Measuring Y8 Adaptiveness

The final sixteen (16) measure ADAPTS scale reported by Spiro & Weitz (1990) in their article contained four (4) constructs that appeared to

measure sales agent knowledge (as previously discussed) and three (3) that seemed to measure empathy and openers. The empathy and opener measures were replaced with those measuring intrinsic motivation. Empathy is being measured using the Interpersonal Reactivity Index (IRI) scales Davis (1983) as previously discussed. This researcher would argue that the opener construct is measured by using the perceived similarity and rapport scales. This researcher summed the ADAPTS variables (less the four (4) used to measure knowledge and the three (3) used to measure intrinsic motivation) into a score as suggested by Spiro & Weitz (1990). Spiro & Weitz (1990) report reliability coefficient alphas for their sample at .85 (Cronbach 1946). Their scale as adopted to residential real estate can be found in Appendix A.

Hypothesis # 3.

H3o:Sales agent adaptiveness is not a linear function of sales agent capabilities and intrinsic motivation with their customers.

H3a:Sales agent adaptiveness is a linear function of sales agent capabilities and intrinsic motivation with their customers.

As discussed in the literature review, adaptiveness in real estate sales may be critical to home buyer satisfaction, which is discussed next.

Z10 Construct Customer Satisfaction

Howard and Sheth (1969, p. 145) define customer satisfaction as: " . . .the buyer's cognitive state of being adequately or inadequately rewarded in a buying situation for the sacrifice they have undergone." Adequacy is a consequence of matching actual past purchase and consumption experience

with the reward that customers expect from the brand in terms of its anticipated potential to satisfy the motives served by the particular product class. It includes not only reward from consumption of the brand but any other reward received in the purchasing and consuming process." Satisfaction occurs when a seller meets or exceeds a customer's expectations, leading to reinforcement of the purchase decision (Pederson, Wright, & Weitz 1984, p.125). Satisfaction depends on an initial adapted standard and some perceived discrepancy from the initial reference point (Oliver 1980). Oliver (1980) states "the standard is a function of perceptions of the stimulus itself, the context, and psychological and physiological characteristics of the organism." The effects of expectation and discrepancy perceptions may be additive. Postdecision deviations from the adaptation standard may be caused by the degree to which the product exceeds, meets or fall short of one's expectations, i.e., positive, zero or negative disconformation (Oliver 1980). Dissatisfaction can occur when customers are not fully aware of product/service capabilities or if the sales agent made exaggerated claims (Pederson, Wright, & Weitz 1984, p.125). Additionally, Hunt (1979) suggests that satisfaction involves need fulfillment, pleasure or displeasure that results from a purchase experience. Churchill and Surprenant (1982) argue that satisfaction has both cognitive and affective components. Parasuraman, Zeithaml & Berry (1986) say that customers relate satisfaction to a specific transaction. Many researchers consider satisfaction and dissatisfaction to be the anchors of a continuum of satisfaction levels (Grewal & Sharma, 1991). Finally, Andreasen (1977) has suggested a distinction between first satisfaction level (post purchase or first satisfaction level is the

satisfaction immediately after using the product) and final satisfaction level (customer satisfaction after the organization responds to complaints, if any).

Measuring Y9 Customer Satisfaction

Postpurchase satisfaction can be operationalized by asking if the customer would repurchase the product (home) and would they use the same sales agent or real-estate company. Questions V4, V8, V22, and V3Ø (See Appendix B) came from Oliver's (198Ø) study on product satisfaction. The Likert scale was constructed for his study and included references to the respondent's outright satisfaction, regret, happiness, and general feelings about the decision to receive or not to receive a flu shot. The coefficient alpha reliability of this scale over all subject was Ø.82. Questions V12, V14, V25 and V26 (See Appendix B) were developed by this researcher based on Pederson, Wright, & Weitz (1984), Kotler's (1988,p. 737) writings on customer satisfaction with the sales agent. These variables were summed into a customer satisfaction score.

Hypothesis # 4.

H4o:Customer satisfaction is not a linear function of sales agent adaptiveness.

H4a:Customer satisfaction is a linear function sales agent adaptiveness.

Z11 Construct Sales Agent Performance

The independent construct is customer satisfaction in sales agents. The dependent construct is sales agent performance. Bagozzi (198Ø) defines

performance outcomes as referring to the actual events resulting from a sales agent's efforts. "They thus connote objective happenings under the influence of the sales agent (Bagozzi 198Ø)." According to Churchill, Ford, and Walker (1985, p. 624), sales agent performance is how sales agent behaviors contribute to the goals of the firm. Avila, Fern, and Mann (1988) conclude that total sales agent performance is a multidimensional idea and that combines sales behavior measures and measures for the achieving of goals. "Common indicators of performance include the total volume of sales gotten (in dollars or units), new business generated, percent of quota reached, improvement over the past year, sales about others with like experience, expenses incurred, and so on (Bagozzi 198Ø)."

Measuring Y1Ø Performance

Objective happenings performance was measured by using the real-estate transaction variables as suggested by Dunlap et al (1988). This was a study which replicated the SOCO scale (Saxe & Weitz 1982) in the real-estate industry using the contingency aproach. In this case, questionnaires were sent both to brokers and to their customers. The customers rated the brokers as being customer oriented while the brokers rated themselves as being customer oriented. In addition to the customer orientation questions, Dunlap et al. (1988) included transaction variables which were directly relevant to the home purchase decision. These variables included 1) follow-up visit to consumer, 2) reputation of agency, 3) repeat usage by client, 4) source of client, 5) price range of homes sold, 6) purpose of home purchase, 7) experience in real estate business, 8) length of time with agency, 9) method of compensation, and 1Ø) broker's gross

income. Question nine (9) was omitted because this researcher has assumed that all real-estate agents are paid by commission. Dunlap et al (1988) investigated the relationship between the SOCO score and each of the transaction variable using an ANOVA procedure. In this case the dependent construct was the SOCO scale and the real-estate transaction variables were categoric independent variables. The questions in this study were altered slightly to reflect the difference between brokers and sales agents. The variables that were significant in this study (Dunlap, Dotson, & Chambers 1988) were (1) follow-up visit to the consumer, (2) experience in real estate, and (3) gross income. These are the three variables that were used in this study. Objective happenings performance was measured two ways. In the first case, the hypotheses was tested using simple regression with the performance transaction construct score being the dependent construct and customer satisfaction being the independent construct. Also the sample was be divided into fifths by the performance score. We can then test to see if agents in the top twenty percentile in performance were correlated with the top twenty percentile in customer satisfaction. The authors (Dunlap, Dotson, & Chambers 1988) reported that brokers who consistently followed up with their customers after the sale scored higher on the SOCO scale than did those who didn't follow up with customers. They also generated a higher level of customer satisfaction. The authors (Dunlap, Dotson, & Chambers 1988) reported that brokers who consistently followed up with their customers after the sale scored higher on the SOCO scale than did those who didn't follow up with customers. They also generated a higher level of customer satisfaction. This concludes the discussion of hypothesis and constructs of interest and now moves to a

discussion of the justification for the methodology used.

Hypothesis # 5

H5o:Sales agent performance is not a linear function of customer satisfaction.

H5a:Sales agent performance is a linear function of customer satisfaction.

Justification For The Methodology

As previously discussed, Churchill (1992), suggests that the researcher infer the validity of a measure by looking for evidence of its predictive, content and construct validity. Construct validity is concerned with what the instrument is measuring. It should behave similarly to other measures designed to get at the same construct, it should not correlate too highly with measures designed to assess different things, and it should behave as expected with respect to other measures (Churchill 1992). This behavior is discussed throughout each construct section in this chapter and in Chapter IV. Churchill (1992) states, "The construct validity of a measure is assessed by whether the measure confirms or denies the hypotheses predicted from the theory based on the constructs." The construct validity of each construct in this study was discussed in chapter 5 when the results of the five (5) hypotheses are reviewed. An analysis of the literature implies that many constructs studied are similar and there may be patterns of causation among the constructs that lead from sales agent empathy to performance. The model suggested by the a priori

hypothesis in which emotional and cognitive empathy are assumed to be negatively correlated; in which cognitive empathy is assumed to also influence perceived similarity and trustworthiness; in which perceived similarity and trust and confidence is also assumed to influence rapport; in which rapport is also assumed to influence adaptive selling behavior; in which adaptive selling behavior is assumed to influence customer satisfaction; and in which customer satisfaction is assumed to influence the sales agent's performance. An appropriate method for analyzing measurement models of this type is regression and/or correlational analysis (Teas, Wacker, & Hughes 1979).

Subsequently, the conceptual framework is developed and tested using regression and correlational modeling techniques since it is a correlational model rather than a causal model (Massey 1962, Avila, Fern, & Mann 1988). The procedure in a measurement model is to (1) construct the model, (2) estimate the values of the parameters of the model from the data (Chapter IV), and (3) test the fit of the model to the data by comparing the observed correlations with the correlations among the constructs predicted by the model (Chapter IV). The primary assumption in measurement is random error and specific error. Random error is the randomness inherent in the response process of the person surveyed. Specific error is the invalidity inherent in a given observed variable. The standard way to approach the error problem is to use multiple observations. The best way to find the common thread through several response items is to add or average them and to test these clusters to see if the correspond to a single latent construct. The corresponding cluster score is an estimate of the underlying construct only if the component items form a unidimensional (homogeneous)

scale. Unidimensionality requires that this researcher specifies and looks at the causal linkages between each set of predictor and criterion constructs.

A statistical requirement for unidimensionality is internal consistency. This is the causal relation between the items of a unidimensional cluster and is determined by its causal relationship to the underlying trait. This is usually done with confirmatory factor analysis and was done on new measures. Another measure of unidimensionally is reliability. If the reliability of each construct as measured by Cronbach's (1944) alpha is close to or greater than .7, then reliability could be accepted (Hunter & Gerbing 1982). It is important that the statistical techniques utilized in this study test the hypothesized model's ability to explain the variation in the dependent construct in terms of the hypothesized independent constructs. Regression analysis is a commonly used technique for analyzing dependence (Massey 1962,and Churchill 1988, p. 630-636) and is most appropriate for building predictive models with which the researcher can forecast, or explain one or more phenomena from the knowledge of other phenomena based on their relationships (Hair, Anderson, Tatham, & Grablowsky 1979, p. 21). If the dependent construct has multiple predictors, then the estimation is based on the beta regression weights of the predictor constructs on the criterion construct. If the dependent construct has a single predictor construct then the predictor is the correlation (r) between the predictor and criterion construct (Hunter & Gerbing 1982). Causal thinking has always played an important role in scientific research.

Regression Analysis.

As suggested by Hair, Anderson, Tatham & Grablowksy (1979); and Churchill (1988, p. 630-636), this researcher has presented a measurement model that shows the relationships between a set of constructs as measured on an interval scale using regression analysis. According to Green (1978, p. 38), "Multiple regression (and, its special case, two-construct regression) are tools for the study of relationships. In general we are interested in four questions:

1. Can we find a linear composite that will compactly express the relationship between a set of predictors and a criterion construct?

2. If we can, how strong is the relationship; that is, how well can we predict values of the criterion construct from the linear composite of the predictors?

3. Is the overall relationship statistically significant?

4. Which predictors are most important in accounting for variation in the criterion construct; in particular, can the original model be reduced to fewer constructs that still provide adequate prediction of the criterion?"

The results of the hypotheses tests using correlational and regression techniques were discussed in Chapter 5 and adjustments made to the original Model (2) of this study using the statistical results reported in Chapter 4.

The usual methodological assumptions involved in multivariate regression analysis must be met (Hiese 1969, Massey 1962). These are:

A. The sample is from a randomly selected population.

B. Measurements are made on reasonable approximations of interval or

ratio scales.

C. Homoscedasticity is assumed.

D. Multicollinearity is minimal.

E. The regression error term must be randomly distributed.

F. The error term must be statistically independent of one another.

G. The relationship between constructs or transformed constructs must be strictly linear.

Assumption A is met as outlined under the *Subjects and Procedures* section which follows by random selection of the customers. Assumption B was met by assuming that the scales are interval data. This follows the example of studies in Hair et at (1979, p. 15). Assumptions C, D, E, and F were addressed during the data analysis by using built in features of the StatPac Gold (1991) statistical program. Assumption G was met through the hypotheses test in Chapter 4.

According to Sweitzer (1974), one possible source of error arises from violation of the independence assumption. The theoretical model (2) suggests the effects of four (4) independent constructs on rapport and two (2) independent constructs on adaptiveness. Customer rapport (Laborde 1984, pp. 27-39) consists of a feeling or comfort, harmony, and trust in the sales agent. This researcher has hypothesized that rapport rests on customer perceived trustworthiness, sales agent cognitive empathy (Davis 198Ø), and customer and sales agent perceived similarity (Sweitzer 1974)(role and task empathy). While the dimensions of these constructs are conceptually separate, there is evidence, (Laborde 1984, pp. 27-39; Sweitzer 1974), that the constructs of customer trustworthiness and perceived customer similarity may not occur independently of one another.

As a result, the explanatory constructs may not be found independently. Sweitzer (1974) suggests the use of partial correlation to isolate any effects of an individual independent construct from the possible contamination of other related constructs. In the case of sales agent adaptiveness, the two (2) independent constructs of capabilities (Weitz, Sujan, & Sujan 1986) and intrinsic motivation (Spiro & Weitz 1990) would appear to be quite independent of one another. Capabilities is made up by adding the constructs of rapport (information acquisition skills) and knowledge together as suggested by Weitz, Sujan & Sujan (1986). However, this relationship was subjected to scrutiny in the data analysis to check for the possibility of multicollinearity.

Partial Correlation

According to StatPac Gold (1991) the partial correlation matrix (often called the variance-covariance matrix) is obtained from the inverse of the simple correlation matrix. According to McNemar (1969), the correlation between two constructs with the influence of a third eliminated, is accomplished by correlation of the deviation from two regression lines, r12.3 (the correlation between x1 and x2 with x3 held constant). The partial correlation coefficient is calculated by constructing "new" independent and dependent constructs with the effect of the control construct removed. Partial correlation is useful in studying the correlation between two independent constructs while holding all the other constructs constant. This can be used to: (1) locate a spurious correlation (where x1's correlation to x2 is the result of x1's variation with another construct which is the true predictor of x2 (Simon 1957), (2)

determine the importance of an intervening constructs (a major portion of the correlation between x1 and x3 is due to the impact of x1 on an intervening construct, x2, which is the major predictor of x3 (Blalock 1972), and uncover a relationship where none appears to exist (Massey 1962).

NcNemar (1969) suggests the use of partial correlation techniques to determine the direction of causation. According to Sweitzer (1974), "The interpretation of the partial r depends upon an understanding of the influence of x3 in producing variation in x1 and x2 with the influence of x3 removed if it were not known that x3 could influence both x1 and x2. The relationships controlled for should be derived from the conceptual framework so that the partial correlation method is not simply an exercise in multivariate manipulation. The theoretical model should indicate that x3 can produce or contribute towards a correlation between x1 and x2 by way of x3 producing variations in both x1 and x2." As discussed above, it is the effect of trust on either sales agent or customer perceived similarity that needs to be looked at during the data analysis in Chapter IV.

Causal Relations

The causal relations among the constructs of interest are a system by which any construct may be both independent and dependent. Thus, a construct that acts as an independent construct to explain another construct may in turn be explained in terms of other constructs to which it is related as a dependent construct. According to Hiese (1969), the constructs of interest must be ordered in terms of causal priority. Zi will conceptualize the constructs of interest and Yi will symbolize the

measurement scales used to operationalize the constructs of interest. The constructs of interest and their definitions are:

Z1-Cognitive empathy - Davis (1980) defines cognitive empathy "as the ability to interpret and understand the experiences and feelings of others."

Z2-Emotional empathy - Mehrabian and Epstein (1972) define emotional empathy as a vicarious emotional response to the perceived emotional experiences of others.

Z3-Perceived similarity - Smith (1973) defines perceived similarity as a sense of similar moral values and likes and dislikes. As suggested by Sweitzer (1974), the perception of similarity can be created by the sales agent if they can communicate that they understand the customer's needs and wants and the customer understands this understanding.

Z4-Trustworthiness - Trustworthiness can be defined as the home buyer's propensity to risk becoming vulnerable by believing and relying on what the sales agent says or promises regarding the purchase of a home.

Z5-Rapport - rapport can be defined as a function of (Laborde 1984, pp. 27-39) harmony, conformity, accord, or affinity between persons.

Z6-Knowledge - May be defined as the number of organized sales situation strategies that the sales agent can call on to be adaptive, and the level of procedural knowledge possessed by salespeople.

Z7-Capabilities - capabilities can be defined as a function of the knowledge structures (ability) and information acquisition skills (rapport) needed to practice adaptive selling.

Z8-Intrinsic Motivation - Spiro & Weitz (1990) define intrinsic motivation as the motivation to seek "rewards directly from or inherent in the task or job itself--associated with the content of the task or job."

Z9-Adaptiveness - Weitz, Sujan, & Sujan (1986) define adaptive selling as, "the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation."

Z10-Customer Satisfaction - customer satisfaction can be defined as being a function of the sales agent's ability to adapt to the home buyer's needs and criteria (based on the buyer's past experience) for the home purchase. The buyer must be satisfied that the sales agent will meet their expectations. In the case of this study, the customer questionnaire will confirm that these expectations were met. If they were met, then satisfaction must have been preceded by adaptive selling and should be followed by performance.

Z11-Sales agent performance - "Bagozzi (1980) defines performance outcomes as referring to the actual events resulting from a sales agent's efforts . . . and are objective happenings under the influence of the sales agent."

In a correlational or causal model, according to Heise (1969), the constructs of interest should be ordered in terms of causal priority. Thus: Z1, cognitive empathy ,Z3, perceived similarity and, Z4 trustworthiness effects Z5 rapport. The literature supports the contention that cognitive empathy is understanding the customer and discerning their needs, a major component of the marketing concept. If the customer perceives this

understanding, then he or she will sense rapport with the sales agent. Developing perceived similarity and trustworthiness leads to building trust and confidence with the client. This results in a sense of comfort with the client which leads to better information for the sales agent, enabling him or her to adapt accurately his or her sales presentation to the customer's needs. Z5, rapport and Z6 knowledge effects Z7, capabilities. According to the Weitz, Sujan, & Sujan (1986) adaptive framework, sales agent capabilities are composed of sales agent knowledge and sales agent information acquisition skills. Rapport, a sense of buyer comfort with the sales agent, is the essential information acquisition skill necessary to gather the feedback information from the buyer if the sales agent is to adapt his or her influence strategies. Z7, sales agent capabilities and Z8, intrinsic motivation, effects Z9, adaptiveness by providing the sales agent with the information and motivation necessary to adapt to the client, as discussed by Spiro & Weitz (199Ø). Z9, adaptiveness, effects Z1Ø, customer satisfaction. If a sales agent can adapt to the customer, the customer is more likely to purchase a home that is identical (or close) to his or her wants and needs, and therefore will have a higher level of satisfaction. Z1Ø, customer satisfaction, effects Z11, performance. Satisfied customers will refer new customers to the sales agent, thus increasing sales.

Operationalizing the Hypothesis

The correlational model (Figure 2) shows the expected relationship among the eleven (11) major constructs. According to Hunter & Gerbing (1982) models are either "recursive" or "nonrecursive." A "recursive" model is "hierarchical" or "unidirectional" whereas a "nonrecursive" model

contains one or more circular causal chains. According to this definition, the model in this study is "recursive." Hunter & Gerbing (1982) contend that "nonrecursive" models are not suitable for treatment in a cross-sectional model unless the "nonrecursive" system is analyzed in a longitudinal context, then it becomes a recursive model. This study is measuring perceived behaviors that occur over time and are unidirectional, and would therefore, qualify as a recursive model. This researcher will now present a table that shows the source of measurement of these conceptual constructs. This study will use correlational and regression analysis to measure the actual amount of impact that each construct has on the others in a given population (Duncan 1966). The salesperson questionnaire will measure cognitive empathy, emotional empathy, perceived similarity, trustworthiness, rapport, knowledge, intrinsic motivation, adaptiveness, and performance. The customer questionnaire will measure perceived similarity, trustworthiness, rapport, and customer satisfaction.

Table 2

Operationalizing the Constructs

	Construct	Source of Measurement	
1. Z1 -	Cognitive Empathy	Y1-Perspective Taking Scale. Cronbach alpha = .75M .78F	Sales agent questionnaire.
2. Z2 -	Emotional Empathy	Y2-Personal Distress Scale. Cronbach alpha =.77M .75F	Sales agent questionnaire.
3. Z3 -	Perceived Similarity	Y3-Empathic Understanding. Client Cronbach alpha = .86 Therapist Cronbach alpha = .96	Both questionnaires.
4. Z4 -	Trustworthiness.	Y4-Trust & Confidence Scale. Cronbach Alpha=.Ø	Customer questionnaire.
5. Z5 -	Rapport	Y5 -Rapport Scale Cronbach Alpha=.Ø	Customer questionnaires.
6. Z6 -	Knowledge	Y6 Knowledge Scale. Cronbach Alpha=.Ø	Both questionnaires.
7. Z7 -	Capabilities	Y5, & Y6	Both questionnaires.
8. Z8 -	Intrinsic Motivation	Y7-Adapt Scale. Cronbach Alpha=.79	Sales agent questionnaire.
9. Z9 -	Adaptiveness	Y8-Adapt Scale. Cronbach Alpha=.85	Sales agent questionnaire.
1Ø.Z1Ø-	Customer Satisfaction	Y9-Customer Satisfaction Scale. Cronbach Alpha = .Ø - Sales Agent Cronbach Alpha = .82 - Product	Customer questionnaire.
11.Z11 -	Sales agent Performance	Y1Ø-Sales agent performance. Cronbach Alpha = .Ø	Sales agent questionnaire.

Note: The above Cronbach Alphas are those reported by the scale authors in the literature. Where the Cronbach Alpha is equal to Ø, there was no Cronback Alpha reported. M = male and F = female. Both questionnaires used a five point likert scale using agree, agree somewhat, neither agree nor disagree, disagree somewhat, and disagree on the constructs except for performance. Performance used a two (2) item scale for follow-up visit, a five (5) item scale for experience, and a fourteen (14) item scale for income.

Regression analysis would suggest that the regression coefficient between cognitive empathy, perceived similarity, trustworthiness, and rapport; between capabilities, intrinsic motivation, and adaptiveness; between adaptiveness and customer satisfaction; and between customer satisfaction and performance would be positive and quite strong (over .3 at a significance of .Ø5). This researcher would expect that cognitive empathy and emotional empathy would be negatively correlated (r=>-.3).

Survey Design

Measurement Criteria

Since this study involves the measurement of a major marketing construct, the measures must satisfy standard measurement criteria of validity and reliability (Churchill 1979). The process of measurement involves "rules for assigning numbers to objects to represent quantities of attributes (Churchill 1979)." Churchill (1979) suggests that researchers pretest instruments and examine them using coefficient alpha and factor analysis results.

Validity

According to J. Paul Peter (1979), "validity refers to the degree to which instruments truly measure the constructs that they are intended to measure." Differences in scores can arise due to a person's willingness to express his or her true feelings, a person's mood, a person's state of fatigue, the wording of questions, the clarity of the questions, and various mechanical factors (a check mark in the wrong box or a response

that researchers code incorrectly) (Churchill 1979).

Validity is how well a researcher measures what he or she intends to measure. Five measurement categories of validity are: construct, discriminate, content, convergent, and predictive validity. Lehman (1989, pp.224-225) states:

> "construct validity" refers to the ability of a measure to both represent the underlying construct (concept) and to relate to other constructs in an expected way. A construct also should possess what is known as "discriminant validity," which means the construct should be sufficiently distinct from other constructs to justify its existence. "Content validity" refers to the logical appropriateness of the measure used. A measure has "convergent validity" if it follows the same pattern as other measures of the same construct. The "predictive validity" of a measure is the ability of the measure to relate to other measures in a know/predicted way. Predictive validity is assessed by how well each of the independent measures predict the criterion constructs in Model 2. According to Churchill (1979), "the key to content validity lies in the procedures to develop the instrument." In each section on each construct in chapter 3 and also in this chapter, the development process is described in detail. In most cases, borrowed measures were used in this study with reliability and validity evidence described and replicated when possible.

Churchill (1979) concludes that to decide the construct and convergent validity of a measure, the researcher should find the extent to which the measure correlates with other measures designed to measure the

same construct, and whether the measure behaves as expected. Smith (1973) did extensive research on cognitive empathy and concluded that any self-report measure for cognitive empathy needed to be confirmed by an observer of that person's cognitive empathetic behavior. For this reason, this researcher would argue that a sales agent's perception that they are cognitively empathetic, needs to be confirmed by their customer. As a result, any instrument which is a self-report of empathy needs to be validated by the customers if it is to be of significant value as a screening instrument. Discriminant validity is indicated by "predictably low correlations between the measure of interest and other measures that are supposedly not measuring the same construct or concept (Churchill 1979)." By studying the correlations between the scales used in this research, these concepts were considered.

Reliability

Peter (1979) defines reliability as the degree to which measures are free from error and therefore yield consistent results. Peter (1979) thoroughly discussed the three basic methods: test-retest, internal consistency, and alternative forms, and concluded that Cronbach's (1946) coefficient alpha is a useful and usable approach. This reliability coefficient is the ratio of true variance to observed variance by using a formula that decides the mean reliability coefficient for all possible ways of splitting a set of items in half (Peter 1979). As suggested by Churchill (1979), each questionnaire will first have correlational analysis run with coefficient alpha as an option using StatPac Gold (1987) that can automatically calculate this coefficient. The coefficient alpha

should be run for each part of each questionnaire that measures an individual construct (Churchill 1979). A pretest of the two questionnaires was made and the Cronbach (1946) alpha assessed. If researchers obtain a low alpha, some items may be eliminated with correlations near zero as suggested by Churchill (1979) and the instrument retested. Churchill (1979) considers Cronbach's (1946) alphas over Ø.7 as acceptable from a reliability standpoint.

During the subsequent discussion of each questionnaire, the reliability alpha coefficients of each questionnaire component that is being replicated were reported. Although most of the scales in these questionnaires have already been thoroughly tested (all have reported reliability over .7) by other researchers, they were re-tested during data analysis. Construct and content validity was addressed during the questionnaire development stage and is based on the results cited by previous researchers. Discriminant, convergent, and predictive validity was assessed through correlation and regression analysis techniques.

Subjects and Procedure

Both databases were obtained using randomization as a precaution against biases in order to reduce systematic error as suggested by Cochran (1977, p.8-1Ø), and Neeter & Wasserman (1974, p. 677).

Customer Database

The customer sample was obtained from a randomly selected listing of 17,ØØØ buyers who had purchased a home within a recent 24-month period from the five counties in the Atlanta SMSA. These counties included

Fulton, Cobb, Gwinett, DeKalb, and Clayton. Marketing research companies have obtained these data from county courthouse records. The sales agent (sales agent) sample was obtained from names supplied by customers on the customer questionnaires and was supplemented with a randomly selected listing of real estate agents obtained from each county Boards of Realtors (Fulton, Cobb, Gwinett, DeKalb, and Clayton). A postcard was sent to all respondents advising him or her that a questionnaire was sent in a few days. Then a packet was sent to both the customer and sales agent containing a letter asking for cooperation along with a questionnaire. This researcher asked each respondent to return the questionnaire in the stamped self-addressed envelope provided. The random selection of consumers was made using a random number table. The random selection of sales agents was made using a random number table from typewritten lists provided by the Boards of Realtors.

Nonresponse Bias

A second mailing of questionnaires was be made to nonresponders from both the buyers and sales agents, with an additional follow-up letter. This researcher made the assumption that the people responding from this second mailing will do so because of the increased stimulus and that they were similar to nonrespondents (Armstrong & Overton 1977). The hypothesis that there is no difference between responders and nonresponders was tested using a T-Test for the difference between the two populations.

Statistical Tests for Hypotheses

The data from both questionnaires was combined using the StatPac Gold (1991) statistical package so that the constructs can be correlated and the regression analysis performed. Each variable was summed into a score and the score multiplied by ten (1Ø) in order to make interpretation easier. Hypotheses one (1) was tested using Pearson's product-moment correlation coefficient as calculated by StatPac Gold (1991) as the appropriate test for interval data (two tailed test). The scales was assumed to be interval data following the example of studies in Hair et al (1979, p. 15). This researcher will then individually sum the cognitive and emotional empathy's scales into a score. As suggested by Kerlinger (1986, p. 188), an r under .16 at .Ø5 significance would indicate that the hypotheses is rejected. Before this test, this researcher will test the data from these questionnaires using factor and correlational analyses for unidimensionality and reliability of the constructs.

Hypotheses two (2) and three (3) was tested by using multiple regression analysis (significant F at appropriate degrees of freedom at 95% confidence level) between the independent and dependent constructs. Hypotheses four (4) and five (5) was tested using simple regression analysis (significant t at appropriate degrees of freedom at 95% confidence level) between the independent and dependent construct. The measurement model was determined from beta regression weights for the multiple regression and the significance levels for the simple regression.

This researcher will confirm the measurement model from the simple and multiple regression analysis. Before this test, this researcher will run a factor analysis and a correlation matrix to look at the

relationships between the constructs of interest for unidimensionality and internal consistency (reliability).

In addition, each hypothesis was analyzed by dividing the sample by each construct into the top twenty (2Ø) percent of respondents (twenty-eight)(28) as group one (1). The second group was the other eighty percent. T-tests on group differences was conducted to determine if there is a significant difference between the mean score of that top twenty (2Ø) percent in the second construct of interest and the next group for that construct.

In H1o the sample was divided into the top twenty (2Ø) percent (twenty-eight (28) respondents) of the merged data base and lower eighty (8Ø) percent by cognitively empathetic scores; then this researcher will test if the top cognitively empathetic group has a mean emotional empathy score that is significantly less than the lower eighty (8Ø) percent. This is a simple T test between the two groups. This procedure improves the validity of the test. This rationale also applies to the other four hypotheses.

In H2o, the sample was divided into the top twenty (2Ø) percent (twenty-eight (28) respondents) and lower eighty (8Ø) percent by cognitively empathetic scores, by perceived similarity (both sales agent and customer), and by trustworthiness. Then this researcher will test if the top cognitively empathetic, or perceived similarity (both sales agent and customer), or trustworthiness group has a mean rapport score that is significantly more than the mean rapport score in the other cognitively empathetic, perceived similarity (both sales agent and customer, and trustworthiness groups.

In H3o, the sample was divided into the top twenty (2Ø) percent (twenty-eight)(28) by adaptability scores, then this researcher will test if the top adaptive group has a mean capability score that is significantly more than the mean capability score or the mean intrinsic motivation scores in the other eighty (8Ø) percent of the capability group.

In H4o, the sample was divided into the top twenty (2Ø) percent (twenty-eight (28)) by customer satisfaction scores, then this researcher will test if the top customer satisfaction group has a mean adaptiveness score that is significantly more than the mean adaptiveness score in the other eighty (8Ø) percent of the customer satisfaction group.

In H5o, the sample was divided into the top twenty (2Ø) percent (twenty-eight (28)) by performance scores; then this researcher will test if the top performance group has a mean customer satisfaction score that is significantly more than the mean customer satisfaction score in the other eighty (8Ø) percent of the performance group.

Contribution of Study

Although sales agents may perceive themselves as having the empathy, perceived similarity, rapport, capabilities, and intrinsic motivation to practice adaptive selling, they may not be successful at adapting to their customer. To confirm the adaptive accuracy of test instruments, it would be important to correlate a self-test of adaptiveness with perceptions of adaptiveness by the most important constituents of sales agents, their customers. Data from the sales agent and customer questionnaire was combined and each construct constructed by summing all the constructs that

make it up. These constructs were be correlated with each other and the model tested using correlational and regression analysis.

If effective measures of self-testing sales agent adaptiveness or antecedents can be validated, then sales agents can be screened effectively for employment. In addition, sales agent effectiveness in the sales interactions can be improved by communication skills adaptive training, and such instruments can validate and quantify such training. This researcher suggests that training in adaptive communication skills can significantly increase the productivity of residential real estate agents. This study will contribute to the knowledge surrounding the buyer-seller exchange process. Testing a model to explain how and why adaptiveness and its antecedents work to produce customer satisfaction and sales agent performance should contribute significantly to the marketing discipline.

CHAPTER IV

ANALYSIS AND PRESENTATION OF FINDINGS

Summary

Sweitzer (1974) was one of the first in the marketing literature to recognize the interactive component of the empathic process and to use the perceived approach to measure this construct. In the perceived approach, the buyer is asked to rate the perceived understanding of the sales agent of the buyer's needs. Sweitzer (1974) hypothesizes that it is the buyer's perception that the sales agent understands their needs (perceived empathy) that may lead to the perception of similarity by the buyer. The literature review (Chapter II) has suggested a model of sales agent information acquisition skills leading to sales agent performance. The purpose of this study is to test a comprehensive model of sales performance that includes the impact of cognitive empathy, perceived similarity, and trustworthiness on rapport; of sales agent capabilities (rapport plus knowledge) and intrinsic motivation on adaptiveness; of adaptiveness on customer satisfaction; and of customer satisfaction on sales agent performance. Subsequently, the conceptual framework was developed and tested using regression analysis (Churchill 1988, pp.616-639). The major research question is, "Can a self-test for sales agent cognitive empathy, sales agent perceived similarity, knowledge,

intrinsic motivation, and sales agent adaptiveness predict real estate sales agent performance?" These constructs were examined and their predictive power determined in sales agent survey and a customer survey. This researcher determined whether there was any association between these constructs, the strength and functional form of the relationship, and if one construct can predict the value of another construct.

In hypothesis one (1) correlational analysis is used to measure the closeness of the relationship between cognitive and emotional empathy. Multiple regression analysis is used on hypotheses two (2), three (3) and four (4) since there is more than one predictor construct while hypothesis five (5) uses simple linear regression techniques since there is only one (1) predictor and one (1) criterion construct.

Next, this researcher will discuss the sample and procedures required to meet the assumptions made for the regression data analyses. Both databases were obtained using randomization as a precaution against biases in order to reduce systematic error as suggested by Cochran (1977, p.8-10), and Neeter & Wasserman (1974, p. 677).

Sample and Procedures

Customer Database

The customer sample was obtained from a randomly selected listing of 17,000 buyers who had purchased a home within a recent 12-month period from the five counties in the Atlanta SMSA. These counties included Fulton, Cobb, Gwinnett, DeKalb, and Clayton. These data have been obtained from county courthouse records. The random selection of consumers was made

using a random number generator (StatPac Gold 1987). A response rate of approximately 15 to 20 percent was anticipated.

Fifteen hundred (1500) postcards were sent to the customer base approximately one week before sending the questionnaires. Fifteen hundred (1,500) questionnaires were then sent to the customers. These questionnaires were accompanied by a letter asking for cooperation (See Appendix A).

First Mailing

Total valid mail-outs = 94.5 % (Total mailing less returns for bad addresses).

Total valid returns = 14.4 %. (Total usable questionnaires divided by total valid mail-outs.)

Twenty-eight (28) of the 232 who responded did not fill out the questionnaire because they bought their house directly from the seller. A second mailing of 1186 was made to the non-responders from the first mailing.

Second Mailing

Total valid mail-outs = 95.2% (Total mailing less returns for bad addresses).

Total valid returns = 8.1 % (Total usable questionnaires divided by total valid mail-outs.)

Total response rate both mailings = 21.7% (total valid returns (296) or usable questionnaires divided by the number of valid mail-outs, which is 1500 minus bad addresses (139)).

Sales Agent Database

The second questionnaire was sent to 768 sales agents whose names were obtained randomly either from the returned customer questionnaires (90) and the rest were randomly selected from a list of sales agents obtained from the above mentioned county Boards of Realtors.

Total valid mail-outs = 100%

Total valid returns = 12%

A second mailing (559) was made to the non-responders from the first mailing.

Total valid mail-outs = 100%

Total valid returns = 8.4%

Total response rate both mailings = 18.1%. (total valid returns (139) or usable questionnaires divided by the number of valid mail-outs which is 768 minus bad addresses (There were no bad addresses because each agent's questionnaire was mailed to their brokerage firm and each address was verified before mailing). Many of those who responded referred to the length of the questionnaire as being a deterrent to answering the instrument. For this reason, the above response rate is considered quite acceptable.

Once the questionnaires were coded and the data entered into the computer, each construct was examined to determine the unidimensionality of the concepts using confirmatory factor (varimax) analysis as outlined by Avila, Fern & Mann (1988).

Data Narrative

As suggested by Churchill (1979), each questionnaire had a varimax factor analysis run on the constructs of interest to see if they loaded on each factor as expected for unidimensionality. This step is important in order to satisfy the linear assumption in regression analysis. The factor analysis was run on "borrowed" measures to see if they behaved as expected from the author(s) of each measure. The factor analyses were run on "new" constructs in order to determine if the "new" constructs actually measured the basic underlying dimensions as hypothesized and were suitable for regression analysis (Hair, Anderson, Tatham, & Grablowsky, 1979, pp. 218-219). Constructs that do not load on a factor with an eignevalue (or variance) greater than one (1) should be removed from further analysis as suggested by Green (1978, p. 364). Then, correlational analysis for each construct as modified by the factor analysis was run with coefficient alpha as an option using StatPac Gold (1991). "Borrowed" measures also had correlational analyses run with coefficient alpha to verify reliability data reported from the authors of the "borrowed" measure. The coefficient alpha should be run for each section of each questionnaire that measures an individual construct (Churchill 1979). If a low alpha is obtained on the "new" constructs, some items may be eliminated with correlations near zero as suggested by Churchill (1979) and the measure re-tested for coefficient alpha. Cronbach (1946) alpha's over Ø.7 are considered as acceptable from a reliability standpoint (Churchill 1979).

Factor Analysis

Factor analysis enables this researcher to gain insights into the

common underlying dimensions by which highly divergent phenomena tend to correlate among themselves. The objective is to decompose into meaningful components the extent of relationships empirically tested so as to maximize unidimensionality to meet the conditions and assumptions of regression analysis. The factor analysis was a varimax solution which first performs a "principal factor analysis" which is the same as a principal components analysis except that the extraction of principals is stopped by a predetermined criterion. Principal component analysis attempts to explain the variance-covariance structure of constructs by constructing a smaller set of orthogonal (independent) linear combinations (principal components) of the original construct. According to StatPac (1991), "The first principal component (PC) is that weighted combination of response variables which accounts for the maximum amount of total variation in the original variables. The second PC is that weighted combination or response variables which, among all combinations orthogonal to the first, accounts the maximum amount of remaining variation." The program was set to extract only principal components with an eigenvalue of one (1) or greater as suggested by Green (1978, p. 364). When a sufficient number of factors has been extracted, a rotational technique called "varimax is used to create the simple structure factor loadings by extracting factors from the variables which are independent (orthogonal) from other factors StatPac Gold (1991, p. 67)." As a general rule of thumb, factor analyses was performed on those constructs with at least seven (7) variables and only factor loadings above .4 were used (Kerlinger 1986, p. 572).

In order to explore the Model (Figure 3) using the contingency

approach as suggested by Weitz (1981) and the perceived approach as suggested by Sweitzer (1974) to measure sales agent attributes, this researcher needs to explore the customer's perception of perceived similarity with the sales agent, satisfaction with the sales agent, rapport with the sales agent, and trust in the sales agent. For the same reason, this researcher will examine the sales agent perceptions of their cognitive empathy, emotional empathy, perceived sales agent similarity, intrinsic motivation, adaptiveness, and sales agent performance. Next, each construct's domain was examined for construct validity as suggested by Churchill (1979, 1992).

Customer Database

As suggested by Churchill (1979), this researcher's approach was to first verify the validity and reliability of the scales then to test the hypotheses. This proved to be a valid approach since some of the constructs had more than one dimension, requiring modification of the hypotheses tests.

Construct Perceived Similarity

Sweitzer's (1974) concept of empathy involved the seller's understanding of the buyer's frame of reference and communication of that understanding, or the seller's perceived similarity. Sweitzer (1974) measured two dimensions of the buyer's beliefs about the salesman's empathy: (1) role empathy, the salesman's understanding of the job of the buyer, and (2) task empathy, the salesman's understanding of the specific purchase decision. Swetizer's (1974) questions were based on measures

from Barrett-Leonard's (1962) Relationship Inventory. Barrett-Lennard (1962) hypothesized that there were two aspects to the empathic process. The first is the experimental recognition of perceptions or feelings that the other has directly symbolized and communicated and is termed empathic recognition. The second is the sensing or inferring the implied or indirectly expressed content of the other's awareness and is called empathic inference. Barret-Lennard (1962) suggests that these occur together but that the combination of the two will vary from one relationship or situation to another and from moment to moment in a given relationship. This researcher would suggest that the first aspect would be emotional empathy and the second cognitive empathy, based on the earlier definitions of these constructs. While Sweitzer's (1974) role and task empathy may be appropriate for his study, it may not be an appropriate break-down of perceived empathy for this study because of the significant differences in the settings of the two studies as suggested by Barrett-Lennard (1962). This researcher will use Barrett-Leonard's measures, modified for real estate, to operationalize perceived similarity for the sales agent's and customer's questionnaire. A factor analysis was performed on these questions, which were slightly altered to fit the real-estate industry, in order to see if this researcher could validate Barret-Lennard's (1962) and Sweitzer's (1974) suggestions that there were two sub-constructs to perceived empathy as discussed above. Neither Barret-Lennard (1962) nor Sweitzer (1974) performed any factor analyses. Barret-Lennard (1962) did report corrected split-half reliability coefficients of empathic understanding of .86 for client data and .96 for therapist data. The factor analysis results are in Appendix D.

These results show that the variable has two factors with an eigenvalue over 1. Barret-Lennard (1962) suggests that empathic recognition (emotional) and empathic inference (cognitive) occur together but that the combination of the two will vary from one relationship or situation to another and from moment to moment in a given relationship. Sweitzer (1974) found that role and task empathy were highly correlated (.8655 on a partial correlation analysis) but did not perform a confirmatory factor analysis due to the small sample size of his study (thirty-one (31)). Thus, it would be expected that most of the variables would load on Factor 1. The two (2) variables that did not load were negative questions about the sales agent's feelings or mechanical response to the buyer and were reverse scored as negative questions. Both of these questions appear to this researcher to be unrelated to the other questions. This researcher would suggest that these two questions be dropped from future studies. Sweitzer's (1974) instrument was tested on only thirty-one (31) buyers in an industrial setting, while Barret-Lennard's (1962) instrument was tested on only forty-two (42) clients in a therapeutic setting. In each case the client filled out the questionnaire right after the salesperson's visit or the therapeutic session. Barret-Lennard (1962) treated empathy as a single construct as confirmed by his statistical analyses. Sweitzer (1974), on the other hand, treated empathic understanding as having two dimensions: role and task empathy. While the two dimensions of role and task empathy may have been relevant in his dissertation, and the context of his study, this concept does not seem to be relevant to this study. For this reason this researcher will treat empathic understanding (perceived similarity) as

being unidimensional. Since this is a "borrowed" instrument from Barret-Lennard's (1962) relationship survey and he used it as a single construct, it will also be used in this study as a single construct.

Barret-Lennard's (1962) questionnaire yielded an empathic understanding index for both the client and therapist. Barret-Lennard (1962) found that the amount of empathy experienced by the client seemed to be related to the outcome of the therapy. The more changed group perceived significantly higher levels of empathic understanding on the part of the therapist. This instrument was designed as an empirical test of Roger's (1957) theory which emphasized that the subject's perceptions of being understood are crucial for personality change. Kurtz (1970) suggests that counsellor perceived empathy was not significantly correlated with client perceptions and was unrelated to both the counseling process and outcome measures. He found that client perceived empathy, based on the Barret-Lennard relationship inventory, was the best predictor of all indices of the counseling process.

Next, the internal consistency or reliability of the above variables was assessed to see if it matched Barret-Lennard's (1962) reliability.

Table 3

Correlational Analysis Customer Perceived Similarity

Simple Correlation Matrix

		V3	V5	V7	V10	V11	V13	V16	V17
V5	r	Ø.65Ø							
	t	14.65Ø							
	p	Ø.ØØØ							
V7	r	Ø.568	Ø.531						
	t	11.819	1Ø.751						
	p	Ø.ØØØ	Ø.ØØØ						
V1Ø	r	Ø.651	Ø.596	Ø.62Ø					
	t	14.691	12.726	13.56Ø					
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ					
V11	r	Ø.675	Ø.577	Ø.529	Ø.761				
	t	15.7Ø5	12.Ø98	1Ø.694	2Ø.133				
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ				
V13	r	Ø.198	Ø.171	Ø.131	Ø.181	Ø.2Ø3			
	t	3.456	2.984	2.261	3.16Ø	3.557			
	p	Ø.ØØ1	Ø.ØØ3	Ø.Ø24	Ø.ØØ2	Ø.ØØØ			
V16	r	Ø.519	Ø.488	Ø.378	Ø.433	Ø.467	Ø.156		
	t	1Ø.4Ø3	9.588	7.Ø11	8.246	9.Ø44	2.7Ø6		
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØ7		
V17	r	Ø.594	Ø.564	Ø.5Ø1	Ø.589	Ø.581	Ø.2Ø6	Ø.5Ø1	
	t	12.646	11.715	9.93Ø	12.5ØØ	12.23Ø	3.6Ø1	9.93Ø	
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	
V18	r	Ø.58Ø	Ø.526	Ø.522	Ø.6Ø2	Ø.596	Ø.284	Ø.426	Ø.613
	t	12.197	1Ø.6Ø6	1Ø.491	12.93Ø	12.732	5.Ø71	8.Ø84	13.289
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ
V2Ø	r	Ø.572	Ø.584	Ø.462	Ø.6Ø7	Ø.593	Ø.144	Ø.426	Ø.59Ø
	t	11.966	12.343	8.941	13.1Ø4	12.613	2.49Ø	8.Ø62	12.523
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.Ø13	Ø.ØØØ	Ø.ØØØ
V23	r	Ø.7ØØ	Ø.674	Ø.493	Ø.6Ø9	Ø.64Ø	Ø.192	Ø.5Ø4	Ø.633
	t	16.812	15.647	9.711	13.157	14.29Ø	3.348	1Ø.Ø13	14.Ø13
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØ1	Ø.ØØØ	Ø.ØØØ
V24	r	Ø.574	Ø.53Ø	Ø.532	Ø.567	Ø.567	Ø.264	Ø.4Ø8	Ø.598
	t	12.Ø14	1Ø.714	1Ø.785	11.791	11.8Ø2	4.687	7.658	12.783
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ
V27	r	Ø.525	Ø.58Ø	Ø.571	Ø.581	Ø.541	Ø.212	Ø.483	Ø.598
	t	1Ø.59Ø	12.216	11.931	12.224	11.Ø21	3.722	9.451	12.796
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ

V28	r I	Ø.26Ø	Ø.221	Ø.183	Ø.262	Ø.231	Ø.214	Ø.183	Ø.245
	t I	4.615	3.877	3.183	4.657	4.Ø77	3.756	3.192	4.33Ø
	p I	Ø.ØØØ	Ø.ØØØ	Ø.ØØ2	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØ2	Ø.ØØØ

Simple Correlation Matrix (Cont.)

		V18	V2Ø	V23	V24	V27
V2Ø	r I	Ø.474				
	t I	9.241				
	p I	Ø.ØØØ				
	I					
V23	r I	Ø.564	Ø.672			
	t I	11.7Ø9	15.545			
	p I	Ø.ØØØ	Ø.ØØØ			
	I					
V24	r I	Ø.619	Ø.581	Ø.669		
	t I	13.531	12.254	15.439		
	p I	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ		
	I					
V27	r I	Ø.523	Ø.6Ø6	Ø.656	Ø.569	
	t I	1Ø.5Ø9	13.Ø54	14.893	11.854	
	p I	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	
	I					
V28	r I	Ø.342	Ø.221	Ø.2ØØ	Ø.233	Ø.293
	t I	6.23Ø	3.882	3.5Ø8	4.117	5.263
	p I	Ø.ØØØ	Ø.ØØØ	Ø.ØØ1	Ø.ØØØ	Ø.ØØØ

Cronbach's Alpha = Ø.925 which indicates good internal consistency or reliability for this variables. Barrett-Lennard reported a split-half reliability of .86 for client data.

Construct Customer Satisfaction

Postpurchase satisfaction can be operationalized by asking if the customer would repurchase the product (home) and would they use the same sales agent or real-estate company. Questions V4, V8, V22, and V3Ø came from Oliver's (198Ø) study on product satisfaction. The Likert scale was constructed for his study and included references to the respondent's outright satisfaction, regret, happiness, and general feelings about the decision to receive or not to receive a flu shot. The coefficient alpha reliability of this scale was Ø.82. Questions V12, V14, V25 and V26 were developed by this researcher based on Pederson, Wright, & Weitz (1984), Kotler's (1988,p. 737) writings.

Since this researcher needs unidimensionality for regression analysis, there appear to be two distinct factors in this construct, which was not anticipated in chapter III. After examining the questions when the instrument was constructed, Oliver's (198Ø) questions were product related and factor 1, V4, V8, V22, and V3Ø were used to measure customer satisfaction with the house. Factor 2, V12, V14, V25 and V26 were related to customer satisfaction with the sales agent as developed from Pederson, Wright, & Weitz (1984), and Kotler's (1988,p. 737) writings. The internal consistency or reliability will now be assessed for both factors.

Table 4

Correlational Analysis of Customer Satisfaction-Product

Simple Correlation Matrix

		V4	V8	V22
V8	r	Ø.538		
	t	1Ø.93Ø		
	p	Ø.ØØØ		
V22	r	Ø.585	Ø.784	
	t	12.374	21.632	
	p	Ø.ØØØ	Ø.ØØØ	
V3Ø	r	Ø.612	Ø.698	Ø.779
	t	13.273	16.698	21.317
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ

Cronbach's Alpha = Ø.889 which would indicate a high degree of internal consistency or reliability and is better than Oliver's (198Ø) value of .82.

Table 5

Correlational Analysis of Customer Satisfaction-Sales Agent

Simple Correlation Matrix

		V12	V14	V25
V14	r	Ø.612		
	t	13.282		
	p	Ø.ØØØ		
V25	r	Ø.5Ø2	Ø.352	
	t	9.941	6.445	
	p	Ø.ØØØ	Ø.ØØØ	
V26	r	Ø.418	Ø.396	Ø.361
	t	7.892	7.39Ø	6.64Ø
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ

Cronbach's Alpha = Ø.759 which is acceptable (Churchill 1979)

Since their are two constructs to customer satisfaction, both costomer satisfaction - product and customer satisfaction - sales agent were used in the following hypotheses tests.

Construct Rapport

Using Laborde's (1984, pp. 27-39) definition of rapport as a relation of harmony, conformity, accord, or affinity between persons which results in shared understanding with another person. This researcher developed several Rapport questions (See below).

Variables In The Analysis

Var.	Variable Label
V6	I was not comfortable in talking with my agent. (Reversed)
V9	I felt I was in harmony with my agent.
V15	I was unable to feel relaxed with the agent. (Reversed)

Number Of Valid Cases = 296
Number Of Missing Cases = Ø
Response Percent = 1ØØ.Ø %

Because there were only three variables involved, a factor analysis would not be appropriate (Kerlinger 1986, p. 572). The next step is to run a correlational analysis of the above variables to check for internal consistency or reliability and to remove any variables with correlations near zero (Churchill 1979).

Table 6

Correlational Analysis For Rapport

Simple Correlation Matrix

			V6	V9
V9	r	I	Ø.469	
	t	I	9.Ø96	
	p	I	Ø.ØØØ	
		I		
V15	r	I	Ø.498	Ø.557
	t	I	9.847	11.511
	p	I	Ø.ØØØ	Ø.ØØØ

Cronbach's Alpha = Ø.756 which indicates acceptable reliability or internal consistency as suggested by Hunter & Gerbing (1982).

Construct Trust

Trust can be defined as the home buyer's propensity to risk becoming vulnerable by believing and relying on what the sales agent says or promises regarding the purchase of a home. As such, the buyer must have faith in the expertise of the sale agent. Only when the buyer trusts the sales agent, can the sales agent build rapport, a feeling of comfort between the buyer and sales agent. When there is rapport between the buyer and the sales agent, the sales agent can find out what are the exact needs and wants of the buyer. Trustworthiness was measured by a scale developed by this researcher from the writings of Laborde (1984, pp. 27-39). Swan & Nolan 1985; Swan, Trawick, & Silva 1985; Swan & Nolan 1985; Hawes, Mast, & Swan 1989; Andaleeb 1992); and Foldvari, Castleberry, & Ridnour 1992 also contributed to the trust construct (See Appendix A). Since there are only four (4) variables in this construct, factor analysis will not be practical and this researcher will examine the construct for internal consistency using correlational analysis. Since this is part of the borrowed adapts questionnaire (Spiro & Weitz 1990), it was used intact.

Variables In The Analysis

Var.	Variable Label
V11	My agent and I were able to agree on my needs.
V19	The real-estate agent made claims about the product/service that were not really true. (Reversed)
V21	I was not in accord with what my agent proposed. (Reversed)
V29	I felt I could trust my agent's judgement.

Number Of Valid Cases = 296
Number Of Missing Cases = 0
Response Percent = 100.0 %

Next the correlational analysis of trust was assessed to determine reliability.

Table 7

Correlational Analysis For Trust

Simple Correlation Matrix

		V11	V19	V21
V19	r	Ø.527		
	t	1Ø.641		
	p	Ø.ØØØ		
V21	r	Ø.554	Ø.684	
	t	11.424	16.Ø62	
	p	Ø.ØØØ	Ø.ØØØ	
V29	r	Ø.566	Ø.619	Ø.657
	t	11.759	13.5Ø5	14.931
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ

Cronbach's Alpha = Ø.858, which gives the trust variable acceptable reliability.

Nonresponse Bias

Because of the relatively low response rate in mail surveys, some groups tend to be over-represented and others under-represented in the sample received, creating biased results (Allrick & Settle 1985, p. 45). A second mailing of questionnaires was made to nonresponders from both the buyers and sales agents, with an additional follow-up letter. This researcher will make the assumption that the people responding from this second mailing will do so because of the increased stimulus and that they were similar to nonrespondents (Armstrong & Overton 1977). The hypothesis that there is a difference between responders and nonresponders was tested using a T-Test for the difference between the two populations.

Customer Database Hypothesis

Ho:There is no difference between responders and nonresponders in the customer database.

Ha:There is a difference between responders and nonresponders in the customer database.

The first step in testing this hypothesis was to compute a score for each of the four constructs in the customer study: perceived similarity, customer satisfaction, perceived sales agent rapport, and perceived sales agent trustworthiness. This was done by summing the variable scores and dividing each sum by the number of variables as follows:

Table 8

Variable Computations - Customer Database

Note: The following is the program used to compute the scores for the customer database.

```
STUDY CUSTOMER
HEADING COMPUTE SCORES FOR CUSTOMER DATABASE 9/17/92
DATA CUSTOMER
NEW (N4.2) "PERSIM"
COMPUTE PERSIM = ((V3+V5+V7+V1Ø+V13+V16+V17+V18+V2Ø+V23+V24+V27+V28)/13)*1Ø
(N4.2) "CUSSATP"
COMPUTE CUSSATP = ((V4+V8+V22+V3Ø)/4)*1Ø
NEW (4.2) "CUSSATS
COMPUTE CUSSATS = ((V12+V14+V25+V26)/4)*1Ø
NEW (N4.2) "RAPPORT"
COMPUTE RAPPORT = ((V6+V9+V15)/3)*1Ø
NEW (N4.2) "TRUST"
COMPUTE TRUST = ((V11+V19+V21+V29)/4)*1Ø
WRITE CUST2
```

The variables were multiplied by 10 in order to make the analysis easier to interpret. Next, the customer database was divided into two groups. Group one was responders to the first mailing and group two was responders to the second mailing. This was done by date of response. Using the StatPac Gold statistical program; the T-Test was done for each of the four constructs, Perceived Sales Agent Similarity, Customer Satisfaction - Product, Customer Satisfaction - Sales Agent, Rapport, and Trustworthiness; comparing group one to group two. The results of each T-Test can be reviewed in Appendix C.

Based on this data the hypothesis is rejected. There is no significant difference between the trust of responders and non-responders. Since there was no significant difference on all four constructs tested, this researcher would conclude that there was no difference between responders and nonresponders in the customer database. It is important for the reliability of this study to assess the effect of non-response bias. Non-response bias can skew the results since the persons most likely to respond are those who feel strongly positive or negative about the topic (Allrick & Settle 1985, p. 45).

Next, it is important to look at the demographics of the customer database in order to fully interpret the results on the data analyis and to make suggestions for future research. For example, sixty-five (65) percent (%) of the respondents to the customer survey were male. It would be appropriate in future research to see if there was a significant difference between male and female respondents on the constructs measured.

Table 9

Demographics Customer Database

Note: The following demographic data is reported since it may be useful in the discussion of the results in Chapter 5 and for other researchers who may want to use these results.

AGE

The results were as follows:

1. 31-40 38.9%
2. 40-50 26.4%
3. 21-30 21.6%
4. Over 50 13.2%

SEX

Approximately 65% of respondents were male and 35% female.

MARRIAGE STATUS

The results were as follows:

1. Married 72.6%
2. Never Married 14.2%
3. Divorced 9.8%
4. Widowed 2.4%
5. Separated 1.0%

EDUCATION

The average person responding had a four year college education.
The results were as follows:

1. Graduated College 44.9%
2. Graduate Degree from College 28.0%
3. Some College 20.3%
4. Completed High School 6.8%

INCOME

The average income of respondents was approximately $50,000

The results were as follows

1. $80,000 - 99,999 14.9%
2. $60,000 - 69,999 12.8%
3. $70,000 - 79,999 12.5%
4. Over $100,000 12.5%
5. $50,000 - 59,999 11.5%
6. $30,000 - 34,999 8.8%
7. $35,000 - 39,999 7.4%
8. $40,000 - 44,999 7.1%
9. The other categories only accounted for 12.5%.

Sales Agent Database

As suggested by Churchill (1979), this researcher's approach was to first verify the validity and reliability of the scales then to test the hypotheses. This proved to be a valid approach since some of the constructs had more than one dimension, requiring modification of the hypotheses tests. Next (Churchill 1979), the sales agent database had a varimax factor analysis run on the seven constructs of interest, perceived sales agent similarity, cognitive empathy, emotional empathy, adaptive selling, intrinsic motivation, knowledge and performance. Factor analysis was used to determine unidimensionality, important to satisfy the linear assumption in regression analysis. The factor analysis was run on "borrowed" measures to see if they behaved as expected from the author (s) of each measure. The reliability of these scales was tested in order to confirm past work. The factor analyses were run on "new" constructs to determine if the "new" constructs actually measured the basic underlying dimensions as hypothesized and were suitable for regression analysis (Hair, Anderson, Tatham, & Grablowsky, 1979, pp. 218-219). Constructs that do not load on a factor with an eignevalue (or variance) greater than one (1) should be removed from further analysis as suggested by Green (1978, p. 364). Then, correlational analysis for each modified construct was run using StatPac Gold (1991). The coefficient alpha should be run for each section of each questionnaire that measures an individual construct (Churchill 1979). If a low alpha is obtained on the "new" constructs, some items may be eliminated with correlations near zero as suggested by Churchill (1979). Each construct will then be tailored to be comprised of constructs that reflect an acceptable level of internal consistency.

Cronbach (1946) alpha's over Ø.7 are considered as acceptable from a reliability standpoint (Churchill 1979).

The first step in analyzing the sales agent database is to do a factor analysis on each of the constructs to be studied: perceived sales agent similarity, cognitive empathy, emotional empathy, adapts, intrinsic motivation, knowledge, and performance. Each factor analysis was done to reduce the number of constructs in each construct to those that load on each factor for unidimensionality for regression analysis (Kerlinger 1986, p. 28-29). However, those scales borrowed from tested instruments are: Cognitive empathy and Emotional empathy which used the PT and PD scales (Davis 198Ø); Perceived Similarity used the Barret-Leonard (1962) scales; and Sales Agent Adaptability scale used the Spiro and Weitz (199Ø) Adapts scale. The other constructs were tested with factor and correlational analysis for unidimensionality since they are either unique to this study are have been significantly modified from other instruments. The variables comprising each construct were correlated to assess internal consistency or reliability.

Factor Analysis Sales Agent Database

The factor analysis was a varimax solution which first performs a "principal factor analysis" which is the same as a principal components analysis except that the extraction of principals is stopped by a predetermined criterion. The program was set to extract only principal component with an eigenvalues greater than or equal to one (1) as suggested by Green (1978, p. 364). When a sufficient number of principals has been extracted, a rotational technique, called "varimax," is used to

create the simple structure factor loadings by extracting factors from the constructs which are independent (orthogonal) from other factors StatPac Gold (1991, p 67). Using StatPac Gold (1991) this researcher extracted factors where the eigenvalue was greater than one (1). The sales agent constructs examined were perceived sales agent similarity, cognitive empathy, emotional empathy, adapts, knowledgable, intrinsic motivation, and performance. The domain of each construct is examined and borrowed scale data discussed so that construct validity can be assessed by any reviewers.

Construct Perceived Sales Agent Similarity (Persales)

Sweitzer's (1974) concept of empathy involved the seller's understanding of the buyer's frame of reference and communication of that understanding, or the seller's perceived similarity. Sweitzer's (1974) instrument was borrowed from Barret-Lennard's (1962) questionnaire which yielded an empathy index for both a client's and therapist's perceptions of empathy. Barret-Lennard (1962) found that the amount of empathy experienced by the client seemed to be related to the outcome of the therapy. The more changed group perceived significantly higher levels of empathic understanding on the part of the therapist. This instrument was designed as an empirical test of Roger's (1957) theory which emphasized that the subject's perceptions of being understood are crucial for personality change. Kurtz (1970) suggests that counsellor perceived empathy was not significantly correlated with client perceptions and was unrelated to both the counseling process and outcome measures. He found that client perceived empathy, based on the Barret-Lennard relationship

inventory, was the best predictor of all indices of the counseling process. The objective in this study would be to see if perceived sales agent similarity has any predictive power to customer perceived rapport with the sales agent.

This researcher used the Barrett-Leonard (1962) Relationship Inventory as suggested by Sweitzer (1974), as modified slightly for real estate. The instrument developed by Sweitzer measured the buyer's perceived similarity. Perceived sales agent similarity was factor analyzed and correlated to see if it behaves as hypothesized by Barret-Lennard (1962) and to check for unidimensionality and internal consistency. Two (2) factors were extracted from this construct. The results of the factor analysis is in Appendix D.

An examination of the questions on this construct would indicate that the two (2) factors with eigenvalues over one (1) can be named as cognitive understanding (Factor 1) and emotional understanding (Factor 2). Factor one (1) contains measures which look at the sales agent's understanding of the customer's cognitive processes and agrees with Barret-Lennard's (1962) definition of empathetic inference ("The sensing of the implied content of the other's awareness"). Factor two (2) looks at the client's emotional understanding and agrees with Barret-Lennard's (1962) empathic recognition ("The part of the empathic process that involves experimental recognition of feeling that the other has directly symbolized and communicated"). This would suggest that these questions are tapping the same constructs as Davis's (1980) cognitive and emotional empathy. Factors that have eigenvalues or variance over one (1) were retained as suggested by Green (1978, p. 364). The existence of the two

(2) factors was not hypothesized in Chapter III, so the hypotheses tests were modified to accommodate this change. This is justified because Barret-Lennard's (1962) work suggested only that these two sub-constructs might or might not exist, depending on the situation, and his study did not contain any factor analytical data to support his contention.

Next, the internal consistency or reliability of the two constructs was assessed. Variables V3, V5, V6, V9, V11, V12, V15, V16, V18, V19, and V21 will represent the construct Cognitive Understanding, and V4, V7, V8, V1Ø, V13, V14, V17, V2Ø and V22 will represent the Construct Emotional Understanding.

Table 10

Correlational Analysis Sales Agent Cognitive Understanding

Simple Correlation Matrix

		V3	V5	V6	V9	V11	V12	V15	V16
V5	r	Ø.227							
	t	2.728							
	p	Ø.ØØ7							
V6	r	Ø.178	Ø.378						
	t	2.112	4.775						
	p	Ø.Ø37	Ø.ØØØ						
V9	r	Ø.176	Ø.289	Ø.511					
	t	2.Ø98	3.534	6.953					
	p	Ø.Ø38	Ø.ØØ1	Ø.ØØØ					
V11	r	Ø.139	Ø.324	Ø.349	Ø.254				
	t	1.639	4.Ø1Ø	4.352	3.Ø76				
	p	Ø.1Ø3	Ø.ØØØ	Ø.ØØØ	Ø.ØØ3				
V12	r	Ø.169	Ø.666	Ø.365	Ø.259	Ø.246			
	t	2.ØØ8	1Ø.446	4.592	3.137	2.972			
	p	Ø.Ø47	Ø.ØØØ	Ø.ØØØ	Ø.ØØ2	Ø.ØØ3			
V15	r	Ø.Ø93	Ø.298	Ø.426	Ø.358	Ø.279	Ø.179		
	t	1.Ø96	3.66Ø	5.516	4.489	3.4Ø6	2.131		
	p	Ø.275	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØ1	Ø.Ø35		
V16	r	Ø.147	Ø.26Ø	Ø.37Ø	Ø.346	Ø.176	Ø.17Ø	Ø.5Ø8	
	t	1.735	3.158	4.656	4.316	2.Ø89	2.Ø19	6.895	
	p	Ø.Ø85	Ø.ØØ2	Ø.ØØØ	Ø.ØØØ	Ø.Ø39	Ø.Ø45	Ø.ØØØ	
V18	r	-Ø.Ø12	Ø.19Ø	Ø.Ø22	Ø.219	Ø.245	Ø.Ø82	Ø.1Ø8	Ø.Ø87
	t	Ø.146	2.268	Ø.263	2.631	2.963	Ø.957	1.267	1.Ø19
	p	Ø.884	Ø.Ø25	Ø.793	Ø.ØØ9	Ø.ØØ4	Ø.34Ø	Ø.2Ø7	Ø.31Ø
V19	r	Ø.1Ø8	Ø.225	Ø.377	Ø.4Ø9	Ø.178	Ø.127	Ø.397	Ø.321
	t	1.275	2.697	4.767	5.244	2.112	1.493	5.Ø6Ø	3.971
	p	Ø.2Ø4	Ø.ØØ8	Ø.ØØØ	Ø.ØØØ	Ø.Ø37	Ø.138	Ø.ØØØ	Ø.ØØØ
V21	r	Ø.171	Ø.247	Ø.2Ø4	Ø.Ø84	Ø.Ø89	Ø.214	Ø.232	Ø.165
	t	2.Ø36	2.984	2.444	Ø.992	1.Ø43	2.563	2.788	1.952
	p	Ø.Ø44	Ø.ØØ3	Ø.Ø16	Ø.323	Ø.299	Ø.Ø11	Ø.ØØ6	Ø.Ø53

Table 1Ø Cont'd

Correlational Analysis Sales Agent Cognitive Understanding

Simple Correlation Matrix (Cont.)

		V18	V19
V19	r	Ø.1ØØ	
	t	1.172	
	p	Ø.243	
V21	r	Ø.Ø28	Ø.192
	t	Ø.324	2.287
	p	Ø.746	Ø.Ø24

Cronbach's Alpha = Ø.772, which is acceptable but lower than Barret-Lennard's .96. This could be accounted for by the difference in setting and sample size.

Table 11

Correlational Analysis Sales Agent Emotional Understanding

Simple Correlation Matrix

		V4	V7	V8	V1Ø	V13	V14	V17	V2Ø
V7	r	Ø.325							
	t	4.Ø29							
	p	Ø.ØØØ							
V8	r	Ø.25Ø	Ø.362						
	t	3.Ø26	4.551						
	p	Ø.ØØ3	Ø.ØØØ						
V1Ø	r	Ø.313	Ø.299	Ø.412					
	t	3.86Ø	3.668	5.295					
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ					
V13	r	Ø.326	Ø.229	Ø.361	Ø.374				
	t	4.Ø3Ø	2.758	4.534	4.717				
	p	Ø.ØØØ	Ø.ØØ7	Ø.ØØØ	Ø.ØØØ				
V14	r	Ø.Ø63	Ø.Ø58	Ø.168	Ø.2Ø3	Ø.ØØ7			
	t	Ø.736	Ø.678	2.ØØØ	2.429	Ø.Ø86			
	p	Ø.463	Ø.499	Ø.Ø48	Ø.Ø16	Ø.931			
V17	r	-Ø.123	-Ø.162	-Ø.29Ø	-Ø.294	-Ø.176	-Ø.179		
	t	1.454	1.918	3.543	3.594	2.Ø98	2.128		
	p	Ø.148	Ø.Ø57	Ø.ØØ1	Ø.ØØØ	Ø.Ø38	Ø.Ø35		
V2Ø	r	Ø.141	Ø.2Ø7	Ø.323	Ø.371	Ø.263	Ø.167	-Ø.129	
	t	1.667	2.473	3.991	4.677	3.192	1.977	1.528	
	p	Ø.Ø98	Ø.Ø15	Ø.ØØØ	Ø.ØØØ	Ø.ØØ2	Ø.Ø5Ø	Ø.129	
V22	r	-Ø.Ø19	Ø.Ø7Ø	Ø.16Ø	Ø.137	Ø.199	Ø.Ø39	-Ø.1Ø7	Ø.454
	t	Ø.218	Ø.822	1.897	1.614	2.38Ø	Ø.461	1.258	5.957
	p	Ø.828	Ø.413	Ø.Ø6Ø	Ø.1Ø9	Ø.Ø19	Ø.646	Ø.211	Ø.ØØØ

Cronbach's Alpha = Ø.712, which is acceptable but lower than Barret-Lennard's .96. This could be accounted for by the difference in setting and sample size. Based on this data, both constructs were used in subsequent tests of responders, non-responders, and the five (5) hypotheses tests.

Measuring Cognitive and Emotional Empathy

Davis's entire IRI (Interpersonal Reactivity Index) scale was included in the sales agent database in order to make sure that the PT (cognitive empathy) and PD (emotional empathy) constructs of Davis's (198Ø) were behaving in a manner consistent with Davis (198Ø). Davis's (198Ø) final empathy questionnaire was administered to 579 male and 582 female students from the introductory psychology classes at the University of Texas at Austin. Because of differences in sample size (N=1169 in Davis's study versus N=139 in this study) and setting (students versus mature adults), some differences should be expected. Scores for each of the constructs were calculated by summing each variable, dividing by seven (7) (the number or variables in each construct), and multiplying by ten (1Ø) (to make the scores easier to intrepret). The major concern is that Davis (198Ø, 1983) defined cognitive empathy as consisting of perspective-taking and fantasy, as measured by those scales, and emotional empathy as consisting of empathic concern and personal distress as measured by those scales. Yet, Davis (198Ø) reported that the perspective-taking scale was positively related to empathic concern (r's = .33 Male and .3Ø Female), that the fantasy scale was positively related to empathic concern (r's = .3Ø Male and .31 Female), that personal distress and empathic concern were poorly correlated (r's = .11 Male and .Ø1 Female), but that personal distress and perspective-taking were negatively correlated (r's = -.16 Male and -.29 Female).

Table 12

Intercorrelations Between PT FS PD & EC Constructs - Male(N=43)

Simple Correlation Matrix

		VPT	VFS	VPD
VFS	r	-Ø.133		
	t	Ø.858		
	p	Ø.396		
VPD	r	-Ø.169	Ø.4Ø5	
	t	1.Ø99	2.84Ø	
	p	Ø.278	Ø.ØØ7	
VEC	r	Ø.399	-Ø.154	Ø.169
	t	2.79Ø	1.ØØØ	1.1Ø1
	p	Ø.ØØ8	Ø.323	Ø.277

Table 13

Intercorrelations Between PT FS PD & EC Constructs - Female (N=96)

Simple Correlation Matrix

		VPT	VFS	VPD
VFS	r	Ø.Ø65		
	t	Ø.633		
	p	Ø.528		
VPD	r	-Ø.447	Ø.17Ø	
	t	4.846	1.67Ø	
	p	Ø.ØØØ	Ø.Ø98	
VEC	r	Ø.412	Ø.368	-Ø.Ø7Ø
	t	4.388	3.843	Ø.677
	p	Ø.ØØØ	Ø.ØØØ	Ø.5ØØ

These results confirm that the two cognitive measures of PT and FS are unrelated (r=-.133 Male and .Ø65 Female) as were the two emotional measures of PD and EC (r=.169 Male and -.Ø7Ø Female). The PT scale was positively related to the EC scale (r=.399 Male and .412 Female) while PT and PD were negatively correlated (r=-.169 Male and -.477 Female). These results were similar to Davis's (198Ø) and because of these intercorrelations, the only two constructs that can be used are the PT Perspective Taking scale to measure cognitive empathy, and the PD Personal Distress Scale to measure emotional empathy because of the intercorrelations between PT and EC and the lack of any correlation between the PT and FS scales. There also appears to be a significant difference between males and females in empathy scores and this needs to be explored in future research.

Construct Cognitive Empathy

Davis (1983) identified two factors which tap the concept of cognitive empathy. His Perspective-Taking (PT) scale assesses "the tendency to spontaneously adopt the psychological point of view of others." The Fantasy (FS) scales taps "respondents' tendencies to transpose themselves imaginatively into the feelings and actions of fictitious characters (and significant others)." However, since the perspective-taking scale is positively related to empathic concern (r = .33) this researcher will use only the Perspective Taking scale to assess cognitive empathy. While a correlation of r = .33 might be considered as being moderately low, the large sample size of Davis's (198Ø) work (N=1169) would indicate that this was somewhat significant.

Y1 Perspective Taking Scale (PT)

Davis (1980) suggests that the perspective-taking scale (PT) "reflects an ability or proclivity to shift perspective--to step "outside the self"-- when dealing with other people. The items comprising this scale refer not to fictitious situations and characters, but to "real life" instances of perspective-taking. Davis (1983) concluded that high PT scores were consistently associated with better social functioning and higher self-esteem. Davis's scales are located in Appendix A.

Variables In The Analysis

Var.	Variable Label
V25	I sometimes find it difficult to see things from the "other guy's point of view.
V30	I try to look at everybody's side of a disagreement before I make a decision.
V33	I sometimes try to understand my friends better by imagining how things look from their perspective.
V37	If I'm sure I'm right about something, I don't waste much time listening to other people's arguments.
V43	I believe that there are two sides to every question and try to look at them both.
V47	When I'm upset at someone, I usually try to "put myself in his shoes" for a while.
V50	Before criticizing somebody, I try to imagine how I would feel if I were in their place.

The reliability or internal consistency of the PT variables will now be assessed.

Table 14

Correlational Analysis Cognitive Empathy

Simple Correlation Matrix

		V25	V30	V33	V37	V43	V47
V30	r	Ø.279					
	t	3.395					
	p	Ø.ØØ1					
V33	r	Ø.363	Ø.426				
	t	4.559	5.5Ø6				
	p	Ø.ØØØ	Ø.ØØØ				
V37	r	Ø.3Ø7	Ø.195	Ø.15Ø			
	t	3.77Ø	2.322	1.772			
	p	Ø.ØØØ	Ø.Ø22	Ø.Ø79			
V43	r	Ø.428	Ø.46Ø	Ø.512	Ø.198		
	t	5.543	6.Ø64	6.977	2.362		
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.Ø2Ø		
V47	r	Ø.242	Ø.268	Ø.236	Ø.Ø75	Ø.147	
	t	2.913	3.25Ø	2.838	Ø.881	1.735	
	p	Ø.ØØ4	Ø.ØØ1	Ø.ØØ5	Ø.38Ø	Ø.Ø85	
V5Ø	r	Ø.254	Ø.355	Ø.38Ø	Ø.Ø74	Ø.295	Ø.37Ø
	t	3.Ø72	4.438	4.81Ø	Ø.864	3.61Ø	4.656
	p	Ø.ØØ3	Ø.ØØØ	Ø.ØØØ	Ø.389	Ø.ØØØ	Ø.ØØØ

Cronbach's Alpha = Ø.737, which is acceptable and similar to Davis's (198Ø) findings. Davis (198Ø) reported .75 for males and .78 for females on the PT scale.

Construct Emotional Empathy

Measuring Z2 Emotional Empathy

Davis's (1983) research on empathy was exhaustive. He concluded that some researchers used a definition of empathy stressing an individual's emotional response to the perceived emotional experiences of others (Stotland, Mathews, Sherman, Hansson, & Richardson 1978; Mehrabian and Epstein (1972); Hogan 1973). Like Davis (1983), these researchers also recognized that there were both cognitive and emotional facets to the empathy construct. Mehrabian & Epstein's (1972) research indicated that a person who has a high level of emotional empathy is less likely to engage in aggressive behavior, particularly when the pain cues from the victim are immediate, and that he/she is more likely to engage in helping behavior when he/she notices distress in another. Toi and Batson (1982) provided evidence that empathic emotion evokes an altruistic motivation to help. Their tests concluded that subjects with high empathy displayed a high rate of helping others and exhibited feelings of sympathy, compassion, softheartedness, etc. Based on the earlier work of the above mentioned researchers, Davis's (198Ø) Empathic Concern scale assesses "other-oriented" feelings of sympathy and concern for unfortunate others, and the Personal Distress (PD) scale measures "self-oriented" feelings of personal anxiety and unease in tense interpersonal settings. However, because empathic concern correlates with personal distress, emotional empathy was measured by using only the Personal Distress (PD) scales. These questions are identified in Appendix A.

Y2 Personal Distress Scale (PD)

The personal distress scale (PD) measures the individual's own feelings of fear, apprehension and discomfort at witnessing the negative experiences of others (Davis 198Ø). This may result from feelings of anxiety and discomfort in emotional social settings. He found consistent and significant positive correlations between personal distress and the self-oriented measures of sensitivity to others and self-esteem. (Standardized alpha coefficients: Males, .77; Females, .75 (Davis 198Ø)).

The following is a correlation for the PT variables with reliability or internal consistency assessd.

Variables In The Analysis - Descriptive Statistics

Var.	Variable Label	N	Mean	Std. Dev.
V28	In emergency situations, I feel apprehensive and ill-at-ease.			
V32	I sometimes feel helpless when I am in the middle of a very emotional situation.			
V35	When I see someone get hurt, I tend to remain calm.			
V39	Being in a tense emotional situation scares me.			
V41	I am usually pretty effective in dealing with emergencies.			
V46	I tend to lose control during emergencies.			
V49	When I see someone who badly needs help in an emergency, I go to pieces.			

Table 15

Correlational Analysis Emotional Empathy

Simple Correlation Matrix

		V28	V32	V35	V39	V41	V46
V32	r	Ø.184					
	t	2.196					
	p	Ø.Ø3Ø					
V35	r	Ø.338	Ø.295				
	t	4.2Ø8	3.6Ø9				
	p	Ø.ØØØ	Ø.ØØØ				
V39	r	Ø.3Ø6	Ø.439	Ø.314			
	t	3.756	5.716	3.868			
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ			
V41	r	Ø.27Ø	Ø.158	Ø.259	Ø.284		
	t	3.281	1.872	3.133	3.461		
	p	Ø.ØØ1	Ø.Ø63	Ø.ØØ2	Ø.ØØ1		
V46	r	Ø.437	Ø.125	Ø.3ØØ	Ø.262	Ø.312	
	t	5.688	1.478	3.68Ø	3.182	3.842	
	p	Ø.ØØØ	Ø.142	Ø.ØØØ	Ø.ØØ2	Ø.ØØØ	
V49	r	Ø.285	Ø.169	Ø.284	Ø.296	Ø.3Ø7	Ø.564
	t	3.481	2.ØØ3	3.468	3.625	3.772	7.994
	p	Ø.ØØ1	Ø.Ø47	Ø.ØØ1	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ

Cronbach's Alpha = Ø.745 which is acceptable and similar to Davis's (198Ø) results. Davis (198Ø) reported .78 for both males and females.

Construct Adapts

The final sixteen (16) measure ADAPTS scale reported by Spiro & Weitz (1990) in their article contained four (4) variables that appeared to measure sales agent knowledge (as previously discussed) and three (3) that seemed to measure empathy and openers. The empathy and opener measures were replaced with those measuring intrinsic motivation from a previous Spiro & Weitz (1990) adapts scale. Empathy is being measured using the Interpersonal Reactivity Index (IRI) scales Davis (1983) as previously discussed. This researcher will sum the ADAPTS variables (less the four (4) used to measure knowledge and the three (3) used to measure intrinsic motivation) into a score as suggested by Spiro & Weitz (1990). Spiro & Weitz (1990) report reliability coefficient alphas for their sample at .85 (Cronbach 1946). Their scale as adopted to residential real estate can be found in Appendix A.

A factor analysis was made on all of the sixteen (16) Adapts variables that were used from the Spiro & Weitz (1990) scales in order to replicate their findings for validation purposes. They reported eigenvalues of the first two components as 4.59 and 1.12.

Table 16

Principal Component Analysis for Adapts Construct

Variables In The Analysis

Var.	Variable Label
V51	Each customer requires a unique approach.
V52	When I feel that my sales approach is not working, I can easily change to another approach.
V53	I like to experiment with different sales approaches.
V54	I am very flexible in the selling approach I use.
V55	I feel that most buyers can be dealt with in pretty much the same manner.
V56	I don't change my approach from one customer to another.
V57	I can easily use a wide variety of selling approaches.
V58	I use a set sales approach.
V59	It is easy for me to modify my sales presentation if the situation calls for it.
V60	Basically I use the same approach with most customers.
V61	Selling a customer is like playing a game.
V62	I find it difficult to adapt my presentation style to certain buyers.
V63	I vary my sales style from situation to situation.
V64	Interacting with customers is exciting and challenging.
V65	I feel confident that I can effectively change my planned presentations when necessary.
V66	Selling is not fun.

Number Of Valid Cases = 139
Number Of Missing Cases = 0
Response Percent = 100.0 %

Principal Component Analysis On Covariance Matrix Corrected For The Mean

	Eigenvalue	Difference	Proportion	Cumulative
PRIN1	4.378171	2.938670	0.360	0.360
PRIN2	1.439501	0.152536	0.118	0.478

The Cronbach alpha on the above sixteen (16) items was .876 while Spiro & Weitz's was .85. The internal consistency and above eigenvalues are quite similar to Spiro & Weitz's (1990) findings (4.59 and 1.12).and are acceptable in view of the differences in setting and the slight modification in question content.

When developing the Adapts scale, Spiro & Weitz (1990) reduced their

forty-two (42) item scale to sixteen (16) using factor analysis for which the communalities were estimated. They reported that items representing five of the six facets of adaptive selling did load highly on the first component. Spiro & Weitz (1990) reported eigenvalues of the first two components as 4.59 and 1.12 and a Cronbach alpha of .85. Based on these results they produced a scale with (1) highly correlated items, (2) items representing all conceptualized facets of adaptive selling, (3) items loading highly on the first principal component, (4) a scale mean as close as possible to the scale midpoint (4.0), (5) a high standard deviation, (6) a minimum number of items, and (7) a high reliability. When Spiro & Weitz (1990) subjected the 16 item scale to a principal component analysis, they found it was not unidimensional. The internal consistency or reliability of the nine (9) items used for the Adapts Construct will now be assessed.

Table 17

Correlational Analysis for Adapts

Simple Correlation Matrix

		V51	V53	V55	V56	V58	V59	V60	V62
V53	r	Ø.199							
	t	2.38Ø							
	p	Ø.Ø19							
V55	r	Ø.359	Ø.232						
	t	4.5Ø1	2.786						
	p	Ø.ØØØ	Ø.ØØ6						
V56	r	Ø.23Ø	Ø.326	Ø.59Ø					
	t	2.761	4.Ø32	8.558					
	p	Ø.ØØ7	Ø.ØØØ	Ø.ØØØ					
V58	r	Ø.359	Ø.244	Ø.416	Ø.473				
	t	4.5Ø3	2.949	5.347	6.285				
	p	Ø.ØØØ	Ø.ØØ4	Ø.ØØØ	Ø.ØØØ				
V59	r	Ø.137	Ø.354	Ø.Ø93	Ø.264	Ø.157			
	t	1.614	4.434	1.Ø96	3.2Ø5	1.86Ø			
	p	Ø.1Ø9	Ø.ØØØ	Ø.275	Ø.ØØ2	Ø.Ø65			
V60	r	Ø.296	Ø.357	Ø.475	Ø.59Ø	Ø.543	Ø.212		
	t	3.633	4.478	6.318	8.549	7.566	2.54Ø		
	p	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.Ø12		
V62	r	Ø.142	Ø.264	Ø.193	Ø.256	Ø.143	Ø.473	Ø.192	
	t	1.68Ø	3.2Ø9	2.298	3.Ø97	1.692	6.285	2.293	
	p	Ø.Ø95	Ø.ØØ2	Ø.Ø23	Ø.ØØ2	Ø.Ø93	Ø.ØØØ	Ø.Ø23	
V63	r	Ø.2Ø1	Ø.398	Ø.39Ø	Ø.587	Ø.377	Ø.4Ø3	Ø.512	Ø.365
	t	2.397	5.Ø81	4.952	8.491	4.762	5.154	6.969	4.591
	p	Ø.Ø18	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ

Cronbach's Alpha = Ø.814 which is acceptable and similar to Spiro & Weitz's (199Ø) Cronbach Alpha of .85. Because this is a tested instrument, and the factor and correlational analysis is consistent with Spiro & Weitz (199Ø) work, this scale was used as is.

Construct Intrinsic Motivation

Spiro & Weitz (199Ø) define intrinsic motivation as "the motivation to seek rewards derived directly from or inherent in the task of job itself--associated with the content of the task or job." Sales agents who are intrinsically motivated were driven to be creative and gain mastery over their job and will practice adaptive selling. Sales managers who give their sales agents much freedom in selling approaches will encourage the practice of adaptive selling (Spiro & Weitz 199Ø). They did find that intrinsic motivation was positively related to adaptive selling ($p < .ØØ1$) but did not include it in the final ADAPTS scale. They did not give a reason for this. This researcher plans to include this construct in the sales agent questionnaire as being important to the measurement of the adaptiveness construct. Both capabilities and intrinsic motivation lead to adaptiveness and to exclude intrinsic motivation would be counter to the spirit of the causal framework being explored. Spiro & Weitz (199Ø) did develop a seven (7) item scale to measure intrinsic motivation and did test it. They reported a Cronbach's Alpha of .79 on the seven items. The measures were designed to indicate the degree of motivation arising from the task itself.

Measuring Y7 Intrinsic Motivation

This researcher used the three examples of intrinsic motivation in the Sprio & Weitz (199Ø) article. The following correlational analysis was made on these variables:

Table 18

Correlational Analysis for Intrinsic Motivation

Variables In The Analysis

Var.	Variable Label
V61	Selling a customer is like playing a game.
V64	Interacting with customers is exciting and challenging.
V66	Selling is not fun.

Number Of Valid Cases = 139
Number Of Missing Cases = Ø
Response Percent = 1ØØ.Ø %

Simple Correlation Matrix

		V61	V64
V64	r I	Ø.Ø72	
	t I	Ø.846	
	p I	Ø.399	
V66	r I	Ø.Ø96	Ø.488
	t I	1.133	6.54Ø
	p I	Ø.259	Ø.ØØØ

Cronbach's Alpha = Ø.456

With a Cronbach's Alpha of .456, the internal consistency is poor and with correlations near zero, V61 was dropped. Since Intrinsic Motivation was not included in the final Adapts scale, this researcher feels justified in dropping V61. The new corrrelation for V64 and V66 is:

Table 18 Cont'd

Simple Correlation Matrix Intrinsic Motivation

		V64
V66	r	Ø.488
	t	6.54Ø
	p	Ø.ØØØ

Cronbach's Alpha = Ø.656, which is below normal but acceptable.

Construct Knowledgable

Measuring Y6 Knowledge

Morgan & Stoltman (199Ø) assume that knowledge structures reflect both perceptual prowess and one's ability to enact cognitive solutions Because adaptive selling is essential to success in real estate sales, an instrument to measure knowledge for selection and training would be most useful to real estate firms. Spiro & Weitz (199Ø) adapts scale appears to measure some facit of salesperson knowledge as it refers to the sales agent's adaptivensss. Such questions as, -- " When I feel that my sales approach is not working, I can easily change to another approach; I am very flexible in the selling approach I use; I can easily use a wide variety of selling approaches; and I feel confident that I can effectively change my planned presentations when necessary". would indicate that knowledge of other approaches would be necessary (Sprio & Weitz (199Ø). This would seem to satisfy Leong, Busch, & John's (1989) earlier definition of knowledge structures needed for adaptive selling.

It should be noted that these questions will measure a perception of knowledge rather than knowledge structure because knowledge and knowledge structure are different. For this reason, this researcher will use these four (4) ADAPTS scale questions to measure knowledge (See Appendix A). It should be noted that these questions will measure a perception of knowledge rather than knowledge structure because knowledge and knowledge structure are different. The internal consistency will now be assessed for this construct.

Table 19

Correlational Analysis for Knowledgable

Simple Correlation Matrix

			V52	V54	V57
V54	r	I	Ø.549		
	t	I	7.691		
	p	I	Ø.ØØØ		
		I			
V57	r	I	Ø.558	Ø.594	
	t	I	7.86Ø	8.636	
	p	I	Ø.ØØØ	Ø.ØØØ	
		I			
V65	r	I	Ø.591	Ø.461	Ø.416
	t	I	8.578	6.Ø89	5.359
	p	I	Ø.ØØØ	Ø.ØØØ	Ø.ØØØ

Cronbach's Alpha = Ø.817 which is consistent with Spiro & Weitz's (199Ø) Adapts scale and is satisfactory (Churchill 1979).

Since the four (4) variables did have good correlations and are part of the original Spiro & Weitz (199Ø) Adapts scale, they were used intact in this analysis.

Construct Performance

Measuring Y1Ø Performance

Objective happenings performance was measured by using the real-estate transaction variables as suggested by Dunlap et al (1988). This was a study which replicated the SOCO scale (Saxe & Weitz 1982) in the real-estate industry using the contingency aproach. In this case, questionnaires were sent both to brokers and to their customers. The customers rated the brokers as being customr oriented while the brokers rated themselves as being customer oriented. In addition to the customer orientation questions, Dunlap et al. (1988) included transaction variables which were directly relevant to the home purchase decision. These variables included (1) follow-up visit to consumer, (2) reputation of agency, (3) repeat usage by client, (4) source of client, (5) price range of homes sold, (6) purpose of home purchase, (7) experience in real estate business, (8) length of time with agency, (9) method of compensation, and (1Ø) broker's gross income. Question nine (9) was omitted because this researcher has assumed that all real-estate agents are paid by commission. Dunlap et al (1988) investigated the relationship between the SOCO score and each of the transaction variable using an ANOVA procedure. In this case the dependent construct was the SOCO scale and the real-estate transaction variables were independent variables. Future research on this data should include the use of an ANOVA procedure to investigate the relationship between the three transaction variables and the other constructs in this study. The variables that were significant in the Dunlap, Dotson, & Chambers (1988) study were (1) follow-up visit to the consumer, (2) experience in real estate, and (3) gross income. These are

the three variables that were used in this study. The questions in this study were altered slightly to reflect the difference between brokers and sales agents. Objective happenings performance was measured two ways. In the first case, the hypotheses were tested using simple regression with the performance transaction construct score being the dependent variable and customer satisfaction being the independent construct. Also, the sample was divided into fifths the performance score. We can then test to see if agents in the top twenty percentile in performance were correlated with the top twenty percentile in both customer satisfaction constructs, customer satisfaction product and customer satisfaction sales agent. The authors (Dunlap, Dotson, & Chambers 1988) reported that brokers who consistently followed up with their customers after the sale scored higher on the SOCO scale than did those who didn't follow up with customers. They also generated a higher level of customer satisfaction.

The following correlational analysis was run on this construct in order to test for unidimensionality.

Table 20

Correlation Analysis for Performance

Variables In The Analysis - Descriptive Statistics

Var.	Variable Label	N	Mean	Std. Dev.
V75	Do you usually make a follow-up visit to customer after the sale?	139	1.835	0.373
V81	Your experience in the real estate business is?	139	4.187	0.897
V87	Your gross income from real estate is: (CHECK ONE)	139	6.683	4.239

Simple Correlation Matrix

		V75	V81
V81	r	-0.015	
	t	0.177	
	p	0.860	
V87	r	-0.226	0.286
	t	2.714	3.495
	p	0.008	0.001

Cronbach's Alpha = 0.390

These are variables that were measured on different scales. V75's scale was 2=Yes and 1=No, V81 was 1=Less than one year, 2=2 years, 3=3-5 years, 4=5-10 years, and 5=over 10 years. V87 had thirteen (13) income ranges from under $15,000 to over $100,000. For this reason, this researcher would not expect that there would be a high correlation between these variables. An examination of the data would indicate that the vast majority of the respondents did followup after the sale, had over five years' experience and had an average income over $40,000. In this case, this researcher would feel justified in combining the three variables together to make a performance score that would reflect actual objective happenings performance.

The second step in testing the hypothesis of a difference between responders and non-responders was to compute a score for each of the eight constructs in the sales agent study -- cognitive perceived similarity, emotional perceived similarity, cognitive empathy (perspective taking (PT), emotional empathy (personal distress (PD), adaptation to customers, intrinsic motivation, knowledgeable, and sales agent performance -- using the above information on the factor analysis. The variables making up each construct were selected using the factor analysis. The usual method of finding the common thread through several responses is to add or average them. The items on this questionnaire were organized into scales with the assumption that each cluster of observed variables corresponds to a single underlying latent variable (Hunter & Gerbing 1982). The construct score was done by summing the variable scores and dividing each sum by the number of variables in each construct and multiplying by 10 to get a more readable score.

Table 21

Computing Scores for Sales Agent Database

```
STUDY SALESMAN
HEADING COMPUTE SCORES FOR SALESMAN DATABASE 10/31/92
DATA SALESMAN
NEW (N4.2) "COGUND"
COMPUTE COGUND = ((V3 + V5 + V6 +V9 + V11+ V12 +V15 + V16 + V18 + V19 + V20
     + V21)/11)*10
NEW (N4.2) "EMOUND"
COMPUTE EMOUND = ((V4+V7+V8+V10+V13+V14+V17+V20+V22)/9)*10
NEW (N4.2) "COGEMP"
COMPUTE COGEMP = ((V25 + V30 + V33 + +V37 + V43 + V47 + V50)/7)*10
NEW (N4.2) "EMOEMP"
COMPUTE EMOEMP = ((V28 + V32 + V35 + V39 + V41 + V46 + V49)/7)*10
NEW (N4.2) "ADAPTS"
COMPUTE ADAPTS = ((V51 + V53+ V55 + V56 +V58 + V59 + V60 + V62 + V63)/9)*10
NEW (N4.2) "INTRNMOT"
COMPUTE INTRNMOT = ((V64 + V66)/2)*10
NEW (N4.2) "KNGLBLE"
COMPUTE KNGLBLE = ((V52 + V54 + V57 + V65)/4)*10
NEW (N4.2) "PERFORM"
COMPUTE PERFORM = ((V75+V81+V87)/3)*10
WRITE SALES6
```

Table 22

Summary of Reliabilities for the Constructs Under Study

	Construct	Source of Measurement	
1. Z1 -	Cognitive Empathy	Y1-Perspective Taking Scale. Cronbach alpha = .75M .78F Study C a = .737	Sales agent questionnaire.
2. Z2 -	Emotional Empathy	Y2-Personal Distress Scale. Cronbach alpha =.77M .75F Study C a = .745	Sales agent questionnaire.
3. Z3 -	Perceived Similarity	Y3-Empathic Understanding. Client Cronbach alpha = .86 Therapist Cronbach alpha = .96 Study Client C a = .925 Sales agent C a = .772 cognitive understanding Sales agent C a = .712 emotional understanding	Both questionnaires.
4. Z4 -	Trustworthiness.	Y4-Trust & Confidence Scale. Cronbach alpha=.Ø Study C a = .858	Customer questionnaire.
5. Z5 -	Rapport	Y5 -Rapport Scale Cronbach Alpha=.Ø Study C a = .756	Customer questionnaires.
6. Z6 -	Knowledge	Y6 Knowledge Scale. Cronbach Alpha=.Ø Study C a = .817	Both questionnaires.
7. Z7 -	Capabilities	Y5, & Y6 Cronbach Alpha =.Ø	Both questionnaires.
8. Z8 -	Intrinsic Motivation	Y7-Adapt Scale. Cronbach Alpha=.79 Study C a =.656	Sales agent questionnaire.
9. Z9 -	Adaptiveness	Y8-Adapt Scale. Cronbach Alpha=.85 Study C a = .876	Sales agent questionnaire.
1Ø.Z1Ø-	Customer Satisfaction	Y9-Customer Satisfaction Scale. Cronbach Alpha = .Ø - Sales Agent Cronbach Alpha = .82 - Product Study C a = .769 - Sales Agent Study C a = .889 - Product	Customer questionnaire.
11.Z11 -	Sales agent Performance	Y1Ø-Sales agent performance Cronbach Alpha = .Ø Study C a = .39	. Sales agent questionnaire.

Note: The above Cronbach Alphas are those reported by the scale authors in the literature. Where the Cronbach Alpha is equal to Ø, there was no Cronbach Alpha reported. M = male, F = female, C a = Cronbach Alpha. Both questionnaires used a five point likert scale using agree, agree somewhat, neither agree nor disagree, disagree somewhat, and disagree on the constructs except for performance. Performance used a two (2) item scale for follow-up visit, a five (5) item scale for experience, and a fourteen (14) item scale for income.

Non-response Analysis-Sales Agent Database

Next, the sales agent database was divided into two groups: group one was responders to the first mailing and group two was responders to the second mailing. This was done by date of mailing. Using the StatPac Gold statistical program, the T-Test was done for each of the eight constructs to be used in the sales agent database; Perceived Cognitive Sales Agent Similarity, Perceived Emotional Sales Agent Similarity, Cognitive Empathy, Emotional Empathy, Sales Agent Adaptiveness, Sales Agent Intrinsic Motivation, Sales Agent Knowledgability, and Sales Agent Performance; comparing group one to group two. The results of each T-Test can be reviewed in Appendix C.

Ho:There is a difference between responders and nonresponders in the sales agent database.

Ha:There is no significant difference between responders and nonresponders in the customer database.

Since there was no significant difference on all but emotional empathy

and intrinsic motivation on the eight constructs tested, this researcher would conclude that there was no appreciable difference between responders and nonresponders in the sales agent database. It should be expected that those sales agents who responded first would be a little more empathetic and motivated

Demographics - Sales Agent Database

The following demographic data is reported since it may be useful in the discussion of the results in Chapter 5 and for other researchers who may want to use these results.

Table 23

Demographics Sales Agent Database

AGE

The results were as follows:

1. Over 5Ø	48.2%	2. 4Ø-5Ø	36.7%
3. 31-4Ø	12.9%	4. 21-2Ø	2.2%

SEX

Female	69.1%
Male	3Ø.9

MARRIAGE STATUS

The results were as follows:

1. Married	72.7%
2. Divorced	15.8
3. Never Married	9.4%
4. Widowed	1.4%
5. Separated	Ø.7%

EDUCATION

The average person responding had a four year college education.
The results were as follows:

1. Graduate Degree from College	33.7%
2. Graduated from College	23.7%
3. Some College	3Ø.2%

TENURE OF EMPLOYMENT AT CURRENT AGENCY

1. 3-5 years	33.8%
2. 5-1Ø years	3Ø.9%
3. 2 years	17.3%
4. Over 1Ø years	15.8%
5. Less than 1 year	2.2%

EXPERIENCE

1. Over 1Ø years	46%
2. 5-1Ø years	31.7%
3. 5 years	17.3%
4. 2 years	5.Ø%

WAS A FOLLOW-UP VISIT MADE AFTER THE SALE

1. Yes	83.5%
2. No	16.5%

INCOME

The results were as follows

1. Over $1ØØ,ØØØ	14.4%	8. $35,ØØØ - 39,999	5.8%
2. $15,ØØØ - 19,999	13.7%	9. $2Ø,ØØØ - 24,999	5.8%
3. Under $15,ØØØ	13.7%	1Ø.$4Ø,ØØØ - 44,999	5.8%
4. $45,ØØØ - 49,999	7.9%	11.$8Ø,ØØØ - 99,999	5.Ø%
5. $5Ø,ØØØ - 59,999	7.2%	12.$7Ø,ØØØ - 79,999	4.3%
6. $3Ø,ØØØ - 34,999	7.2%	13.$25,ØØØ - 29,999	2.9%
7. $6Ø,ØØØ - 69,999	6.5%		

Hypotheses Testing

In order to test the five hypotheses, it was necessary to merge the two databases, sales agent and customer. This was done because some of the constructs in the customer data base were used as independent constructs to test constructs in the sales agent data base and vice versa. This technique would allow this researcher to explore Model 2 as discussed in Chapter III using the contingency approach (Weitz 1981). This researcher selected the first 139 cases from the customer database and created a new customer database with the same number of cases as the sales agent database, 139. The first 139 cases from the customer database were used because it was hypothesized that these respondents were the ones most interested in the study and probably the most knowledgable observers of the sales agents. Using the merge program in StatPac (1991) the variables from each data base needed to compute all of the finalized variables under study were merged. StatPac Gold states that this is a viable procedure as long as the number of cases is the same and the variables all have a similar format, which they do. All of the variables to be studied were then computed into scores using the same procedures as discussed in the customer and sales agent data bases using the data from the principal component, factor, and correlational analyses as previously discussed.

Table 24

Computed Scores for Merged Database

```
STUDY DATAMERG
HEADING COMPUTE SCORES FOR DATAMRG1 DATABASE 12/1Ø/92
NEW (N4.2) "PERSIM" (Customer Database)
COMPUTE PERSIM=((V1+V2+V3+V4+V5+V6+V7+V8+V9+V1Ø+V11+V12+V13)/13)*1Ø
NEW (N4.2) "CUSSAP" (Customer Database)
COMPUTE CUSSAP=((V14+V15+V16+V17)/4)*1Ø
NEW (N4.2) "CUSSAS" (Customer Database)
COMPUTE CUSSAS = ((V18+V19+V2Ø+V21)/4)*1Ø
NEW (N4.2) "RAPPORT" (Customer Database)
COMPUTE RAPPORT = ((V22+V23+V24)/3)*1Ø
NEW (N4.2) "TRUST" (Customer Database)
COMPUTE TRUST = ((V25+V26+V27+V28)/4)*1Ø
NEW (N4.2) "COGUD" (Sales Agent Database)
COMPUTE COGUD = ((V29+V3Ø+V31+V32+V33+V34+V35+V36+V37+V38+V39+V4Ø)/11)*1Ø
NEW (N4.2) "EMOUD" (Sales Agent Database)
COMPUTE EMOUD = ((V41+V42+V43+V44+V45+V46+V47+V48+V49)/9)*1Ø
NEW (N4.2) "COGEMP" (Sales Agent Database)
COMPUTE COGEMP = ((V5Ø+V51+V52+V53+V54+V55+V56)/7)*1Ø
NEW (N4.2) "EMOEMP" (Sales Agent Database)
COMPUTE EMOEMP = ((V57+V58+V59+V6Ø+V61+V62+V63)/7)*1Ø
NEW (N4.2) "ADAPTS" (Sales Agent Database)
COMPUTE ADAPTS = ((V64+V65+V66+V67+V68+V69+V7Ø+V71+V72)/9)*1Ø
NEW (N4.2) "INTRNMOT" (Sales Agent Database)
COMPUTE INTRNMOT = ((V73+V74)/2)*1Ø
NEW (N4.2) "KNGLBLE" (Sales Agent Database)
COMPUTE KNGLBLE = ((V75+V76+V77+V78)/4)*1Ø
NEW (N4.2) "PERFORM" (Sales Agent Database)
COMPUTE PERFORM = ((V79+V8Ø+V87)/3)*1Ø
NEW (N4.2) "CAPABLE" (Both Databases)
COMPUTE CAPABLE = ((V22+V23+V24+V75+V76+V77+V78)/7)*1Ø
WRITE DATAMERG
```

Test Statistics

Hypothesis #1

H1o: The constructs of cognitive empathy and emotional empathy will be uncorrelated.

H1a: The constructs of cognitive empathy and emotional empathy will be correlated.

Task: To determine the correlation coefficient between sales agent cognitive empathy and sales agent emotional empathy using Pearson's product moment correlation coefficient. The correlation coefficient r, measures the strength of association between the criterion and predictor(s) and varies between -1 and + 1. Correlation analysis was chosen because it measures the closeness of the linear relationship between emotional and cognitive empathy, the relationship of interest. This researcher hypothesizes that too much emotional empathy is detrimental to effectiveness in sales. If the r is negative and greater than .16 (Kerlinger 1986, p. 188) and the t statistic greater than 1.96 at 137 degrees of freedom with alpha set at Ø.Ø5 (@ N-2 degrees of freedom), then the hypothesis will be rejected.

The following is a computer run using StatPac Gold on 139 cases of the merged data base. Cognitive empathy was measured as the Perspective Taking (PT) construct and emotional empathy was measured as the Personal Distress (PD) construct as previously discussed in Chapter III.

Table 25

Test Statistics for Hypothesis # 1

Variables In The Analysis - Descriptive Statistics

Var.	Variable Label	N	Mean	Std. Dev.
V87	Cognitive Empathy	139	38.7Ø2	5.664
V88	Emotional Empathy	139	21.942	5.975

Simple Correlation Matrix

		V87
V88	r	-Ø.376
	t	4.751
	p	Ø.ØØØ

Based on the above data, the hypothesis that cognitive empathy and emotional empathy is uncorrelated would be rejected. There is a significant negative correlation between cognitive and emotional empathy. This confirms Davis's (1983) suggestion that Personal Distress scores (Emotional Empathy) would be negatively correlated with Perspective Taking scores (Cognitive Empathy) ($r = -.16$ Male and $-.29$ Female).

Alternative Hypothesis # 1 Test

As discussed in chapter III, in H1o the sample was divided into the top twenty (2Ø) percent (twenty-eight (28)) of respondents by cognitively empathetic scores; then this researcher will inventigate if the top cognitively empathetic group has a mean emotional empathy score that is significantly less than the mean emotional empathy scores in the other eighty (8Ø) percent of the cognitively empathetic group. For example, the database was sorted in descending order by cognitive empathy scores. Then, if record <= 28 then that file was put in group one (1), else group two (2). Then using StatPac Gold this researcher t-tests the Emotional Empathy score for group one (1) with group two (2). There might be a real difference between the top twenty (2Ø) percent and the other eighty (8Ø) percent which would not show up in a correlational analysis which is based on a average score for the entire group. The H1o hypothesis is that the constructs of cognitive empathy and emotional empathy will be correlated. We would reject this hypothesis if the t statistic was < 1.654 with a alpha risk of .Ø5 and 137 degrees of freedom.

H1Ao:The top twenty (2Ø) percent of respondents in cognitive empathy will not have a mean emotional empathy score significantly different from the other eighty (8Ø) percent of respondents.

H1Aa:The top twenty (2Ø) percent of respondents in cognitive empathy will have a mean emotional empathy score significantly different from the other eighty (8Ø) percent or respondents.

Table 26

Test Statistics for Hypothesis #1A

Construct Under Analysis - Emotional Empathy
Construct Used To Group Cases - Cognitive Empathy

Group 1 Top twenty (2Ø) percent by Cognitive Empathy Scores

Number Of Cases	= 28
Mean	= 18.696
Variance	= 26.221
Standard Deviation	= 5.121
Standard Error Of The Mean	= Ø.968

Group 2 Lower eighty (8Ø) percent by Cognitive Empathy Scrores

Number Of Cases	= 111
Mean	= 22.761
Variance	= 34.992
Standard Deviation	= 5.915
Standard Error Of The Mean	= Ø.561

T-Test Statistics

Difference Between The Means	= 4.Ø65
Standard Error Of The Difference	= 1.22Ø
T - Statistic	= 3.333
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= Ø.ØØ1

This confirms H1o that the hypothesis be rejected and that cognitive and emotional empathy are uncorrelated. It also suggests that sales agents with strong cognitive empathy scores may have less emotional empathy. The mean emotional empathy score of the top cognitive group was significantly lower (18.69 vs 22.76) than the other eighty (8Ø) percent.

Hypothesis #2

H2o: Rapport is not a linear function of cognitive empathy, perceived sales agent or customer similarity, and sales agent trustworthiness.

H2a: Rapport is a linear function of cognitively empathy, perceived sales agent or customer similarity and, sales agent trustworthiness.

Task: Using multiple regression to determine the Beta regression coefficient between rapport and each of the constructs of cognitive empathy, perceived sales agent similarity (as measured by both the customer's perception of perceived similarity and the sales agent's cognitive and emotional perception of perceived similarity), and sales agent trustworthiness in order to determine the strength of the relationship between the predictor and criterion constructs. We would accept the null hypothesis that there is no linear relationship between the constructs so that rapport was not a function of the independent constructs of cognitive empathy (PT) or perceived sales agent similarity or sales agent trustworthiness if the F statistic for each was =< 2.37 with an alpha risk of .Ø5 and 4 and 134 degrees of freedom. In addition, partial correlations were run on the constructs to determine the influence of each construct on one another in order to determine the direction of causation and to look for multicollinearity.

Table 27

Test Statistics for Hypothesis # 2

****

Multiple Regression To Predict: RAPPORT

****

Construct List - Descriptive Statistics

Var.	Construct Name	Mean	Standard Dev.
DV85	RAPPORT	39.5345	9.2966
V89	COGNITIVE EMPATHY	38.7022	5.6639
V87	COGNITIVE SALES AGENT SIMILARITY	39.3741	4.6213
V88	EMOTIONAL SALES AGENT SIMILARITY	30.5058	4.6605
V82	CUSTOMER PERCEIVED SIMILARITY	36.4468	7.5428
V86	TRUST	39.0647	8.9345

Step 1 Construct V89 FORCED Coeff. Of Multiple Determination = 0.0104

F-Ratio = 1.4457 Prob. Chance = 0.2313

Var.	Coeff.	Beta	F-Ratio	Prob.
V89	0.1677	0.1022	1.4457	0.2313
Intercept	33.0430			

Step 2 Construct V87 FORCED Coeff. Of Multiple Determination = 0.0139

F-Ratio = 0.9609 Prob. Chance = 0.3851

Var.	Coeff.	Beta	F-Ratio	Prob.
V89	0.2071	0.1262	1.8852	0.1720
V87	-0.1283	-0.0638	0.4816	0.4889
Intercept	36.5705			

Step 3 Construct V88 FORCED Coeff. Of Multiple Determination = 0.0159

F-Ratio = 0.7277 Prob. Chance = 0.5371

Var.	Coeff.	Beta	F-Ratio	Prob.
V89	0.2111	0.1286	1.9426	0.1657
V87	-0.1781	-0.0885	0.7292	0.3946
V88	0.1008	0.0505	0.2716	0.6031
Intercept	35.3025			

Step 4 Construct V82 FORCED Coeff. Of Multiple Determination = 0.6311

F-Ratio = 57.3070 Prob. Chance = 0.0000

Var.	Coeff.	Beta	F-Ratio	Prob.
V89	0.1347	0.0821	2.0884	0.1508
V87	-0.1027	-0.0511	0.6417	0.4245
V88	0.1322	0.0663	1.2370	0.2680
V82	0.9689	0.7862	223.4475	0.0000
Intercept	-0.9813			

Table 27 Cont'd

Test Statistics for Hypothesis Test # 2

Step 5 Construct V86 ENTERED Coeff. Of Multiple Determination = Ø.6668

F-Ratio = 53.2395 Prob. Chance = Ø.ØØØØ

Var.	Coeff.	Beta	F-Ratio	Prob.
V89	Ø.Ø699	Ø.Ø426	Ø.5955	Ø.4417
V87	-Ø.Ø584	-Ø.Ø29Ø	Ø.2258	Ø.6355
V88	Ø.16ØØ	Ø.Ø8Ø2	1.9821	Ø.1615
V82	Ø.5Ø68	Ø.4112	13.6647	Ø.ØØØ3
V86	Ø.4417	Ø.4245	14.2696	Ø.ØØØ2
Intercept	-1.4736			

Regression Statistics

Coefficient Of Multiple Determination = Ø.6668
Coefficient Of Multiple Correlation = Ø.8166
Standard Error Of Multiple Estimate = 5.466Ø
F-Ratio = 53.2395
Degrees Of Freedom = 5 & 133
Probability Of Chance = Ø.ØØØØ
Number Of Valid Cases = 139
Number Of Missing Cases = Ø
Response Percent = 1ØØ.ØØ %

V85 RAPPORT
V89 COGNITIVE EMPATHY
V87 COGNITIVE SALES AGENT SIMILARITY
V88 EMOTIONAL SALES AGENT SIMILARITY
V82 CUSTOMER PERCEIVED SIMILARITY
V86 TRUST

Regression Coefficients

Var.	Coeff.	Beta	F-ratio	Prob.	Std. Error
V89 COGEMP	Ø.Ø699	Ø.Ø426	Ø.5955	Ø.4417	Ø.ØØ6
V87 COGUD	-Ø.Ø584	-Ø.Ø29Ø	Ø.2258	Ø.6355	Ø.1229
V88 EMOUD	Ø.16ØØ	Ø.Ø8Ø2	1.9821	Ø.1615	Ø.1136
V82 PERSIM	Ø.5Ø68	Ø.4112	13.6647	Ø.ØØØ3	Ø.1371
V86 TRUST	Ø.4417	Ø.4245	14.2696	Ø.ØØØ2	Ø.1169
Const.	-1.4736		Ø.Ø717	Ø.7893	5.5Ø4Ø

Simple Correlation Matrix

	DV85	V89	V87	V88	V82
V89	Ø.1Ø22				
V87	-.Ø163	Ø.3762			
V88	Ø.Ø263	Ø.1365	Ø.4717		
V82	Ø.7888	Ø.Ø385	-.Ø348	-.Ø344	
V86	Ø.79Ø6	Ø.1Ø31	-.Ø632	-.Ø75Ø	Ø.89ØØ

Table 27 Cont'd

Test Statistics for Hypothesis Test # 2

Partial Correlation Matrix

	V89	V87	V88	V82
V87	Ø.3683			
V88	-.Ø359	Ø.4477		
V82	-.1449	Ø.Ø676	Ø.Ø498	
V86	Ø.1895	-.Ø955	-.Ø647	Ø.8925

Inverse of Simple Correlation Matrix

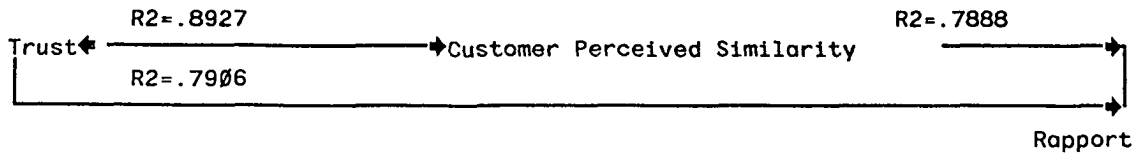
	V89	V87	V88	V82	V86
V89	1.214				
V87	-.4955	1.489			
V88	.Ø449	-.6219	1.295		
V82	.3548	-.1833	-.1258	4.938	
V86	-.4689	.2617	.1652	-4.452	5.Ø4Ø

Based on the above data, the hypothesis that rapport is not a function of cognitive empathy and sales agent perceived cognitive and emotional similarity would be accepted, while the hypothesis that rapport is not a function of customer perceived sales agent similarity and trustworthiness would be rejected. The coefficient of multiple determination would indicate that 67% of the variation in the criterion construct was accounted for by the covariation in the predictor constructs. The correlation matrix indicates that rapport has a close relationship with customer perceived similarity and trust. Based on the stepwise multiple regression, construct trustwortiness seems to have the greatest impact on rapport based on the Beta coefficient numbers. The partial correlation matrix would indicate that there is a significant association between cognitive empathy and perceived cognitive sales agent similarity and a very strong relationship between trust and perceived customer similarity. The inverse of the simple correlation matrix as provided by StatPac Gold (1991) provides a measure of how successful the matrix inversion was. If all the values on the diagonal are close to one, the inversion was very successful and StatPac Gold (1991) says the matrix is "well conditioned." If, however, there is one or more diagonal constructs that are greater than ten (10), they conclude that there may be a problem with multicollinearity (high correlations between independent constructs. In this case, there was a significant correlation between trust and customer perceived similarity. As a result, trust may be an intervening construct which could have had an effect on customer perceived similarity's relationship to rapport. However, trust and customer perceived similarity are more highly correlated with each other than with

the rapport score. This suggests that trust and customer perceived similarity may measure the same thing relative to rapport. Since trust is a better predictor of rapport, it will receive the emphasis. The pattern of the relationships are:

Table 28

Partial Correlational Relationship Trust - Rapport



Alternative Hypothesis Test 2

H2Ao:The top twenty (2Ø) percent of respondents in cognitive empathy will not have a mean rapport score significantly different from the other eighty (8Ø) percent of respondents.

H2Aa:The top twenty (2Ø) percent of respondents in cognitive empathy will have a mean rapport score significantly different from the other eighty (8Ø) percent or respondents.

H2Bo:The top twenty (2Ø) percent of respondents in perceived similarity - customer will not have a mean rapport score significantly different from the other eighty (8Ø) percent of respondents.

H2Ba:The top twenty (2Ø) percent of respondents in perceived similarity - customer will have a mean rapport score significantly different from the other eighty (8Ø) percent or respondents.

H2Co:The top twenty (2Ø) percent of respondents in perceived cognitive similarity - sales agent will not have a mean rapport score significantly different from the other eighty (8Ø) percent of respondents.

H2Ca:The top twenty (2Ø) percent of respondents in perceived cognitive similarity - sales agent will have a mean rapport score significantly different from the other eighty (8Ø) percent or respondents.

H2Do:The top twenty (2Ø) percent of respondents in perceived emotional similarity - sales agent will not have a mean rapport score significantly different from the other eighty (8Ø) percent of respondents.

H2Da:The top twenty (2Ø) percent of respondents in perceived emotional similarity - sales agent will have a mean rapport score significantly different from the other eighty (8Ø) percent or respondents.

H2Eo:The top twenty (2Ø) percent of respondents in trustworthiness will not have a mean rapport score significantly different from the other eighty (8Ø) percent of respondents.

H2Ea:The top twenty (2Ø) percent of respondents in trustworthiness will have a mean rapport score significantly different from the other eighty (8Ø) percent or respondents.

As discussed in chapter III, in H2o the sample was divided into the top twenty (2Ø) percent (twenty-eight (28)) of respondents by cognitively empathetic scores, by perceived similarity scores (both sales agents and customers), and by trustworthiness scores. As discussed earlier in this chapter, sales agent perceived similarity has two dimensions, cognitive and emotional perception of perceived similarity. For this reason, there were additional t-test's of these two dimensions rather than just one for sales agent perceived similarity. Then this researcher will t test if the top cognitively empathetic group or perceived similarity group or trustworthiness group has a mean rapport score that is not significantly more than the mean rapport scores in the other eighty (8Ø) percent of the group. For example, the database was sorted in descending order by cognitive empathy scores. Then, if record <= 28 then that file was put in group one (1), else group two (2). Then using StatPac Gold this researcher would T-Test the difference between group 1 and 2. This procedure improves the validity of the hypotheses tests because some

of the constructs that do not have a linear relationship may be related in a curvilinear manner and this researcher may have chosen the wrong model to describe the relationship between the constructs. There might also be a real difference between the top twenty (20) percent and the rest which would not show up in a regression analysis which is dealing only with a total average score.

This researcher would reject this hypothesis if the t statistic of the difference in the means was > 1.654 with a alpha risk of .05 and 137 degrees of freedom.

Table 29

Test Statistics for Alternative Hypothesis Test # 2A

Construct Under Analysis - Rapport

Construct Used To Group Cases - Cognitive Empathy

Group 1 Top twenty (2Ø) percent by cogntive empathy

Number Of Cases	= 28
Mean	= 41.996
Variance	= 1Ø1.589
Standard Deviation	= 1Ø.Ø79
Standard Error Of The Mean	= 1.9Ø5

Group 2 Lower eighty (8Ø) percent

Number Of Cases	= 111
Mean	= 38.914
Variance	= 81.558
Standard Deviation	= 9.Ø31
Standard Error Of The Mean	= Ø.857

T-Test Statistics

Difference Between The Means	= 3.Ø83
Standard Error Of The Difference	= 1.956
T - Statistic	= 1.577
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= Ø.117

Table 3Ø

Alternative Hypothesis Test # 2B

Construct Under Analysis - Rapport

Construct Used To Group Cases - Perceived Similarity - Customer

Group 1 Top Twenty (2Ø) percent

Number Of Cases	= 28
Mean	= 47.714
Variance	= 17.53Ø
Standard Deviation	= 4.187
Standard Error Of The Mean	= Ø.791

Group 2 Lower eighty (8Ø) percent

Number Of Cases	= 111
Mean	= 37.471
Variance	= 82.796
Standard Deviation	= 9.Ø99
Standard Error Of The Mean	= Ø.864

T-Test Statistics

Difference Between The Means	= 1Ø.243
Standard Error Of The Difference	= 1.769
T - Statistic	= 5.792
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= Ø.ØØØ

Table 31

Alternative Hypothesis Test # 2C

Construct Under Analysis - Rapport

Construct Used To Group Cases - Perceived Cognitive Similarity - Sales Agent

Group 1 Top twenty (2Ø) percent

Number Of Cases	= 28
Mean	= 38.771
Variance	= 93.367
Standard Deviation	= 9.663
Standard Error Of The Mean	= 1.826

Group 2 Lower eighty (8Ø) percent

Number Of Cases	= 111
Mean	= 39.727
Variance	= 85.323
Standard Deviation	= 9.237
Standard Error Of The Mean	= Ø.877

T-Test Statistics

Difference Between The Means	= Ø.956
Standard Error Of The Difference	= 1.972
T - Statistic	= Ø.485
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= Ø.629

Table 32

Alternative Hypothesis Test # 2D

Construct Under Analysis - Rapport

Construct Used To Group Cases - Perceived Emotional Similarity - Sales Agent

Group 1 Top twenty (2Ø) percent

Number Of Cases	= 28
Mean	= 39.Ø14
Variance	= 89.892
Standard Deviation	= 9.481
Standard Error Of The Mean	= 1.792

Group 2 Lower eighty (8Ø) percent

Number Of Cases	= 111
Mean	= 39.666
Variance	= 86.275
Standard Deviation	= 9.288
Standard Error Of The Mean	= Ø.882

T-Test Statistics

Difference Between The Means	= Ø.651
Standard Error Of The Difference	= 1.972
T - Statistic	= Ø.33Ø
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= Ø.742

Table 33

Alternative Hypothesis Test # 2E

Construct Under Analysis - Rapport

Construct Used To Group Cases - Trustworthiness

Group 1 Top twenty (2Ø) percent

Number Of Cases	= 28
Mean	= 47.6ØØ
Variance	= 19.822
Standard Deviation	= 4.452
Standard Error Of The Mean	= Ø.841

Group 2 Lower eighty (8Ø) percent

Number Of Cases	= 111
Mean	= 37.5ØØ
Variance	= 82.825
Standard Deviation	= 9.1Ø1
Standard Error Of The Mean	= Ø.864

T-Test Statistics

Difference Between The Means	= 1Ø.1ØØ
Standard Error Of The Difference	= 1.775
T - Statistic	= 5.692
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= Ø.ØØØ

These tests indicated that the mean cognitive empathy score of the top twenty (2Ø) percent was somewhat greater (42) than the other eighty (8Ø) percent (38.9) but that the hypothesis be accepted that rapport is not a function of cognitive empathy (t-statistic = 1.577, probability of t (two tailed) = .117. These tests did confirm the regression hypothesis that customer perceived sales agent similarity (Mean score of the top twenty (2Ø) percent was 47.71 and the mean score of the other eighty (8Ø) percent was 37.47) (t statistic was 5.792 and probability of t (two-tailed test) was Ø.Ø) and trust (Mean score of the top twenty (2Ø) percent was 47.6 and of the other eighty (8Ø) percent was 37.5) (t statistic was 5.792 and probability of t (two-tailed test) was Ø.Ø) are a function of rapport. Barrett-Lennard's (1962) work suggested that clients perceived higher understanding on the part of the therapists than the therapists did. This area needs further study. However, this test confirmed that rapport is not a function of either perceived cognitive similarity -- sales agent (Mean score of the top twenty (2Ø) percent was 38.77 and of the mean score of the other eighty (8Ø) percent was 39.73) (t statistic was Ø.485 and probability of t (two-tailed test) was Ø.63), nor perceived emotional similarity - sales agent (Mean score of the top twenty (2Ø) percent was 39.Ø1 and of the other eighty (8Ø) percent was 39.66) (t statistic was Ø.33 and probability of t (two-tailed test) was Ø.74). This suggests that the customer's perception of rapport with the sales agent has no relationship to the sales agent's perception of their cognitive or emotional perceived similarity to the customer.

Hypothesis Test #3

H3o:Sales agent adaptiveness is a linear function of sales agent capabilities and intrinsic motivation with their customers.

H3a:Sales agent adaptiveness is not a linear function of sales agent capabilities and intrinsic motivation with their customers..

Task: Using multiple regression to determine the regression coefficient between the capabilities construct and each of the constructs of rapport and sales agent knowledge. We would accept the hypothesis that capabilities were not a function of the independent constructs of rapport and sales agent knowledge if the F statistic for each was =< 3.ØØ with a alpha risk of .Ø5 and 2 and 137 degrees of freedom. The capabilities construct was the same as the one discussed in hypothesis test 3. The following is a computer run using StatPac Gold on 139 cases of the datamerg database.

Table 34

Test Statistics for Hypothesis Test # 3

Hypothesis Test # 3 Regress Adaptiveness with Capable and Intrinsic Motivation

****
Multiple Regression To Predict: Adaptiveness
****

Construct List

Var.	Construct Name
DV89	Adaptiveness
V93	Capable
V9Ø	Intrinsic Motivation

Step 1 Construct V93 Entered Coeff. Of Multiple Determination = Ø.25Ø9
F-Ratio = 45.8757 Prob. Chance = Ø.ØØØØ

Var.	Coeff.	Beta	F-Ratio	Prob.
V93 Capable	Ø.5378	Ø.5ØØ9	45.8757	Ø.ØØØØ
Intercept	16.8516			

Step 2 Construct V9Ø Entered Coeff. Of Multiple Determination = Ø.34Ø4
F-Ratio = 35.ØØ98 Prob. Chance = Ø.ØØØØ

Var.	Coeff.	Beta	F-Ratio	Prob.
V93 Capable	Ø.4595	Ø.4279	35.6472	Ø.ØØØØ
V9Ø Intr.Mot.	Ø.2633	Ø.3Ø81	18.4729	Ø.ØØØØ
Intercept	8.7266			

Stepwise Regression Summary Table

Step No.	Entered	Removed	Multiple R	RSQ	Increase In RSQ	Number Of Independent Constructs Included
1	V93 Capable		Ø.5ØØ9	Ø.25Ø9	Ø.25Ø9	1
2	V9Ø Intrin. MØt.		Ø.5835	Ø.34Ø4	Ø.Ø896	2

Regression Statistics

Coefficient Of Multiple Determination = Ø.34Ø4
Coefficient Of Multiple Correlation = Ø.5835
Standard Error Of Multiple Estimate = 4.7123
F-Ratio = 35.ØØ98
Degrees Of Freedom = 2 & 136
Probability Of Chance = Ø.ØØØØ
Number Of Valid Cases = 139
Number Of Missing Cases = Ø
Response Percent = 1ØØ.ØØ %

Table 34 Cont'd

Test Statistics for Hypothesis Test # 3

Var.	Coeff.	Beta	F-ratio	Prob.	Std. Error
		Regression Coefficients			
V93 Capable	Ø.4595	Ø.4279	35.6472	Ø.ØØØØ	Ø.Ø77Ø
V9Ø Int. Mot.	Ø.2633	Ø.3Ø81	18.4729	Ø.ØØØØ	Ø.Ø613
Const.	8.7266		5.6Ø56	Ø.Ø193	3.6858

Simple Correlation Matrix

	DV89	V93
V93	Ø.5ØØ9	
V9Ø	Ø.4Ø94	Ø.2367

Partial Correlation Matrix

	V93
V9Ø	Ø.2367

Inverse of Simple Correlation Matrix

	V93	V9Ø
V93	1.Ø59	
V9Ø	-.25Ø7	1.Ø59

Based on the above data, the hypothesis that sales agent adaptability is not a function of capable and intrinsic motivation would be rejected. The coefficient of multiple determination indicates that 34% of the variation in the criterion construct is accounted for by the predictor constructs. Based on the fact that "Capable" was the first stepwise coefficient with a Beta coefficient of .4279 and F-ratio of 35.64 versus a Beta coefficient of .3081 and an F-ratio of 18.47 for "Intrinsic Motivation," Capable appears to have a stronger relationship to Adapts than Intrinsic Motivation. Both the partial correlation matrix and inverted correlation matrix would indicate that there was not a significant relationship between the two independent constructs nor was there a significant amount of multicollinearity present.

Alternative Hypothesis Test #3A

H3Ao:The top twenty (2Ø) percent of respondents in adaptability scores will not have a mean capability score significantly different from the other eighty (8Ø) percent of respondents.

H3Aa:The top twenty (2Ø) percent of respondents in adaptability scores will have a mean capability score significantly different from the other eighty (8Ø) percent or respondents.

In H3o, the sample was divided into the top twenty (2Ø) percent (twenty-eight(28)) of respondents by adaptability scores; then this researcher will test if the top adaptive group has a mean capability score that is significantly more than the mean capability score and then the mean intrinsic motivation score in the other capability group (other eighty (8Ø) percent. This procedure improves the validity of the hypotheses tests because some of the constructs that do not have a linear relationship may be related in a curvilinear manner and this researcher may have chosen the wrong model to describe the relationship between the constructs. There might also be a real difference between the top twenty (2Ø) percent and the rest which would not appear in a regression analysis which is only dealing with a average score. We would reject this hypothesis if the t statistic was > 1.654 with a alpha risk of .Ø5 and 137 degrees of freedom.

Table 39

Test Statistics for Alternative Hypothesis Test #3A

Construct Under Analysis - Capable

Construct Used To Group Cases - Adapts

Group 1 Top Twenty (20) percent (28)

Number Of Cases	= 28
Mean	= 43.075
Variance	= 35.199
Standard Deviation	= 5.933
Standard Error Of The Mean	= 1.121

Group 2 Lower Eighty (80) percent (111)

Number Of Cases	= 111
Mean	= 38.719
Variance	= 23.612
Standard Deviation	= 4.859
Standard Error Of The Mean	= 0.461

T-Test Statistics

Difference Between The Means	= 4.356
Standard Error Of The Difference	= 1.076
T - Statistic	= 4.048
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= 0.000

Table 36

Alternative Hypothesis Test #3B

Construct Under Analysis - Intrinsic Motivation

Construct Used To Group Cases - Adapts

Group 1 Top twenty (20) percent (28)

Number Of Cases	= 28
Mean	= 45.893
Variance	= 27.877
Standard Deviation	= 5.280
Standard Error Of The Mean	= 0.998

Group 2 Lower eighty (80) percent (111)

Number Of Cases	= 111
Mean	= 41.802
Variance	= 46.724
Standard Deviation	= 6.835
Standard Error Of The Mean	= 0.649

T-Test Statistics

Difference Between The Means	= 4.091
Standard Error Of The Difference	= 1.387
T - Statistic	= 2.950
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= 0.004

The above data would confirm that the hypothesis be rejected that sales agent adaptability is not a function of capable and intrinsic motivation, confirming the regression analysis.

Hypothesis # 4

H41o: Customer satisfaction-product is not a linear function of sales agent adaptiveness.

H41a: Customer satisfaction-product is a linear function of sales agent adaptiveness.

H42o: Customer satisfaction-sales agent is not a linear function of sales agent adaptiveness.

H42a: Customer satisfaction-sales agent is a linear function of sales agent adaptiveness.

Task: To determine the linear relationship between the customer satisfaction constructs of customer satisfication-product and customer satisfaction-sales agent and the construct of sales agent adaptiveness. The statistical model underlying this assumption is that the error is normally distributed with a given mean and an unknown variance. We would accept the null hypothesis that there is no linear relationship between the criterion constructs of customer satisfaction product and customer satisfaction sales agent and the (predictor) independent construct of sales agent adaptability if the t statistic for the slope was =< 1.645 with a alpha risk of .Ø5 and 137 degrees of freedom. The following is a computer run using StatPac Gold on 139 cases of the datamerg database.

Regress Customer Satisfaction With Adapts

Based on the factor analysis, customer satisfaction has two constructs: customer satisfaction product and customer satisfaction sales agent. Therefore the two dependent constructs were regressed with the independent construct adapts using simple regression analysis for each construct.

Table 39

Test Statistics for Hypothesis Test # 4

Summary Statistics (N=139)

IV = Adapts (V91)
Mean Of IV = 38.1446Ø — Mean Of Residuals =-Ø.ØØØØØ
S.D. Of IV = 5.76Ø16 — S.D. Of Residuals = 8.58744
DV = Customer Satisfaction Product (V83)
Mean Of DV = 41.72662 — Mean Abs. % Error = 21.56315
S.D. Of DV = 8.6Ø174 — Mean % Error =-8.53151
Mean Square Error = 73.21367

Regression Statistics

Correlation Coefficient = Ø.Ø5763 — Degrees Of Freedom = 137
R-Squared = Ø.ØØ332 — S.E. Of Estimate = 8.61873

	Coefficient	Estd Std Error	T-Value	Significance
Intercept	38.44392	4.91319	7.82464	Ø.ØØØØ
Slope	Ø.Ø86Ø6	Ø.12737	Ø.67566	Ø.5ØØ4

Hypothesis Test #4-2 Regress Customer Satisfaction Sales Agent with Adaptiveness

Summary Statistics (N=139)

IV = Adaptiveness (V91)
Mean Of IV = 38.1446Ø — Mean Of Residuals = Ø.ØØØØØ
S.D. Of IV = 5.76Ø16 — S.D. Of Residuals = 9.63Ø46
DV = Customer Satisfaction Sales Agaent (V84)
Mean Of DV = 35.5Ø36Ø — Mean Abs. % Error = 28.9Ø315
S.D. Of DV = 9.65Ø5Ø — Mean % Error =-1Ø.89656
Mean Square Error = 92.Ø7858

Regression Statistics

Correlation Coefficient = Ø.Ø6441 — Degrees Of Freedom = 137
R-Squared = Ø.ØØ415 — S.E. Of Estimate = 9.66555

	Coefficient	Estd Std Error	T-Value	Significance
Intercept	31.38714	5.5Ø994	5.69646	Ø.ØØØØ
Slope	Ø.1Ø792	Ø.14284	Ø.75551	Ø.4512

Based on the above data, the hypothesis that sales agent customer satisfaction is not a function of sales agent adaptability would be accepted.

Alternative Hypothesis Test # 4A

H4Ao:The top twenty (2Ø) percent of respondents in customer satisfaction sales agent scores will not have a mean adaptiveness score significantly different from the other eighty (8Ø) percent of respondents.

H4Aa:The top twenty (2Ø) percent of respondents in customer satisfaction sales agent scores will have a mean adaptiveness score significantly different from the other eighty (8Ø) percent or respondents.

H4Bo:The top twenty (2Ø) percent of respondents in customer satisfaction product scores will not have a mean adaptiveness score significantly different from the other eighty (8Ø) percent of respondents.

H4Ba:The top twenty (2Ø) percent of respondents in customer satisfaction product scores will have a mean adaptiveness score significantly different from the other eighty (8Ø) percent or respondents.

As discussed in chapter 3, this hypothesis will also be analyzed in H4o by dividing the sample into the top (2Ø) percent (twenty-eight (28)) of respondents by customer satisfaction scores. Since customer satisfaction has two dimensions as discovered in the factor analysis, customer service product and customer service sales agent, both dimensions

were T-tested to see if the top customer satisfaction group in each dimension has a mean adaptiveness score that is significantly more than the mean adaptiveness score in the other customer satisfaction groupings. This procedure improves the validity of the hypotheses tests because some of the constructs that do not have a linear relationship may be related in a curvilinear manner and this researcher may have chosen the wrong model to describe the relationship between the constructs. There might also be a real difference between the top twenty (20) percent and the rest which would not show up in a regression analysis which is dealing only with a total average score. We would reject the hypothesis that customer satisfaction was not a function of the independent construct of adapts if the t statistic was > 1.654 with a alpha risk of .05 and 137 degrees of freedom.

Table 40

Test Statistics for Hypothesis Test 4A

Construct Under Analysis - Adapts
Construct Used To Group Cases - Customer Satisfaction Sales Agent
Group 1 Top twenty (20) percent (28)

Number Of Cases	= 28
Mean	= 39.754
Variance	= 21.539
Standard Deviation	= 4.641
Standard Error Of The Mean	= 0.877

Group 2 Lower eighty (80) percent (111)

Number Of Cases	= 111
Mean	= 37.739
Variance	= 35.513
Standard Deviation	= 5.959
Standard Error Of The Mean	= 0.566

T-Test Statistics

Difference Between The Means	= 2.015
Standard Error Of The Difference	= 1.210
T - Statistic	= 1.665
Degrees Of Freedom	= 137
Probability Of t (Two-Tailed Test)	= 0.098

Table 43

Alternative Hypothesis Test # 4B

Construct Under Analysis - Adapts
Construct Used To Group Cases - Customer Satisfaction Product

Group 1 top twenty (20) percent (28)

Number Of Cases	= 28
Mean	= 39.832
Variance	= 28.411
Standard Deviation	= 5.330
Standard Error Of The Mean	= 1.007

Group 2 lower eighty (80) percent (111)

Number Of Cases	= 111
Mean	= 37.719
Variance	= 33.744
Standard Deviation	= 5.809
Standard Error Of The Mean	= 0.551

T-Test Statistics

Difference Between The Means	= 2.113
Standard Error Of The Difference	= 1.209
T - Statistic	= 1.748
Degrees Of Freedom	= 137
Probability Of t (Two-Tailed Test)	= 0.083

Based on the above data, the hypothesis that customer satisfaction is not a function of adaptiveness would be rejected. This does not agree with the simple regression analysis above. However, the relationship of the top twenty (20) percent would appear to be much stronger than the rest. This intuitively makes sense because the sales agents with the highest customer service rating would be more adaptable.

Hypothesis # 5

H5o: Sales agent performance is not a linear function of customer satisfaction.

H5a: Sales agent performance is a linear function of customer satisfaction.

Task: To determine the linear relationship between sales agent performance; and customer satisfaction product; and customer satisfaction sales agent. This is in view of the fact that customer satisfaction was made up of two constructs based on the earlier factor analysis. The statistical model underlying this assumption is that the error is normally distributed with a mean of B1 and an unknown variance. We would accept the null hypothesis that there is no linear relationship between the dependent (criterion) construct of Sales Agent Performance and the (predictor) independent constructs of Customer Satisfaction - Product and Customer Satisfaction - Sales Agent if the t statistic of the slope was =< 1.645 with a alpha risk of .05 and and 137 degrees of freedom. The following is a computer run using StatPac Gold on 139 cases of the datamerged database using a simple regression.

The following is a computer run using StatPac Gold on 139 cases of the datamerg database.

Table 42

Test Statistics for Hypothesis Test # 5

Regress Performance With Customer Satisfaction Product and Sales Agent
Construct List - Descriptive Statistics

Var.	Construct Name	Mean	Standard Dev.
DV94	Performance	42.3144	15.Ø435
V83	Customer Satisfaction - Product	41.7266	8.6Ø17
V84	Customer Satisfaction - Sales Agent	35.5Ø36	9.65Ø5

Regression Statistics

Coefficient Of Multiple Determination = Ø.ØØ55
Coefficient Of Multiple Correlation = Ø.Ø741
Standard Error Of Multiple Estimate = 15.1121

F-Ratio = Ø.3756
Degrees Of Freedom = 2 & 136
Probability Of Chance = Ø.6876

Number Of Valid Cases = 139
Number Of Missing Cases = Ø
Response Percent = 1ØØ.ØØ %

Regression Coefficients

Var.	Coeff.	Beta	F-ratio	Prob.	Std. Error
V83 CS-Prod	-Ø.Ø527	-Ø.Ø3Ø1	Ø.Ø912	Ø.7631	Ø.1745
V84 CS-SlsAg	Ø.1325	Ø.Ø85Ø	Ø.7258	Ø.3958	Ø.1555
Const.	39.8Ø98		33.17Ø6	Ø.ØØØØ	6.9122

Simple Correlation Matrix

	DV94	V83
V83	Ø.Ø136	
V84	Ø.Ø695	Ø.5149

Partial Correlation Matrix

	V83
V84	Ø.5149

Inverse of Simple Correlation Matrix

	V83	V84
V83	1.36Ø	
V84	-.7ØØ5	1.36Ø

Based on the above data, the hypothesis that sales agent performance is not a function of customer satisfaction - product or sales agent would be accepted.

Alternative Hypothesis Test # 5A

H5Ao:The top twenty (2Ø) percent of respondents in performance scores will not have a mean customer satisfaction product score significantly different from the other eighty (8Ø) percent of respondents.

H5Aa:The top twenty (2Ø) percent of respondents in performance scores will have a mean customer satisfaction product score significantly different from the other eighty (8Ø) percent or respondents.

H5Bo:The top twenty (2Ø) percent of respondents in performance scores will not have a mean customer satisfaction sales agent score significantly different from the other eighty (8Ø) percent of respondents.

H5Ba:The top twenty (2Ø) percent of respondents in performance scores will have a mean customer satisfaction sales agent score significantly different from the other eighty (8Ø) percent or respondents.

As discussed in chapter 3, this hypothesis will also be analyzed by dividing the sample into the top twenty (2Ø) percent (twenty-eight (28)) of respondents by performance scores. There might also be a real difference between the top twenty (2Ø) percent and the rest which would not show up in a regression analysis which is only dealing with a total

average score. Then this researcher will t-test if the top performance group has a mean customer satisfaction score that is significantly more than the mean customer satisfaction score in the other eighty (80) percent of the performance group. As in the last hypothesis, we will test both dimensions of customer satisfaction, customer satisfaction sales agent and customer satisfaction product. We would reject the hypothesis that performance was not a function of the independent construct of customer satisfaction if the t statistic was > 1.654 with a alpha risk of .05 and 137 degrees of freedom.

Table 43

Test Statistics for Hypothesis Test #5A

Construct Used To Group Cases - Performance

Construct Under Analysis - Customer Satisfaction - Sales Agent

Construct Used To Group Cases - Performance
Group 1 Top twenty (20) percent (28)

Number Of Cases	= 28
Mean	= 35.893
Variance	= 92.692
Standard Deviation	= 9.628
Standard Error Of The Mean	= 1.819

Group 2 Lower eighty (80) percent (111)

Number Of Cases	= 111
Mean	= 35.405
Variance	= 94.039
Standard Deviation	= 9.697
Standard Error Of The Mean	= 0.920

T-Test Statistics

Difference Between The Means	= 0.487
Standard Error Of The Difference	= 2.048
T - Statistic	= 0.238
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= 0.812

Table 44

Alternative Hypothesis Test # 5B

Construct Under Analysis - Customer Satisfaction Product

Construct Used To Group Cases - Performance

Group 1 Top twenty (2Ø) percent (28)

Number Of Cases	= 28
Mean	= 41.518
Variance	= 58.Ø27
Standard Deviation	= 7.618
Standard Error Of The Mean	= 1.44Ø

Group 2 Lower eighty (8Ø) percent (111)

Number Of Cases	= 111
Mean	= 41.779
Variance	= 78.567
Standard Deviation	= 8.864
Standard Error Of The Mean	= Ø.841

T-Test Statistics

Difference Between The Means	= Ø.261
Standard Error Of The Difference	= 1.826
T - Statistic	= Ø.143
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= Ø.886

This confirms the null hypothesis as in the regression analysis that there is not a significant relationship between customer satisfaction and performance. The fault may lie in the fact that this researcher was measuring postpurchase satisfaction rather than interactive satisfaction within the process. In addition, it may be necessary to match exactly the sales agentS and his/her clients to get a good reading on customer satisfaction and performance. Another possibility is sugggested by Churchill, Ford, & Walker (1985, p. 298), who contend that sales agent satisfaction is a result of performance. This would suggest that customer satisfaction may be a function of sales agent performance rather than performance being a function of customer satisfaction as in Model 3. This was discussed further in Chapter V.

CHAPTER V

SUMMARY AND CONCLUSIONS

Introduction

The major research question for this study was, "Can a self-test of sales agent cognitive empathy, perceived similarity, trustworthiness, knowledge, capabilities, intrinsic motivation, and sales agent adaptiveness predict real estate sales agent performance?" The answer to this question is probably that a self-test can be constructed, but that not all of the above characteristics may be important and that more research remains to be done before a self-test can be completed. The evidence in the literature review and the findings from this study would indicate that self-tests of personality traits would not be a reliable way to screen sales agents. The best approach appears to be to use observational personality or attribute measures from the sales agent's customers or trained observers. Therefore, the underlying theme of this discussion was to answer the basic research question of empathy measurement. The following questions were asked about empathy. What is empathy? Is empathy a process with many different aspects or a simple concept? What is the best way to measure empathy? Should we measure multiple dimensions such as cognitive empathy, or emotional empathy, or perceived empathy, or what? Does perceived empathy by a sales agent need

to be confirmed by a customer's perception that the sales agent is empathetic? Is empathy positively or negatively correlated with salesperson performance? Is empathy essential to rapport with the customer? Is empathy essential to adaptive selling? Is empathy in the salesperson as perceived by his/her customer essential to customer satisfaction? Is empathy more important in the real estate sales industry than other industries? How much empathy is the right amount?

Background Summary

Numerous marketing authors have tried to identify and measure personality traits of salespersons (Ownes 1975; Spivey, Munson, & Locander 1975; and Churchill, Ford, & Walker, 1985. p624), particularly salesperson empathy (Mayer & Greenberg 1964; Morlan 1986; Beverage 1985; Sullivan 1987; and Fetherling & Macbeth 1978) in order to improve the selection of salespersons. Because of poor sales agent selection techniques, the residential real-estate industry which has experienced problems with customer satisfaction and high salesperson turnover (Dunlop, Dotson, & Chambers 1988, and Gatlin 1982).

Yet, there have been conflicting studies about the importance of empathy to personal selling (Tobolski & Kerr 1952; Greenberg & Meyer 1964; Lamont & Lundstrom 1977; and Gatlin 1982). Weitz (1981) and Avila & Fern (1986) pointed out that the inconsistencies in measurement of personality traits were due to variations in methodology across studies.

Marketing researchers view the buyer-seller interaction as social exchange or social interaction (Riordan, Oliver, & Donnelly 1977; Webster 1977; and Leigh 1990). Past researchers have suggested that perceived similarity between the buyer and seller is a factor that increases sales

person effectiveness (Evans 1963, Davis & Silk 1972; Riordan, Oliver, & Donnely 1977; Crosby, Evans & Cowles 1990; and Fine & Gardial 1991). Sweitzer (1974) was the first one to recognize that the sales agent's communication of his/her understanding of the customer stimulates most of the feelings of sales agent similarity by the customer, rather than actual physical similarity. Weitz (1981) concluded that past dyadic similarity studies (Evans 1963, Davis & Silk 1972; Riordan, Oliver, & Donnely 1977; Crosby, Evans & Cowles 1990; and Fine & Gardial 1991) were inappropriate to study performance because they focused on a single static property and did not consider the dyadic interaction between sales behaviors and sales agents characteristics.

The key to successful performance in residential real estate may be adaptive selling (Lawrimore 1987). Weitz, Sujan, & Sujan (1986) define adaptive selling as, "the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation." By 1981, Weitz began to address the process of adaptive selling by proposing a contingency framework to examine the interactive nature of the selling process between the buyer and seller. In his contingency methodology, self-tests of sales agent behaviors are correlated with observational (by sales managers or customers) measures of sales agent behaviors.

What is Empathy?

Empathy is a multi-dimensional construct with cognitive and emotional components on the part of the seller (Davis 1980, and Barrett-Lennard 1962). It is an interactive construct which can stimulate

perceived customer understanding or empathy when the customer perceives sales agent understanding and hence perceived similarity (Kurtz 1979), Sweitzer (1974), and Barrett-Lennard 1962).

General Conclusions

The hypotheses test results in Chapter IV, confirmed Barrett-Lennard's (1962) and Kurtz's (197Ø) hypothesis that it is the buyer's beliefs regarding the sales agent's empathic understanding (perceived similarity) which is important to success in the buyer-seller relationship. The importance of using contingency hypotheses, as suggested by Barrett-Lennard (1962), Sweitzer (1974), and Weitz (1981), to validate sales agent self-tests of personality constructs with customer observational tests was made clear and supported the contention that Empathy is an interactive dyadic process. The results generally supported the contention that the theoretical Model (Chapter II, Model 3) provided a viable explanation of the factors affecting sales agent performance. However, the model did not reflect the interactive nature of the relationship and needs to be modified. This is discussed in more detail later in this chapter.

Davis's (198Ø) four empathy measures, -- perspective taking (PT), fantasy scale (FS), empathic concern (EC), and personal distress (PD) -- were included in the sales agent questionnaire. This was done in order to determine if these constructs behaved in a manner similar to Davis's (198Ø) work. Davis (198Ø) reported on both male and female respondents. These relationships were confirmed and were as follows: PT and FS had a poor relationship, EC and FS had a poor relationship, PT and EC were

positively related, and PD and PT were negatively related. This study also separated the data into male and female respondents so as to replicate Davis's (198Ø) results. Unlike Davis's (198Ø) findings, there was a significant difference between males and females. The cognitive (PT) empathy of females was significantly higher than that of the males and the emotional (PD) empathy significantly lower than that of the males. Two-thirds of the respondents were female and one-third male. Future research into the differences in cognitive and emotional empathy between the sexes using this data could prove to be worthwhile. If females are more cognitively empathic, they may make better sales agents.

Hypothesis one (1) confirmed that cognitive and emotional empathy were negatively correlated (r=-Ø.376, t=4.751, and p=Ø.Ø). Cognitive empathy was measured using Davis's (198Ø) Perspective Taking scale (PT) and emotional empathy was measured using Davis's (198Ø) Personal Distress (PD) scale. Davis (198Ø) also reported a negative correlation between the PT and PD scales (r =-.16 Male and -.29 Female). The alternative hypothesis test showed that the top twenty (2Ø) percent (28) of sales agent respondents who had high cognitive empathy scores had significantly lower emotional empathy scores. This would suggest that cognitive empathy may replace some emotional empathy and that it may be a more desirable attribute than emotional empathy. Emotional empathy may be associated with sympathy as suggested by Sweitzer (9174), which could be detrimental to performance in the selling process. As to the answer to the question, "How much empathy is the right amount? It would depend on the type of empathy being measured and the method of measurement. The relationship between cognitive, emotional, and perceived empathy needs to be explored in future

research to better understand this interactive process.

One of the major contributions of this paper is the exploration of a definition for empathic processes and the replication of Barret-Lennard's (1962) and Sweitzer's (1974) work. Sweitzer's (1974) work has not received the recognition it deserved.

In Hypothesis two (2), the multiple regression analysis supported the contention that the buyer's perceived similarity (empathy) and trust in the sales agent was important to the customer's perception of rapport with the sales agent(perceived similarity =.4112 Beta, 13.6647 F-Ratio, trust =.4245 Beta and 14.2696 F-Ratio) but that sales agent cognitive empathy and perceived cognitive and emotional similarity were not important (cognitive empathy = .Ø426 Beta and .5955 F-Ratio, sales agent cognitive perceived similarity = -.Ø29Ø Beta and .2258 F-Ratio, and sales agent emotional perceived similarity =.ØØ2 Beta and 1.9821 F-Ratio. The alternative hypothesis test showed that the sales agent cognitive and emotional perceived similarity (empathic understanding) of the top twenty (2Ø) percent was somewhat higher than the other eighty (8Ø) percent and was related to rapport but was not statistically significant (t = 1.577 and probability of t (Two-tailed test) was .117). This would support the contention that model 3 (Chapter II) might be valid for the top twenty (2Ø) percent of respondents by cognitive empathy and empathic understanding (similarity) scores. The factor analysis on sales agent perceived similarity supported Barrett-Lennard's (1962) suggestion that there were two facets to sales agent empathic understanding. He termed cognitive understanding empathetic inference and emotional understanding empathic recognition. The buyer's perceived trust appeared to be more

important than the buyer's perceived similarity to rapport. The multicollinearity between trust and perceived similarity (empathy) may obscure the relationship with rapport. The role of each of these constructs needs further research, particularly the relationship of customer and sales agent perceived similarity to the other constructs of adapts, customer satisfaction, and sales agent performance. The partial correlations showed that there was a relationship between sales agent cognitive empathy and sales agent cognitive and emotional perceived similarity. It is probable that the two constructs are closely related. This also supports this researcher's earlier contention that cognitive empathy may be an important information acquisition skill and antecedent to perceived similarity (empathic understanding). This relationship needs to be explored further in future research.

In addition, hypothesis three (3) supported the contention that sales agent capabilities (rapport plus knowledge) and intrinsic motivation were important to sales agent adaptiveness. Sales agent capabilities had the stronger relationship to adaptiveness than intrinsic motivation.

Factor analyses of the customer satisfaction construct confirmed that there were two sub-constructs, customer satisfaction - product, and customer satisfaction - sales agent, which paralleled the construction of this construct. Customer satisfaction - product, was constructed from Oliver's (1980) questionnaire on product customer satisfaction, and customer satisfaction - sales agent, was constructed from the writings of Pederson, Wright & Weitz (1984, p. 125) on customer satisfaction with sales persons.

In Hypothesis four (4), the importance of sales agent adaptiveness

to customer satisfaction was not supported by the regression analysis. However, the alternative hypothesis that there was a significant relationship between sales agent adaptiveness of the top twenty (2Ø) percent of sales agents and customer satisfaction was supported. Again this shows that the top twenty (2Ø) percent of respondents are much different from the other eighty (8Ø) percent and that the model (3) in Chapter II may be supported for these constructs.

In Hypothesis five (5), the importance of customer satisfaction to performance was not supported in the multiple regression analysis. The Beta for customer satisfaction - product was -.Ø527 and the F-ratio .Ø912, the Beta for customer satisfaction - sales agent was .Ø85Ø and the F-Ratio .7258. Neither did the alternative hypothesis support the importance of customer satisfaction to performance (customer satisfaction - sales agent had a t of .238 and a p of .812, and customer satisfaction - product had a t of .143 and a p of .886). It is possible that because this researcher was measuring postpurchase satisfaction, that postpurchase satisfaction may not be as important to real estate sales because of the small number of repeat buyers. It may also be necessary to match exactly the sales agent and buyer to get meaningful results. Another possibility is suggested by Churchill, Ford, & Walker (1985, p. 298), who contend that sales agent satisfaction may be a function on sales agent performance rather than performance being a function on customer satisfaction. This would suggest that customer satisfacion may be a result of sales agent performance rather than a cause. This entire area would be a fruitful area for future research.

Construct Analysis

Chapter IV showed that the rigorous application of confirmatory factor analysis for unidimensionality and construct validity and correlation analysis for reliability, produced results that were in line with Churchill's (1979 & 1992) suggestions for a viable methodology in a study for new measures. Most of the scales used in this study were borrowed from other studies (Davis 198Ø, Sprio & Weitz 199Ø, Barret-Leonard 1964, and Sweitzer 1974) and the reliability and hypothesis tests replicated reported data from these authors. The use of regression analysis and the alternative method of group t-tests demonstrated that the study had good predictive validity (Churchill 1979).

Non-response Bias

T-tests performed on the two groups being studied, responders and non-responders, indicated that there was no significant (at .Ø5 level) difference in the responses of the two groups when testing each of the four constructs of the customer database. Responders were considered those who responded from the first mailing and non-responders were considered those who responded to the second mailing. T-tests performed on the two groups of the sales agent database indicated that there was no significant (at .Ø5 level) difference in the responses of the two sales agent groups except for emotional empathy and intrinsic motivation. This is not surprising since those sales agents who responded first would naturally have higher motivation and be more empathic.

Demographics - Customer Database

It is interesting to note that over sixty-five (65) percent of the responders were males and that over sixty-five percent were between the ages of 31 and 5Ø. Over seventy-two (72) percent were college educated and over sixty-five (65) percent earned over $5Ø,ØØØ per year.

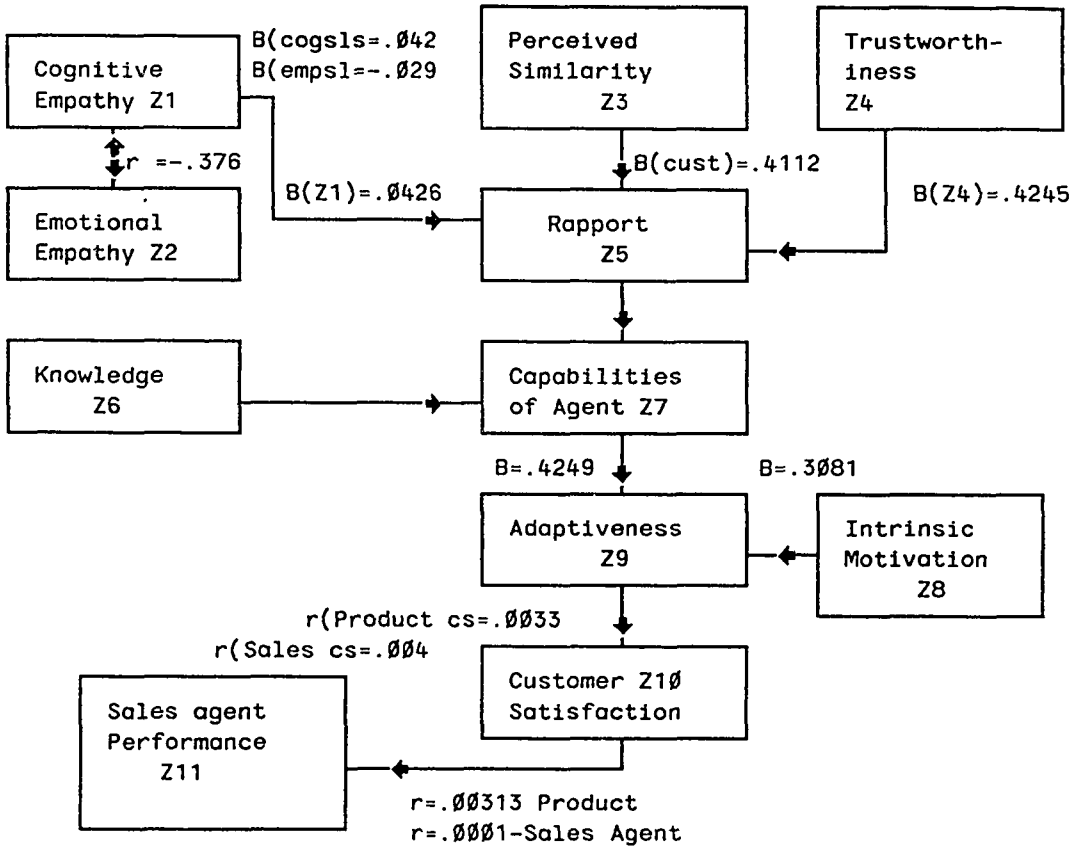
Demographics - Sales Agent Database

It would be interesting to note that over sixty-five (69) percent of the responders were females and that over eight-five percent were over 4Ø with forty-eight (48%) over 5Ø. Over fifty-six (56) percent were college educated and over forty-five (45) percent earned over $5Ø,ØØØ per year.

The Causal Framework - Model 3

The original measurement framework with the appropriate correlational coefficients, regression Beta coefficients, or significance values (simple regression) as per our discussion of regression analysis would be:

Figure 4. Sales Agent Correlational Framework



Note: r=correlation coefficient, B=Beta coefficient in multiple regression and p=probability of t (Two-Tailed) test. B(cogsls) refers to the beta coefficient for perceived cognitive sales agent similarity (understanding), B(empsl) refers to the beta coefficient for perceived emotional sales agent similarity (understanding), B(cust) refers to the beta coefficient for customer perceived similarity with the sales agent, (Product cs) refers to customer satisfaction product, and (Sales cs) refers to customer satisfaction sales agent.

The above model summarizes the regression and correlational tests of the five hypotheses as inserted in the original Model 3 in Chapter II. Customer perceived similarity and trustworthiness were significant to rapport, while sales agent perceived similarity and cognitive empathy were not significant. Capabilities, made up of customer perceived rapport and knowledge, were significant to adaptiveness as was intrinsic motivation. However, adaptiveness was not significant to customer satisfaction nor was customer satisfaction significant to sales agent performance. This researcher did not test the relationship between rapport and capabilities since the capability construct was made up of rapport and knowledge and multicollinarity would have biased any results. The alternative hypothesis tests indicated that there was a stronger relationship between the top twenty (20) percent of respondents with these constructs than the other eighty (80) percent. Generally the model worked well to the point where adaptiveness did not relate well to customer satisfaction.

Empathy

One of the biggest disappointments of this study was the apparent shortcomings of the Davis (1983) empathy scales. The PT and FS scales were to represent cognitive empathy and the PD and EC scales were to represent emotional empathy. However, because of intercorrelations between these scales, only the PT and PD scales could be used. This puts Davis's (1983) definition of the two major components of the multi-dimensional empathy construct consisting of cognitive and emotional empathy in question as it applies to personal selling.

Cognitive Empathy

Davis (1980) defines cognitive empathy "as the ability to interpret and understand the experiences and feelings of others." This study would support Sweitzer's (1976) definition of empathy which adds the interactive component (Rogers 1959). Empathy would be the sales agent's "as if" accurate understanding of the customer's specific thoughts and feelings (including emotional components) about particular attributes of the product, price, etc. and the sales agent's ability to communicate something of this empathic understanding to the client (Sweitzer 1974). Thus, empathy is part of the dyadic interaction between the sales agent and customer.

Emotional Empathy

Mehrabian & Epstein (1972) define emotional empathy "as a vicarious emotional response to the perceived emotional experiences of others." Emotional empathy is often the definition of choice when researchers discuss empathy in marketing literature. Sweitzer (1976) suggests that it is the objective, detached-but-concerned attitude that differentiates empathy from sympathy. Sweitzer (1976) suggestion that this definition may actually be "sympathy" may have some validity.

Measuring Empathy

This study's literature review and research suggests that the past difficulty encountered in using empathy may be due to a lack of understanding by marketing researchers about the multidimensional nature of empathy (cognitive, emotional, and perceived empathy), empathy's interactive nature, the importance of conveying sales agent understanding

of the customer's needs, and the resulting confusion surrounding the four methods of empathy measurement. This study and Sweitzer's (1976) dissertation would suggest that Barret-Lennard's (1962) relationship survey regarding the real estate buyer's perception that the sales agent understands the buyer would be the preferred way of measuring sales agent empathy.

Implications

What this study does suggest is that a better method of screening sales agents may be to use role-playing scenarios with observers such as the buyer rating the personality characteristics, such as empathy and empathic understanding. This was suggested by Parker (1989) in an article on salesperson selection. He argued that role playing demonstrated a candidate's communication skills in pressure situations. Customer questionnaires could also be sent to sales agent's past customers to measure perceived personality traits and customer satisfaction. This study also suggests that the entire area of personality measurement in the sales literature needs to be carefully reviewed so that better measurement practice can be developed.

A second implication from this study would indicate that training in perceived empathic understanding (perceived similarity) could lead to better sales agent adaptability, a key to success in residential real estate sales.

Future Research

The contingency approach to investigate the model of sales agent

performance suggested by this study (Figure 5) should be explored in the future. This researcher suggests that a large mailing be made to home buyers (15,ØØØ) and that the salesperson mailing be made from names furnished by the home buyers. Additional work needs to be done on the refinement of the questions for both mailings using the factor analysis results from this study. Further research needs to be done to explore the relationship of cognitive empathy to perceived empathic understanding (similarity), of trust to perceived empathic understanding (similarity) and of perceived empathic understanding (similarity) to customer satisfaction (product and sales agent) in customer surveys. Additionally, the relationship of perceived sales agent cognitive and emotional understanding (similarity) to sales agent performance and the resulting relationship of customer product and sales agent satisfaction to sales agent performance as connected by perceived cognitive and emotional understanding (similarity) needs additional study. The concept of rapport could be very significant to the study of buyer-seller dyadic theory and to the perceived empathic understanding (similarity) concept. Additional studies on the measurement of rapport need to be done. This researcher was unable to find such scales in the literature review.

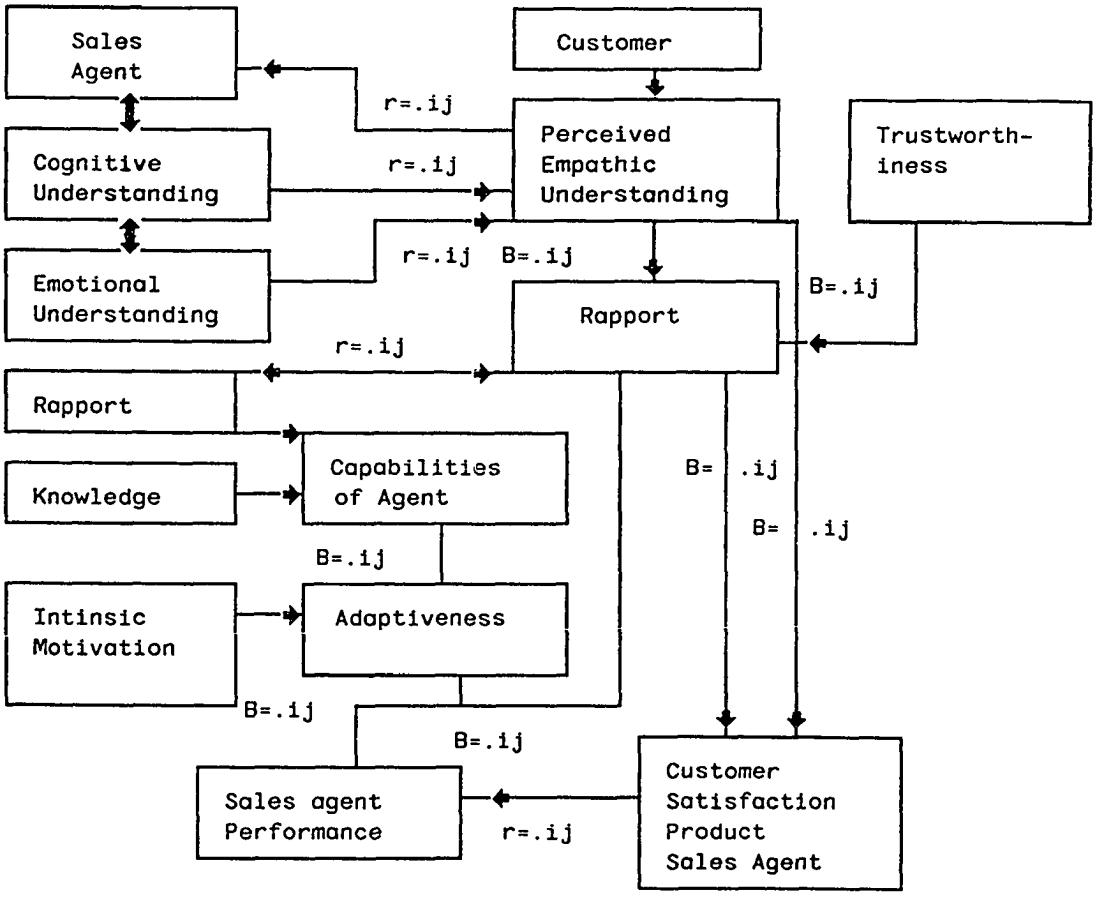
Certainly, the measurement of sales agent performance needs additional work before the contingency approach suggested above is tried. The approach used by Dunlap et al (1988) to test the three transaction constructs using ANOVA with the personality constructs would be appropriate and useful in better defining the importance of each performance construct and its relationship to the other antecedent constructs. A study involving real estate sales managers could be a good

vehicle to refine these performance measures.

Finally, the technique of analyzing these relationships by testing the difference among the top twenty percent of respondents shows a lot of promise as a way of analyzing sales agent attributes and personality factors. The results of this testing methods showed that the relationship of the top twenty (20) percent was in many cases much stronger than the results from the regression analysis.

The suggested Measurement Framework (Model) Based on this Study's Results is:

Figure 5. Proposed Sales Agent Correlational Framework



There needs to be considerable research in the future to validate this model and to explore the role of each of these constructs, their measurement, and impact on the sales process. This researcher would propose that the amount of the sales agents cognitive and emotional empathy in relation to each other would have a strong influence on the interactive development of the customer's perceived empathic understanding. The perceived empathic understanding along with trust would enable the sales agent to build an interactive sense of rapport with the customer. This rapport along with the sales agent's knowledge would contribute to the sales agent's capabilities. This in combination with intrinsic motivation would lead to the maximization of the sales agent's adaptiveness and to improved performance. A sense of rapport and perceived empathic understanding (perceived similarity) would lead to increased customer satisfaction, which would increase sales agent performance. This process may be highly interactive and iterative.

Finally, the test work done with the Davis (1980) scale indicated that females had much stronger cognitive empathy scores than males. The role of empathy and differences between the sexes is an area for much future research.

APPENDIX A

SALES AGENT QUESTION DEVELOPMENT

APPENDIX A - SALES AGENT QUESTION DEVELOPMENT

Perceived Similarity

Sweitzer (1974) measured two dimensions of the buyer's beliefs about the salesman's empathy; (1) role empathy, the salesman's understanding of the job of the buyer, and (2) task empathy, the salesman's understanding of the specific purchase decision. Sweitzer's (1974) concept of empathy involved the seller's understanding of the buyer's frame of reference and communication of that understanding, or the seller's perceived similarity. Swetizer's (1974) sales agent measures were based on the client empathic understanding measures from Barrett-Lennard's (1962) Relationship Inventory. Barrett-Lennard (1962) hypothesized that there were two aspects to the empathic process. The first is the experimental recognition of perceptions or feelings that the other has directly symbolized and communicated and is termed empathic recognition. The second is the sensing or inferring the implied or indirectly expressed content of the other's awareness and is called empathic inference. Barret-Lennard (1962) suggests that these occur together but that the combination of the two will vary from one relationship or situation to another and from moment to moment in a given relationship. This researcher would suggest that the first aspect would be emotional empathy and the second cognitive empathy, based on the earlier definition. While Sweitzer's (1974) role and task empathy may be appropriate for his study, it may not be an appropriate break-down of perceived empathy for this study because of the significant differences in the settings of the two studies as suggested by Barrett-Lennard (1962). This researcher will use Barrett-Leonard's measures, modified for real estate, to operationalize perceived similarity for the sales agent's and

customer's questionnaire. These variables will be summed into a perceived similarity scale.

1. I usually try to see thing through the eyes of my client.

2. I understand my client's words but not the way they always feel.

3. I am interested in knowing what my client's past home buying experiences have meant to them.

4. I nearly always know exactly what my client means.

5. At times I jump to the conclusion that my client feels more strongly or more concerned about something than he/she actually does.

6. Sometimes I think that my client feels a certain way, because I feel that way.

7. I understand my client.

8. My own attitudes toward some of the things my client says, or does, stop me from really understanding them.

9. I understand what my client says, from a detached, objective point of view.

10. I appreciate what my client's past home buying experiences mean to them.

11. I don't always realize how strongly my client feels about some of the things we discuss.

12. I respond to my client mechanically.

13. I usually understand all of what my client says to me.

14. When my client does not say what he/she means at all clearly, I still understand him/her.

15. I try to understand my client from my own point of view.

16. I can be deeply and fully aware of my client's most painful feelings without being distressed or burdened by them myself.

17. I always clearly understand the criteria my client uses to make a home buying decision.

18. My clients sometimes have difficulty understanding that the house I am showing fits their needs.

19. I always provide my client with all the information they need to make a good purchase decision.

20. Many of my clients don't really know what is important in buying a home.

Cognitive Empathy

The statements below describe various way you might feel. After each question PLEASE circle one of the following letters to show how well it describes your feelings. Davis (1980) uses a Likert answer scale from A to E with "A" being "DOES NOT DESCRIBE ME WELL" to "E" being "DESCRIBES ME VERY WELL." The following is a modification of the scale to improve response.

A-Does not describe me well.....

B-Describes me a little

C-Neither undescriptive or descriptive

D-Describes me somewhat

E-Describes me very well

(-) denotes negative scoring.

Perspective-taking scale (PT)

Davis (1980) suggests that the perspective-taking scale (PT) "reflects an ability or proclivity to shift perspective--to step "outside the

self"-- when dealing with other people. The items comprising this scale refer not to fictitious situations and characters, but to "real life" instances of perspective-taking. Davis (1983) concluded that high PT scores were consistently associated with better social functioning and higher self-esteem. These seven items are:

(Standardized alpha coefficients: Males, .71: Females, .75,(Davis 198Ø))

28. Before criticizing somebody, I try to imagine how I would feel if I were in their place.

15. If I'm sure I'm right about something, I don't waste much time listening to other people's arguments. (-)

11. I sometimes try to understand my friends better by imagining how things look from their perspective.

21. I believe that there are two sides to every question and try to look at them both.

3. I sometimes find it difficult to see things from the "other guy's" point of view. (-)

8. I try to look at everybody's side of a disagreement before I make a decision.

25. When I'm upset at someone, I usually try to "put myself in his shoes" for a while.

Davis (1983) found "the Perspective-Taking scores to be correlated with a constellation of personal characteristics indicative of social competence and satisfaction (ie., higher social self-esteem and a lack of shyness, loneliness, and social anxiety)." PT scores can also be a significant predictor of accuracy in perceiving others (Bernstein & Davis, 1982). The Fantasy Scale will also be included to check the validity and reliability of Davis's (198Ø) scale.

Emotional empathy

Mehrabian and Epstein (1972) define emotional empathy as a vicarious emotional response to the perceived emotional experiences of others. Toi and Batson (1982) provided evidence that empathic emotion evokes an altruistic motivation to help. Their tests concluded that subject with high empathy displayed a high rate of helping others and exhibited feelings of sympathy, compassion, softheartedness, etc.

Personal distress scale (PD)

The personal distress scale (PD) measures the individual's own feelings of fear, apprehension and discomfort at witnessing the negative experiences of others (Davis 198Ø). Davis (1983) found consistent and significant positive correlations between personal distress and the self-oriented measures of sensitivity to others. These seven items are:(Standardized alpha coefficients: Males, .77; Females, .75 (Davis 198Ø))

27. When I see someone who badly needs help in an emergency, I go to pieces.

1Ø. I sometimes feel helpless when I am in the middle of a very emotional situation.

6. In emergency situations, I feel apprehensive and ill-at-ease.

19. I am usually pretty effective in dealing with emergencies. (-)

17. Being in a tense emotional situation scares me.

13. When I see someone get hurt, I tend to remain calm. (-)

24. I tend to lose control during emergencies.

The Empathetic Concern scale will also be included to check the validity and reliability of the entire Davis (198Ø) scale.

Adaptive Selling

Adaptive selling was discussed extensively in the literature review. Although the scale was not specified in their article (Spiro & Weitz 1990), this researcher will assume that they used a five point Liekert scale using strongly disagree, disagree, neither disagree or agree, agree and strongly agree. The meanings of the numbers are:

SD-Strongly disagree...

D-Disagree...

N-Neither disagree or agree...

A-Agree...

SA-Strongly agree...

Spiro & Weitz (1990) report reliability coefficient alphas for their sample at .85 (Cronback 1946). (-) denotes negative scoring. The sixteen items in the scale are:

1. Each customer requires a unique approach
3. I like to experiment with different sales approaches
5. I feel that most buyers can be dealt with in pretty much the same manner (-)
6. I don't change my approach from one customer to another (-)
8. I use a set sales approach (-)
9. It is easy for me to modify my sales presentation if the situation calls for it
10. Basically I use the same approach with most customers (-)
12. I find it difficult to adapt my presentation style to certain buyers (-)
13. I vary my sales style from situation to situation

Knowledge

The following questions from the ADAPTS questionnaire will be used to measure the knowledge construct since they appear to measure functional flexibility.

1. When I feel that my sales approach is not working, I can easily change to another approach.
2. I am very flexible in the selling approach I use
3. I can easily use a wide variety of selling approaches
4. I feel confident that I can effectively change my planned presentations when necessary

Intrinsic Motivation

The following three questions will measure intrinsic motivation as suggested in the Spiro & Weitz (1990) article on the ADAPTS scale. (-) denotes negative scoring. Questions. I would use a five point Liekert scale using strongly disagree, disagree, neither disagree or agree, agree and strongly agree.

11. Selling a customer is like playing a game
14. Interacting with customers is exciting and challenging
16. Selling is not fun(-)

Performance

Objective happenings performance will be measured by the agent's total income for the past year in dollars plus follow-up, experience and, repeat customers as suggested by Dunlap et al (1988). Agents in the top twenty percentile will be correlated with the top twenty percentile in cognitive empathy. It may be necessary to slightly alter the wording of some of these questions.

This scale will measure perceptions of your performance relative to others in your agency or branch. After each question PLEASE circle one of the following numbers to show how much you agree or disagree with the statement:

1. I am in the top ten (1Ø) percent of sales in our branch

2. I really have difficulty in managing my time and planning my day when compared to my fellow agents.

3. I feel that I manage my advertising and sales expenses better than other agents.

4. I seem to have more difficulty in reaching my sales forecast than other agents.

5. I feel that my customer relations are better than anyone else's in this agency.

6. My knowledge of our listings and multiple listings and my ability to match them to customer needs is not as good as some others
in our branch/agency.

7. My job provides me with the opportunity to grow and utilize a wide range of my skills.

8. My job provides me with the opportunity to prepare myself for future advancement as a broker.

The authors (Dunlap, Dotson, & Chambers 1988) found that brokers who consistently followed up with their customers after the scale scored higher on the SOCO scale than did those who failed to follow up with customers and also generated a higher level of customer satisfaction. The following questions will help us catorgize and understand your real estate practices. The following questions were also suggested by Gatlin (1982)

whose dissertation was on real-estate agent characteristics and practices. Please circle the answer to each question that best describes your practices.

1. Do you usually make a follow-up visit to customer after the sale? (CHECK ONE) A---Always, B---Frequently, C---Sometimes

D---Seldom, E---Never

2. What do you think is the reputation of your agency (CHECK ONE)?

A---Excellent, B---Good, C---Average, D---Fair, E---Poor

3. Are some of your current customers repeat clients - a previous customer? (CHECK ONE) - A---Almost all (90-100%), B---Most (60-89%)

C---About half (40-60%), D---Some (20-39%), E---A Few (5-19%),

F---Very few (0-4%).

4. How do you find most of your clients ? through: (CHECK ONE) - A---Friends, B---Co-worker, C---Yellow page, D---Newspaper, E---Ads, F---Relative, G---Other---

5. Price range of homes sold - (CHECK ONE) A.---Under $50,000,

B.---$50,000-75,000, C.---$75,000-$100,000, D.---$100,000-$150,000,

E.---$150,000-250,000, F.---Over $250,000.

6. The major purpose of home purchase for most of your clients is? (CHECKONE) A.--principal residence, B.---Second (vacation) home

7. Your experience in the real estate business is? (CHECK ONE)

A.---1 year, B.---2 years, C.---3-5 years, D.---5-10 years,

E.---Over 10 years.

8. Your length of time with this agency? (CHECK ONE)

A.---Less than 1 year, B.---2 years, C.---3-5 years,

D.---5-10 years, E.---over 10 years.

Demographic questions

In order to help us classify your answers, won't you please answer the following questions?

1. Into what age category would you fall? (CHECK ONE)

1.---21-3Ø 2.---31-4Ø 3.---4Ø-5Ø 4.---Over 5Ø.

2. Are you? (CHECK ONE)

Male.....1--- Female.....2---

3. Are you ? (CHECK ONE)

Married.....1--- Separated.....4---

Widowed.....2--- Never married.....5---

Divorced.....3---

4. How many years of education did you complete? (CHECK ONE).

A. Completed High School.....1---

B. Some College.....2---

C. Graduated College.....3---

D. Graduate Degree.....4---

5. Your gross income in 1991 from real estate is: (CHECK ONE)

A. Under $15,ØØØ.....Ø1---

B. $15,ØØØ - 19,999.....Ø2---

C. $2Ø,ØØØ - 24,999.....Ø3---

D. $25,ØØØ - 29,999.....Ø4---

E. $3Ø,ØØØ - 34,999.....Ø5---

F. $35,ØØØ - 39,499.....Ø6---

G. $4Ø,ØØØ - 44,999.....Ø7---

H. $45,ØØØ - 49,999.....Ø8---

I. $5Ø,ØØØ - 59,999.....Ø9---

J. $6Ø,ØØØ - 69,999.....1Ø---

K. $7Ø,ØØØ - 79,999.....11---

L. $8Ø,ØØØ - 99,999.....12---

M. Over $1ØØ,ØØØ.....13---

Final Version of the Sales Agent Questionnaire

REINHARDT COLLEGE-BUSINESS DIVISION

WALESKA, GA 3Ø183

RESIDENTIAL REAL ESTATE

CUSTOMER SERVICE QUESTIONNAIRE

1. Case Number:------ 2. Date:---------

The questions in this survey are to determine your perceptions of how well you provide your real estate buyers with service and satisfaction in the selection of residential homes. This information will be quite helpful in improving the training of residential real estate agents in the future. You may rest assured that your answers will be treated anonymously and in strict confidence.

Your Customer Orientation

The statements below describe various ways a real estate sales agent might act with a customer or prospective customer. After each question PLEASE circle one of the following letters to show how much you agree or disagree with the statement:

SD-Strongly disagree...

D-Disagree...

N-Neither disagree or agree...

A-Agree...

SA-Strongly agree...

1. I usually try to see things through the eyes of my client.....SD D N A SA

2. I understand my client's words but not the way they always feel.....SD D N A SA

3. I am interested in knowing what my client's past home buying experiences have meant to them.....SD D N A SA

4. I nearly always know exactly what my client means..SD D N A SA

5. At times I jump to the conclusion that my client feels more strongly or more concerned about something than he/she actually does.....SD D N A SA

6. Sometimes I think that my client feels a certain way, because I feel that way.....SD D N A SA

7. I understand my client.....SD D N A SA

8. My own attitudes toward some of the things my client says, or does, stop me from really understanding them....SD D N A SA

9. I understand what my client says, from a detached, objective point of view.....SD D N A SA

10. I appreciate what my client's past home buying experiences mean to them.....SD D N A SA

11. I don't always realize how strongly my client feels about some of the things we discuss.....SD D N A SA

12. I respond to my client mechanically.....SD D N A SA

13. I usually understand all of what my client says to me.....SD D N A SA

14. When my client does not say what he/she means at all clearly, I still understand him/her.....SD D N A SA

15. I try to understand my client from my own point of view.....SD D N A SA

16. I can be deeply and fully aware of my client's most painful feelings without being distressed or burdened by them myself.....SD D N A SA

17. I always clearly understand the criteria my client uses to make a home buying decision.....SD D N A SA

18. My clients sometimes have difficulty understanding that the house I am showing fits their needs.....SD D N A SA

19. I always provide my client with all the information they need to make a good purchase decision.....SD D N A SA

20. Many of my clients don't really know what is important in buying a home.....SD D N A SA

The statements below describe various ways you might feel empathy toward another individual. After each question, PLEASE circle one of the following numbers on the scale from A to E with "A" being "DOES NOT DESCRIBE ME WELL" to "E" being "DESCRIBES ME VERY WELL."

ANSWER SCALE:

A	B	C	D	E
DOES NOT DESCRIBE ME WELL				DESCRIBES ME VERY WELL

1. I daydream and fantasize, with some regularity about things that might happen to me.....A B C D E

2. I often have tender, concerned feelings for people less fortunate than me.....A B C D E

3. I sometimes find it difficult to see things from the "other guy's" point of view.....A B C D E

4. Sometimes I don't feel very sorry for other people when they are having problems.....A B C D E

5. I really get involved with the feelings of the characters in a novel.....A B C D E

6. In emergency situations, I feel apprehensive and ill-at-ease.....A B C D E

7. I am usually objective when I watch a movie or play and I don't often get completely caught up in it...A B C D E

8. I try to look at everybody's side of a disagreement before I make a decision.....A B C D E

9. When I see someone being taken advantage of, I feel kind of protective towards them.....A B C D E

10. I sometimes feel helpless when I am in the middle of a very emotional situation.....A B C D E

11. I sometimes try to understand my friends better. by imagining how things look from their perspectiveA B C D E

12. Becoming extremely involved in a good book or movie is somewhat rare for me.....A B C D E

13. When I see someone get hurt, I tend to remain calm.....A B C D E

14. Other people's misfortunes do not usually disturb me a great deal.....A B C D E

15. If I'm sure I'm right about something, I don't waste much time listening to other people arguementA B C D E

16. After seeing a play or movie, I have felt as though I were one of the characters.....A B C D E

17. Being in a tense emotional situation scares me.A B C D E

18. When I see someone being treated unfairly, I sometimes don't feel very much pity for them.....A B C D E

19. I am usually pretty effective in dealing with emergencies.....A B C D E

20. I am often quite touched by things that I see happen.....A B C D E

21. I believe that there are two sides to every question and try to look at them both.....A B C D E

22. I would describe myself as a pretty soft-hearted person.....A B C D E

23. When I watch a good movie, I can very easily put myself in the place of a leading character.....A B C D E

24. I tend to lose control during emergencies.....A B C D E

25. When I'm upset at someone, I usually try to "put myself in his shoes" for a while.....A B C D E

26. When I am reading an interesting story or novel, I imagine how I would feel if the events in the story were happening to me.....A B C D E

27. When I see someone who badly needs help in an emergency, I go to pieces.....A B C D E

28. Before criticizing somebody, I try to imagine how I would feel if I were in their place.....A B C D E

Adaptive Selling

The purpose of this scale is to measure your ability to alter your sales presentation during the customer interview in response to the nature of the sales situation and the customer's response. After each question PLEASE circle one of the following numbers to show how much you agree or disagree with the statement:

SD-Strongly disagree...

D-Disagree...

N-Neither disagree or agree...

A-Agree...

SA-Strongly agree...

1. Each customer requires a unique approach.....SD D N A SA

2. When I feel that my sales approach is not working, I can easily change to another approach...SD D N A SA

3. I like to experiment with different sales approaches.....SD D N A SA

4. I am very flexible in the selling approach I use.....SD D N A SA

5. I feel that most buyers can be dealt with in pretty much the same manner.....SD D N A SA

6. I don't change my approach from one customer to another.....SD D N A SA

7. I can easily use a wide variety of selling approaches.....SD D N A SA

8. I use a set sales approach.....SD D N A SA

9. It is easy for me to modify my sales presentation if the situation calls for it.....SD D N A SA

10. Basically I use the same approach with most customers.....SD D N A SA

11. Selling a customer is like playing a game.....SD D N A SA

12. I find it difficult to adapt my presentation style to certain buyers.....SD D N A SA

13. I vary my sales style from situation

to situation.....SD D N A SA

14. Interacting with customers is exciting and

challenging.....SD D N A SA

15. I feel confident that I can effectively

change my planned presentations when necessary.....SD D N A SA

16. Selling is not fun.....SD D N A SA

This scale will measure perceptions of your performance relative to others in your agency or branch. After each question PLEASE circle one of the following numbers to show how much you agree or disagree with the statement:

SD-Strongly disagree...

D-Disagree...

N-Neither disagree or agree...

A-Agree...

SA-Strongly agree...

1. I am in the top ten (1Ø) percent of

sales in our branch.....SD D N A SA

2. I really have difficulty in managing.....

my time and planning my day when compared

to my fellow agents.. .....SD D N A SA

3. I feel that I manage my advertising and

sales expenses better than other agents.....SD D N A SA

4. I seem to have more difficulty in reaching

my sales forecast than other agents.....SD D N A SA

5. I feel that my customer relations are

better than anyone elses in this agency.....SD D N A SA

6. My knowledge of our listings and multiple listings and my ability to match them to customer needs is not as good as some others in our branch/agency.....SD D N A SA

7. My job provides me with the opportunity to grow and utilize a wide range of my skills.....SD D N A SA

8. My job provides me with the opportunity to prepare myself for future advancement as a broker..SD D N A SA

The following questions will help us categorize and understand your real estate practices. Please circle the answer to each question that best describes your practices.

1. Do you usually make a follow-up visit to the customer after the sale? (CIRCLE ONE) yes - no

2. What do you think is the reputation of your agency (CIRCLE ONE)? excellent - good - average - fair - poor

3. Are some of your current customers repeat clients - a previous customer? (CIRCLE ONE) - yes no

4. How do you find most of your clients ? through: (CIRCLE ONE) - friends - co-worker - yellow page - newspaper ads.

5. Price range of homes sold - (CIRCLE ONE) under $50,000, $50,000-75,000, $75,000-$100,000, $100,000-$150,000, $150,000-250,000, over $250,000.

6. The major purpose of home purchase for most of your clients is? (CIRCLE ONE)- principal residence - second (vacation) home

7. Your experience in the real estate business is? (CIRCLE ONE)

1 year, 2 years, 3-5 years, 5-10 years, over 10 years.

8. Your length of time with this agency? (CIRCLE ONE)

- less than 1 year, 2 years, 3-5 years, 5-10 years, over 10 years.

Demographic questions

In order to help us classify your answers, won't you please answer the following questions?

1. What is your date of birth? Ø1/Ø1/7Ø

Month Day Year

------ --- ----

2. Circle your sex:

Male.....1 Female.....2

3. Are you currently--married, widowed, divorced, separated, or have you never been married. Circle one please.

Married.....1 Separated.....4

Widowed.....2 Never married.....5

Divorced.....3

4. How much college education do you have? Circle one.

None.....98 4 years.....14

2 years.....13 graduate.....15

5. In which of the following groups did your income from real estate fall last year --199Ø--before taxes, Please circle one letter.

A. Under $15,ØØØ.....Ø1

B. $15,ØØØ to 19,999.....Ø2

C. $2Ø,ØØØ to 24,999.....Ø3

D. $25,ØØØ to 29,999.....Ø4

E. $3Ø,ØØØ to 34,999.....Ø5

F. $35,ØØØ to 39,499.....Ø6

G. $4Ø,ØØØ to 44,999.....Ø7

H. $45,ØØØ to 49,ØØØ.....Ø8

I. $5Ø,ØØØ to 59,ØØØ.....Ø9

J. $6Ø,ØØØ to 69,ØØØ.....1Ø

K. $7Ø,ØØØ to 79,ØØØ.....11

L. $8Ø,ØØØ to 99,ØØØ.....12

M. Over $1ØØ,ØØØ.....13

We would like to thank you for your cooperation. Please put this completed questionnaire in the stamped, self-addressed envelope provided for you. As a student I need your help.

Sincerely yours,

G.Richard Feehery - Chair, Business Division (4Ø4) 479-1454 Ex. 246.

FINALIZED Sales agent COVER LETTER

```
 DEFINE
FILE TYPE dBASE
 END DEFINE
```

Winter, 1992

```
 SALUTATION   FIRSTNAME   LASTNAME
 COMPANY
 ADDRESS
 CITY ,  STATE ,  ZIPCODE
```

Dear SALUTATION LASTNAME :

I need your help. I am conducting research about home purchasing to fulfill the requirements for a Doctorate in Management. A home is the single-most-important purchase for most families. Still, little research on how residential real-estate consumers are being serviced by real-estate agents has occurred. The residential real-estate industry is interested in improving the training of their agents. However, the industry needs information to help structure the training.

Your agency is one of a small number from which people are being asked to give their opinion. It was drawn in a random sample of the Atlanta area. So the results will truly represent the thinking of the real estate agents of Atlanta, it is important that each questionnaire be completed and returned.

You may be assured of complete confidentiality. The questionnaire has an identification number for mailing purposes only. This is so that we may check your name off of the mailing list when your questionnaire is returned in the enclosed postage free reply envelope. Your name will never be placed on the questionnaire.

The results of this research will be made available to the State of Georgia Real Estate Commission, interested local real estate firms and, regional colleges and universities. You may receive a summary of results by writing "copy of results requested" on the back of the return envelope, and printing your name and address below it. Please do not put this information on the questionnaire itself.

I would be most happy to answer any questions you might have. Please write or call me at (404) 479-1454.

As a student trying to complete my degree I thank you for your help.

Sincerely,

G. Richard Feehery
Chair, Business Division

Second Mailing Letter

Summer, 1992

SALUTATION FIRSTNAME LASTNAME Second Mailing
REALTOR
ADDRESS
CITY , STATE , ZIPCODE

Dear SALUTATION LASTNAME :

I need your help. I am conducting research about home purchasing to fulfill the requirements for a Doctorate in Management. Two weeks ago I sent you this letter and a questionnaire. With a busy schedule, it is easy to overlook my request. Won't you please answer this request. A home is the single-most-important purchase for most families. Still, little research on how residential real-estate consumers are being serviced by real-estate agents has occurred. The residential real-estate industry is interested in improving the training of their agents. However, the industry needs information to help structure the training.

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You may be assured of complete confidentiality. The questionnaire has an

identification number for mailing purposes only. This is so that we may check your name off of the mailing list when your questionnaire is returned in the enclosed postage free reply envelope. Your name will never be placed on the questionnaire.

The results of this research will be made available to the State of Georgia Real Estate Commission, interested local real estate firms and, regional colleges and universities. You may receive a summary of results by writing "copy of results requested" on the back of the return envelope, and printing your name and address below it. Please do not put this information on the questionnaire itself.

I would be most happy to answer any questions you might have. Please write or call me at (404) 479-1454.

As a student trying to complete my degree I thank you for your help. Please respond.

Sincerely,

G. Richard Feehery
Chair, Business Division

APPENDIX B

CUSTOMER QUESTIONNAIRE DEVELOPMENT

APPENDIX B. CUSTOMER QUESTIONNAIRE DEVELOPMENT

Perceived Similarity

Sweitzer (1974) measured two dimensions of the buyer's beliefs about the salesman's empathy; (1) role empathy, the salesman's understanding of the job of the buyer, and (2) task empathy, the salesman's understanding of the specific purchase decision. Sweitzer's (1974) concept of empathy involved the seller's understanding of the buyer's frame of reference and communication of that understanding, or the seller's perceived similarity. Swetizer's (1974) sales agent measures were based on the client empathic understanding measures from Barrett-Lennard's (1962) Relationship Inventory. Barrett-Lennard (1962) hypothesized that there were two aspects to the empathic process. The first is the experimental recognition of perceptions or feelings that the other has directly symbolized and communicated and is termed empathic recognition. The second is the sensing or inferring the implied or indirectly expressed content of the other's awareness and is called empathic inference. Barret-Lennard (1962) suggests that these occur together but that the combination of the two will vary from one relationship or situation to another and from moment to moment in a given relationship. This researcher would suggest that the first aspect would be emotional empathy and the second cognitive empathy, based on the earlier definition. While Sweitzer's (1974) role and task empathy may be appropriate for his study, it may not be an appropriate break-down of perceived empathy for this study because of the significant differences in the settings of the two studies as suggested by Barrett-Lennard (1962). This researcher will use Barrett-Leonard's measures, modified for real estate, to operationalize perceived similarity for the sales agent's and

customer's questionnaire. These variables will be summed into a perceived similarity scale.

1. My real-estate agent tried to see things through my eyes.

2. My real-estate agent seemed interested in knowing what my experiences as a buyer mean to me.

3. My real-estate agent always knew exactly what I meant.

4. My real-estate agent understood the criteria I used to make home-buying decisions.

5. My real-estate agent seemed to think that I felt a certain way because he/she felt that way.

6. The things my real-estate agent talked about are important to know in making a purchase decison.

7. The real-estate agent seems to understand the way I do my job as a home buyer.

8. The real-estate agent's attitudes toward some of the things I say, or do, stop him/her from really understanding my needs as a home buyer.

9. My real-estate agent seems to fully understand if a home will fit our needs.

10. My real-estate agent appreciates my own feelings about my role as a home buyer.

11. My real-estate agent did not realize how strongly I felt about some of the things we discussed.

12. My real-estate agent usually understands all of what I say to him/her

13. My real-estate agent responded to me mechanically.

Rapport and Trustworthiness.

Since there is no known scale available which measures rapport, this researcher has based the rapport questions on Laborde's (1984) definition of rapport. Laborde (1984, pp. 27-39) defines rapport as a relation of harmony, conformity, accord, or affinity between persons. Rapport rests on one person's trust in the competence of the other person to complete the task at hand.

Questions. I would use a five point Liekert scale using strongly disagree, disagree, neither disagree or agree, agree and strongly agree. Rapport will be measured for the customer questionnaire only since this researcher is only interested in the customer's perceptions of rapport with the sales agent and not the sales agent's sense of rapport with the customer.

Rapport Questions

1. I was not confortable in talking with my agent.(-)
2. I felt I was in harmony with my agent.
3. I was unable to feel relaxed with my agent.(-)

Trust Questions

1. My agent and I were able to agree on my needs.
2. The real-estate agent made claims about the product/service that were not really true.(-)
3. I was not in accord with what my agent proposed.(-)
4. I felt I could trust my agent's judgement.

Customer Satisfaction

Questions. I would use a five point Liekert scale using strongly disagree, disagree, neither disagree or agree, agree and strongly agree. Postpurchase satisfaction can be operationalized by asking if the customer

would repurchase the product (home) and would they use the same sales agent or real-estate company. Questions V4, V8, V22, and V3Ø came from Oliver's (198Ø) study on product satisfaction. The Likert scale was constructed for his study and included references to the respondent's outright satisfaction, regret, happiness, and general feelings about the decision to receive or not to receive a flu shot. The coefficient alpha reliability of this scale over all subject was Ø.82. Questions V12, V14, V25 and V26 were developed by this researcher based on Pederson, Wright, & Weitz (1984), Kotler's (1988,p. 737) writings.

Question one (1), two (2), seven (7), and eitht (8) will measure satisfaction based on Oliver's (198Ø) scale (modified for real-estate) which has a coeficient alpha of .82. and the other authors mentioned below.

1. The house I purchased through my real estate agent was just exactly what I wanted.

2. I am dissatisfied with my decision to purchase the house because it doesn't really fit my needs. (-)

Question 3 will measure the attainment of expectations. Pederson, Wright, & Weitz (1984) suggest that customers become dissatisfied when they are not fully aware of product/service capabilities or if the sales agent made exaggerated claims.

3. I felt that I knew all of the features of the home because of the real estate agent's explanations.

(-)Questions 4, 5, and 6 will measure postpurchase satisfaction by asking if the customer would repurchase from the real estate company and/or the agent (Kotler 1988, p. 737).

4. If I buy another house in the future, I'll definitely buy from this real estate company again.

5. The real estate agent was incompetent and I would never recommend him/her to my friends.

6. The agent made a follow-up visit after the closing.

him/her to my friends. (-)

6. My choice to buy this house was a wise one.

7. I feel bad about my decision to buy this house. (-)

Demographic Questions

In order to help us classify your answers, won't you please answer the following questions?

1. Into what age category would you fall? (CHECK ONE)

1.---21-3Ø 3.---4Ø-5Ø

2.---31-4Ø 4.---Over 5Ø.

2. Are you? (CHECK ONE)

Male.....1--- Female.....2---

3. Are you ? (CHECK ONE)

Married.....1--- Separated.....4---

Widowed.....2--- Never married.....5---

Divorced.....3---

4. How many years of education did you complete? (CHECK ONE).

A. Completed High School.....1---

B. Some College.....2---

C. Graduated College.....3---

D. Graduate Degree.....4---

5. In which of the following groups did your total family income, from all sources, fall last year --1991--before taxes, Please check one.

A. Under $15,ØØØ.....Ø1---

B. $15,ØØØ - 19,999.....Ø2---

C. $2Ø,ØØØ - 24,999.....Ø3---

D. $25,ØØØ - 29,999.....Ø4---

E. $3Ø,ØØØ - 34,999.....Ø5---

F. $35,ØØØ - 39,999.....Ø6---

G. $4Ø,ØØØ - 44,999.....Ø7---

H. $45,ØØØ - 49,999.....Ø8---

I. $5Ø,ØØØ - 59,999.....Ø9---

J. $6Ø,ØØØ - 69,999.....1Ø---

K. $7Ø,ØØØ - 79,999.....11---

L. $8Ø,ØØØ - 99,999.....12---

M. Over $1ØØ,ØØØ.....13---

FINALIZED CUSTOMER QUESTIONNAIRE
REINHARDT COLLEGE-BUSINESS DIVISION

WALESKA, GA 3Ø183 1. Number:------
RESIDENTIAL REAL ESTATE
CUSTOMER SATISFACTION QUESTIONNAIRE
2. Date:---------

The questions in this survey are to determine how well your last real estate agent worked with you. You may rest assured that your answers will be treated anonymously and in strict confidence.

I would like to also send your real-estate agent a questionnaire in order to see if their impressions and yours about customer satisfaction match. This is a very important part of my research. Won't you please take a moment and give me the Name and Address (if you know it) of your last real-estate agent so that we can send a questionnaire to them:

NAME:_____STREET ADDRESS:_____
CITY:_____STATE:____ZIPCODE:_____
PHONE NUMBER:_____

The statements below describe various ways a real-estate sales agent might act with you as a customer or prospective customer. Please consider each statement with respect to whether you agree or disagree that the

statement describes your relationship with real estate agents. After each question, PLEASE circle one of the following letters to show how much you agree or disagree with the statement:

SA = STRONGLY AGREE WITH THE STATEMENT
A = AGREE WITH THE STATEMENT
U = UNDECIDED ABOUT THE STATEMENT
D = DISAGREE WITH THE STATEMENT
SD = STRONGLY DISAGREE WITH THE STATEMENT

1. The real-estate agent tried to see things through my eyes..... SA A U D SD
2. The house I purchased through my real estate agent was just exactly what I wanted..... SA A U D SD
3. The real-estate agent seemed interested in knowing what my experiences as a buyer mean to me..... SA A U D SD
4. I was not confortable in talking with my agent.. SA A U D SD
5. The real-estate agent always knew exactly what I meant..... SA A U D SD
6. I am dissatisfied with my decision to purchase the house because it doesn't really fit my needs... SA A U D SD
7. I felt I was in harmony with my agent..... SA A U D SD
8. The real-estate agent understood the criteria I used to make home-buying decisions..... SA A U D SD
9. My agent and I were able to agree on my needs... SA A U D SD

After each question, PLEASE circle one of the following letters to show how much you agree or disagree with the statement about your satisfaction with your real estate agent:

SA = STRONGLY AGREE WITH THE STATEMENT
A = AGREE WITH THE STATEMENT
U = UNDECIDED ABOUT THE STATEMENT
D = DISAGREE WITH THE STATEMENT
SD = STRONGLY DISAGREE WITH THE STATEMENT

10. If I buy another house in the future, I'll definitely buy from this real-estate company again..... SA A U D SD
11. The real-estate agent seemed to think that I felt a certain way because he/she felt that way..... SA A U D SD
12. The real-estate agent was incompetent and I would never recommend him/her to my friends..... SA A U D SD
13. I was unable to feel relaxed with the agent.... SA A U D SD
14. The things my real-estate agent talked about are important to know in making a purchase decison..... SA A U D SD
15. The real-estate agent seems to understand the way I do my job as a home buyer..... SA A U D SD
16. The real-estate agent's attitudes toward some of the things I say, or do, stop him/her from really understanding my needs as a home buyer..... SA A U D SD
17. The real-estate agent made claims about the product/service that were not really true..... SA A U D SD
18. The real-estate agent seems to fully understand if a home will fit our needs..... SA A U D SD
19. I did not like what my agent proposed..... SA A U D SD

20. I feel bad about my decision to buy this house. SA A U D SD
21. The real-estate agent appreciates my own feelings about my role as a home buyer..... SA A U D SD
22. The real-estate agent did not realize how strongly I felt about some of the things we discussed..... SA A U D SD
23. I felt that I knew all of the features of the home because of my real-estate agent's explanations..... SA A U D SD
24. The agent made a follow-up visit after the closing..... SA A U D SD
25. The real-estate agent usually understands all of what I say to him/her..... SA A U D SD
26. The real-estate agent responded to me mechanically..... SA A U D SD
27. I felt I could trust my agent's judgement..... SA A U D SD
28. My choice to buy this house was a wise one..... SA A U D SD

The statements below describe various ways you might feel. After each question PLEASE circle one of the following letters to show how well it describes your feelings:

A-Does not describe me well.....
B-Describes me a little
C-Neither undescriptive or descriptive
D-Describes me somewhat
E-Describes me very well

1. I daydream and fantasize, with some regularity, about things that might happen to me..... A B C D E
2. I sometimes find it difficult to see things from the "other guy's" point of view..... A B C D E
3. I really get involved with the feelings of the characters in a novel..... A B C D E
4. I try to look at everybody's side of a disagreement before I make a decision..... A B C D E
5. I am usually objective when I watch a movie or play, and I often get completely caught up in it.... A B C D E
6. I sometimes try to understand my friends by looking at things from their perspective..... A B C D E
7. Becoming extremely involved in a good book or movie is somewhat rare for me..... A B C D E
8. I believe that there are two sides to every question and try to look at them both..... A B C D E
9. After seeing a play or movie, I have felt as though I were one of the characters..... A B C D E
10. When I'm upset at someone, I usually try to "put myself in his shoes" for a while..... A B C D E
11. When I watch a good movie, I can very easily put myself in the place of a leading character A B C D E
12. Before criticizing somebody, I try to imagine how I would feel if I were in their place..... A B C D E
13. When I am reading an interesting story or novel, I imagine how I would feel if the events in the story were happening to me..... A B C D E

In order to help us classify your answers, won't you please answer the following questions?

1. Into what age category would you fall? (CHECK ONE)

1.---21-3Ø 3.---4Ø-5Ø
2.---31-4Ø 4.---Over 5Ø.

2. Are you? (CHECK ONE)

Male.....1--- Female.....2---

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Married.....1--- Separated.....4---
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4. How many years of education did you complete? (CHECK ONE).

A. Completed High School.....1---
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C. Graduated College.....3---
D. Graduate Degree.....4---

5. In which of the following groups did your total family income, from all sources, fall last year --1991--before taxes, Please check one.

A. Under $15,ØØØ.....Ø1---
B. $15,ØØØ - 19,999.....Ø2---
C. $2Ø,ØØØ - 24,999.....Ø3---
D. $25,ØØØ - 29,999.....Ø4---
E. $3Ø,ØØØ - 34,999.....Ø5---
F. $35,ØØØ - 39,999.....Ø6---
G. $4Ø,ØØØ - 44,999.....Ø7---
H. $45,ØØØ - 49,999.....Ø8---
I. $5Ø,ØØØ - 59,999.....Ø9---
J. $6Ø,ØØØ - 69,999.....1Ø---
K. $7Ø,ØØØ - 79,999.....11---
L. $8Ø,ØØØ - 99,999.....12---
M. Over $1ØØ,ØØØ.....13---

Thank you for your cooperation. Please put this completed questionnaire in the stamped, self-addressed envelope provided for you and drop it in the mailbox.

Sincerely,

G.Richard Feehery - Chair, Business Division (4Ø4) 479-1454 ex. 246.

FINALIZED CUSTOMER COVER LETTER

Spring, 1992

SALUTATION FIRSTNAME LASTNAME
ADDRESS
CITY , STATE , ZIPCODE

Dear SALUTATION LASTNAME :

I need your help. I am conducting research about home purchasing to fulfill the requirements for a Doctorate in Management. A home is the single-most-important purchase for most families. Still, little research on how residential real-estate consumers are being serviced by real-estate agents has occurred. The residential real-estate industry is interested in improving the training of their agents. However, the industry needs information to help structure the training.

Your household is one of a small number from which people are being asked to give their opinion. It was drawn in a random sample of the Atlanta area. So the results will truly represent the thinking of the residential real-estate consumers of Atlanta, it is important that each questionnaire be completed and returned. It is also important that the questionnaire be filled out by the individual(s) who had the most contact with the agent.

You may be assured of complete confidentiality. The questionnaire has an identification number for mailing purposes only. This is so that we may check your name off of the mailing list when your questionnaire is returned in the enclosed, postage free, reply envelope. Your name will never be placed on the questionnaire.

The results of this research will be made available to the State of Georgia Real Estate Commission, interested local real estate firms and, regional colleges and universities. You may receive a summary of results by writing "copy of results requested" on the back of the return envelope, and printing your name and address below it. Please do not put this information on the questionnaire itself.

I would be most happy to answer any questions you might have. Please write or call me at (404) 479-1454.

As a student trying to complete my degree I thank you for your help.

Sincerely,
G. Richard Feehery
Chair, Business Division

Second Mailing Letter
Summer, 1992

SALUTATION FIRSTNAME LASTNAME
ADDRESS
CITY , STATE , ZIPCODE

Dear SALUTATION LASTNAME :

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I would be most happy to answer any questions you might have. Please write or call me at (404) 479-1454. As a student trying to complete my degree I thank you for your help.

Sincerely,

G. Richard Feehery
Chair, Business Division

APPENDIX C

RESPONDER - NON-RESPONDER TEST DATA

APPENDIX C RESPONDER - NON-RESPONDER TEST DATA
DIFFERENCE BETWEEN RESPONDERS AND NON-RESPONDERS - CUSTOMER DATABASE

Table C-1

Construct Customer Perceived Sales Agent Similarity

H1o:There is no difference between customer perceived sales agent similarity of responders and nonresponders in the customer database.
H1a:There is a difference between the perceived sales agent similarity responders and nonresponders in the customer database.
Reject the hypothesis if T (Two-tailed test) is => 1.96 @ 95% confidence level.

T-Test Statistics

Difference Between The Means	= Ø.Ø49
Standard Error Of The Difference	= 1.188
T - Statistic	= Ø.Ø41
Degrees Of Freedom	= 284
Probability Of T (Two-Tailed Test)	= Ø.967

Variable Under Analysis - PERCEIVED SIMILARITY

Variable Used To Group Cases - RESPONDERS

Group 1 1

Number Of Cases	= 2Ø4
Mean	= 36.528
Variance	= 54.534
Standard Deviation	= 7.385
Standard Error Of The Mean	= Ø.517

Group 2 2

Number Of Cases	= 82
Mean	= 36.Ø52
Variance	= 41.866
Standard Deviation	= 6.47Ø
Standard Error Of The Mean	= Ø.715

T-Test Statistics

Difference Between The Means	= Ø.476
Standard Error Of The Difference	= Ø.933
T - Statistic	= Ø.51Ø
Degrees Of Freedom	= 284
Probability Of T (Two-Tailed Test)	= Ø.61Ø

Based on this data the hypothesis is rejected. There is no significant difference between customer responders and non-responders in perceived similarity.

Table C-2

Construct - Customer Satisfaction - Product

H2o:There is a difference between the product customer satisfaction of responders and nonresponders in the customer database.
H2a:There is no difference between the product customer satisfaction of responders and nonresponders in the customer database.
Reject the hypothesis if T (Two-tailed test) is => 1.96 @ 95% confidence level

Non-Responder - Responder Customer Satisfaction - Product
Variable Under Analysis - CUSTOMER SATISFACTION PRODUCT

Variable Used To Group Cases - RESPONDERS

Group 1 1

Number Of Cases	= 2Ø4
Mean	= 41.752
Variance	= 66.464
Standard Deviation	= 8.153
Standard Error Of The Mean	= Ø.571

Group 2 2

Number Of Cases	= 82
Mean	= 4Ø.854
Variance	= 54.Ø46
Standard Deviation	= 7.352
Standard Error Of The Mean	= Ø.812

T-Test Statistics

Difference Between The Means	= Ø.899
Standard Error Of The Difference	= 1.Ø37
T - Statistic	= Ø.867
Degrees Of Freedom	= 284
Probability Of T (Two-Tailed Test)	= Ø.387

Customer Satisfaction - Sales Agent

T-Test Statistics

Difference Between The Means	= Ø.188
Standard Error Of The Difference	= 1.213
T - Statistic	= Ø.155
Degrees Of Freedom	= 284
Probability Of T (Two-Tailed Test)	= Ø.877

Table C-3

Construct - Customer Satisfaction - Sales Agent

H2o:There is a difference between the sales agent customer satisfaction of responders and nonresponders in the customer database.
H2a:There is no difference between the sales agent customer satisfaction of responders and nonresponders in the customer database.
Reject the hypothesis if T (Two-tailed test) is => 1.96 @ 95% confidence level

Non-responder - Responder Customer Satisfaction - Sales Agent
Variable Under Analysis - CUSSATS

Variable Used To Group Cases - RESPONDERS

Group 1 1

Number Of Cases	= 204
Mean	= 35.208
Variance	= 91.736
Standard Deviation	= 9.578
Standard Error Of The Mean	= 0.671

Group 2 2

Number Of Cases	= 82
Mean	= 35.396
Variance	= 71.986
Standard Deviation	= 8.484
Standard Error Of The Mean	= 0.937

T-Test Statistics

Difference Between The Means	= 0.188
Standard Error Of The Difference	= 1.213
T - Statistic	= 0.155
Degrees Of Freedom	= 284
Probability Of T (Two-Tailed Test)	= 0.877

Based on the above data the hypothesis is rejected. There is no significant difference between customer responders and non-responders in regard to customer satisfaction.

Table C-4

Construct Perceived Sales Agent Rapport

H3o:There is a difference between the perceived sales agent rapport of responders and nonresponders in the customer database.

H3a:There is no difference between the perceived sales agent rapport of responders and nonresponders in the customer database.

Reject the hypothesis if T (Two-tailed test) is => 1.96 @ 95% confidence level.

Non-responder - Responder Rapport

Variable Under Analysis - RAPPORT

Variable Used To Group Cases - RESPONDERS

Group 1 1

Number Of Cases	= 2Ø4
Mean	= 39.429
Variance	= 82.745
Standard Deviation	= 9.Ø96
Standard Error Of The Mean	= Ø.637

Group 2 2

Number Of Cases	= 82
Mean	= 39.478
Variance	= 81.894
Standard Deviation	= 9.Ø5Ø
Standard Error Of The Mean	= Ø.999

T-Test Statistics

Difference Between The Means	= Ø.Ø49
Standard Error Of The Difference	= 1.188
T - Statistic	= Ø.Ø41
Degrees Of Freedom	= 284
Probability Of T (Two-Tailed Test)	= Ø.967

Based on the above data we would reject the hypothesis that there is no significant difference between the rapport of responders and non-responders.

Table C-5

Construct Perceived Sales Agent Trustworthiness

H4o:There is a difference between the perceived sales agent trustworthiness of responders and nonresponders in the customer database.
H4a:There is no difference between the perceived sales agent trustworthiness responders and nonresponders in the customer database.
Reject the hypothesis if T is => 1.96 @ 95% confidence level.

Non-Responder - Responder Trust

Variable Under Analysis - TRUST

Variable Used To Group Cases - RESPONDERS

Group 1 1

Number Of Cases	= 2Ø4
Mean	= 39.429
Variance	= 82.745
Standard Deviation	= 9.Ø96
Standard Error Of The Mean	= Ø.637

Group 2 2

Number Of Cases	= 82
Mean	= 39.478
Variance	= 81.894
Standard Deviation	= 9.Ø5Ø
Standard Error Of The Mean	= Ø.999

T-Test Statistics

Difference Between The Means	= Ø.Ø49
Standard Error Of The Difference	= 1.188
T - Statistic	= Ø.Ø41
Degrees Of Freedom	= 284
Probability Of T (Two-Tailed Test)	= Ø.967

Based on the above data we would reject the hypothesis that there is no significant difference between the perceived sales agent trustfworthiness of responders and non-responders.

DIFFERENCE BETWEEN RESPONDERS AND NON-RESPONDERS - SALES AGENT DATABASE

Table C-6

Construct - Perceived Cognitive Sales Agent Similarity

H1Ao:There is a difference between the cognitive perceived sales agent
similarity of responders and nonresponders in the sales agent database.
H1Aa:There is no difference between the cognitive perceived sales agent similarity responders and nonresponders in the sales agent database.
Reject the hypothesis if T (Two-tailed test) is => 1.96 @ 95% confidence level.

T-Test Statistics Cognitive Sales Agent Similarity

Variable Under Analysis - COGUND

Variable Used To Group Cases - RESPONDERS

Group 1 1

Number Of Cases	= 109
Mean	= 39.343
Variance	= 21.100
Standard Deviation	= 4.593
Standard Error Of The Mean	= 0.440

Group 2 2

Number Of Cases	= 30
Mean	= 39.487
Variance	= 23.032
Standard Deviation	= 4.799
Standard Error Of The Mean	= 0.876

T-Test Statistics

Difference Between The Means	= 0.144
Standard Error Of The Difference	= 0.956
T - Statistic	= 0.150
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= 0.881

Based on this data this hypothesis is rejected. There is no significant difference between sales agent responders and non-responders in cognitive perceived similarity.

Table C-7

Construct - Perceived Emotional Sales Agent Similarity

H1Bo:There is a difference between the emotional perceived sales agent similarity of responders and nonresponders in the sales agent database.

H1Ba:There is no difference between the emotional perceived sales agent similarity responders and nonresponders in the sales agent database.

Reject the hypothesis if T (Two-tailed test) is => 1.96 @ 95% confidence level.

T-Test Statistics Emotional Sales Agent Similarity

Variable Under Analysis - EMOUND
Variable Used To Group Cases - RESPONDERS

Group 1 1

Number Of Cases	= 109
Mean	= 30.609
Variance	= 21.562
Standard Deviation	= 4.644
Standard Error Of The Mean	= 0.445

Group 2 2

Number Of Cases	= 30
Mean	= 30.130
Variance	= 22.872
Standard Deviation	= 4.782
Standard Error Of The Mean	= 0.873

T-Test Statistics

Difference Between The Means	= 0.479
Standard Error Of The Difference	= 0.964
T - Statistic	= 0.497
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= 0.620

Table C-8

Construct Under Analysis - Cognitive Empathy

H2o:There is a difference between the cognitive empathy of responders and nonresponders in the sales agent database.

H2a:There is no difference between the cognitive empathy of responders and nonresponders in the sales agent database.

Reject the hypothesis if T (Two-tailed test) is => 1.96 @ 95% confidence level.

T-Test Statistics Cognitive Empathy

Variable Under Analysis - COGEMP
Variable Used To Group Cases - RESPONDERS
Group 1 1

Number Of Cases	= 1Ø9
Mean	= 38.686
Variance	= 32.536
Standard Deviation	= 5.7Ø4
Standard Error Of The Mean	= Ø.546

Group 2 2

Number Of Cases	= 3Ø
Mean	= 38.76Ø
Variance	= 31.48Ø
Standard Deviation	= 5.611
Standard Error Of The Mean	= 1.Ø24

T-Test Statistics

Difference Between The Means	= Ø.Ø74
Standard Error Of The Difference	= 1.172
T - Statistic	= Ø.Ø63
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= Ø.95Ø

Based on the above data the hypothesis is rejected. There is no significant difference between sales agent responders and non-responders in regard to cognitive empathy.

Table C-9

Construct - Emotional Empathy

H3o:There is a difference between the emotional empathy of responders and nonresponders in the sales agent database.
H3a:There is no difference between the emotional empathy of responders and nonresponders in the sales agent database.
Reject the hypothesis if T (Two-tailed test) is => 1.96 @ 95% confidence level.

T-Test Statistics Emotional Empathy

Variable Under Analysis - EMOTIONAL EMPATHY
Variable Used To Group Cases - RESPONDERS

Group 1 1

Number Of Cases	= 109
Mean	= 22.750
Variance	= 34.053
Standard Deviation	= 5.835
Standard Error Of The Mean	= 0.559

Group 2 2

Number Of Cases	= 30
Mean	= 19.010
Variance	= 31.722
Standard Deviation	= 5.632
Standard Error Of The Mean	= 1.028

T-Test Statistics

Difference Between The Means	= 3.740
Standard Error Of The Difference	= 1.194
T - Statistic	= 3.131
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= 0.002

Based on the above data we would accept the hypothesis that there is a difference between the emotional empathy of responders and non-responders.

Table C-10

Construct - Sales Agent Adaptiveness

H4o:There is a difference between the sales agent adaptiveness of responders and nonresponders in the sales agent database.
H4a:There is no difference between the sales agent adaptiveness responders and nonresponders in the sales agent database.
Reject the hypothesis if T is => 1.96 @ 95% confidence level.

T-Test Statistics Sales Agent Adaptiveness

Variable Under Analysis - ADAPTS
Variable Used To Group Cases - RESPONDERS

Group 1 1

Number Of Cases	= 109
Mean	= 38.106
Variance	= 32.653
Standard Deviation	= 5.714
Standard Error Of The Mean	= 0.547

Group 2 2

Number Of Cases	= 30
Mean	= 38.283
Variance	= 36.260
Standard Deviation	= 6.022
Standard Error Of The Mean	= 1.099

T-Test Statistics

Difference Between The Means	= 0.177
Standard Error Of The Difference	= 1.192
T - Statistic	= 0.148
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= 0.882

Based on this data the hypothesis is rejected. There is no significant difference between the adaptiveness of responders and non-responders.

Table C-12

Construct - Sales Agent Knowledgability

H6o:There is a difference between the sales agent knowledgability of responders and nonresponders in the sales agent database.
H6a:There is no difference between the sales agent knowledgability of responders and nonresponders in the sales agent database.
Reject the hypothesis if T is => 1.96 @ 95% confidence level.

T-Test Statistics Sales Agent Knowledgability

Variable Under Analysis - KNGLBLE
Variable Used To Group Cases - RESPONDERS

Group 1 1

Number Of Cases	= 1Ø9
Mean	= 39.541
Variance	= 35.436
Standard Deviation	= 5.953
Standard Error Of The Mean	= Ø.57Ø

Group 2 2

Number Of Cases	= 3Ø
Mean	= 4Ø.25Ø
Variance	= 36.358
Standard Deviation	= 6.Ø3Ø
Standard Error Of The Mean	= 1.1Ø1

T-Test Statistics

Difference Between The Means	= Ø.7Ø9
Standard Error Of The Difference	= 1.231
T - Statistic	= Ø.576
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= Ø.566

Based on this data the hypothesis is rejected. There is no significant difference between the knowledgability of responders and non-responders.

Table C-13

Construct - Sales Agent Performance

H7o:There is a difference between the sales agent performance of responders and nonresponders in the sales agent database.
H7a:There is no difference between the sales agent performance of responders and nonresponders in the sales agent database.
Reject the hypothesis if T is => 1.96 @ 95% confidence level.

T-Test Statistics Sales Agent Performance

Variable Under Analysis - PERFORMANCE
Variable Used To Group Cases - RESPONDERS

Group 1 1

Number Of Cases	= 109
Mean	= 40.413
Variance	= 157.583
Standard Deviation	= 12.553
Standard Error Of The Mean	= 1.202

Group 2 2

Number Of Cases	= 30
Mean	= 39.833
Variance	= 106.437
Standard Deviation	= 10.317
Standard Error Of The Mean	= 1.884

T-Test Statistics

Difference Between The Means	= 0.580
Standard Error Of The Difference	= 2.498
T - Statistic	= 0.232
Degrees Of Freedom	= 137
Probability Of T (Two-Tailed Test)	= 0.817

Based on this data the hypothesis is rejected. There is no significant difference between the performance of responders and non-responders.

APPENDIX D

FACTOR ANALYSES FOR SCALE CONSTRUCTS

APPENDIX D FACTOR ANALYSIS FOR SCALE CONSTRUCTS

Table D-1

Factor Analysis for Customer Perceived Similarity

Variables In The Analysis

Var.	Variable Label
V3	The real-estate agent tried to see things through my eyes.
V5	The real-estate agent seemed interested in knowing what my experiences as a buyer mean to me.
V7	The real-estate agent always knew exactly what I meant.
V1Ø	The real-estate agent understood the criteria I used to make home-buying decisions.
V13	The real-estate agent seemed to think I felt a certain way because he/she felt that way.(Reversed)
V16	The things my real-estate agent talked about are important to know in making a purchase decision.
V17	The real-estate agent seems to understand the way I do my job as a home buyer.
V18	The real-estate agent's attitudes toward some of the things I say or do, stop h/h from really understanding my needs as a home buyer (Reversed.
V2Ø	The real-estate agent seems to fully understand if a home will fit our needs.
V23	The real-estate agent appreciates my own feelings about my role as a home buyer.
V24	The real-estate agent did not realize how strongly I felt about some of the things we discussed. (Reversed)
V27	The real-estate agent usually understands all of what I say to him/her.
V28	The real-estate agent responded to me mechanically. (Reversed)

Principal Component Factor Loadings

	PRIN1	PRIN2
V3	Ø.813773	-Ø.Ø77237
V5	Ø.785919	-Ø.137Ø28
V7	Ø.715378	-Ø.13Ø172
V1Ø	Ø.8Ø4242	-Ø.Ø66753
V13	Ø.298867	Ø.738632
V16	Ø.638643	-Ø.Ø82267
V17	Ø.794954	-Ø.Ø25464
V18	Ø.764754	Ø.198Ø4
V2Ø	Ø.768415	-Ø.151744
V23	Ø.84Ø2Ø4	-Ø.139624
V24	Ø.782669	Ø.Ø4Ø138
V27	Ø.786896	-Ø.Ø15ØØ3
V28	Ø.363765	Ø.637Ø32

Table D-1 cont'd

Factor Analysis for Scale Constructs

Communalities			Variance And Proportions Eigenvalue	Proportion	Cumulative
V3	Ø.668193	PRIN1	6.812956	52.4Ø7	52.4Ø7
V5	Ø.636445	PRIN2	1.Ø88786	8.375	6Ø.783
V7	Ø.528711				
V1Ø	Ø.651261				
V13	Ø.634898				
V16	Ø.414633				
V17	Ø.632ØØ				
V18	Ø.624331				
V2Ø	Ø.613487				
V23	Ø.725437				
V24	Ø.614181				
V27	Ø.619430				
V28	Ø.538135				

Varimax Simple Structure Factor Loadings

	FACT1	FACT2
V3	Ø.8Ø1895	-Ø.158610
V5	Ø.792294	-Ø.Ø93352
V7	Ø.722737	-Ø.Ø79758
V1Ø	Ø.789764	-Ø.165933
V13	Ø.Ø75251	-Ø.793244
V16	Ø.635510	-Ø.1Ø3728
V17	Ø.769Ø61	-Ø.2Ø2843
V18	Ø.676Ø4Ø	-Ø.4Ø9Ø24
V2Ø	Ø.779727	-Ø.Ø74246
V23	Ø.845Ø56	-Ø.1Ø6383
V24	Ø.738535	-Ø.262196
V27	Ø.758349	-Ø.21Ø565
V28	Ø.166485	-Ø.714435

Communalities			Variance And Proportions Eigenvalue	Proportion	Cumulative
V3	Ø.668193	FACTOR1	6.345Ø2	48.8Ø9	48.8Ø9
V5	Ø.636445	FACTOR2	1.556540	11.973	6Ø.783
V7	Ø.528711				
V1Ø	Ø.651261				
V13	Ø.634898				
V16	Ø.414633				
V17	Ø.632ØØ				
V18	Ø.624331				
V2Ø	Ø.613487				
V23	Ø.725437				
V24	Ø.614181				
V27	Ø.619430				
V28	Ø.538135				

Table D-2

Factor Analysis for Customer Satisfaction

Variables In The Analysis

Var.	Variable	Label
V4	The house I purchased through my real estate agent was just exactly what I wanted.	
V8	I am dissatisfied with my decision to purchase the house because it doesn't really fit my needs. (Reversed).	
V12	If I buy another house in the future, I'll definitely buy from this real-estate company again.	
V14	The real-estate agent was incompetent and I would never recommend him/her to my friends. (Reversed)	
V22	I feel bad about my decision to buy this house. (Reversed).	
V25	I felt that I knew all of the features of the home because of my real-estate agent's explanations.	
V26	The agent made a follow-up visit after the closing.	
V30	My choice to buy this house was a wise one.	

Number Of Valid Cases = 296
Number Of Missing Cases = 0
Response Percent = 100.0 %

Principal Component Factor Loadings

	PRIN1	PRIN2
V4	0.732885	-0.214652
V8	0.789208	-0.406389
V12	0.733189	0.401322
V14	0.697636	0.305286
V22	0.847567	-0.346234
V25	0.492680	0.612806
V26	0.533166	0.469829
V30	0.813139	-0.354356

Communalities		Variance And Proportions		
		Eigenvalue	Proportion	Cumulative
V4	0.583195	PRIN1	4.090793	51.135	51.135
V8	0.788001	PRIN2	1.307203	16.340	67.475
V12	0.698525				
V14	0.579895				
V22	0.838247				
V25	0.618265				
V26	0.505005				
V30	0.786763				

Varimax Simple Structure Factor Loadings

	FACT1	FACT2
V4	0.717095	-0.262621
V8	0.876292	-0.141823
V12	0.351475	-0.758347
V14	0.379914	-0.659970
V22	0.887511	-0.224880
V25	0.032374	-0.785631
V26	0.149867	-0.694654
V30	0.864638	-0.197897

Table D-2 Cont'd

Factor Analysis for Customer Satisfaction

Communalities			Variance And Proportions Eignevalue	Proportion	Cumulative
V4	Ø.583195	FACTOR1	3.1Ø8766	38.86Ø	38.86Ø
V8	Ø.788ØØ1	FACTOR2	2.289236Ø	28.615	67.475
V12	Ø.698625				
V14	Ø.579895				
V22	Ø.838247				
V25	Ø.618265				
V26	Ø.5Ø5ØØ5				
V3Ø	Ø.786763				

Table D-3

Factor Analysis Sales Agent Perceived Similarity

Variables In The Analysis

Var.	Variable Label
V3	I usually try to see things through the eyes of my client.
V4	I understand my client's words but not the way they always feel.
V5	I am interested in knowing what my client's past home buying experiences have meant to them.
V6	I nearly always know exactly what my client means.
V7	At times I jump to the conclusion that my client feels more concerned about something than he/she actually does.
V8	Sometimes I think that my client feels a certain way, because I feel that way.
V9	I understand my client.
V10	My own attitudes toward some of the things my client says or does, stop me from really understanding them.
V11	I understand what my client says, from a detached, objective point of view.
V12	I appreciate what my client's past home buying experiences mean to them.
V13	I don't always realize how strongly my client feels about some of the things we discuss.
V14	I respond to my client mechanically.
V15	I usually understand all of what my client says to me.
V16	When my client does not say what he/she means at all clearly, I still understand him/her.
V17	I try to understand my client from my own point of view.
V18	I can be deeply and fully aware of my client's most painful feelings without being distressed or burdened by them myself.
V19	I always clearly understand the criteria my client uses to make a home buying decision.
V20	My clients sometimes have difficulty understanding that the house I am showing fits their needs.
V21	I always provide my client with all the information they need to make a good purchase decision.
V22	Many of my clients don't really know what is important in buying a home.

Number Of Valid Cases = 139
Number Of Missing Cases = 0
Response Percent = 100.0 %

Table D-3 Cont'd

Factor Analysis for Sales Agent Perceived Similarity

	Principal Component Factor Loadings	
	PRIN1	PRIN2
V3	Ø.2Ø2541	-Ø.419967
V4	Ø.466276	Ø.349680
V5	Ø.561485	-Ø.523168
V6	Ø.668553	-Ø.252289
V7	Ø.5Ø24ØØ	Ø.26ØØ71
V8	Ø.594306	Ø.292629
V9	Ø.656212	-Ø.115217
V1Ø	Ø.545416	Ø.472220
V11	Ø.41Ø285	-Ø.4Ø1852
V12	Ø.435437	-Ø.546355
V13	Ø.574521	Ø.293985
V14	Ø.17Ø147	Ø.14Ø337
V15	Ø.652487	-Ø.Ø5Ø652
V16	Ø.595728	-Ø.ØØ29911
V17	-Ø.41Ø644	-Ø.Ø16488
V18	Ø.287205	-Ø.Ø93Ø48
V19	Ø.549326	-Ø.Ø59463
V2Ø	Ø.342826	Ø.554516
V21	Ø.368494	-Ø.Ø98Ø46
V22	Ø.216203	Ø.265598

Communalities			Variance And Proportions		
			Eignevalue	Proportion	Cumulative
V3	Ø.217395	PRIN1	4.7Ø4894	23.524	23.524
V4	Ø.339689	PRIN2	1.995218	9.976	33.5Ø1
V5	Ø.588970				
V6	Ø.51Ø612				
V7	Ø.32ØØ43				
V8	Ø.438832				
V9	Ø.443889				
V1Ø	Ø.52Ø47Ø				
V11	Ø.329819				
V12	Ø.488109				
V13	Ø.416502				
V14	Ø.Ø48644				
V15	Ø.428306				
V16	Ø.355787				
V17	Ø.168ØØØ				
V18	Ø.Ø91144				
V19	Ø.3Ø5295				
V2Ø	Ø.425Ø18				
V21	Ø.145401				
V22	Ø.117286				

Table D-3 Cont'd

Factor Analysis for Sales Agent Perceived Similarity

Varimax Simple Structure Factor Loadings

	FACT1	FACT2
V3	Ø.433920	Ø.170612
V4	Ø.104645	-Ø.573357
V5	Ø.767440	Ø.002517
V6	Ø.662005	-Ø.269002
V7	Ø.192026	-Ø.532136
V8	Ø.237356	-Ø.618461
V9	Ø.559836	-Ø.361210
V10	Ø.079482	-Ø.717045
V11	Ø.574070	Ø.016198
V12	Ø.690689	Ø.105157
V13	Ø.221915	-Ø.606016
V14	Ø.029533	-Ø.218568
V15	Ø.513244	-Ø.406062
V16	Ø.457501	-Ø.382727
V17	-Ø.290155	Ø.291050
V18	Ø.273976	-Ø.126813
V19	Ø.443523	-Ø.329519
V20	-Ø.125095	-Ø.639820
V21	Ø.337026	-Ø.178366
V22	-Ø.021757	-Ø.341779

Communalities			Variance And Proportions		
			Eignevalue	Proportion	Cumulative
V3	Ø.217395	FACTOR1	3.454523	17.273	17.273
V4	Ø.339689	FACTOR2	3.245589	16.228	33.501
V5	Ø.588970				
V6	Ø.510612				
V7	Ø.320043				
V8	Ø.438832				
V9	Ø.443889				
V10	Ø.520470				
V11	Ø.329819				
V12	Ø.488109				
V13	Ø.416502				
V14	Ø.048644				
V15	Ø.428306				
V16	Ø.355787				
V17	Ø.168900				
V18	Ø.091144				
V19	Ø.305295				
V20	Ø.425018				
V21	Ø.145401				
V22	Ø.117286				

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