



### Article Title

Internal service quality affects salespersons' performance and turnover intention: Mediating role of job involvement.

### Citation

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### Abstract

We investigated the relationship between salespersons' internal service quality and turnover intention through the mediators of their job involvement and sales performance. To that end, we distributed surveys to salespersons in Korea and used structural equation modeling to examine the hypotheses. The results of this study were as follows: First, internal service quality had a significant and direct impact on salespersons' job involvement and sales performance, and also their turnover intention. Second, job involvement mediated the relationship between internal service quality and turnover intention. Third, internal service quality had a significant indirect effect on sales performance through the mediator of job involvement. Fourth, in a 2-stage mediation model internal service quality had a significant indirect relationship with turnover intention through the mediators of job involvement and then sales performance. Theoretical and practical implications are discussed for marketing management research.

### Conclusion

To increase salespersons' job involvement and sales performance and decrease their turnover intention, sales or marketing managers should evaluate and implement a high level of internal service quality in the five dimensions of responsiveness, empathy, tangibles, assurance, and reliability. In addition, managers should hold regular training programs to educate sales staff on the five dimensions of internal service quality. For the tangibles component, managers should ensure the workplace is clean and neat, and that sales equipment and materials is easy to use and up-to-date.

For the responsiveness aspect, we suggest that managers hold regular training sessions and educate sales employees on helping with and responding quickly to coworkers' requests, and being willing to quickly accommodate coworkers' needs. For the empathy aspect, we suggest that managers hold training programs for enhancing employees' empathy and emotional intelligence. For assurance and reliability components, managers should actively train sales staff to be dependable in handling coworkers' problems and in keeping promises. In addition, we suggest that department sales or marketing managers conduct screening during recruitment to identify people who will be interested and absorbed in sales jobs.

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