

The logo of Thammasat University is a circular emblem. It features a central five-tiered umbrella (parasol) on a pedestal, with two hands holding it. The emblem is surrounded by a circular border containing the university's name in Thai script at the top and 'THAMMASAT UNIVERSITY' in English at the bottom. There are decorative floral motifs on the sides.

APPENDIX 4

FACTOR ANALYSIS OF PRETEST ITEMS VS. MAIN STUDY ITEMS

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FACTOR ANALYSIS OF PRETEST ITEMS VS. MAIN STUDY ITEMS

Construct	Variable	Item Label	Independent Variable Items	Pretest Results		Item Label	Main Study Results	
				Factor Loading	α		Factor Loading	α
IT Utilization	Data Storage and Retrieval	DSR1	Contact management software	0.85	.87	DSR1	.816	.83
		DSR2	Database management	0.84		DSR2	.813	
		DSR3	Sales order processing	0.85		DSR3	.672	
	Communication	COM1	Sales call reporting	0.81	.88	COM1	801	.85
		COM2	Relational database management	0.86		COM3	.804	
		COM3	Contact customers	0.92		COM2	.699	
	Data Analysis	DAN1	Segmenting/targeting software	0.56	.88	DAN1	.763	.89
		DAN2	Sales data analysis software	0.55		DAN2	.827	
		DAN3	Forecasting software	0.56		DAN3	.866	
		DAN4	Decision support systems	0.84		DAN4	.838	
	Sales Knowledge	KNOWL1	I know the designs and specifications of my company's products	0.78	0.74	KNOWL1	.627	.83
		KNOWL2	I know the uses and benefits of my company's products	0.68		KNOWL2	.689	
KNOWL3		I know the way my customers do business	0.66	KNOWL3		.686		
KNOWL4		I know the buyers' preferences, needs, and attitudes	0.67	KNOWL4		.721		
KNOWL5		I know competitor's products, services, and sales policies	0.40	KNOWL5		.590		
KNOWL6		I know the laws and regulations of my industry	0.73	KNOWL6		.550		
Sales Planning	SPLAN1	I list steps necessary for getting an order	0.87	0.84	SPLAN1	.672	.79	
	SPLAN2	I examine records about the customer's account	0.82		SPLAN2	.764		
	SPLAN3	I make a weekly plan for what I need to do	0.35		SPLAN3	.694		
	SPLAN4	I work on the highest priority tasks first	0.81		SPLAN4	Deleted		
Adaptive Selling	ADAPT1	I use a wide variety of selling approaches	0.80	0.86	ADAPT1	.721	.87	
	ADAPT2	I consider how one customer differs from another	0.76		ADAPT2	.766		
	ADAPT3	I vary my sales style from situation to situation	0.75		ADAPT3	.791		
	ADAPT4	I change my sales approach when the approach I am using is not working	0.78		ADAPT4	.735		

FACTOR ANALYSIS OF PRETEST ITEMS VS. MAIN STUDY ITEMS (Continued)

Construct	Variable	Item Label	Independent Variable Items	Pretest Results		Main Study Results	
				Factor Loading	α	Factor Loading	α
Targeting	Identification	IDENT1	I look for new customers	0.72	0.86	.586	.90
		IDENT2	I segment prospective customers into groups	0.79			
		IDENT3	I acquire profitable new customers	0.72			
		IDENT4	I look for similar characteristics among customers	0.85			
		IDENT5	I sort similar customers into groups	0.91			
Targeting	Prioritizing	PRIORTZ1	I recognize high potential prospects	0.83	0.89	.620	.88
		PRIORTZ2	I group my most important customers together	0.86			
		PRIORTZ3	I classify customers based on how much they buy from my firm	0.76			
		PRIORTZ4	I rank current customers based on importance to my firm	0.91			
		RESPOND1	I respond to opportunities	0.83			
Value-Adding Selling	Responding	RESPOND2	I anticipate market changes before they occur	0.84	0.83	.610	.82
		RESPOND3	I react to changes in customer's buying practices	0.78			
		RESPOND4	I react to changes in competitor's strategies	0.69			
		RESPOND5	I respond to customer inquiries	0.73			
		INTSUPP1	I gather information about my customer's customers	0.70			
Value-Adding Selling	Intelligence Support	INTSUPP2	I tell customers about new and upcoming products	0.88	0.89	.677	.85
		INTSUPP3	I offer customers information even when they do not ask for it	0.90			
		INTSUPP4	I share market information with customers	0.92			
		INTSUPP5	I share sales data with customers	0.80			
		BPS1	I suggest useful ideas to customers	0.88			
Value-Adding Selling	Buyer Problem Solving	BPS2	I find new opportunities for customers	0.72	0.92	.751	.94
		BPS3	I offer customized solutions to customer's problems	0.97			
		BPS4	I provide solutions to customers that are beneficial to them	0.94			
		BPS5	I offer practical recommendations to customers	0.80			

FACTOR ANALYSIS OF PRETEST ITEMS VS. MAIN STUDY ITEMS (Continued)

Construct	Variable	Item Label	Independent Variable Items	Pretest Results		Main Study Results		
				Factor Loading	α	Item Label	Factor Loading	α
Sales Performance	Relationship Effectiveness	RELEFF1	My customers are loyal to me	0.80	0.73	RELEFF1	.672	.88
		RELEFF2	My customers trust me	0.86		RELEFF2	.704	
		RELEFF3	My customers are satisfied with the quality time I spend with them	0.69		RELEFF3	.746	
		RELEFF4	My customers are satisfied with my prompt service	0.50		RELEFF4	.694	
		RELEFF5	My customers are willing to buy new products from me	0.85		RELEFF5	.646	
		RELEFF6	My customers are willing to recommend others to buy products from me	0.86		RELEFF6	.643	
		RELEFF7	I get repeat purchases from customers	0.66		RELEFF7	.663	
		RELEFF8	Customer complaints within the past year	Deleted		RELOUT3	.632	
Sales Outcomes	Sales Outcomes	OBJOUT1	Percentage of customers retained from last year	Deleted	.77	OBJOUT1	Deleted	.83
		OBJOUT2	Sales growth rate within the past year	Deleted		OBJOUT2	Deleted	
		OBJOUT3	Meet my sales target within the past year	0.76		OBJOUT3	Deleted	
		RELOUT1	Overall sales performance	0.73		RELOUT1	.661	
		RELOUT2	Level of sales expenses	Deleted		RELOUT2	Deleted	
		RELOUT3	Customer's level of satisfaction with services I provide	0.61				
		RELOUT4	Mount of time I spend with my customers	0.76				
		RELOUT5	My ability to generate sales of new company products	0.68		RELOUT5	.576	
		SALOUT1	Sales comes from selling products with the highest profit margins	Deleted		SALOUT1	Deleted	
		SALOUT2	Quickly generate sales of new company products	0.58		SALOUT2	.617	
Controlling Sales Expenses	Controlling Sales Expenses	SALOUT3	Have exceeded all my sales targets during the past year	0.69	.79	SALOUT3	.859	.88
		SALOUT4	Have exceeded all my sales objectives during the past year	0.60		SALOUT4	.839	
		SALEXP1	I work within the budgets set by my company	0.82		SALEXP1	.786	
		SALEXP2	I save the company money	0.85		SALEXP2	.835	
		SALEXP3	I minimize my costs of selling	0.75		SALEXP3	.728	
		SALEXP4	I spend only when it is necessary	0.72		SALEXP4	.755	

FACTOR ANALYSIS OF PRETEST ITEMS VS. MAIN STUDY ITEMS (Continued)

Construct	Variable	Item Label	Independent Variable Items	Pretest Results		Main Study Results	
				Factor Loading	α	Factor Loading	α
Control Variables	IT Usefulness	ITUSEF1	Accomplishes tasks more quickly Enhances sales productivity Increases sales Improves customer relationships	Not included in the pretest		ITUSEF1	.87
		ITUSEF2				ITUSEF2	
		ITUSEF3				ITUSEF3	
		ITUSEF4				ITUSEF4	
Control Variables	IT Ease of Use	ITEOU1	Easy to learn how to use new sales IT Skillful at using all sales IT functions Find new ways to use sales IT	.95 .92 .92		ITEOU1	.87
		ITEOU2				ITEOU2	
		ITEOU3				ITEOU3	
Control Variables	Organization Support	ORGSUPP1	Receive adequate training to use sales IT Receive management encouragement to use sales IT Receive coworker encouragement to use sales IT	.93 .96 .96		ORGSUPP1	.91
		ORGSUPP2				ORGSUPP2	
		ORGSUPP3				ORGSUPP3	
Control Variables	Industry Factors	INDFAC1	Level of competition Customer's buying behaviors Capabilities of customers to use IT	.78 .84 .68		INDFAC1	Deleted
		INDFAC2				INDFAC2	
		INDFAC3				INDFAC3	