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LETICIA FERNANDES DE NEGREIROS

THE MEDIATING ROLE OF SELF-EFFICACY ON THE EFFECT OF LEADERSHIP (IN)CONGRUENCE ON SALES PERFORMANCE

O PAPEL MEDIADOR DA AUTO-EFICÁCIA NO EFEITO DA (IN)CONGRUÊNCIA DA LIDERANÇA NO DESEMPENHO DE VENDAS

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Supervisor Prof. Dr. Valter Afonso Vieira

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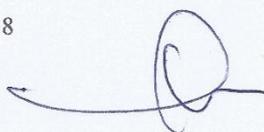
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Aprovada em 23 de maio de 2018

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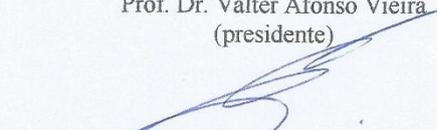
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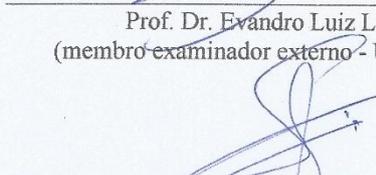
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ABSTRACT

The literature of transactional and transformational leadership demonstrates that manager´s leadership behaviors influence the performance of salespeople. What the transactional and transformational literature does not discuss is that managers develop different relationships with their salespeople, and may cause incongruence between the manager and his/her salesperson. Thus, the purpose of this study was to analyze the direct and indirect effects (via 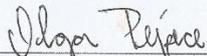self-efficacy) of the (in) congruence of transactional and transformational leadership on seller performance, comparing manager and salesperson perceptions of manager leadership behavior. Based on the theory of similarity-attraction and previous studies on the value of congruence, we suggest that the congruence of the salesperson and the manager in transactional and transformational leadership positively affects the performance. We also consider that the congruence of leadership affects the salesperson´s performance indirectly, through salesperson´s self-efficacy. Another hypothesis was made regarding incongruence, based on the theory of member-leader exchange, we suggest that when the salesperson overestimates (vs. underestimates) the manager's behavior, whether transactional and/or transformational, the salespeople achieve higher (vs. lower) levels of performance. In addition, we have found that overestimation also positively affects seller performance through self-efficacy. Three field studies were conducted, with a total of 356 responses from managers and 992 responses from retail store vendors. Congruence and incongruence analyzes were performed using polynomial regression (Edwards & Parry, 1993) and mediation analyzes were done via Process (Hayes, 2013). For the mediation analyzes it was necessary to create a variable block for the congruence of the leadership and for the incongruence the delta score was made. All hypothesis were confirmed, demonstrating the positive effect both of the congruence and the overestimation of the salespersons by the behavior of the manager's leader, both of them even have an indirect effect on performance through the salesperson's self-efficacy. We also confirm that when the salesperson underestimates their manager as a leader, the trend is to worsen performance levels.

Keywords: Congruence. Incongruence. Transactional Leadership. Transformational Leadership. Self-Efficacy. Similarity-Attraction Theory. Leader-Member Exchange (LMX). Manager. Salesperson. Performance. Retail.

RESUMO

A literatura da liderança transacional e transformacional demonstram que gerente com comportamento de líderes influenciam no desempenho dos vendedores. Todavia, o que a literatura transacional e transformacional não discute é que os gerentes desenvolvem relacionamentos diferentes com os seus vendedores, podendo causar incongruências entre o gerente e seu vendedor. Assim, o propósito deste estudo foi analisar os efeitos diretos e indiretos (via autoeficácia) da (in)congruência da liderança transacional e transformacional no desempenho do vendedor, comparando as percepções do gerente e do vendedor quanto ao comportamento de líder do gerente. Baseados na teoria da similaridade e atração e nos estudos prévios sobre valor de congruência, sugerimos que a congruência do vendedor e do gerente na liderança transacional e transformacional afeta positivamente o desempenho do vendedor. Consideramos também que a congruência da liderança afeta o desempenho do vendedor de forma indireta, por meio de sua autoeficácia. Outra hipótese foi feita em relação à incongruência, com base na teoria da troca entre líder-membro. Sugerimos que quando o vendedor superestima (vs. subestima) o comportamento de líder do gerente, seja transacional ou transformacional, os vendedores conseguem maiores (vs. menores) níveis de desempenho. Além disso, verificamos que a superestimação também afeta positivamente o desempenho do vendedor por meio da sua autoeficácia. Foram realizados 3 estudos de campo, que contou com o total de 356 respostas de gerentes e 992 respostas de vendedores de lojas de varejo. As análises de congruência e incongruência foram feitas com o uso da regressão polinomial (Edwards & Parry, 1993) e as análises de mediação foram feitas via Process (Hayes, 2013). Para as análises de mediação foi necessário criar uma *block variable* para a congruência da liderança e para a incongruência foi feito o *delta score*. Todas as hipóteses foram confirmadas, demonstrando o efeito positivo tanto da congruência quanto da superestimação do vendedor pelo comportamento de líder do gerente, ambas inclusive apresentando efeito indireto no desempenho por meio da autoeficácia do vendedor. Confirmamos também que quando o vendedor subestima seu gerente como líder a tendência é de piora nos níveis de desempenho.

Palavras-Chave: Congruência. Incongruência. Liderança Transacional. Liderança Transformacional. Autoeficácia. Teoria da Similaridade-Atração. Teoria da Troca Líder-Membro (LMX). Gerente. Vendedor. Desempenho. Varejo.

List of Figures

List of Tables

CONTENTS

XI

Introduction

In the sales literature, leadership behavior has been playing a fundamental role in explaining sales performance (Dvir, Avolio & Shamir, 2002) and motivating employees toward their goals (Avolio, Zhu, Koh & Bhatia, 2004). Among the leadership behaviors, managers can assume transactional leadership and transformational leadership (e.g., Shannahan, Bush, & Shannahan, 2013; Schmitz, Lee, & Lilien, 2014). Sales managers can present transactional leader behaviors by adopting the practice of passing positive and negative feedback to their salespeople (Vieira, Perin & Sampaio, 2018). At the same time, managers can be seen by salespeople as a transformational leader by articulating the company's vision, by being a model to be followed, by facilitating acceptance of collective goals, and by promoting individualized support to their sales force (Mackenzie, Podsakoff, & Rich, 2001).

Previous research has been measuring transactional and transformational leadership either from the salesperson's viewpoint in evaluating their managers (e.g., Domingues, Vieira & Agnihotri, 2017; Mullins & Syam, 2014) or from the managers' perspective in assessing themselves (e.g., Vieira et al., 2018). This unilateral evaluation has a common method bias (Judge & Piccolo, 2004) and can introduce measure unfairness since both groups (managers and salesperson) can overestimate their scores in sales activities. We advance in this one-sided limitation and analyzed congruence from matching salespeople and managers´ perceptions about the managers´ leadership.

Furthermore, as part the human relationships, in majority time salesperson and manager have different perceptions about the other´s behaviors which creates incongruence situations (Ahearne, Haumann, Kraus & Wieseke, 2013). Thus, it is surprising that the incongruence of leadership behavior, comparing the salesperson's and manager's perception, has not been investigated. Even because recent studies have shown that certain incongruence in identity (Kraus, Haumann, Ahearne & Wieseke, 2015) and orientation (Mullins & Syam, 2014) between manager and salesperson are detrimental to sales performance. We advance in this other limitation and analyzed incongruence from the difference between salespeople and managers' perceptions about the managers' leadership behavior. We distinguish between two types of incongruence. The first type is the salesperson´s overestimation about manager's leadership behavior, which we expected that has positive effects on sales performance, is the bright side

of incongruence. The second type is the salesperson´s underestimation about manager´s leadership behavior, which must be detrimental to the salesperson performance, being the dark side of incongruence.

In addition, while literature recognizes the leadership behavior influencing salespeople's results (MacKenzie et al. 2001), the major focus is on its main effects (Mullins et al., 2014., Kraus et al., 2015), and moderating effects (Domingues et al., 2017, Vieira et al., 2018). However, someone can argue that the main effect of leadership behavior on sales performance can occur indirectly by some mediator (Shannahan et al., 2013). A potential mediator can be self-efficacy (Gong, Huang & Farh, 2009; Ahearne, Mathieu & Rapp, 2005; Zhao, Seibert, & Hills, 2005). Self-efficacy refers to individual's beliefs regarding their competence to succeed and achieve an assumed level of performance (Bandura, 1986). Leadership behavior should influence individual's self-efficacy as a mediator because the leader's efficacy may bolster the follower's efficacy and self-concepts (Hannah, Avolio, Luthans & Harms, 2008) to pursue challenging tasks and opportunities successfully. Nonetheless, we do not know how leadership behavior influences sales performance through self-efficacy in the sales context.

Thus, we go further and propose that leadership congruence and incongruence can influence sales performance indirectly via salesperson's self-efficacy. In line with the polynomial regression applied to the analysis of congruence (Edwards & Parry, 1993), the results supported our hypotheses. The theoretical explanation for the congruence is based on similarity-attraction theory. Congruence on transactional leadership behavior is based on the fact that managers and salespeople see each other as similar and as beneficiary at work (Byrne, 1961), sharing the same thought about the positive and negative consequences for them by achieving (or not) the firm´s goals (MacKenzie et al., 2001) and encouraging the seller to believe in their ability to achieve the established goals which, in turn, increases their level of self-efficacy (Vieira et al., 2018).

In cases of incongruence, Leader-Member Exchange (LMX) can explain that when salesperson underestimate the transactional behavior of the manager, this creates low exchanges between manager and salesperson, such salesperson evaluates that transactional manager gives different treatment regarding feedbacks and support (Lam, Peng, Wong & Lau, 2015). However, when salesperson overestimates his/her transactional manager, this means that the manager exceeds the expected exchanges by salesperson, and it creates a high level of

relationship between them such that the manager provides the sales goals and company target and adjusts the salespeople´s behavior toward sales activities (Dubinsky *et al.*, 1995). By creating overestimation about his/her leadership behavior, transactional manager influences salespeople´s self-efficacy positively toward believes that they can achieve better results regarding sales.

Furthermore, the theoretical explanation for the effect of value congruence (i.e. transformational leadership behavior) is because managers and salespeople share the same "values, goals, and aspirations" (MacKenzie et al. 2001, p.118) toward different ways of doing the sales activities and by seeing themselves as similar they are motivated to collaborate with each other at work in order to share the rewards (Edward & Cable, 2009). By matching similar values, objectives, and ambitions with their managers, salespeople believe in different ideas (Shin *et al.*, 2012) for increasing sales, elevating their self-efficacy.

In an incongruence context of transformational leadership, when salesperson underestimates his/her manager's leadership behavior, it brings limited interactions between the salesperson and the manager, the vendor feels like outside the manager's group, compromising their performance (Herdman, Yang & Arthur, 2014) and the leadership becomes a pseudo-leadership, losing its potential to inspire and help sellers to achieve better results (Groves & LaRoca, 2011). On the other hand, when salespeople overestimate his/her manager's leadership behavior it means that manager is above expectations, serving as an example and succeeding in transforming the individual values of its salespeople into the values shared by the organization (Bass, 1990) and inspiring by the high level of exchanges with the manager, salespeople "feel obliged to work harder to benefit the leader as a means of reciprocation" (Rockstuhl, Dulebohn, Ang & Shore, 2012, p.1097). Thus, the manager with a high level of relationship can induce his/her vendors to believe more in their potential to carry out the sales activities, impacting on their self-efficacy and, consequently, improving the performance (Pillai & Williams, 2004).

In this study, we consider transactional leadership and transformational leadership behaviors. The interest of both leadership behavior emerged from the idea of continuing the perceived gaps in the researches of Kraus, Haumann, Ahearne and Wieseke (2015) and Mullins and Syam (2014). These two papers studied the value congruence in a sales context, cited transactional or transformational leadership, but did not measure leadership congruence, measured the congruence on others variables - organizational identification (Kraus et al., 2015)

and customer orientation (Mullins & Syam, 2014). Thus, the curiosity about how the (in)congruence of leadership affects the salesperson performance emerged. The idea about self-efficacy appears because transactional and transformational leadership have already been analyzed interacting with self-efficacy (Vieira et al., 2018) and we consider that can exist a mediation way between these leadership behaviors and self-efficacy.

Therefore, the present paper contributes to the literature not only by considering the leadership (in)congruence measurement but also by considering the mediating effect of self-efficacy on the relationship between leadership and performance. To enhance our understanding of this new indirect prediction, we first explore the relationship between leadership behavior and self-efficacy and self-efficacy and performance. Then, we propose a rationale for a sequential pattern, which suggests the effect of (in)congruence leadership behavior to self-efficacy, and ultimately, to sales performance. We validate our mediating model by testing it using three surveys with salespeople and managers from Brazilians retail stores.

Goals

Main Goal. The main goal of this study analyzes the direct and indirect effect of transactional and transformational leadership's (in)congruence on salesperson's performance, comparing managers and salesperson's perceptions.

Secondary goals

1. To verify the effects of transactional leadership's (in)congruence on salesperson's performance.

2. To verify the effects of transformational leadership's (in)congruence on salesperson's performance.

3. To verify the salesperson's self-efficacy as a mediator of transactional leadership's (in)congruence on salesperson's performance.

4. To verify the salesperson's self-efficacy as a mediator of transformational leadership's (in)congruence on salesperson's performance.

Main Thesis

The main thesis behind this investigation is that the leadership's (in)congruence on transactional leadership and on transformational leadership, contrasting the perception of managers and their salespeople, affects sales performance directly and indirectly through the salespeople's self-efficacy. The theoretical logic behind this assumption is that positive congruence effects can be explained by similarity-attraction theory arguing that salespeople are most likely to be more attracted and feel more rewarded when they perceive the leadership behavior of the manager similar to their expectations (Newcomb, 1956, Byrne, 1961, 1971, 1997; Edwards & Cable, 2009). The incongruence can be explained by Leader-Member Exchange (LMX), when the salesperson overestimates their manager they maintain a high quality of exchanges, developing a partnership, improving information exchange, support loyalty, attention, and trust (Bauer & Ergoden, 2015). In cases of underestimation the salesperson feels like not belonging to the manager's group causing a lower quality of exchanges (Graen & Uhl-Bien, 1995), the manager does not provide support and the inspiration that is expected, becoming a pseudo-leader (Groves & LaRoca, 2011).

Justification

Theoretical Justification

We contribute to transactional and transformational leadership theory by bringing the discussion of how (in)congruence between salesperson and manager can affect the way of manager´s leadership behavior influences salesperson's performance. In addition, Mullins and Syam (2014, p.15) indicated that "future studies should also focus on finding variables that could further explain the activities managers perform to influence salesperson value adoption." We respond to the call of Mullins and Syam (2014) discussing the indirect effect of leadership (in)congruence on sales performance that occurs through the salesperson's self-efficacy, once self-efficacy is considered a cognitive variable that determines the individual´s behavior (Bandura, 1977). Besides, Dionne et al. (2014) conducted a review of all 790 articles published by *Leadership Quarterly* in its 25 years. The authors found that only 1/5 of the studies consider both the subordinate's vision and the vision of their leader. By knowing that manager does not have the same influence on all of their salespeople and that salespeople can decide whether or not to follow their manager based on their perception of the manager (Shamir, House, & Arthur, 1993), analyzing leadership under the congruence and incongruence view can be seen as crucial.

To Leader-Member Exchange (LMX), we confirm what the literature says about the relationship between the manager and leader behavior to be different with each salesperson. We have expanded the LMX literature by comparing managers and each salesperson regarding how they perceive the transactional leader and transformational leader behaviors. We verified that in some cases there was a match, in other cases there was an overestimation, and in other cases, there was an underestimation when contrast salesperson and manager´s perceptions.

Concerning congruence literature, the effects of the congruence value have been explored directly (e.g., Hayibor et al., 2011; Mullins, Bachrach, Rapp, Grewal & Beitelspacher, 2014) and even interactively by moderation (e.g., Ahearne et al., 2013; Kraus et al., 2015). There is a lack of researchers that study the indirect effects of the value of congruence. Edwards and Cable (2009, p.654) mention that there are missing studies that bring variables "as mediators of the relationships that link value congruence to outcomes" and that mediations analysis in congruence value is essential for a complete understanding of how congruence

affects outcomes. About the value of incongruence, the extant literature has demonstrated that the transformational and transactional leadership of both managers and salespeople are essential (Mullins & Syam 2014; Kraus et al., 2015). However, this literature does not explain how the divergence of these two judgments differs, nor does investigate the indirect effects of these two judgments simultaneously for generating self-efficacy and sales performance. We argue that value incongruence approach for studying both managers and salespeople's view provides more insightful and revealing results than previous research, which has largely focused on congruence approaches (Hayibor et al., 2011; Ahearne et al., 2013).

We also add new findings of self-efficacy. Self-efficacy has already been analyzed as a mediator with variables related to leadership. Mittal & Dhar (2015), for example, have found that self-efficacy mediates the relationship between transformational leadership and employee creativity. Ahearne et al. (2005) also investigated self-efficacy as a mediator of leadership empowerment behavior (LEB) on customer service satisfaction and sales performance. Thus, the present study amplifies these findings showing that self-efficacy has a potential mediator between the congruence and incongruence of the transactional and transformational leadership. We bring the discussion of how the (in)congruence or incongruence of leadership can affect the self-efficacy of salespeople, who in turn end up affecting their sales performance.

Managerial Justification

First, discussing congruence and incongruence on leadership helps sales managers understand the importance of recognizing the salespersons' expectations of them as a leader. We agree with Mullins and Syam (2014, p.13) that "managers need to be aware of the perceived values they are transmitting to their sales teams." Thus, managers or companies can sustain policies or actions that encourage salespeople to open up more to their expectations and help managers to listen to them, like having feedback policy. Thus, the sales manager can be more aware of his/her role and influence in the performance of salespeople and can improve his/her leadership behavior according to the needs and expectations of the salespeople.

Second, the study allows us to analyze how congruence with managerial leadership affects the performance of salespeople through their self-efficacy. Sujan, Weitz, and Kumar (1994) propose that people with low self-efficacy need more encouragement. In the sales arena, for example, a weak self-efficacy salesperson tends to be a more dependent salesman to their

manager. For support to occur, managers should be congruent or above the expectations of the sellers. In this way, managers can seek to identify sellers with lower levels of self-efficacy and pay particular attention to their needs, trying to encourage them. From a transactional behavior, managers can help them and challenge their increased belief in their abilities (self-efficacy) by promoting constructive feedbacks (positive and negative) to improve salespeople's behavior and performance. From a transformational behavior, managers can motivate and increase the self-efficacy of their salespeople by challenging sellers to think about old problems differently and to seek out new ways to act and thus giving individualized support.

Theoretical Background

Self-Efficacy

Self-efficacy is a central concept in Cognitive Social Theory, and its central diffuser is the researcher Albert Bandura. The research on self-efficacy was developed, above all, in the field of social psychology, the research area of Bandura. With the repercussions of his studies and other researchers in the area, the concept of self-efficacy extrapolated the field of psychology, being applied in several types of research in the area of sales (e.g.: Stajkovic & Luthans,1998; Wang & Netemeyer, 2002; Ahearne et al., 2005; Patterson, Yu & Kimpakorn, 2014; Lapierre, Steenbergen,Peeters & Kluwer, 2016).

Self-efficacy refers to the individual's conviction that a given task can be successfully performed (Bandura, 1977). The individual builds this conviction by the positive and negative experiences experienced throughout his or her history, which influence how the individual will react to new situations (Sherer et al., 1982). In addition, self-efficacy can be developed over time through social learning such as observation of the behavior and results of others, social persuasion and emotional arousal (Pillai & Williams, 2004). Applied to the sales context, the salesperson's assessment of himself, based on the direct and indirect experiences of past success or failure, would determine how much effort the salesperson will spend and how long it will persist in your work activities, including your efforts in the sales process.

Self-efficacy is a cognitive process that affects one's emotions, decisions, and actions. The sense of effectiveness helps explain why people with the same skills and knowledge often have different outcomes because the way people view challenges depends on their self-efficacy (Bandura, 1982). Individuals with high self-efficacy maintain positive behavior even in the face of obstacles and adversities because they believe that they are capable of performing a given task, self-efficacy raises the effort and persistence of individuals (Tims, Bakker, Derks, 2014).

Individuals avoid situations that they believe will fail or are judged to be out of their ability, so having a high level of self-efficacy causes the individual to be more committed to thinking that they can succeed in the task (Bandura, 1982). Applied to the sales context, we can understand that the salesperson's sense of effectiveness determines how much effort he will spend and how long it will persist in the sales process and the customer's achievement. Salespeople that have high level of self-efficacy have more conviction that can carry out their

sales activities (Patterson et al., 2014), being more proactive (Crant, 2000), having higher effort (Donassolo & Matos, 2014) and having better performances (Ahearne & Rapp, 2005; Sitzmann & Yeo, 2013, Tims et al., 2014).

Self-efficacy is seen as a positive predictor of work outcomes. Stojkovic and Luthans (1998) performed a meta-analysis and identified that self-efficacy represents a 28% gain in performance levels at work. Besides, when compared with other meta-analyses, Stojkovic and Luthans (1998) demonstrated that self-efficacy has a more significant effect on performance than variables such as performance goals, interventions, and organizational behavior change. The authors also state that self-efficacy "seems to indicate that self-efficacy may be a better predictor of work-related performance that much of the personality trait based constructs commonly used in organizational" (Stojkovic & Luthans, 1998, p.253)

The positive results of self-efficacy in different types of performance such as intrinsic motivation (Martinelli & Sassi, 2010), customer satisfaction (Pettijohn, Schaefer & Burnett, 2014), sales performance (Sitzmann & Yeo, 2013) reinforce that the perception of self-efficacy influences the way individuals anticipate, even if involuntarily, the chances of success or failure of their activities. In addition, pre-judgment about the ability to perform particular activity affects the performance of individuals, including in sales activities.

Leadership Behavior

Concern about leadership behavior is not a new or exclusive subject of modern organizations. Although the term leadership has been used for more than 200 years, the record and prominence of imperial, tribal, religious, or state leaders emphasize that leadership is a theme from even earlier times (Bergamini, 1994). Evidences that the preoccupation with leadership is older can be seen in works produced in the ancient and medieval era as "*The Art of War*", which deals with the teachings of Sun Tzu in 400-320 BC and "*The Prince"* of Machiavelli, written in 1513, demonstrating that leadership practices were already extolled in those periods.

The understanding of leadership in management is complex, not consensual and has been altered and constructed over time (Turano & Cavazotte, 2016). The most systematic studies on leadership began approximately in 1904 and were developed primarily in the field of social psychology (Bergamini, 1994).

At the beginning of the systematic study of leadership, between 1904 and 1948, scholars were concerned with identifying personality traits of the "great leaders" who distinguished them from the traits of other people. There was a fascination with the figure of the hero, the "great man", predestined to be a great leader (Turano & Cavazotte, 2016). Theorists who followed the theory of leadership traits believed that being a leader constituted a natural characteristic of the individual, in which the individual was born with physical, mental and personality characteristics that differentiate him from other individuals (Almada & Policarpo, 2016).

In the late 1950s, studies of authors such as Lewin, Lippitt, Fleshman, Coons, Likert and other researchers from Ohio and Michigan Universities alter the vision of leadership. Leadership is seen as a skill capable of being trained and developed, and the focus of analysis begins to be the leadership behavior. The leadership behavior "involves clearly informing salespeople of their salient job activities, how to perform those activities and how successful performance of those activities can lead to the receipt of organizational rewards" (Dubinsky *et al*. 1995, p.18). In the sales context, the manager can appropriate leadership behavior in certain situations to motive salespeople´s attitudes and guide their behavior and goals (Vieira et al., 2018).

Taken by the behavioral approach, some leadership behaviors were conceptualized, between them transactional and transformational leadership. Burns (1978) is regarded as the first scholar to develop the two theories of leadership behavior based on his analysis of the various political leaders' behaviors. Burns (1978) differentiated political leaders who had transactional behaviors that influenced their followers by acts of reward and punishment from transformational political leaders who were able to motivate the follower more expected by transcending the individuals' interests in collective interests.

Bass (1990) proceeds with transactional and transformational leadership studies and advances toward Burns (1978) by considering that transactional and transformational leadership can co-exist, a manager may have transactional and transformational behaviors. After Bass's (1990) studies transactional and transformational leadership is disseminated and begins to dominate the field of leadership theories after the 1990s (Turano & Cavazotte, 2016).

Transactional leadership

Transactional leadership (TAL) behavior involves "an exchange between the leader and follower, such that the leader provides rewards in return for the subordinate's effort"

(Mackenzie et al., 2001, p.118). Managers with transactional behavior influence their salesperson by contingent reward behavior (CRB) and contingent punishment behavior (CPB). "Contingent reward is based on compliance with common goals of the leader and follower, while in contingent punishment, the follower tends to follow corrective actions to meet the objectives of the leader" (Domingues et al., 2017, p.640).

Thus, CRB is linked to the positive feedback that managers pass on to sellers as a way to encourage the salesperson to continue the course of specific actions that are viewed as correct and expected by the manager (Mackenzie et al., 2001). CPB is linked to negative feedback that aims to correct certain behaviors and attitudes of the salesperson in order to act in accordance with the expectations of the manager (Domingues et al., 2017).

Besides, the transactional manager is expected to define the sales goals and company target that salespeople need to attain, propose how they can execute the selling tasks and provide feedback for adjusting behavior (Dubinsky *et al*., 1995). By giving feedback, transactional managers work together with the salesperson and help them to develop their responsibilities to achieve firm goals and increase performance (Domingues et al., 2017). "A transactional leadership style is focused on influencing followers to agree with, accept or comply with the leader in exchange for rewards" (Mullins & Syam, 2014, p.191).

The transactional leadership behavior is based on expectation and reward transactions in which leaders engage in transactions with their employees, showing what they expect from them and what the rewards will be if they do what they hope (Bass, 1990). Transactional leadership provides a leader who is often present in the employee's daily life, defining their activities and goals (Dubinsky et al., 1995)."Under TAL, salespeople's actions could be better monitored, evaluated, and directed, thus providing them with clear direction on performance improvement" (Domingues et al., 2017, p.647). Thus, in transactional leadership, the follow-up and control of the tasks performed by the salesperson are much more procedural, done daily by the leader.

Furthermore, transactional leadership assists the salesperson in successfully performing his/her tasks, promotes positive feedbacks, recognizes good employee performance, and demonstrates disapproval when the employee performs poorly (Bass, 1990, Dubinsky et al., 1995, Mackenzie et al. 2001). Because transactional leadership is based on rewards and punishment, TAL has a more instrumental focus, maintaining relationships between managers and salespersons based on economic values (Groves & LaRocca, 2011).

Transformational leadership

Otherwise, transformational leadership (TFL) comprises the "values, goals, and aspirations of followers, so that [salespeople] perform their work because it is consistent with their values" (MacKenzie et al. 2001, p.118). In the sales context, the transformational leadership looks for influencing salespeople's values, goals and aspirations (Mullins and Syam, 2014). In influencing salespeople's values, transformational leadership "seeks opportunities in the face of risk, prefer effective answers to efficient answers, and are less likely to support the status quo" (Lowe, Kroeck, and Sivasubramaniam, 1996, p.386). The main idea is to stimulate salespeople to change their traditional sales approach, by inspiring them to be open to "different ideas and to value unique needs and perspectives" (Shin *et al.*, 2012, p.201).

Transformational leadership is seen as a superior leadership performance that brings better results (Bass, 1990). Transformational leadership is not a substitution for transactional leadership, but must be seen as a complement (Dubinsky et al., 1995). The transformational leader is someone determined and confident that improve service climate by fostering higher work involvement (Kopperud, Martinsen & Humborstad, 2014).

Transformational leadership relies on the leader's charisma, on the motivational inspiration in which the leader becomes the leader, the intellectual stimulus, and the individualized support the leader provides to his or her employees (Mackenzie et al., 2001). The greater the behavior of the manager's transformational leader the better is the employ´s proactive behavior (Hartog & Belschak, 2012).

Managers with transformational behavior can transform the individual interests of their salesperson to a collective vision (Mittal & Dhar, 2015). Thus, inspired by a collective vision, transformational leadership can foster cooperation among employees by promoting group goals (Podsakoff et al., 1990).

Charismatic leadership is one of the elements that constitute transformational leadership (Avolio, Bass & Jung, 1999, Mackenzie et al., 2001). Transformational leaders are charismatic (Dubinsky et al., 1995), that is, they inspire and stimulate their followers intellectually, attend to individual needs and act as examples for behaving coherently with the values they advocate (Mackenzie et al., 2001).

Leader-member exchange (LMX)

Even with behavioral theories of leadership (TAL and TFL), the leadership continues to be discussed by focusing on the central figure of the leader. As leadership is an essentially dual phenomenon, the leader-member exchange (LMX) theory begins to be developed with the aim of looking at leadership as a relational process, dividing the focus between the leader, the follower and the relationship built by both (Graen & Uhl-Bien, 1995).

LMX emerged as a process of learning from "Vertical Dyad Linkage" (VDL) model of leadership which documented that leader develop different relationships with each follower (Cropanzo, Dasborough & Weiss, 2017). According to Graen & Uhl-Bien (1995), the change from VDL to LMX happened because LMX go beyond the vertical relationship and consider the partnership developed between the leader and each follower. The first responsibility to build the partnership belongs to the manager who must involve and provide the same opportunities for all employees. The partnership "would increase the potential for more effective leadership" and is a potential to enhance the exchanges between leader and follower, improving the high-quality relationship (Graen & Uhl-Bien, 1995, p.229).

According to the quality of exchange relationship, leaders and subordinates separate themselves into two groups: in-group and outside the group (Cropanzo, Dasborough & Weiss, 2017). "Those subordinates who engage in higher quality exchanges with their supervisor are termed the in-group, and usually receive special benefits and opportunities from the leader such as specialized attention, favorable assignments, and career planning support" (Connell, 2005, p.25). Thus, in group are the higher quality relationships between leader and follower, there is greater trust between both, the follower tends to work harder and tends to be more rewarded by the leader, there are high quality of exchanges that result in positive outcomes for leader, follower, and organization (Graen & Uhl-Bien, 1995).

In contrast, those subordinates classified in the out-group "tend to have lower quality relationships with their supervisors, typically characterized by less attention and restricted levels of reciprocal influence and support" (Deluga, 1998, p. 190). Seeing as out-groups, followers tend to complain more about the behavior of the leader, receive less attention from the leader, there are lower quality exchanges between them, and they tend to distance themselves (Martin, Thomas, Legood & Russo, 2017).

LMX considers social, economic, cognitive, emotional, informational, interactive exchanges between managers and their employees (Rockstuhl, Dulebohn, Ang & Shore, 2012; Cropanzo et al., 2017; Martin et al., 2017). "Thus, a key tenet of LMX theory is that members' work-related attitudes and behaviors depend on how their leaders treat them" (Rockstuhl et al., 2012, p.1097).

The high quality of exchanges involving general obligations created by received favors, so individuals tend to want behaviors of reciprocity, loyalty, trust. In high levels of relationships, LMX considers that "effective leadership processes occur when leaders and followers are able to develop mature leadership relationships (partnerships) and thus gain access to the many benefits these relationships bring" (Graen & Uhl-Bien, 1995, p.225). The perceived contribution, affect (Dienesch & Liden, 1986), gratitude (Cropanzo, Dasborough & Weiss, 2017), mutual support, liking, latitude, attention, and loyalty (Connell, 2005) are some of the assumptions for a high-quality between leaders and followers.

The low quality of relationship happens when the follower sees his leader as a person who violates the principle of equity, treating members in a different way, prioritizing and benefiting some to the detriment of others. The sense of violation of equity causes a sense of injustice in the follower (Martin et al., 2017). Thus, in lower levels of relationship employees tend to "feel they are unfairly disadvantaged" (Cropanzo et al., 2017, p. 6), worsening communication, group cohesion and increase the conflict (Martin et al., 2017).

LMX can be seen as an addendum to TAL and TFL because it aggregates the analysis of the quality of the relationship in the TAL and TFL manager's behavior with each salesperson. As relationships are different, the manager's relationships with his/her salespeople range from low to high quality (Herdman, Yang & Arthur, 2014). LMX can add to the TAL, for example, that feedbacks made by managers can vary concerning quantity or quality to aggregate to performance according to the type of relationship or partnership the manager has as each salesperson. A manager with greater level of transactional behavior makes the salesperson "receiving feedback, clarification, recognition, and praise for their work (i.e., contingent reward behaviors) feel a sense of obligation to their leader and are likely to experience higher quality relationships with them" (Dulebohn, Bommer, Liden, Brouer & Ferris 2012, p.1722).

Regarding TFL, LMX may allow understanding that the manager with transformational behaviors are not seen in the same way by salespeople. The quality of exchange is based on the mutual perception of the benefits received with the exchange (Herdman et al., 2014). A

salesperson who realizes the manager with a high level of transformational leadership gets motivated and strives to build high-quality exchange relationships because he feels inspired by the vision and example of the figure of the leader (Dulebohn et al., 2012). For some, those who have a high quality of the relationship, the manager may indeed be an example to be followed, someone who offers individualized support (Mackenzie et al., 2001). But for other salespeople, those with whom maintains a low quality of the relationship, managers do not possess these characteristics (Mackenzie et al., 2001).

Value Congruence in the literature

Discuss value congruence is discuss similarity of two or more entities (Hayibor et al., 2011). In social psychology "the terms similarity, congruence, fit, overlap, alignment, share, and match often appear to be used interchangeably" (Zhang & Bloemer, 2008, p.2). Researchers that are discussing similarity often are concerned about the attraction between individuals (Byrne, 1961). Not only does similarity lead to attraction, but the similarity is one of the primary sources of attraction (Newcomb, 1956). As attraction and perceived similarity are interrelated (Newcomb, 1956), the authors of social psychology developed the similarity-attraction theory.

Similarity-attraction theory is "the basis for organizational value congruence research" (Zhang & Bloemer, 2008, p.2). The similarity-attraction theory started to be developed with Newcomb (1956), and it was expanded with Byrne´s studies (1961, 1971 and 1997). This theory is mainly discussing the effects of similarities and dissimilarities in attraction or repulsion between people. The similarities or dissimilarities can be in cultural, demographic, social characteristics, like race, territory, gender, age (e.g. Triandis, 2003; Lopes, 2008; Silveira & Hanashiro, 2009), and in behaviors and interpersonal attitudes (Byrne, 1961; Singh, Tay & Sankaran, 2016).

The similarity-attraction theory postulates that "people are most likely to be attracted toward those in closest contact with them" (Newcomb, 1956, p.575). One of the reasons for people feel attraction toward others is because they perceive being rewarded by them and rewards tend to be reciprocal (Newcomb, 1956; Byrne, 1961). People sharing the same attitudes for all situations is almost improbable. But, what similarity-attraction theory postulates are that specific behaviors and attitudes lead to more attractive than other similarities that are considered secondary (Byrne, 1971; Kristof-Brown, Zimmerman & Johnson, 2005). Thus, people seek to

share their lives with others who have attitudes and behaviors that are consistent with their main values.

Similarity and attraction reduced to uncertainty, there are greater foresight and better expectation about what to do about the behavior and attitudes of the other (Byrne, 1971; Kristof-Brown et al., 2005). The more the person identifies with the characteristics and behavior of the other, the more he/she looks for those attitudes in people who have a relationship. As a consequence of the evaluation of these attitudes, individuals end up categorizing the other. Those that are considered as similar are classified as "we" or in-group and dissimilar others are categorized as "they" or out-group. This categorization shows, then, that there is estrangement from the one that is different, and this kind of classification situations also occur within organizations, between managers and their subordinates (Kraus et al., 2015).

Thus, we can understand that in congruence context individuals perceive that the values they consider to be most fundamental are similar to the values of the people who are interacting. This similarity provides attraction among these individuals, who see themselves as part of the same group and because they are congruent they have their behaviors reinforced by the other. Congruence increases interpersonal interaction, improves communication and creates an environment of trust between manager and salesperson (Edwards & Cable, 2009).

In the organizational sphere, similarity "has been operationalized using a variety of content dimensions, including skills, needs, preferences, values, personality traits, goals, and attitudes" (Kristof-Brown et al., 2005, p.282). Here we understand that similarity can be interpreted as the congruence between the individual perceptions of the managers and the salesperson about the manager's leadership behavior. When the viewpoints of both are more congruent or similar the higher is the attraction between managers and salesperson which leads to better results from the salesperson's outcomes.

Leadership Value Congruence

Congruence on leadership context represents the similarities between the salespeople and their leaders according to their values and behaviors (Jung & Avolio, 2000; Groves & LaRooca, 2011; Tang, Cai, Liu, Zhu, Yang, & Li, 2014). Salespeople that perceive the manager´s thinking and acting similar to them use this similarity as a source of reinforcement of their attitudes, having positive consequences for both involved (Byrne, 1997).

Previous literature suggests that the value congruence can be measured using questions such as "I really support the intentions and values from my manager" (Jung & Avolio, 2000, p.955), and "since I started the job, my personal values and those from my manager have been becoming similar" (Groves & LaRocca, 2011, p.47). These previous researchers were intended to verify that sellers and managers share the same values and what were the consequences of this kind of congruence. However, this way of measuring congruence between manager and salesperson is too broad that it does not allow understanding the effects of congruence or incongruence in the perceptions of leadership behavior.

Different from previous research about the congruence of values, we seek to measure the congruence of manager's leadership behavior contrasting manager's and salesperson's perceptions. Thus, although the previous investigation used transformational and transactional leadership in their models (Jung & Avolio, 2000; Brown & Treviño, 2009; Hayibor et al., 2011; Mullins & Syam, 2014; Kraus et al., 2015), we did not find research using leadership congruence effects.

There are two possibilities to operationalized the congruence between salespeople and their managers (Groves & LaRocca, 2011). First, there is the subjective values congruence, "which measures followers' perceptions of how well their values match those of their leaders" (Groves & LaRocca, 2011, p.42). The second way is the actual values congruence done by comparing the similarity between salesperson's evaluation and manager's evaluation of some values or behavior (Groves & LaRocca, 2011). We operationalized the congruence based on the actual congruence, and we consider leadership value congruence as the result of the comparison between the manager's self-assessment and the salesperson's assessment of the manager's leadership behavior.

Furthermore, the leadership value congruence (i.e., manager-salesperson congruence) exists in a *continuum* that encompasses the low value up to the high value of congruence (Ahearne et al., 2013). Moreover, there are two possibilities for incongruence, according to Ahearne et al. (2013). The first, salesperson overestimate your leader, evaluating his/her manager above the manager self-assessment. The second possibility is when salesperson rated his/her manager's leadership below the manager's self-assessment, in this case, salesperson underestimates the manager's leadership behavior.

Observe that a low congruence value is different from the incongruence situation. In the low value of congruence, manager, and salesperson share the same perception about leadership

but attribute a low value to such variable. Already in the situation of incongruence, there is disagreement between the perception of the salesperson with the perception of the leader, each one has a different notion of leadership being exercised by the manager.

TAL and TFL Value Congruence

Studies begin to point out that leadership behaviors can help induce a congruence in work (Jung & Avolio, 2000, Brown & Treviño, 2009, Mullins & Syam, 2014), suggesting that the behavior of leadership exercised by the superior can approximate the values between him and his followers. There are few studies discussing TAL value congruence, and those who approach TAL also examine TFL and the relationship with value congruence.

In relations to TAL, Jung and Avolio (2000), despite measuring in another field of study (university), find that TAL has no significant effect on followers´ value congruence (β=0.03, p=ns). Another paper that argues about TAL value congruence was developed by Groves and LaRocca (2011). Similar with Jung and Avolio (2000), Groves and LaRocca (2011) also find that there is no association between TAL and follower values congruence (β =-0.07, p=ns).

The initial justification for these non-association findings falls on TAL being a leadership based on economic values and having less emphasis on relationship and collective building goals, which approximate values (Groves & LaRocca, 2011). However, in addition to the results being null, the congruence measured in these two works differ from the proposal here. Both studies did not measure the actual congruence on TAL, they made the congruence as a general value, so the justifications do not apply to this study. Here we understand that congruence about the TAL managers' behavior brings benefits to the salesperson's performance because it shows that they are aligned in the same working directions. This argument will be best described in the topic of hypothesis development.

In reference to TFL, the majority papers that involves the value of congruence and leadership dealing with transformational leadership. Jung and Avolio (2000), for example, identified that TFL affects performance direct and indirectly through congruence of value. The authors argue that the values of the follower and the values of the leader must be congruence for the influence of transformational leadership occur. To Jung and Avolio (2000), only when the manager is congruent with the salesperson is that transformational leader will be extraordinarily powerful.

Brown and Treviño (2009) found that charismatic leadership, here considered as a part of transformational leadership, influences on transmitted values from the leader to the employees. In a similar way, Hayibor et al. (2011) conducted empirical research on charismatic leadership and congruence. The authors analyzed the congruence of value only at the highest organizational level, considering the CEOs and their top management. The authors conclude that the perceived congruence of value influences the CEO's charisma assignments vis-a-vis their immediate followers (top management). Groves and LaRocca (2011) also find that TFL has a strong connection with follower values congruence.

Of the four papers cited (Jung & Avolio, 2000; Brown & Treviño, 2009; Hayibor et al., 2011; Groves & LaRocca, 2011) the closest to this research is the study of Hayibor et al. (2011). However, differently from the proposal of this research, the paper of Hayibor et al. (2011) did not consider transactional leadership and not reach the operational level of sales (salesperson). Besides, the authors only examined direct effects and did not enter into the issue of incongruence.

A further step was taken by the research of Mullins and Syam (2014). The authors also investigated the question of (in)congruence, considering leaders and salespeople. The authors studied only transformational leaders, and the focus of their research was on the congruence of customer orientation. The congruence value was calculated based on subjective value, which salesperson evaluated himself/herself and evaluated his/her leader regarding customer orientation. The significant finding of Mullins and Syam (2014) was that transformational leadership could negatively influence salespeople. This negative influence occurs when the seller sees himself/herself as more customer oriented than his/her leader (Mullins & Syam, 2014).

The research of Mullins and Syam (2014), however, is limited by considering only the salesperson's vision, failing to encompass and opposing the view of their managers. Point in which our paper advances because it proposes to counterbalance the perception of the salesperson with the perception of its leader. In addition, the thesis advances by questioning if the judgment of the behavior of leadership of the salesperson is the same of the judgment of the manager, that is, brings an interrogation that was absent in the paper of Mullins and Syam (2014), that already leave as if the transformational leadership was consensual among salesperson and manager.

Another important (in)congruence article is Kraus et al. (2015). The authors confronted the organizational identification of the salesperson with the organizational identification of their managers. In the case where organizational identification was not aligned, the authors called it an organizational identification of tension. In cases of tension, they verified damages to customer satisfaction and salespeople performance. The study explored as a means to attenuate this tension the behavior of leadership (charismatic and transactional) combined with the control system (by behavior and result). And it found that charismatic leadership combined with outcome control and transactional leadership combined with behavioral control reduce the existence of tension of organizational identification between leader and salesperson.

Although the latter two papers (Mullins & Syam, 2014, Kraus et al., 2015) have suggested relations between leader and salesperson and their impact on organizational results, none of them investigate whether the manager's leadership is congruent or incongruent with the salesperson's perception. Both started from the notion of leadership already agreed between leader and salespeople, and previous studies show that in reality, the relationship between managers and salespeople may diverge (Shamir et al., 1993; Dias & Borges, 2017). Thus there is a lack of clarity as to how the manager and the salesperson perceive leadership, may be congruent or incongruent, and what consequences can have on the salesperson's performance, being this gap what this paper intends to investigate.

Value Incongruence when salespeople evaluated their leaders

The incongruence is the dissimilarity between managers and salesperson. The perception of attitudes as dissimilar can alienates people (Byrne, 1997) causes tension (Kraus et al., 2015) and can impair the performance. The congruence literature implies that the dissimilarities between managers and salespeople can have negative consequences for those involved (Byrne, 1997), causing interpersonal relationship problems (Wu, Tsui & Kinicki, 2010). Dissimilarities show avoidance tendencies (Newcomb, 1956) because people prefer individuals with similar attitudes. When you see someone as similar to you, you judge this person to be smarter, better informed, more moral and better adjusted than those perceived as dissimilar (Byrne, 1961).

However, seems to be absent in the literature of similarity-attraction the possibility of having incongruence with positive results. Therefore, we believe that the Leader-Member

Exchange Theory can better explain the existence of detrimental incongruence (dark side) and the existence of positive incongruence (bright side) between salespeople and managers. LMX can explain the presence of incongruence in arguing that the relationship between leaders and their followers are different, each follower has a unique perception about his/her quality relationship with the leader (Martin et al., 2017).

In situations of the dark side of incongruence, salespeople who are referred as having a lower-quality exchange with their manager feel classified as "outside group" and are more prone to confrontation, staying at a greater distance and avoiding each other (Bauer & Ergoden, 2015). When salesperson underestimates the manager's leadership, the result might suggest the manager is an inefficient leader causing negatives effects on salesperson´s performance, both for transactional and transformational leadership. A leader to succeed in inspiring his followers, independent of leadership behavior, must, first of all, know the needs, limitations, and potential of his followers (Dubinsky et al., 1995). Therefore, the underestimated leadership shows a manager's failure to understand the expectations that his salespeople expect him to provide (Kopperud, Martinsen & Humborstad, 2014).

Moreover, when salesperson evaluates his/her manager with a lower level of leadership, the results are negatives for the salesperson. Salesperson´s underestimation about the leadership behavior of his/her manager may indicate that the manager is, in salesperson's perception, in fact, a pseudo-leader (Groves & LaRoca, 2011). In these scenarios of underestimation, managers fail in their role of shaping the salesperson's values, causing damages to job outcomes (Mullins & Syam, 2014), as tension between the manager and salesperson, harming the organizational identification and decreasing salesperson's performance (Kraus et al., 2015).

On the other hand, we suggest that when salesperson evaluates his/her manager with a higher level of leadership the results are positives for the salesperson (bright side), both for transactional and transformational leadership. The positive effect occurs because salesperson sees him/her as someone inspiring, a leader to be followed, being these way the real sense of leadership (Bauer & Erdogan, 2015). Besides that, when managers self-evaluate with less leadership behavior, be it transactional or transformational, it can translate humility, modesty, which has no relation to the leader's underperformance (Sosik & Megerian, 1999).

Furthermore, the logic behind the salesperson's overestimation can be understanding by LMX. We suggest that the overestimated can be understood as a high quality of relationship where the efficacy of leader is optimized (Herdman et al., 2014). In this context, salespeople

comprehend that their manager as a partner (Graen & Uhl-Bien, 1995). Thus, salesperson and manager increase the reciprocity and "are characterized by gestures of goodwill that are perceived positively by the subordinate (e.g., favorable job assignments, increased responsibility). In return for these benefits, the subordinate is motivated to respond in kind and does so by engaging in altruistic behaviors aimed at benefiting the supervisor" (Connell, 2005, p.29).

Hypotheses Development

Figure 1 shows the theoretical framework. In the next part, we argue the hypotheses that address how self-efficacy mediates the main effect of leadership behavior on performance. We test our model using three surveys. In Study 1, we investigate leadership behavior (in)congruence using reports from managers and salespeople in selling footwear (e.g., Shoes, Boots, Sandals, etc.). In Study 2, we use reports from managers and salespeople in selling clothes. In Study 3, we examine leadership (in)congruence using reports from managers and salespeople in selling furniture and appliances.

The choice of footwear, clothes and furniture and household appliances segments is due to the fact that they are segments with a large number of stores, which allows a larger sample size. In addition, because of the wide competition, we believe that these segments are turbulent sectors and, as Bass (1990) argues, turbulent sectors are more prone to transformational leadership. Thus, we expect to find both managers with transformational behavior as well as managers with transactional characteristics, which is the more traditional leadership behavior (Mackenzie et al, 2001).
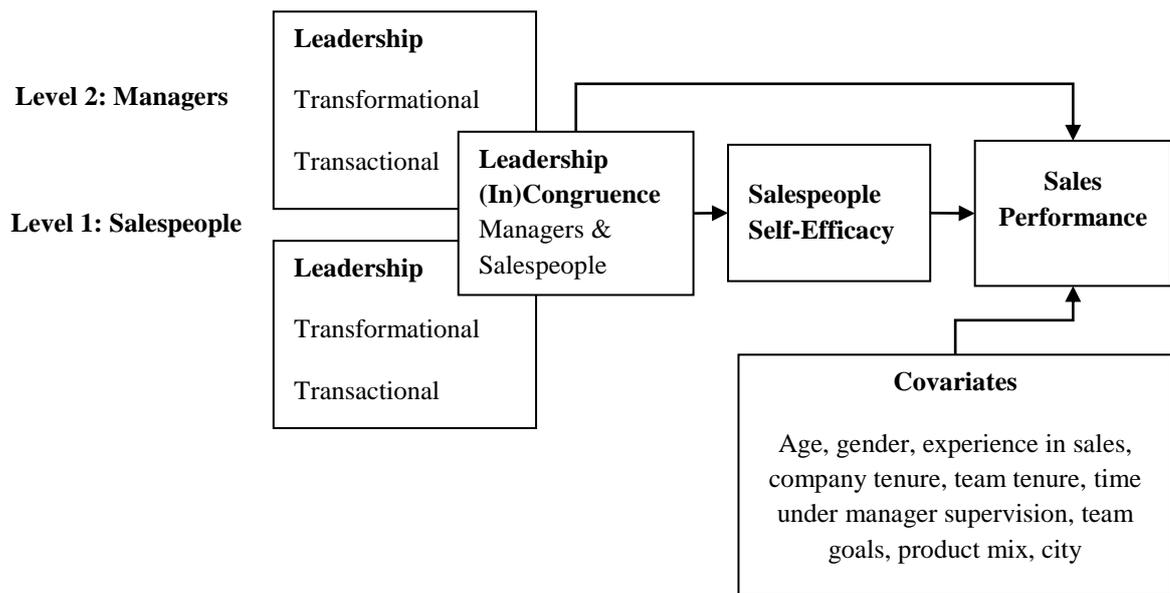
Figure 1. Conceptual framework

Self-efficacy and Performance

We define self-efficacy as salespeople's judgments of their capabilities to manage and perform courses of action essential to achieve designated types of results (Bandura, 1986). In the sales context, it has been argued that salespeople with high levels of self-efficacy are more likely to believe in their competences and elaborate strategies that help them develop knowledge and selling skills (Bandura, 1982) increasing their performance (Mullins *et al.* 2014; Wang & Netemeyer, 2002). Moreover, self-efficacy encourages salespeople to be adaptive about sales task-specific activities such as selling, prospecting new customers, enhancing the existing ones, generating benefits (Krishnan, Netemeyer & Boles 2002; Vieira et al., 2018).

Social Cognitive Theory (Bandura, 1982) and previous literature on sales supported the relationship between salesperson's self-efficacy and performance (Ahearne, Mathieu & Rapp, 2005; Schmitz & Ganesan, 2014; Wang & Netemeyer 2002; Krishnan, Netemeyer & Boles, 2002). This effect happens because efficacious individuals hold a robust confidence (Zboja & Hartline, 2012) that they are able to achieve sales actions and envision strategies successfully (Bandura, 1997) and "have a greater capacity to understand, prioritize and articulate customer expectations to internal constituents" (Schmitz & Ganesan, 2014, p. 64). Therefore:

24

H_1: Salespeople's self-efficacy is positively associated with performance.

Leadership behavior congruence and Performance

The positive effects of transactional and transformational are well documented in the literature (DeGroot, Kiker & Cross, 2000; Judge & Picollo, 2004, Dubinsky et al., 1995). In addition, the positive effects of congruence between leader and follower or manager and salesperson appear to be a point of agreement among researchers (e.g., Edwards & Cable, 2009; Brown & Treviño, 2009; Hayibor et al., 2011; Mullins & Syam, 2014; Kraus et al., 2015).

In transactional leadership, the fact that the manager and the salesperson perceive that leadership is being exercised in the same way (congruence) suggests that reward or punishment behavior is predictable, aligned and compliant to both (Mackenzie et al., 2001). In a congruence context there is "increase predictability because organizational members who hold shared values have similar motives, set similar goals, and respond to events in similar ways" (Edwards & Cable, 2009, p.656). Thus, on TAL congruence, the salesperson recognizes that the manager can intervene, direct, punish, and reward activities through feedback which is consistent because they share the similar goals. Moreover, the salesperson understands your manager as an essential part of the sales, task, and rule enforcement routine because on congruence they are sharing rewards (Byrne, 1961).

In addition, the higher the level of congruent assessment means that the higher the transactional leadership level exercised by the manager. Thus, the high degree of congruence in transactional leadership should influence performance because managers and salespeople have a better interaction and trust each other (Edwards & Cable, 2009), managers define the "goals that subordinates need to achieve" (Dubinsky et al.,1995, p.19), eliminate "performance problems by using corrective transactions" (Groves & LaRoca, 2011, p.39), offer positive and negative feedback (Schmitz et al., 2014), discuss the rewards for achieving goals (Gong et al., 2009, p.775) and propose resources to "avoid disciplinary action" (Mullins & Syam, 2014, p.191), generating exchanges between the "them and the subordinates" (MacKenzie et al., 2001, p.118) which is useful for performance. Therefore:

H_{2a}: The congruence of transactional leadership is positively associated with performance. The level of performance will be higher when there are high levels of leadership assessment by both the salesperson and the manager.

Otherwise, the high level of transformational leadership should influence performance because managers help to develop new values and aspirations (Mullins & Syam, 2014), different ways of performing the work (MacKenzie et al., 2001) motive and encourage salespeople to outflow traditional sales (Shin *et al*., 2012) and inspire follower autonomy (Gong et al., 2009). Thus, a manager with transformational behavior, being congruent with his/her salesperson, can intellectually encourage him/her by understanding what difficulties and personal development he/she needs (Bass, 1990; Mackenzie et al., 2001). Because of developmental needs, the manager can provide individualized support, functioning as coaching for each salesperson (Bass, 1990; Mackenzie et al., 2001).

In addition, we hope that the higher congruence evaluation of transformational leadership influence salespeople to perform better because congruence improves the communication and the interactions between manager and salesperson (Edwards & Cable, 2009) and it shows that the manager can align their values and their vision of the future with salespeople (Mackenzie et al., 2001). Thus, in a congruence context, the salesperson perceives his/her manager as an example to be followed (Mackenzie et al., 2001) and the salesperson identifies and internalizes the values and aspirations of the same because he/she share the manager´s behavior (Jung & Avolio, 2000).

Furthermore, we believe that congruence reveals the credibility that the transformational manager has for the salesperson, and this enables the manager to charge results above the salesperson's average (Mackenzie et al., 2001). Being congruent, the manager shows that his/her posture is consistent with the values that he/she advocates (Podsakoff et al., 1990). These elements provide transformational leadership should help salespeople in achieving superior performance. Therefore:

H$_{2b}$: The congruence of transformational leadership is positively associated with performance. The level of performance will be higher when there are high levels of leadership assessment by both the salesperson and the manager.

Leadership Congruence and Mediating Role of Self-Efficacy

Transactional Leadership. TAL is based on exchanges between manager and employee such that the leader provides reward behavior (Bass, 1985a) and punishment behavior

(Podsakoff et al. 1984, 2006). In giving constant positive and negative feedback, the transactional manager should be able to share common goals and execute actions to meet the purposes of the salesperson (Mackenzie et al. 2001). In parallel, since salespeople perceive the manager's efforts toward giving positive and negative feedback, they should perceive congruent efforts toward sales goals. The transactional leadership congruence between managers and salespeople refers that managers are instructing salesperson in terms of sales activities, correct and improper in the same way that salespeople are perceiving and realizing them.

When there is a congruence in transactional leadership perception, the "positive and negative feedback practices (e.g., recognition of high performance, bonuses, commissions, disapproval for lack of effort, and criticism) guide subordinates' behaviors through specific expectations" (Domingues et al., 2018, p.640) because these elements are in common agreement. By directing salespeople's behavior, transactional managers reinforce the skills of salespeople who perform well and correct attitudes that can lead to failures in sales activities (Vieira et al., 2018).

In this way, avoiding failures and having more positive results, the transactional leadership congruence should increase salesperson's believe in their skill to accomplish a task (Maddux, 2000). As a consequence, salespeople with high levels of sales self-efficacy believe that they are capable of achieving sales goals demanded from managers because they are aligned regarding expectations, sales rewards, and punishment behavior, elevating sales performance (Schmitz & Ganesan, 2014). Formally stated,

H$_{3a}$*: The transactional leadership congruence between managers and salespeople has an indirect effect on sales performance through self-efficacy.*

Transformational Leadership. A transformational manager tries to change the standards, values, goals, and ambitions of salesperson so that they achieve paths their sales targets by different habits (Mackenzie et al., 2001). When managers consider themselves as open to change the principles and values in the sales field, they inspire their followers (Kark et al. 2003; Schmitz et al. 2014). Similarly, when salespeople perceive that their managers are really open to changes, congruence between them toward sales goals can exist.

We suggest that when there is an alignment between manager's transformational leadership self-evaluation and the salesperson's perception of their manager's transformational leadership, this congruence aligns values, motivates new objectives, and equalizes ambitions

(Mullins & Syam, 2014) of both parts. In addition, the congruence balances both employees' expectations toward new ways of working (Mackenzie et al., 2001) and encourages salespeople "to be open to different ideas" (Shin *et al*., 2012) supported by their managers. Since there is congruence, the salespeople can have more self-confidence in adopting new procedures for prospecting and selling. Therefore, the equivalence between managers and salesperson about the new ways of working increases salespeople's self-efficacy that they can achieve sales results with confidence (Burns 1978; Zboja & Hartline, 2012).

Besides, the literature has already demonstrated that transformational leadership is associated with an increase in the levels of self-efficacy of followers (Liu, Siu & Shi, 2010). Thus, the manager with transformational behavior can through verbal persuasion transform the attitudes of his followers (Policarpo & Borges, 2016), having the potential to encourage (Deichmann & Stam, 2015) and increase the self-efficacy of salespeople (Liu et al., 2010), which, in turn, affect the seller's performance. As consequence, the higher the salespeople's self-efficacy own ability to perform a task, the higher sales performance (Stajkovic, Luthans, 1998). Therefore:

H3b*: The transformational leadership congruence between managers and salespeople has an indirect effect on sales performance through self-efficacy.*

Leadership behavior incongruence and Performance

We suggest that incongruence of leadership behavior, which it has two sides (bright and dark sides), can affect sales performance both directly and indirectly via self-efficacy. In TAL bright side, we suggest that when salespeople perceive the transactional leadership behavior from their managers is greater than the managers evaluate themselves, there are high levels of sales performance. Salespeople may perceive their manager is much more leader oriented than managers think they are. This difference creates an interpersonal identification (Mullins & Syam, 2014) that transactional leadership is being exercised in the way that salesperson expected concerning reward, positive feedback, recognition and performance above expectations (Mackenzie et al., 2001).

According to Leader-Member Exchange Theory (Rockstuhl et al., 2012), when salespeople perceive the transactional leadership behavior from their managers is greater than the managers evaluate themselves, there is more interaction between leaders and followers that

improves the quality of leader-member exchange relationships. By creating better information exchange and vertical dyad linkage (Graen & Uhl-Bien, 1995), "the leader provides rewards for the subordinate's effort" (Mackenzie et al., 2001, p.118) regarding inputs, process, and outcomes. By having more information exchange and interaction, salespeople may have respect for transactional leaders who can intervene, direct, punish, and reward sales activities through feedback.

On another side of TAL incongruence (dark side), when salespeople see the transactional leadership behavior from their managers is lower than the managers evaluate themselves, salespeople can perceive a low quality of exchange with their managers. LMX discuss that low quality of relationship causes distancing between manager and salesperson (Bauer & Ergoden, 2015) and this can increase the possibility of a harmful transactional leadership practice that is the management by exception, when manager intervene on salesperson routine only when things go wrong (Bass, 1985b). Thus, sellers come to see the manager as an unfair person with only punitive character, and this tends to affect their performance negatively (Bass, 1985b).

Besides, low quality of exchange is damaging for salesperson´s expectations (Bauer & Ergoden, 2015). Salespeople have expectations of how transactional leader would punishment and reward sales transactions. If the transactional leader has a lower capacity of proving the positive and negative feedback, salespeople would perceive low exchange quality with their manager. This low quality of relationship reduces sales performance because salespeople' expectations about their tasks, positive feedback, employee performance (Dubinsky et al., 1995, Mackenzie et al. 2001) are not achieved. Therefore:

H_{4a}: When the salesperson overestimates (vs. underestimates) his/her manager's transactional leadership, his/her sales performance is higher (vs. lower).

In TFL bright side of incongruence, when salespeople perceive the transformational leadership behavior from their managers is greater than the managers evaluate themselves, there are high levels of sales performance. The theoretical logic behind this assumption is based on Leader-Member Exchange Theory (Rockstuhl et al., 2012). This theory suggests that the transformational leader tends to offer individual support and provides conditions for each salesperson to achieve his/her best performance (Mackenzie et al., 2001) by exchanging relationships that influence salespeople's obligation, choices, and access to resources and

performance (Deluga, 1988). With this exchange in mind, the transformational leader can extract extra effort from his/her vendors (Bass, 1990) and the salesperson perceives his/her manager as an example to be followed, identifying and internalizing the values and aspirations of the same (Mackenzie et al., 2001). Therefore, when salespeople perceive their managers with a more significant transformational orientation, the leader-member exchange motivates effort and performance beyond expectations (Deluga, 1988; Kopperud et al., 2014).

In TFL dark side, we suggest that transformational leadership value incongruence reduces sales performance. Incongruence occurs when the assessments of the transformational leader are divergent between the salesperson and the manager. The differing evaluations are the opposite of the desire of organizations seeking alignment in the relationship between employees. Drawing on LMX (Graen & Uhl-Bien, 1995), the lack of alignment of the transformational leader is detrimental to performance because it separated the manager and the salesperson in opposite group. When seeing their manager as outside the group salespeople decrease the interest for keeping exchanges, and they avoid getting confidence and trust in the behavior of the manager (Bauer & Ergoden, 2015). Avoiding manager's behavior, salespeople do not perceive the specific TFL behaviors (such as support and inspirations). As a consequence, salespeople might realize the incongruence in the relationship, reducing their expectation of sales performance. In addition, TFL predicts that the manager "will lead others to himself in his vision of the future" (Bass, 1990, p.23). The incongruence between manager-salesperson in transformational leadership is not only the absence of leadership in itself, because it reflects a flawed vision of the future before the organization (Policarpo & Borges, 2016). Thus, we have the following hypothesis:

H₄b: When the salesperson overestimates (vs. underestimates) his/her manager's transformational leadership, his/her sales performance is higher (vs. lower)

Leadership Incongruence and Mediating Role of Self-Efficacy

Transactional Leadership Incongruence and the Mediating Role of Self-Efficacy. We suggest that when salespeople perceive the transactional leadership behavior from their managers greater than the managers evaluate themselves, there are high levels of self-efficacy, which in turn increases sales performance.

First, the bright side of TAL incongruence enhances salesperson's self-efficacy. The transactional manager typically stipulates the salespersons' goals (Domingues et al., 2017) and when evaluating the manager with overestimated transactional behavior, salesperson shows that he/she trusts that goals set by the manager are consistent and that he/she can reach the estimated goals (Mackenzie et al., 2001). As "self-efficacy reflects an individual's belief in his (or her) own competence and is associated with beliefs about task-specific activities" (Vieira et al., 2018, p.152), the salesperson demonstrates high self-efficacy because he/she believes in his/her competence to achieve it. Besides, we believed that the manager who has an overestimated TAL behavior evaluates by the salesperson can increase salespersons' effectiveness through feedback and constant interventions in salesperson's activities (Dubinsky et al., 1995). Positive feedbacks reinforce salesperson's beliefs that their abilities are consistent with the activities to be fulfilled and negative feedbacks are intended to improve the seller by correcting their deviations and faults (Mackenzie et al., 2001). Since self-efficacy is a construct also influenced by individual success experiences (Maduxx, 2000), we expected that the improvement of the salesperson resulting from the manager's feedback could lead to more success and thus greater perception of the salesperson's effectiveness.

Second, we suggest that self-efficacy enhances salesperson's performance. "An increase in a salesperson's self-efficacy increases his or her belief in being successful within the selling situation" (Ahearne et al., 2005, p.952) and it does the salespeople see the difficulties smaller than they are (Bandura, 1982) and make more effort in their sales activities (Donassolo & Matos, 2014), increasing sales performance (Ahearne et al., 2005).

Third, we believe that TAL bright side effects salesperson's performance via self-efficacy. Basing on Leader-Member Exchange Theory (Rockstuhl et al., 2012), this mediating effect occurs because the quality of leader-member exchange relationships (Graen & Uhl-Bien, 1995) help to influence the self-efficacy that a given task can be successfully developed (Bandura, 1977). The fact that the salesperson perceives that transactional is supporting in his/her action toward sales and the fact that there is exchange in the communication about punishment and reward generate high levels of belief that a sales task can be performed, which in turn increases "courses of action required to produce given attainments", such as sales performance (Bandura 1977, p.3).

Thus, transactional leadership is a day-to-day leadership (Domingues et al., 2017) with managerial interventions a way to increase salespersons' confidence about their abilities

(Mackenzie et al., 2001). This managerial intervention that enhances the confidence of the salesperson is consistent with Cognitive Social Theory which postulates that by more confident on his/her skills, more salespeople believe that their capabilities are sufficient to achieve the desired effects in their sales activities (Bandura, 1977). As previous research has already proved that self-efficacy influences job performances (Ahearne et al., 2005; Schmitz & Ganesan, 2014), we suggest:

H5a*: When salespeople overestimate their manager's TAL, this overestimation has an indirect effect on sales performance through self-efficacy.*

Transformational Leadership Incongruence and the Mediating Role of Self-Efficacy. We propose that when salespeople perceive the transformational leadership behavior from their managers greater than the managers evaluate themselves, there are high levels of self-efficacy which, in turn, increases sales outcomes.

When manager's transformational behavior exceeds salesperson's expectations, it shows that the manager is getting high levels of inspiration and transformation from your salesperson (Bass, 1990). In addition, transformational leadership predicts higher levels of trust (Podsakoff et al., 1990) and emotional and affective exchanges between manager and salespeople (Mullins & Syam, 2014). So, we believe that transformational managers with surplus attitudes can strengthen the salesperson' emotionality, increasing their self-efficacy (Maduxx, 2000). By learning about how to deal with their difficulties, the salespeople can improve their assessment of themselves by reinforcing their level of self-efficacy (Lapierre et al., 2016). In addition to support, the transformational leader intellectually stimulates salespeople (Mackenzie et al., 2001). The intellectual stimulus encourages salespeople to believe that they can seek ways to coordinate their skills in challenging situations (Maduxx, 2000).

We believe that managers who exceed their salesperson's expectations can use their leadership characteristics to inspire salespeople to improve their professional skills, increasing self-efficacy (Stajkovic & Luthans 1998). In transformational leadership, managers who are most valued by salespeople may increase salesperson's self-efficacy by providing individualized support (Mackenzie et al., 2001), taking into account each salesperson's insecurities and difficulties making the salespeople believe more that they can successfully develop their activities, which in turn reflects on self-efficacy (Bandura, 1961).

Next, salespeople with high efficiency achieve better performance. Self-efficacy is the conviction of the individual that one can perform a task successfully (Bandura, 1977). Salespeople with high levels of self-efficacy are able to "comprehend and articulate customer demands, exceed their expectations and prioritize selling action for increasing satisfaction, they can develop better selling opportunities" (Vieira et al., 2018, p.152). Besides that, the literature has already shown that self-efficacy effectiveness leads to better performance (Stajkovic & Luthans, 1998).

Drawing on LMX theory, when there is the bright side of incongruence value expected that the salespeople have aspirations with their transformational leaders; there are high levels of exchange that form a strong trust, emotional, and respect-based relationships (Bauer & Ergoden, 2015). High levels of exchange inspire and stimulate salespeople intellectually (Mackenzie et al., 2001), increasing the belief in the ability to carry out sales activities (Patterson et al., 2014). As consequence, higher levels of self-efficacy toward sales actions, higher sales performance (Bandura, 1977).

H5b: *When salespeople overestimate their manager's TFL, this overestimation has an indirect effect on sales performance through self-efficacy.*

Study 1

Data Collection

In Study 1, we collected data from two main sources: (1) salespeople and (2) sales managers from shoes store retail. These retail salespeople sell different products (e.g., slippers, shoes, boots, luggage, umbrellas, and gloves) to different segments (e.g., adults, kids, and teenagers) and both genders. We collected data personally in retail stores using a structured and self-administered questionnaire (Appendix A and Appendix B). Salespeople reported information about their self-efficacy perception, sales performance, and their managers' leadership behaviors. Managers reported information about their level of leadership behaviors and the store features. Product mix was classified by the researcher, according to what was seen in the store. The stores were separated into two groups, in Group 0 were the stores that sold, primarily, footwear. In Group 1 were the stores that sold footwear and other items, such as sports items (uniforms, team shirts, and balls), backpacks, among others.

Sample

Our final sample represents 108 managers and 375 salespeople from 108 stores in six different cities: Maringá, Londrina, Rolândia, Arapongas, Apucarana and Ibiporã (State of Paraná, Brazil). Table 1 shows the number of salesperson and manager participating in the research per city.

Table 1: Number of salesperson and manager participating in the search per city (Study 1)

City	Number of the salesperson by city	Number of manager by city
Maringá	157	40
Londrina	76	27
Rolândia	36	6
Arapongas	31	13
Apucarana	40	17
Ibiporã	35	5
Sum	375	108

Regarding the profile of respondents, the majority of managers were female (56.5%), and their age average was 38 years (SD=1.88). The average that they are working in sales

context is 18 years (SD=12.34), the time as employed in the company is 13 years (SD=12.00) and the time as the manager in the company is 9 years (SD=10.14). Female was the majority of the salespeople (72.2%), and their age average was 28 years (SD=7.76). The average that they were working in sales context is 6 years (SD=5.85), the time as employed in the company is 6 years (SD=3.45) and the time under actual manager supervision is 2 years (SD=2.53).

No questionnaire needed to be deleted. At the end of the completion of each data collection instrument, the researcher carried out the conference of all the items of the questionnaire, which made it possible to clarify the questions that had two response marks and which allowed the majority of the blank answers to be answered.

Only 12 questionnaires of salespeople and only 5 questionnaires of managers contained one or at most two missing. The procedure for not needing to eliminate these questionnaires was to average the dimension of the construct, or in cases of the construct that did not have the dimension, the mean of the construct of the respondent was performed. For example, the transactional leadership construct is formed by two dimensions (reward behavior and punishment behavior). Thus, when the blank answer occurred in the transactional leadership, the average was made by the dimension in which such an issue corresponded. The coherence of the respondents was observed according to the dimension, that is, there were cases in which one dimension was evaluated with a high value and another dimension with a lower value. In case of data missing in the variables like age, experience in sales or company tenure we used the mean of responses.

The descriptive measures of the variables are found in the Appendix C as well as measures of skewness and kurtosis. We analyzed measures of skewness and kurtosis to verify normality, having as parameters the maximum limits of 3 for skewness and 10 for kurtosis (Marôco, 2010). All items of the scales presented normality.

The first procedure with the results was to verify the existence of differences between the cities regarding the research constructs. For that, ANOVA was performed, and we checked that Londrina and Maringá had statistically similar behavior and that they differed from other cities. So we decided to separate the cities into two groups, in Group 0 were the two largest cities taking into account the size of the population, Maringá, and Londrina, and in Group 1 is formed by Rolândia, Arapongas, Apucarana, and Ibiporã. Then, we performed Test T to verify the difference between the two groups and the research constructs. The results are in Table 2.

Table 2: Difference between the mean of constructs by cities (Study 1)

Constructs	City	Mean	SE	Mean Difference	t	*p-value*
Salesperson						
TAL	Group 0	5.69	.06	-.36	-12.73	.00
	Group 1	6.53	.03			
TFL	Group 0	5.27	.06	-.43	-17.65	.00
	Group 1	6.49	.03			
Self-Efficacy	Group 0	5.50	.06	-.19	-11.94	.00
	Group 1	6.39	.04			
Performance	Group 0	5.36	.07	-.28	-13.88	.00
	Group 1	6.49	.04			
Manager						
TAL	Group 0	5.58	.06	-.29	-.17	.86
	Group 1	5.60	.10			
TFL	Group 0	5.76	.04	-.23	-.72	.47
	Group 1	5.83	.08			

Note.
Group 0 = Maringá and Londrina
Group 1 = Rolândia, Arapongas, Apucarana and Ibiporã.

Regarding the managers, there was no statistically relevant discrepancy between those who belonged to Group 0 or Group 1. We found that the salespeople of the larger cities (Londrina and Maringá) attribute lower scores to all the research constructs, the difference being statistically significant ($p<0.01$). To correct these differences, in the future analyzes we put the variable 'city' to control the differences between Group 0 and Group 1.

Measurement

All multi-item scales were adapted from the previous studies. For measuring TFL, we used 12 items from Transformational Leader Inventory (Mackenzie et al. 2001) that reflect four dimensions: core transformational leadership, intellectual stimulation, supportive leadership behavior, and high-performance expectations. For measuring transactional leadership orientation, we used six items from Mackenzie et al. (2001) that capture two dimensions: contingent reward behavior and contingent punishment behavior.

We used seven items from Sujan, Weitz and Kumar (1994) to evaluate salesperson self-efficacy. Self-efficacy means a salesperson´s belief that it´s possible to achieve success the sales activities (Maddux, 2000).

Salesperson´s performance was measured subjectively and refers to the perception of the salesperson regarding the current state of his/her sales performance, considering a satisfaction and perception of his/her sales results and fulfillment of the goals. Four items adapted from Faia & Vieira (2017) were used to measure subjective performance.

Table 3 is a synthesis of the research constructs and the sources of the scales of each of these constructs, which are the basis for the applied questionnaire. In Study 1, 2 and 3, we modified the leadership behavior scales to the salespeople evaluated their managers and managers evaluated themselves. The measures use seven-point Likert scales, ranging from "strongly disagree" to "strongly agree".

We controlled our results for additional covariates (Table 4). We measured team's goal, salespeople's experience (i.e., time worked in sales context), manager´s and salespeople's tenure (i.e., years as employed in the company), manager's time as a manager and salespeople's time subordinated to the actual manager.

All scales are translated from English to Portuguese. Salespeople and managers did not know that their responses would be met, we merely stated that both would be answering questions about leadership. A pre-test was performed with three managers and six salespeople to check if there were no problems of understanding by the chosen sample. Pre-test results were discarded.

Table 3. Theoretical, operational and source definition of the scales used for the construction of the data collection instrument

Construct	Theoretical Definition	Operational Definition	Items
Transactional Leadership Adapted from MacKenzie, Podsakoff & Rich (2001)	Leadership that acts out of rewarding behavior and punishing behavior with their employees (Mackenzie et al., 2001).	Two dimensions: (i) reward behavior (ii) punishment behavior.	(1) Positive Feedback; (2) Recognition; (3)Compliment; (4) Knowledge about performance; (5) Demonstration of disapproval about poor performance; (6) Knowledge about poor performance; (7) Indication of productivity
Transformational Leadership Adapted from MacKenzie, Podsakoff & Rich (2001)	More charismatic leadership, in which leaders inspire their followers by example, encourage their followers to develop intellectually, expecting from them superior performances (Mackenzie et al., 2001).	Four dimensions: (i) the core of transformational leadership (ii) high performance expectations (iii) supportive leader behavior (iv) intellectual stimulation.	(1) Articulation with the vision of the company; (2)Model to be followed; (3) Facilitation for group goals; (4) High Performance Expectation; (5) Focus on better performance; (6) Be the best; (7)Consideration of feelings; (8) Consideration of feelings before acting; (9)Respect for feelings; (10)Handle respect for personal feelings; (11)Stimulus for new ways of acting; (12)Reflection on how to act; (13) Stimulus for new thoughts; (14) Ideas that challenge basic working assumptions
Self-efficacy Adapted from Sujan et al. (1994)	Self-efficacy is the individual's conviction that a given task can be successfully performed (Bandura, 1977).	-	(1) Good salesman; (2) Ease of customer pressure; (3) Adaptation in sales situations; (4) Ease of convincing the customer; (5) Temperament for sale; (6) Discovery about customer need; (7) Customer Convince
Performance Adapted from Faia & Vieira (2017)	Salesperson's perception of the current state of his/her sales performance, considering the satisfaction and perception regarding your sales results and its compliance with the targets (Faia & Vieira,2017).	-	(1) Satisfaction on sales results; (2) Meeting sales goals; (3) Perception of sales performance; (4)Achievement of goals at work

Regarding the control variables, the literature indicates that some elements can influence the findings. Thus, we measure them. Leadership can be seen as a group phenomenon, and the existence of collective goals can also impact the outcome (Hoffman et al., 2011). The team tenure also can influence the relationship between the leader and his or her subordinate (Hoffman et al., 2011). Besides, there are indications that the age (Turban & Jones, 1988) and the gender (Groves & LaRocca, 2011) of salespeople and/or managers can influence the results of work. We also measured company tenure (i.e., time as the manager or salesperson in the company) and experience in sales as controlled by Vieira et al. (2018), the product mix as indicated by Johnson and Sohi (2014) and the stores localization per city inspired by Yu, Patterson and Ruyter (2013). All these variables were added to the data collection instrument. In Table 4 the control variables are presented:

Table 4. Control Variables Source

Control Variables	Control Variables Source
Age	Turban & Jones (1988)
Gender	Groves & LaRocca (2011)
Experience in sales	Vieira, Perin & Sampaio (2018)
Company tenure	Vieira, Perin & Sampaio (2018)
Team Tenure	Hoffman et al. (2011)
Team goals	Hoffman et al. (2011)
Product Mix	Johnson & Sohi (2014)
City	Yu, Patterson & Ruyter (2013)

Polynomial Regression

To test the leadership value congruence, we used polynomial regression (Edwards & Parry, 1993). Previous studies used other methods to measure congruence or alignment between leaders and followers and/or between managers and vendors. One of the most used methods to measure the congruence of a variable was made by the difference of score. However, in the seminal paper by Edwards and Parry (1993), the authors discuss the limitations of other methods of congruence measurement, especially the difference-score method, and propose the use of polynomial regression as an alternative to study congruence in organizational studies.

The limitations of the score difference occur because the researcher reduces two variables into a single component. Thus, score difference is ambiguous, and the effect is confused by not knowing how to behave each of the two variables that were reduced by the difference of score. In the polynomial regression the two betas of the two variables are kept in

the model, and with the complement of the surface graph, it is possible to visualize the behavior of the congruence and the behavior of each side of the incongruence, having greater clarity of the phenomenon (Edwards, 1995).

Thus, the use of polynomial regression is the more accurate way to assess the effects of congruence or incongruence (Kristof-Brown et al., 2005) and several researches in the sales area followed the approach recommended by Edwards & Parry (1993) (e.g., Ahearne et al., 2013; Mullins & Syam, 2014; Kraus et al., 2015). We estimated the leadership (in)congruence by Edwards & Parry (1993) settings from the two levels of analysis (e.g., salespeople and managers).

Model Estimating

As hypotheses have the character of a linear relationship, we used Equation 1 for the analysis of congruence and incongruence:

$$Z = b_0 + b_1X + b_2Y + e. \tag{1}$$

Where Z represents the performance of the sellers, X is the perception of the leadership evaluated by the salespeople, and Y is the perception of the leadership evaluated by the managers.

To analyze how much the performance of the vendor varies according to the level of congruence, we added the restriction the $Y = X$ in the regression model, resulting in Equation 2. The sum $b_1 + b_2$ represents the slope of the congruence and wait for a line that is significantly different from zero (Edwards & Parry 1993).

$$Z = b_0 + (b_1 + b_2)X + e. \tag{2}$$

The analysis of the slope of incongruence follows the same path. The restriction $Y=-X$ is added to the regression model, resulting in Equation 3. The sum b_1-b_2 represents the slope of the incongruence line and expects it to be significantly different from zero (Edwards & Parry 1993).

$$Z = b_0 + (b_1 - b_2)X + e. \tag{3}$$

The procedure for analysis of congruence and incongruence is the same for transactional leadership and transformational leadership. The results are shown in Table 7. We estimated 5 models. The objective of the first model was to analyze the influence of control variables on the performance of sellers. The second model integrated the effect of self-efficacy on performance. In the third model, in addition to self-efficacy, they were added to TAL from the seller's perspective and the manager's perspective. In model 4 we verified the direct influence of self-efficacy and TFL from the seller's perspective and the manager's perspective. Model 5 aimed to analyze the congruence and incongruence of TAL and model 6 had the objective of analyzing the congruence and incongruence of TFL.

Mediating analysis with PROCESS

An extra step was required to analyze mediation. We elaborate the construct leadership's congruence using a block variable approach (Ahearne et al., 2013). This step was necessary because polynomial regression "is restricted to the analysis between congruence measures as a predictor of an outcome" (Kraus et al., 2015, p. 498). Thus, we first elaborated the congruence variable between manager and salesperson for both leadership perspectives, and then we estimated the indirect effects.

To analyze the mediation for incongruence another step was necessary. The salesperson evaluation and the manager evaluation about leadership behaviors were converted to z-scores and subtracted (i.e., delta score) to form an index. The sign of the result of this subtraction indicates the side of the incongruence value. Thus, the smaller values represent the salesperson´s underestimation about manager's leadership behavior (dark side), while the higher values represent the salesperson's overestimation about manager's leadership behavior (bright side). Table 8 shows the regression analysis for the incongruence made by the delta-score.

We performed the procedure of congruence and incongruence with the standard variables, with the objective of not inflating the values. We estimated the mediation analyses using Process tool (Hayes, 2013). Process is preferable to Sobel test and Baron and Kenny´s

regressions because it's using bootstrapping to generate a confidence interval around the indirect effect (Field, 2013).

Analysis

We performed the analyzes using IBMS SPSS Amos v. 20 and in the IBM SPSS Statistics v.20. We analyzed the data according to missing values, outliers and confirmatory factor analysis procedures for Studies 1, 2 and 3. We verified the following indices of adjustment for the models: chi-square (χ2), degrees of freedom (d.f.), root mean square of approximation (RMSEA), the goodness of fit index (GFI), comparative fit index (CFI) and Tucker-Lewis Index (TLI).

For the model adjustments, items with a factorial load less than 0.50 were first discarded. Subsequently, a new model was tested, and the items of a construct that were highly correlated with items from another construct were removed to improve the fit of the model. Manager´s model had no problem with a factorial load below 0.5, but TAL items 2, 3 and 7 and TFL items 2, 5, 10, 11 had to be excluded due to covariance problems between them. In salesperson´s model, only the item 4 of the TAL presented a low factorial load (λ <0.50) and was withdrawn. The items 3, 6 and 11 of TFL were excluded, and the item 5 of Self-Efficacy also was excluded by covariance problems. The name of the items removed can be seen in Table 3.

In Appendix C we describe the factorial loads of the items of the model. The results in Table 5 show the models after these exclusions. Overall the results in Table 5 indicate acceptable fit statistics.

Table 5. Fit indices of Confirmatory factor analysis

Survey		χ²/d.f.	RMSEA	GFI	CFI	TLI
Study 1	Level 1	1.63	.07	.87	.92	.90
	Level 2	2.10	.05	.90	.95	.95
Study 2	Level 1	1.51	.06	.90	.92	.91
	Level 2	2.14	.06	.88	.93	.92
Study 3	Level 1	1.25	.05	.90	.97	.97
	Level 2	1.82	.05	.89	.95	.94

Note.
Maximum Likelihood Estimative
Level 1: Managers Model
Level 2: Salespersons Model

We analyzed descriptive information, scales averages, and reliability. As expected all scales achieve high levels of Cronbach alpha, average variance extracted (AVE) and composite reliability (CR). Table 6 shows the correlation matrix from Study 1.

Table 6. Correlations Among and Descriptive Statistics for Key Study Variables (Study 1)

	Variables	1	2	3	4	5	6
	Study 1						
	Managers						
1	Transactional	(.74)					
2	Transformational	.45**	(.78)				
	Salesperson						
3	Transactional	.22**	.17**	(.83)			
4	Transformational	.20**	.09	.73**	(.90)		
5	Self-Efficacy	.07	.09	.51**	.42**	(.88)	
6	Performance	.05	.07	.51**	.46**	.53**	(.91)
	Average	5.58	5.78	5.85	5.50	5.67	5.58
	Standard deviation	.97	.72	.97	1.10	1.07	1.24
	AVE	.52	.58	.70	.70	.57	.73
	CR	.80	.93	.96	.93	.89	.92

Note.
** $p < .01$.
* $p < .05$.
CR = composite reliability
Cronbach alpha between parentheses

The discriminant validity was calculated for each construct by comparing the mean of the variance extracted from it with the square of the intercorrelation between it and the other constructs of the research. Thus, all the constructs had discriminant validity.

Findings

Main Effect. Table 7 shows the results of the polynomial regression of Study 1. As hypothesized, salespeople self-efficacy ($\beta = .41$, $p < .01$; H_{1a}) explained performance. In addition, we found that congruence of transactional leadership ($\beta = .41$, $p < .01$) had a positive relationship with sales performance, which supports H_{2a}. We also verified that transformational leadership congruence had a positive main effect on performance ($\beta = .33$, $p < .01$; H_{2b}).

Next, we examined the incongruence effects on salesperson´s performance. The results show that the salesperson's overestimation on TAL ($\beta = .41$, $p < .01$) and on TFL ($\beta = .37$, $p < .01$) are positives for salesperson's performance. As the beta of incongruence allow us to

43

visualize only the better side to performance (dark side or bright side), we use the surface analysis (Figure 2) as a complement to the interpretation of the results (Edwards & Cable, 2009). Thus, is possible to note in Figure 2 that the bright side generates higher levels of performance while the dark side creates the worst levels of performance. For example, TAL perceptions in Figure 2 shows that the bright side (managers -3.71 and vendors 1.20) generates better performance (= .40, y-axis) than the dark side (see both managers 1.47 and vendors -4.1 axis) which creates worst performance (= -2.20, y-axis). The same pattern occurs with TFL. Thus, we can say that H$_{4a}$ and H$_{4b}$ are supported.
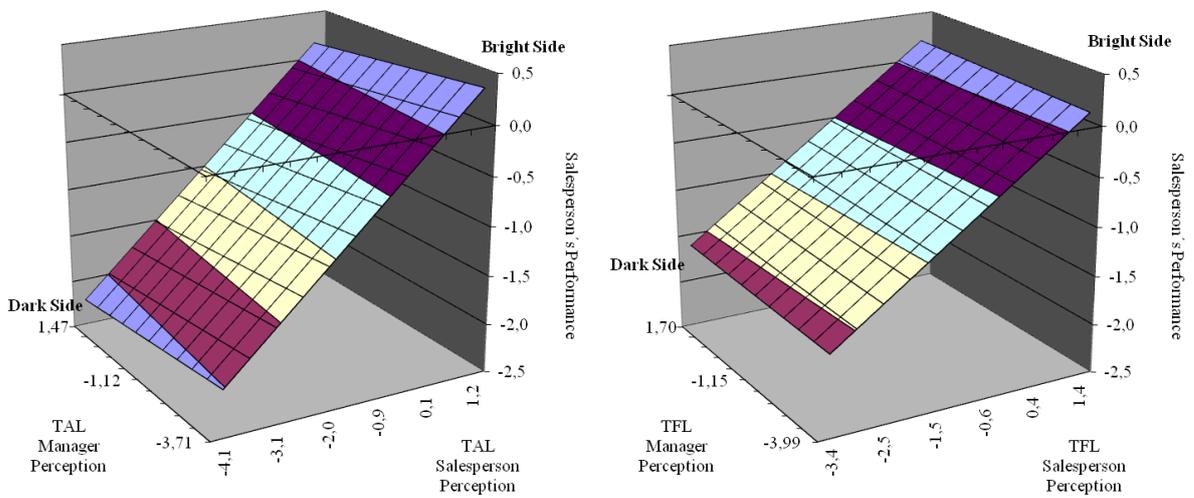
Figure 2. Polynomial regression and surface analysis for managers and salespeople on transactional leadership and transformational leadership (Study 1)
Note. TAL = Transactional Leadership, TFL = Transformational Leadership.

44

Table 7. Results of polynomial regression analyses on Salesperson´s Performance (Study 1)

Constructs	Study 1											
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
	Beta	*p value*	*Beta*	*p value*	*Beta*	*p value*	*Beta*	*p value*	*Beta*	*p value*	*Beta*	*p value*
Constant	-0,92*	0,02	-0,64*	0,04	-0,68*	0,03	-0,57	0,06	-0,92**	0,00	-0,90**	0,01
Salesperson												
Gender	0,14	0,31	0,02	0,89	0,02	0,82	0,01	0,90	0,15	0,18	0,16	0,15
Age	0,02	0,14	0,00	0,71	0,01	0,38	0,00	0,68	0,02	0,11	0,01	0,24
Sales Experience	-0,01	0,37	-0,02	0,17	-0,02	0,16	-0,01	0,34	-0,02	0,13	-0,01	0,35
Company Tenure	0,02	0,51	0,03	0,10	0,04	0,06	0,03	0,10	0,03	0,11	0,03	0,21
Time under manager supervision	-0,02	0,56	0,00	0,96	-0,02	0,47	-0,02	0,50	-0,02	0,38	-0,02	0,45
Manager												
Gender	0,00	0,97	0,09	0,37	0,13	0,19	0,08	0,47	0,11	0,32	0,07	0,58
Age	0,00	0,81	0,00	0,88	0,00	0,72	0,00	0,77	0,00	0,67	0,00	0,77
Sales Experience	0,01	0,41	0,00	0,71	0,00	0,99	0,00	0,77	0,00	0,89	0,00	0,99
Company Tenure	0,03*	0,05	0,03**	0,00	0,04**	0,00	0,03**	0,01	0,04**	0,00	0,03**	0,01
Time on managing the team	-0,02	0,35	-0,03**	0,01	-0,03**	0,01	-0,03*	0,03	-0,03**	0,01	-0,03*	0,04
Store												
Team goal	0,38**	0,01	0,26*	0,04	0,26*	0,03	0,29*	0,02	0,32**	0,01	0,39**	0,00
Product Mix	0,11	0,34	0,09	0,26	0,08	0,28	0,08	0,27	0,08	0,31	0,09	0,27
City	0,87**	0,00	0,59**	0,00	0,44**	0,00	0,37*	0,02	0,59**	0,00	0,54**	0,00
Main Effects												
Self-efficacy			0,41**	0,00	0,28**	0,00	0,34**	0,00				
TAL (salesperson)					0,30**	0,00			0,41**	0,00		
TAL (manager)					0,02	0,74			0,00	0,99		
TFL (salesperson)							0,25**	0,00			0,35**	0,00
TFL (manager)							-0,04	0,50			-0,02	0,70
Slope of Congruence (b1+b2)									0,41**		0,33**	
Slope of Incongruence (b1-b2)									0,41**		0,37**	
R² adjusted		0,16		0,33		0,40		0,37		0,34		0,29
F (model)		3,98		12,99		15,05		13,45		13,07		9,99

Note. ** *p* < .01, * *p* < .05.

Although polynomial regression is the most appropriate method for the (in)congruence analysis (Edwards & Parry, 1993), we did an additional analysis the estimation of the incongruence also by the delta score subtracting the evaluation made by the salesperson from the evaluation done by the manager.

The results of the delta score corroborated with the results of the polynomial regression, indicating that the salesperson's overestimation of manager´s transactional behavior ($\beta = .26$, $p < .01$) and manager's transformational behaviors ($\beta = .30$, $p < .01$) are better for salesperson´s performance than salesperson´s underestimation of manager´s leadership behavior. The results are shown in Table 8.

Table 8. Results of Incongruence by difference scores analysis on Salesperson´s Performance (Study 1)

Constructs	Model 1 Beta	Model 1 p value	Model 2 Beta	Model 2 p value	Model 3 Beta	Model 3 p value	Model 4 Beta	Model 4 p value	Model 5 Beta	Model 5 p value
					Study 1					
Constant	-0,64[*]	0,04	-0,72[*]	0,03	-0,47	0,14	-0,91[**]	0,01	-0,56	0,07
Salesperson										
Gender	0,02	0,89	0,25[*]	0,03	0,06	0,56	0,20	0,08	0,03	0,81
Age	0,00	0,71	0,01	0,34	0,00	0,80	0,01	0,18	0,00	0,63
Sales Experience	-0,02	0,17	-0,02	0,20	-0,02	0,22	-0,02	0,26	-0,01	0,29
Company Tenure	0,03	0,10	0,03	0,22	0,03	0,10	0,03	0,20	0,03	0,09
Time under the manager supervision	0,00	0,96	0,00	0,89	0,00	0,89	-0,03	0,27	-0,02	0,37
Manager										
Gender	0,09	0,37	-0,07	0,55	0,02	0,84	-0,10	0,35	-0,02	0,88
Age	0,00	0,88	-0,01	0,51	0,00	0,61	0,00	0,75	0,00	0,75
Sales Experience	0,00	0,71	0,01	0,43	0,01	0,45	0,01	0,50	0,01	0,46
Company Tenure	0,03[**]	0,00	0,03[*]	0,02	0,03[**]	0,01	0,03[**]	0,01	0,03	0,01
Time on managing the team	-0,03[**]	0,01	-0,03[*]	0,03	-0,03[*]	0,02	-0,03[*]	0,03	-0,03	0,02
Store										
Team goal	0,26[*]	0,04	0,32[*]	0,02	0,24	0,06	0,34[**]	0,01	0,25[*]	0,05
Product Mix	0,09	0,26	0,05	0,52	0,06	0,41	0,08	0,33	0,08	0,31
City	0,59[**]	0,00	0,81[**]	0,00	0,54[**]	0,00	0,72[**]	0,00	0,46[**]	0,00
Main Effects										
Self-efficacy	0,41[**]	0,00			0,36[**]	0,00			0,36[**]	0,00
TAL Incongruence			0,26[**]	0,00	0,16[**]	0,00				
TFL Incongruence							0,30[**]	0,00	0,22[**]	0,00
R² adjusted	0,33		0,26		0,35		0,27		0,37	
F (model)	12,99		9,39		13,21		9,68		13,94	

Note. [**] *p* < .01, [*] *p* < .05.

Mediating Effect of Value Congruence. We tested the cross-level value congruence indirect effect of transactional leadership behavior on performance via self-efficacy (Table 9). As hypothesized, the transactional leadership congruence between managers and salespeople has an indirect effect on sales performance through self-efficacy (β = .19, CI $_{lower}$ =.13 CI $_{upper}$=.19; H$_{3a}$).

Table 9. Results of Congruence on performance by self-efficacy (Study 1)

Relationship	Study 1	
	Transactional	**Transformational**
Congruence → Self-efficacy	.50**	.41**
Self-efficacy → Performance	.38**	.42**
Total Indirect effect	.19	.17
Confidence interval	.13 – .29	.11 – .25
Direct effect	.30**	.27**
Total effect	.49**	.44**

Note.
** *p*< .01
* *p*< .05.

Succeeding, we examined the cross-level congruence indirect effect of transformational leadership behavior by self-efficacy (Table 9). We found that the transformational leadership congruence between managers and salespeople has an indirect effect on sales performance through self-efficacy (β = .17, CI $_{lower}$ =.11 CI $_{upper}$=.25), supporting H$_{3b}$.

Next, we investigated the indirect effect of incongruence on sales performance via self-efficacy (Table 10). As expected, incongruence when salespeople evaluate their manager's greater than their expectations it has an indirect impact on sales performance through self-efficacy for TAL (β = .16, CI $_{lower}$ =.11 CI $_{upper}$=.24; H$_{5a}$) and for TFL (β = .15, CI $_{lower}$ =.10 CI $_{upper}$=.21; H$_{5b}$).

Table 10. Results of Incongruence on performance by self-efficacy (Study 1)

Relationship	Study 1	
	Transactional	**Transformational**
Incongruence → Self-efficacy	.35**	.32**
Self-efficacy → Performance	.46**	.46**
Total Indirect effect	.16	.15
Confidence interval	.11 – .24	.10 – .21
Direct effect	.20**	.22**
Total effect	.36**	.37**

Note.
** *p*< .01
* *p*< .05.

Study 2

Data Collection

In Study 2, we collected data from salespeople and sales managers from clothing store segment. These retail salespeople sell different products (e.g., trousers, shirts, skirts, dresses). Respondents were approached personally, and they received clarification of survey scope. Product mix was classified by the researcher, in Group 0 we classified stores that sold only clothes and in Group 1 were the clothing stores that also sold other products like bags, belts, lingerie, among others. The stores were located in three different cities: Londrina, Uberlândia, and Maringá. Table 11 shows the number of respondents per city.

Table 11. Number of salesperson and manager participating in the search by city (Study 2)

City	Number of salesperson by city	Number of manager by city
Londrina	205	75
Uberlândia	90	51
Maringá	27	8
Sum	322	134

The descriptive measures of the variables are found in the Appendix D. We analyzed measures of skewness and kurtosis and found that all research´s items show normality, having the maximum limits of 3 for skewness and 10 for kurtosis (Marôco, 2010).

Next, we performed ANOVA with these three cities. Londrina, besides having encompassed the largest number of respondents, presented significant differences when compared with Maringá and Uberlândia. Thus, the decision was made to separate the database into two groups. Group 0 for Londrina and Group 1 for Uberlândia and Maringá. Then we performed the Test T to verify the existence of the difference between the constructs of the research according to the city of the store. The results are in Table 12.

Table 12. Difference between the mean of constructs by cities (Study 2)

Constructs	City	Mean	SE	Mean Difference	t	*p-value*
Salesperson						
TAL	Group 0	6.03	.08	.26	1.87	.06
	Group 1	5.77	.11			
TFL	Group 0	6.05	.07	.71	5.35	.00
	Group 1	5.33	.11			
Self-Efficacy	Group 0	6.15	.05	.37	3.58	.00
	Group 1	5.78	.09			
Performance	Group 0	5.95	.07	.63	4.20	.00
	Group 1	5.32	.13			
Manager						
TAL	Group 0	5.90	.07	-.12	-1.09	.28
	Group 1	6.01	.08			
TFL	Group 0	5.67	.06	.17	1.67	.10
	Group 1	5.50	.08			

Note.
Group 0 = Londrina
Group 1 = Maringá and Uberlândia.

We found that the salespeople of the Londrina attributed higher scores to TFL, self-efficacy, and performance, being statistically significant ($p<0.01$). To correct these differences, in the future analyzes we put the variable 'city' to control the differences between Group 0 and Group 1.

Sample

We realized the survey with 134 sales managers of the 324 salespeople from 134 stores. However, two questionnaires of salesperson were excluded because they had many missing. Thus, the final number of the salesperson was 322 salespeople and 134 managers. Other five manager´s questionnaires and eleven salesperson´s questionnaire had missing, but as were few missing we adopted the same procedure from Study 1, averaging by the dimension of the construct.

Managers were 75.8% female, and their age average was 38 years (SD=11.03). The average that they were working in sales field is 17 years (SD=11.81), the time as employed in the company is 9 years (SD=8.97) and the time as a manager is 7 years (SD=8.29). The majority salesperson was female (87.6%) and their age average was 30 years (SD=9.14). The average that they were working as salesperson is 7 years (SD=6.57), the time as employed in the company is 3 years (SD=4.27) and the time with manager´s supervision is 3 years (SD=3.92).

Measurement

We used the same scales and sources from the Study 1. For more details see Table 3 with the summary of the scales used.

Analysis

First, the scales were submitted to a confirmatory factorial analysis, demonstrating both the manager model and the salesperson model to have acceptable fits. Table 5 shows the fit values of Study 2. For manager´s model were excluded TAL item 4 and TFL items 1,5,9,11 and 14. For salesperson´s model TAL items 3,4,5 and TFL items 3,6,14 and Self-efficacy item 2 and Performance item 1 had to be excluded due to covariance problems between them.

Second, in Table 13 we examined the correlations among the constructs and the scales averages and reliability. As expected all scales achieve Cronbach alpha greater than .70 and all scales had AVE greater than .50 and CR greater than .70, as expected.

Table 13. Correlations Among and Descriptive Statistics for Key Study Variables (Study 2)

	Variables	1	2	3	4	5	6
	Study 2						
	Managers						
1	Transactional	(.72)					
2	Transformational	.48**	(.74)				
	Salesperson						
3	Transactional	.02	.09	(.78)			
4	Transformational	.02	.12*	.68**	(.90)		
5	Self-Efficacy	.07	.01	.32**	.33**	(.84)	
6	Performance	.01	.04	.19**	.25**	.54**	(.83)
	Average	5.94	5.61	5.94	5.79	6.02	5.72
	Standard deviation	.93	.91	1.20	1.14	.86	1.23
	AVE	.52	.50	.64	.65	.51	.63
	CR	.86	.90	.87	.95	.85	.84

Note.
** $p < .01$.
* $p < .05$.
CR = composite reliability
Cronbach alpha between parentheses

Next, we verified the discriminant validity. It was made by calculating the mean of the variance extracted for each construct and comparing it with the square of the intercorrelation between of the others constructs. All the constructs had discriminant validity.

Findings

Main Effect. As expected, the results on Table 14 showed that salespeople self-efficacy (β = .52, $p<$ .01), congruence of transactional leadership (β = .17, $p<$ .05) and congruence of transformational leadership (β = .16, $p<$ .05) have positive influence on sales performance, which supports H_1, H_{2a} and H_{2b}, respectively.

We also hypothesized that TAL incongruence and TFL incongruence affect the salesperson´s performance. The results were also supported, TAL incongruence (β = .17, $p<$ .05) and TFL incongruence (β = .25, $p<$ .01) have influence on performance. Specifically, in Figure 3 is possible to see that the bright side (managers -4.06 and vendors 0.9) generates better performance (= .10, y-axis) than the dark side (see both managers 1.14 and vendors -4.1 axis) which creates worst performance (= -0.7, y-axis). The same pattern occurs with TFL. Thus, Figure 3 also shows that the salesperson´s overestimation of the manager's leadership behavior positively affects his/her performance, supporting H_{4a} and H_{4b}.
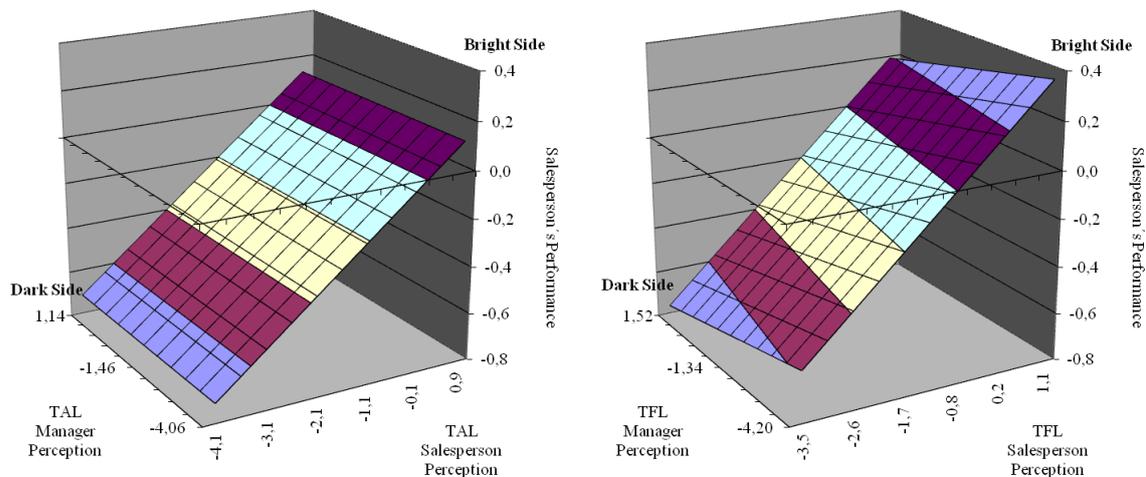
Figure 3. Polynomial regression and surface analysis for managers and salespeople on transactional leadership and transformational leadership (Study 2)
Note. TAL = Transactional Leadership, TFL = Transformational Leadership.

Table 14. Results of polynomial regression analyses (Study 2)

Constructs	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
	Beta	*p value*	**Beta**	*p value*	**Beta**	*p value*	**Beta**	*p value*	**Beta**	*p value*	**Beta**	*p value*
Constant	0,03	0,93	-3,45**	0,00	0,20	0,50	0,16	0,60	-0,02	0,96	0,01	0,97
Salesperson												
Gender	-0,02	0,92	-0,07	0,62	-0,09	0,54	-0,06	0,66	0,03	0,87	0,00	0,98
Age	-0,01	0,28	0,00	0,70	0,00	0,72	0,00	0,67	-0,01	0,40	-0,01	0,23
Sales Experience	0,01	0,54	-0,01	0,45	-0,01	0,44	-0,01	0,44	0,01	0,57	0,01	0,64
Company Tenure	0,02	0,59	0,01	0,84	0,00	0,90	0,01	0,77	0,04	0,26	0,04	0,32
Time under the manager supervision	0,00	0,96	0,02	0,64	0,02	0,57	0,02	0,66	-0,02	0,66	-0,01	0,89
Manager												
Gender	-0,45**	0,00	-0,40**	0,00	-0,39**	0,00	-0,40**	0,00	-0,42**	0,00	-0,41**	0,00
Age	0,01	0,22	0,00	0,81	0,00	0,81	0,00	0,82	0,01	0,29	0,01	0,35
Sales Experience	0,00	0,98	0,00	0,54	0,00	0,64	0,00	0,48	0,00	0,95	0,00	0,63
Company Tenure	-0,02*	0,04	-0,02	0,15	-0,02	0,12	-0,02	0,14	-0,03	0,06	-0,03*	0,03
Time on managing the team	0,03	0,07	0,02	0,25	0,02	0,24	0,02	0,26	0,03	0,07	0,03	0,07
Store												
Team goal	0,21	0,15	0,06	0,63	0,04	0,74	0,07	0,61	0,17	0,24	0,19	0,19
Product Mix	-0,44*	0,01	-0,13	0,41	-0,13	0,39	-0,12	0,46	-0,41*	0,02	-0,36*	0,04
City	-0,60**	0,00	-0,26*	0,02	-0,26*	0,02	-0,24*	0,04	-0,55**	0,00	-0,45**	0,00
Main Effects												
Self-efficacy			0,52**	0,00	0,53**	0,00	0,51**	0,00				
TAL (salesperson)					-0,03	0,59			0,17**	0,00		
TAL (manager)					0,04	0,44			0,00	0,99		
TFL (salesperson)							0,04	0,50			0,21**	0,00
TFL (manager)							-0,02	0,72			-0,04	0,44
Slope of Congruence (b1+b2)									0,17*		0,16*	
Slope of Incongruence (b1-b2)									0,17*		0,25**	
R² adjusted	0,11		0,36		0,36		0,36		0,14		0,15	
F (model)	4,09		13,12		11,49		11,46		4,22		4,56	

Note. ** $p < .01$, * $p < .05$.

Although the recommendation is to make the incongruence by the polynomial regression (Edwards & Parry, 1993), we also perform the incongruence analysis by the delta score as a complementary analysis. We confirm the results of polynomial regression, and we verified by the delta score the same pattern of results, the salesperson´s overestimation of TAL ($\beta = .12$, $p < .05$) and TFL ($\beta = .17$, $p < .01$) lead to better salesperson´s performance. The results can be found in Table 15.

Table 15. Results of Incongruence by Difference Scores Analysis in Salesperson´s Performance (Study 2)

Constructs	Study 2									
	Model 1		Model 2		Model 3		Model 4		Model 5	
	Beta	*p value*	*Beta*	*p value*	*Beta*	*p value*	*Beta*	*p value*	*Beta*	*p value*
Constant	0,17	0,56	-0,04	0,92	0,20	0,50	-0,05	0,89	0,15	0,61
Salesperson										
Gender	-0,07	0,62	0,03	0,86	-0,09	0,53	0,01	0,93	-0,06	0,66
Age	0,00	0,70	-0,01	0,29	0,00	0,71	-0,01	0,22	0,00	0,67
Sales Experience	-0,01	0,45	0,01	0,57	-0,01	0,43	0,01	0,68	-0,01	0,43
Company Tenure	0,01	0,84	0,03	0,45	0,00	0,93	0,03	0,46	0,01	0,80
Time under the manager supervision	0,02	0,64	-0,01	0,84	0,02	0,55	0,00	0,95	0,02	0,64
Manager										
Gender	-0,40**	0,00	-0,48**	0,00	-0,39**	0,00	-0,48**	0,00	-0,41**	0,00
Age	0,00	0,81	0,01	0,26	0,00	0,81	0,01	0,24	0,00	0,80
Sales Experience	0,00	0,54	0,00	0,79	0,00	0,62	0,00	0,67	0,00	0,48
Company Tenure	-0,02	0,15	-0,02	0,08	-0,02	0,13	-0,03*	0,04	-0,02	0,14
Time on managing the team	0,02	0,25	0,03	0,09	0,02	0,24	0,03	0,09	0,02	0,26
Store										
Team goal	0,06	0,63	0,24	0,10	0,05	0,72	0,26	0,08	0,07	0,57
Product Mix	-0,13	0,41	-0,40*	0,02	-0,13	0,39	-0,36*	0,05	-0,11	0,46
City	-0,26*	0,02	-0,57**	0,00	-0,26*	0,02	-0,53**	0,00	-0,25*	0,03
Main Effects										
Self-efficacy	0,52**	0,00			0,53**	0,00			0,51**	0,00
TAL Incongruence			0,12*	0,03	-0,05	0,36				
TFL Incongruence							0,17**	0,00	0,04	0,49
R² adjusted	0,36		0,13		0,36		0,14		0,37	
F (model)	13,12		4,17		12,29		4,52		11,90	

Note.
** *p< .01,* * *p< .05.*

55

Mediating Effect of Value Congruence. Next, we tested the relationship between congruence indirect effect via self-efficacy on performance (Table 16). As hypothesized, the transactional leadership congruence between managers and salespeople has an indirect effect on sales performance through self-efficacy ($\beta = .15$, $CI_{lower} = .08$ $CI_{upper} = .25$; H_{3a}).

Table 16. Results of Congruence on performance by self-efficacy (Study 2)

Relationship	Study 2	
	Transactional	**Transformational**
Congruence → Self-efficacy	.26**	.26**
Self-efficacy → Performance	.51**	.51**
Total Indirect effect	.15	.16
Confidence interval	.08 – .25	.09 – .25
Direct effect	-.02	.06
Total effect	.14**	.22**

Note.
** $p < .01$, * $p < .05$.

Succeeding, we examined the cross-level congruence indirect effect of transformational leadership behavior by self-efficacy (Table 16). As argued, the transformational leadership congruence between managers and salespeople has an indirect effect on sales performance through self-efficacy ($\beta = .16$, $CI_{lower} = .09$ $CI_{upper} = .25$), supporting H_{3b}.

We also examined the role of self-efficacy mediating the relation between incongruence and salesperson´s performance (Table 17). As hypothesized, when salespeople´s overestimation the TAL manager behavior, it has an indirect effect on sales performance via self-efficacy ($\beta = .15$, $CI_{lower} = .09$ $CI_{upper} = .24$), supporting H_{5a}. The same condition for mediation occurs for TFL ($\beta = .13$, $CI_{lower} = .07$ $CI_{upper} = .20$), supporting H_{5b}.

Table 17. Results of Incongruence on performance by self-efficacy (Study 2)

Relationship	Study 2	
	Transactional	**Transformational**
Incongruence → Self-efficacy	.28**	.25**
Self-efficacy → Performance	.54**	.53**
Total Indirect effect	.15	.13
Confidence interval	.09 – .24	.07 – .20
Direct effect	-.02	.03
Total effect	.13**	.16**

Note.
** $p < .01$, * $p < .05$.

Study 3

Data Collecting and Sample

In Study 3, we collected data with salespeople and sales managers from retail stores that sell furniture and appliances. These retail salespeople sell different products (e.g., bed, sofa, closet, mattress, household appliance). Regarding the product mix, we classified in the Group 0 the stores that sold furniture and household appliances and in Group 1 were the stores that focused their sales or only in furniture or only in household appliances. We administered the survey in 119 stores with 119 sales managers and 311 salespeople.

Sample

We had to exclude five manager's questionnaires and sixteen salesperson´s questionnaires because they were incomplete. In the end, we had the responses of 114 valid managers and 295 valid salespeople from 114 stores (Table 18). Others cases of few missing, we did the same procedure from Study 1, and we averaged considering the dimension of the construct.

Table 18. Number of salesperson and manager participating in the search by city (Study 3)

City	Number of salesperson by city	Number of manager by city
Londrina	55	16
Uberlândia	240	98
Sum	295	114

The majority managers were male (65.1%), and their age average was 37 years (SD=8.64). The average that they were working in sales context is 16 years (SD=8.33), the time as employed in the company is 11 years (SD=7.87) and the time as a manager in the company is 8 years (SD=7.32). Salespeople were 51.5% female, and their age average was 33 years (SD=10.49). The average that they were working as salesperson is 10 years (SD=9.25), the time as employed in the company is 5 years (SD=6.18) and the time with manager´s supervision is 2 years (SD=3.72).

57

The descriptive measures of the variables are found in the Appendix E. We analyzed measures of skewness and kurtosis and we adopted as a parameter the maximum limits of 3 for skewness and 10 for kurtosis (Marôco, 2010). Only item 3 of the transactional leadership evaluated by the managers did not present normality. So we removed this item from the study.

Next, we did Test T to examine the differences between two cities and the constructs of the research. The results are presented in Table 19.

Table 19. Difference between the mean of constructs by cities (Study 3)

Constructs	City	Mean	SE	Mean Difference	t	*p-value*
Salesperson						
TAL	Londrina	5.97	.16	-.01	-.08	.93
	Uberlândia	5.98	.07			
TFL	Londrina	5.50	.15	.07	.39	.70
	Uberlândia	5.44	.08			
Self-Efficacy	Londrina	6.05	.09	.15	1.41	.16
	Uberlândia	5.90	.06			
Performance	Londrina	5.37	.18	-.17	-.87	.38
	Uberlândia	5.54	.09			
Manager						
TAL	Londrina	6.00	.12	.20	1.39	.17
	Uberlândia	5.80	.07			
TFL	Londrina	5.72	.10	.13	1.07	.28
	Uberlândia	5.60	.05			

There was no statistically significant difference between the managers of Londrina and Uberlândia, as did the salesperson´s evaluations of both cities. Anyway, we added the city variable as a covariate in the regression models.

Measurement

The measurement was done using the same scales and sources from the Study 1.

Analysis

We examined the confirmatory factorial analysis. Both manager and salesperson´s model presented acceptable fits. The results are in Table 5. Manager´s model was made without TAL items 3, 4, 7 and TFL items 1,9,11. For salesperson´s model, we excluded TAL items 4,5 and TFL items 3,5,9 and Self-efficacy items 1,2,7.

Next, we examined the correlations among the constructs and the scales averages and reliability. Table 20 shows these results. All scales achieved Cronbach alpha and had satisfactory AVE and CR.

Table 20. Correlations Among and Descriptive Statistics for Key Study Variables (Study 3)

Variables		Study 3				
	1	2	3	4	5	6
Managers						
1 Transactional	(.73)					
2 Transformational	.33**	(.86)				
Salesperson						
3 Transactional	.15**	.16**	(.82)			
4 Transformational	.15**	.14*	.63**	(.88)		
5 Self-Efficacy	.11	.18**	.39**	.34**	(.74)	
6 Performance	.07	.08	.28**	.27**	.41**	(.90)
Average	5.84	5.62	5.98	5.45	5.92	5.52
Standard deviation	1.06	.78	1.16	1.19	.93	1.35
AVE	.56	.69	.69	.59	.50	.71
CR	.92	.93	.92	.94	.80	.91

Note.
** $p< .01$.
* $p< .05$.
CR = composite reliability
Cronbach alpha between parentheses

We also verified the discriminant validity. It was calculated by comparing the mean of the variance extracted from each construct with the square of the intercorrelation between the present construct and the other constructs of the research. Thus, all the constructs presented discriminant validity.

Findings

Main Effect. In the last study, self-efficacy had main effect on sales performance ($\beta = .38$, $p < .01$; which supports H_1). As predictable, congruence of leadership influenced on sales performance for both transactional ($\beta = .28$, $p < .01$; H_{2a}) and for transformational ($\beta = .22$, $p < .01$; H_{2b}). The results are in Table 21.

Next, as hypothesized, TAL incongruence ($\beta = .20$, $p < .01$) and TFL incongruence ($\beta = .25$, $p < .01$) affect the salesperson´s performance. Figure 4 shows that the bright side (managers -4.33 and vendors 0.9) generates better performance (= .18, y-axis) than the dark side (see both managers 1.10 and vendors -4.3 axes) which creates worst performance (= -0.8, y-axis). The same behavior of the incongruence occurs in TFL. So in both cases of incongruence (TAL and TFL), the salesperson´s overestimation of the manager's leadership behavior (bright side) has a positive influence on his/her performance (Figure 4), being coherent with H_{4a} and H_{4b}.
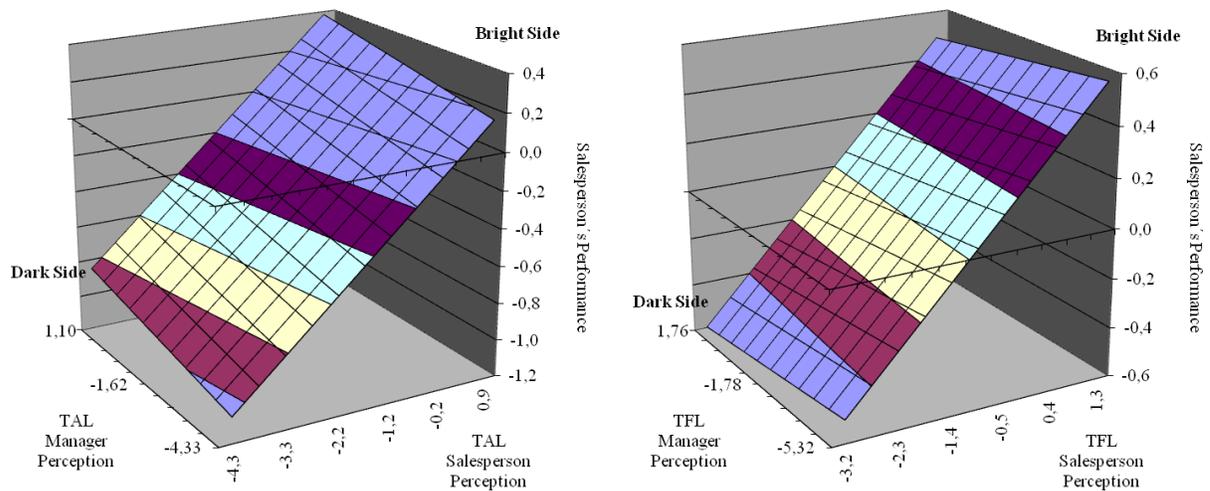
Figure 4. Polynomial regression and surface analysis for managers and salespeople on transactional leadership and transformational leadership (Study 3)
Note. TAL = Transactional Leadership, TFL = Transformational Leadership.

Table 21. Results of polynomial regression analyses (Study 3)

Constructs	Study 3											
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
	Beta	*p value*	*Beta*	*p value*	*Beta*	*p value*	*Beta*	*p value*	*Beta*	*p value*	*Beta*	*p value*
Constant	0,14	0,81	0,39	0,40	0,29	0,53	0,33	0,47	0,14	0,78	0,20	0,67
Salesperson												
Gender	0,02	0,90	-0,13	0,33	-0,13	0,34	-0,13	0,33	-0,03	0,85	-0,02	0,86
Age	0,00	0,91	0,00	0,78	0,00	0,73	0,00	0,77	0,00	0,73	0,00	0,81
Sales Experience	0,01	0,68	0,00	0,87	0,00	0,81	0,00	0,87	0,00	0,99	0,00	0,90
Company Tenure	0,02	0,27	0,03*	0,04	0,03*	0,02	0,03*	0,03	0,03*	0,03	0,03*	0,03
Time under the manager supervision	-0,06*	0,02	-0,04*	0,05	-0,04*	0,05	-0,04	0,07	-0,05*	0,03	-0,05*	0,04
Manager												
Gender	-0,05	0,75	-0,04	0,80	-0,01	0,97	0,01	0,96	0,02	0,89	0,04	0,76
Age	-0,01	0,58	-0,01	0,47	-0,01	0,67	-0,01	0,45	-0,01	0,68	-0,01	0,35
Sales Experience	0,02	0,24	0,02	0,29	0,01	0,38	0,02	0,28	0,02	0,20	0,02	0,13
Company Tenure	-0,02	0,31	-0,02	0,36	-0,01	0,50	-0,01	0,52	-0,01	0,52	-0,01	0,56
Time on managing the team	0,00	0,84	0,01	0,76	0,00	0,92	0,00	0,99	0,00	0,85	-0,01	0,74
Store												
Team goal	-0,13	0,57	-0,22	0,25	-0,22	0,22	-0,20	0,27	-0,17	0,37	-0,14	0,46
Product Mix	-0,17	0,32	-0,10	0,51	-0,06	0,71	-0,05	0,75	-0,05	0,76	-0,03	0,86
City	0,29	0,15	0,27	0,14	0,23	0,21	0,26	0,17	0,21	0,28	0,24	0,22
Main Effects												
Self-efficacy			0,38**	0,00	0,33**	0,00	0,34**	0,00				
TAL (salesperson)					0,13*	0,05			0,24**	0,00		
TAL (manager)					0,02	0,76			0,04	0,58		
TFL (salesperson)							0,14*	0,03			0,24**	0,00
TFL (manager)							-0,03	0,64			-0,02	0,84
Slope of Congruence (b1+b2)									0,28**		0,22**	
Slope of Incongruence (b1-b2)									0,20**		0,25**	
R^2 adjusted			0,13		0,14		0,15		0,06		0,06	
F (model)			3,71		3,52		3,60		2,10		2,05	

Note. ** *p* < .01, * *p* < .05.

Following the analysis pattern of study 1 and study 2, we also verified the incongruence by the delta score, although the recommendation is the polynomial regression method (Edwards & Parry, 1993). The results of the delta score were consistent with the results using polynomial regression. We verified that when the salesperson overestimates his manager's leadership behavior he/she achieves better sales performance, both for TAL ($\beta = .15$, $p< .05$) and TFL ($\beta = .20$, $p< .01$). The results can be verified in Table 22.

Table 22. Results of Incongruence by Difference Scores Analysis in Salesperson´s Performance (Study 3)

Constructs	Model 1		Model 2		Model 3		Model 4		Model 5	
	Study 3									
	Beta	*p value*	*Beta*	*p value*	*Beta*	*p value*	*Beta*	*p value*	*Beta*	*p value*
Constant	0,39	0,40	0,33	0,50	0,41	0,38	0,23	0,63	0,35	0,45
Salesperson										
Gender	-0,13	0,33	0,02	0,89	-0,11	0,39	-0,01	0,93	-0,13	0,33
Age	0,00	0,78	0,00	0,90	0,00	0,82	0,00	0,78	0,00	0,75
Sales Experience	0,00	0,87	0,00	0,99	0,00	0,79	0,00	0,80	0,00	0,91
Company Tenure	0,03*	0,04	0,03*	0,05	0,03*	0,03	0,03	0,04	0,03*	0,03
Time under the manager supervision	-0,04*	0,05	-0,05*	0,03	-0,04	0,06	-0,05*	0,03	-0,04	0,06
Manager										
Gender	-0,04	0,80	-0,11	0,46	-0,08	0,59	0,00	0,98	-0,01	0,94
Age	-0,01	0,47	-0,02	0,27	-0,01	0,42	-0,02	0,27	-0,01	0,40
Sales Experience	0,02	0,29	0,03*	0,05	0,02	0,23	0,03*	0,05	0,02	0,21
Company Tenure	-0,02	0,36	-0,03	0,19	-0,02	0,29	-0,02	0,41	-0,01	0,45
Time on managing the team	0,01	0,76	0,01	0,67	0,01	0,65	-0,01	0,79	0,00	0,98
Store										
Team goal	-0,22	0,25	-0,15	0,45	-0,22	0,24	-0,12	0,54	-0,20	0,29
Product Mix	-0,10	0,51	-0,10	0,51	-0,09	0,57	-0,09	0,56	-0,07	0,62
City	0,27	0,14	0,26	0,18	0,26	0,16	0,30	0,12	0,28	0,12
Main Effects										
Self-efficacy	0,38**	0,00			0,36**	0,00			0,35**	0,00
TAL Incongruence			0,15*	0,02	0,08	0,22				
TSF Incongruence							0,20**	0,00	0,13*	0,04
R² ajustado	0,13		0,04		0,14		0,05		0,15	
F (modelo)	3,71		1,64		3,57		2,00		3,81	

Note.
** *p* < .01
* *p* < .05.

Mediating Effect of Value Congruence. The results also indicated that transactional leadership congruence (β = .14, CI $_{lower}$ =.07 CI $_{upper}$=.23; H$_{3a}$) and transformational leadership congruence (β = .12, CI $_{lower}$ =.07 CI $_{upper}$=.21; H$_{3b}$) between managers and salespeople have an indirect effect on sales performance through self-efficacy (Table 23).

Table 23. Results of Congruence on performance by self-efficacy (Study 3)

Relationship	Study 3	
	Transactional	**Transformational**
Congruence → Self-efficacy	.37**	.33**
Self-efficacy → Performance	.37**	.37**
Total Indirect effect	.14	.12
Confidence interval	.07 – .23	.07 – .21
Direct effect	.11*	.10
Total effect	.25**	.22**

Note.
** p< .01
* p< .05.

Next, we verified the role of self-efficacy mediating the relation between incongruence and salesperson´s performance (Table 24). When salespeople´s overestimation the TAL (β = .09, CI $_{lower}$ =.04 CI $_{upper}$=.16) and the TFL (β = .08, CI $_{lower}$ =.03 CI $_{upper}$=.13) manager behavior, it has an indirect effect on sales performance via self-efficacy, supporting H$_{5a\ and}$ H$_{5b,}$ respectively.

Table 24. Results of Incongruence on performance by self-efficacy (Study 3)

Relationship	Study 3	
	Transactional	**Transformational**
Incongruence → Self-efficacy	.23**	.20**
Self-efficacy → Performance	.39**	.39**
Total Indirect effect	.09	.08
Confidence interval	.04 – .16	.03 – .13
Direct effect	.09	.12**
Total effect	.18**	.19**

Note.
** p< .01
* p< .05.

All of three studies confirm our hypothesis. Table 25 shows the summary of the results of the three studies mentioning the hypothesis of the present paper.

Table 25. Summary of the results of the three surveys

Hypothesis	Study 1	Study 2	Study 3	Hypothesis result
H_1	$\beta=0.41^{**}$	$\beta=0.52^{**}$	$\beta=0.38^{**}$	Supported
H_{2a}	$\beta=0.41^{**}$	$\beta=0.17^{*}$	$\beta=0.24^{**}$	Supported
H_{2b}	$\beta=0.33^{**}$	$\beta=0.16^{*}$	$\beta=0.24^{**}$	Supported
H_{3a}	$\beta=0.19^{\,a}$	$\beta=0.26^{\,a}$	$\beta=0.14^{\,a}$	Supported
H_{3b}	$\beta=0.17^{\,a}$	$\beta=0.26^{\,a}$	$\beta=0.12^{\,a}$	Supported
H_{4a}	$\beta=0.41^{**}$	$\beta=0.17^{*}$	$\beta=0.20^{**}$	Supported
H_{4b}	$\beta=0.37^{**}$	$\beta=0.25^{**}$	$\beta=0.25^{**}$	Supported
H_{5a}	$\beta=0.16^{a}$	$\beta=0.15^{\,a}$	$\beta=0.09^{\,a}$	Supported
H_{5b}	$\beta=0.15^{a}$	$\beta=0.13^{a}$	$\beta=0.08^{\,a}$	Supported

Note.

** $p< .01$

* $p< .05$.

[a] confidence interval does not contain zero

General Conclusions

As expected, we found that salespeople with the highest levels of self-efficacy achieved the best sales performance (H_1). "Self-efficacy is related to beliefs about sales task-specific activities such as selling, prospecting new customers, enhancing the existing ones, generating leads and so forth" (Vieira et al., 2018, p.152). Thus, we corroborate with the self-efficacy literature applied to the sales context, and we find that the salespeople, believing in their capacity, can achieve better levels of sales performance.

We examined that congruence between salesperson and manager on the manager´s leadership behavior influence positively salesperson´s performance for both transactional ($H_{2a)}$) and transformational behaviors (H_{2b}). Congruence "increases the likelihood that people share goals and agree on tasks and procedures, thereby avoiding conflict that could undermine positive interpersonal relationships" (Edwards & Cable, 2009, p.656). In transactional leadership, salesperson-manager congruence allows the salesperson to view transactions and feedback with the manager as part of a beneficial relationship (Byrne, 1997, Domingues et al., 2017). In transformational leadership, congruence allows for better approximation and interaction between seller and manager, facilitating the transformations of values of the sellers by the manager (Mackenzie et al., 2001).

Next, as hypothesized, we showed that TAL and TFL congruence affects sales performance indirectly via self-efficacy (H_{3a}, H_{3b}). We corroborate with Pillai and Williams (2004) on the fact that leadership is a source of encouragement to the development of the seller's self-efficacy. By being congruent, the manager with leader behavior (TAL and/or TFL) passes credibility and actually inspires sellers to believe in their potential. That way, salespeople, believing in their potential, increase their belief that their skills are consistent with the activities that they perform.

We separate the incongruence on two sides. We suggest that when the seller overestimates the leadership of his/her manager (bright side) his/her performance is greater than when the seller underestimates the manager's leadership (dark side), both for TAL and TFL (H_{4a}, H_{4b}). We can explain the behavior of both sides by the quality of the relationship between manager and salespeople. First, we corroborate with Leader-Member Exchange Theory seeing that managers develop different relationships with each vendor (Graen & Uhl-Bien, 1995). Second, we have seen

that the bright side of incongruence reflects a high-level relationship of exchanges and interactions between manager and salespeople, where both see themselves as part of the same group, sharing the same goals (Cropanzo et al., 2017). Already on the dark side of the incongruence, manager and salesperson are in a relationship of lower quality, both avoid themselves, and this distancing causes damage to the performance of the salesperson (Herdman et al., 2014, Martin et al., 2017).

The study found that the TAL bright side of incongruence may influence the relationship between employees' self-efficacy and performance indirectly (H_{5a}). This mediating effect is in line with the theoretical logic that the allows equalizes the expectations toward goals (Avolio et al. 2004), positive and negative feedback (Schmitz et al., 2014) and punishment and rewards for achieving objectives (Gong et al., 2009) between managers and salesperson. By managers exceeding expectations toward sales activities, salespeople have more levels of self-efficacy and confidence that they can have greater performance.

As expected, our findings suggest that TFL bright side of incongruence also have an indirect positive effect on performance via self-efficacy(H_{5b}). This is in line with the theoretical reason that TFL behavior seeks to change the values, goals, and aspirations of followers (Kark et al. 2003; Schmitz et al. 2014; Mackenzie et al. 2001). By generating new values, TFL behavior standardizes objectives and equalizes ambitions (Mullins & Syam, 2014) for the best way to do things. Using new methods, values, and procedures, salespeople have more self-efficacy toward their capabilities to manage and perform courses of action essential to achieve designated types of results (Bandura, 1986), increasing sales performance.

Theoretical Implications

First, we confirm that the relationship between the managers acting with leader behavior (transactional and/or transformational) influences each salesperson's differently. This distinction made by each salesperson demonstrates that the manager's representation is something individual to each follower, as Leader-Member Exchange Theory proposes. Therefore, we believe that adding the value congruence theory and the methodology proposed by Edward and Perry (1993) complement the literature of leadership in estimating and discussing the effects that congruence and the incongruence between manager and salesperson relationship. Thus, we add to leadership

literature that the congruence between the salesperson and the manager's leadership behavior are positive for sales. Likewise, when the manager exceeds the expectation of the salesperson, there are positive effects on the salesperson´s performance.

Second, drawing on Leader-Member Exchange Theory (Rockstuhl et al., 2012), we supported that the bright side of incongruence by both transformational and transactional leadership increases performance. The theoretical logic of this bright effect is because there is an inspirational exchange between the salesperson and the manager. This exchange creates a trust and respectful relationship (Bauer & Ergoden, 2015) that help salespeople to develop social attraction of the high level of leadership from their managers and they recognize that the managers can intervene, direct, punish, and reward sales activities through feedback (e.g. transactional behavior) and can motivate to perform beyond expectations (e.g. transformational behavior).

Third, this research contributes to self-efficacy (Bandura, 1961, 1977) with the discussion of leadership congruence. We supported that when salespeople perceive the leadership behavior from their managers, there are high levels of self-efficacy (mediator), which in turn increases sales performance (consequence). The theoretical reason in this mediating effect is because the transformational and transactional leadership surpass salespeople expectations and increase their belief on the "courses of action required to produce" sales performance (Bandura 1977, p.3). Moreover, according to Pillai and Williams (2004), leadership is a potential source of effectiveness for those involved. We agree with this, but we add that managers' attitudes or behaviors need to be congruent or exceed the salesperson's expectation for leadership to be effectively a source for salesperson self-efficacy.

Fourth, we add to the literature value congruence theory when measuring the congruence of manager's leadership behavior between salespeople and their manager. Others researchers had already measured that the congruence between the values of the followers with the values of the leaders brings better work results (e.g., Jung & Avolio, 2000; Brown & Treviño, 2009; Hayibor et al., 2011). As predicted in the literature, our work also supports the notion that congruence or similarity between salespeople and managers has positive consequences. It can be explained by the similarity-attraction theory that argues that when people see themselves as similar, they tend to perceive their interaction as positive, bringing benefits and rewards (Byrne, 1977). We also respond to the call of Edwards and Cable (2009) when we included the analysis of the indirect impact of

congruence on salesperson´s performance via self-efficacy, broadening the understanding of the effects of (in)congruence.

Managerial Implications

First, this research focuses not only on the behavior of the manager but also turns the attention to the salesperson and the relationship they both construct. Thus, the salesperson is seen as an active part of building leadership and can contribute to the alignment between his expectations and the expectations of the manager as a leader. We verified that the congruence between manager and salesperson positively affects the performance of salespeople. Thus, managers that know each salesperson's expectation of their leadership behavior will be able to have a greater impact on influencing their salespeople by enabling them to achieve better sales performance. In this way, retail stores can encourage managers to listen to the expectations and needs of each salesperson concerning their position as a leader. This process can be done through the practice of feedback that could be encouraged in the opposite direction where salespeople can give feedback on the performance of their managers.

Second, managers who can exceed vendors' expectations can also influence positivity in salespeople's performance and self-efficacy. In TAL, "success of followers may require clear expectations and immediate feedback" (Domingues et al., 2017, p.647). Thus, managers with transactional behavior can seek to align and to increase the number of feedbacks by participating and guiding the day to day activities of each salesperson, especially those activities where the seller has more difficulty or believes less in his ability to execute it. In this way, the transactional manager can exceed the salesperson's expectation and at the same time encourage him to develop his/her self-efficacy.

Third, retail enterprises can encourage managers to have a high level of transformational behavior to the point of exceeding the expectations of their salespeople. Managers who exceed or, at least, are congruent with the seller's assessment of their transformational leadership will be able to serve as an example to salespeople, to transform the individual values of salespeople to the collective interests of the organization and to wait for higher performances from their salesperson, as predicted by the transformational leadership literature (Mackenzie et al., 2001). Organizations

can encourage managers to give individualized support to each vendor, as provided by TFL, and encourage managers to use these moments to understand better the transformational behavior he/she is conveying to each vendor.

Fourth, salesperson's self-efficacy was seen as an important factor in performance. Retail stores can measure through psychological testing the level of self-efficacy and salesperson's belief as a selection and hiring criterion. In the case of salespeople already effected, Sujan et al. (1994) argue that people with low self-efficacy need more encouragement and greater extrinsic motivation. In this way, retail stores can promote actions such as sales force training, self-esteem training, motivational talks, among others to increase the salesperson's confidence about their ability to carry out their activities.

Methodological Implication

We demonstrate that modeling (in)congruence using Polynomial Regression is an advance for testing divergences, similarities, matches, and agreements between individuals, organizations, and groups. The theoretical logic behind Polynomial Regression score as a better alternative is based on Edwards and Parry (1993). By estimating transactional and transformational leadership separately and by modeling managers and salespeople's views distinctly, we avoid methodological problems and offer a better understanding of salesperson value (in)congruence. We also used a block variable approach (Edwards & Cable, 2009) and we advanced to test the indirect effect of congruence and incongruence testing the mediation role of self-efficacy.

Investigation Limitations and Future Research

One limitation is that to measure the indirect effects of incongruence we need to use the delta score. Delta score was necessary because polynomial regression is limited when researchers want to investigate indirect effects between incongruence and outcomes (Kraus et al., 2015).

Second, the present study analyzed the self-efficacy as a mediating variable of the relation between (in)congruence and performance. Future research could use other mediating variables such as self-esteem, self-confidence, attitude, benevolence. In addition, future research could use other

leadership behaviors, such as autocratic, democratic and laissez-faire would also bring new insights to leadership theories.

Third, another way is to investigate the possibility of reversing or mitigating the harmful effect of incongruence when the salesperson underestimates the leadership of his manager. Empowerment of salespeople can be a moderator variable with the potential to reverse the dark side of incongruence. Derived from participative management and employee involvement theories, we understand empowerment as "employees that they have the authority and responsibility to decide how to manage their service delivery and selling activities" (Yu et al., 2013, p.3). Thus, we expect that salesperson empowerment can reduce the effects of dark side incongruence because there is a greater involvement of the salesperson in the work decisions, reduces the expectations of the salesperson in relation to the manager's behavior as the salesperson has more freedom and power to act alone (Yu, Patterson & Ruyter, 2013).

Finally, in this study (in)congruence was considered as a predictor variable, but other research could investigate drivers that lead to congruence or incongruence of leadership. Variables such as trust, manager's tenure with salesperson are variables with potential approximate values that can lead to congruence scenarios between leaders and salesperson. On the other hand, variables such as conflict, role ambiguity may increase the probabilities of incongruence between managerial leadership and salesperson's expectations.

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Appendix A - Applied Questionnaire with Salesperson

Hello! I am a Ph.D. student in Administration at the State University of Maringá (UEM). I am conducting a research for my Ph.D. thesis, which will be in sales. Could you contribute by answering this questionnaire? Your participation is very important. Responses are confidential and for academic use only.

Respond according to your point of view by marking an "X".
Your answer should be from 1 to 7.
Being 1 = Strongly disagree up to 7 = Totally agree.

BLOCK 1	Strongly Disagree						Totally Agree
My manager always gives positive feedback when I perform satisfactorily.	1	2	3	4	5	6	7
My manager gives a special recognition when I produce at a high level.	1	2	3	4	5	6	7
My manager compliments me when I exceed my goals.	1	2	3	4	5	6	7
I often know my performance is unsatisfactory.	1	2	3	4	5	6	7
My manager demonstrates his disapproval when I present an unsatisfactory performance.	1	2	3	4	5	6	7
My manager informs me when I have an unsatisfactory performance.	1	2	3	4	5	6	7
My manager tells me when my productivity is not as expected.	1	2	3	4	5	6	7

BLOCK 2	Strongly Disagree						Totally Agree
My manager clearly articulates the vision of our company with me.	1	2	3	4	5	6	7
My manager is a role model for me.	1	2	3	4	5	6	7
My manager makes it easy to accept group goals.	1	2	3	4	5	6	7
My manager makes it clear that he/she expects me to give 110% of myself all the time.	1	2	3	4	5	6	7
My manager insists only on the best performance.	1	2	3	4	5	6	7
My manager is not content to be second best.	1	2	3	4	5	6	7
My manager acts considering my feelings.	1	2	3	4	5	6	7
My manager always considers my personal feelings before acting.	1	2	3	4	5	6	7
My manager shows respect for my personal feelings.	1	2	3	4	5	6	7
My manager deals with me considering my personal feelings.	1	2	3	4	5	6	7
My manager challenges me to think about old problems in new ways.	1	2	3	4	5	6	7
My manager asks questions that leads me to think about the way I do things.	1	2	3	4	5	6	7
My manager has encouraged me to rethink the way I do some things.	1	2	3	4	5	6	7
My manager has ideas that challenge me to reexamine my basic working assumptions.	1	2	3	4	5	6	7

BLOCK 3	Strongly Disagree						Totally Agree
I'm good at selling.	1	2	3	4	5	6	7
It's easy for me to put pressure on the customer.	1	2	3	4	5	6	7
I know the right thing to do in selling situations.	1	2	3	4	5	6	7
I find it easy to convince a client that has a different viewpoint than mine.	1	2	3	4	5	6	7
My temper is well suited to sell.	1	2	3	4	5	6	7
I'm good at figuring out what the customer wants.	1	2	3	4	5	6	7
It's easy for me to make clients see my point of view.	1	2	3	4	5	6	7

BLOCK 4	Strongly Disagree						Totally Agree
In terms of sales results, I am satisfied	1	2	3	4	5	6	7
My sales goals are often fulfilled	1	2	3	4	5	6	7
In terms of sales, I'm doing very well	1	2	3	4	5	6	7
I achieve my goals at work.	1	2	3	4	5	6	7

Genre: () Male () Female	Age: _____
Answer the questions below in years or months (please specify):	
How long have you worked in sales?	
How long have you been selling products from this company?	
How long have you been reporting to the current manager?	

Thank you for taking the survey. Have a nice day!

Appendix B - Applied Questionnaire with Managers

Hello! I am a PhD student in Administration at the State University of Maringá (UEM). I am conducting a research for my PhD thesis, which will be on sales. Could you contribute by answering this questionnaire? Your participation is very important. Responses are confidential and for academic use only.

Respond according to your point of view by marking an "X".
Your answer should be from 1 to 7.
Being 1 = Strongly disagree up to 7 = Totally agree.

BLOCK 1	Discordo Totalmente						Concordo Totalmente
I always give positive feedback when my salespeople perform satisfactorily.	1	2	3	4	5	6	7
I give a special recognition when my salespeople produce at a high level.	1	2	3	4	5	6	7
I commend my salespeople when they exceed their goals.	1	2	3	4	5	6	7
My salespeople are often aware of their unsatisfactory performance.	1	2	3	4	5	6	7
I demonstrate my disapproval if my salesperson performs poorly.	1	2	3	4	5	6	7
I let my salespeople know when they perform poorly.	1	2	3	4	5	6	7
I notice to my salespeople when their productivity is not equivalent to expected.	1	2	3	4	5	6	7

BLOCK 2	Discordo Totalmente						Concordo Totalmente
I clearly articulate the vision of our company with the salespeople.	1	2	3	4	5	6	7
I am a model to be followed by salespeople.	1	2	3	4	5	6	7
I facilitate the acceptance of group goals.	1	2	3	4	5	6	7
I make it clear that I expect the salesperson to give 110% of himself / herself all the time.	1	2	3	4	5	6	7
I insist only on the best performance.	1	2	3	4	5	6	7
I do not content myself with being the second best.	1	2	3	4	5	6	7
I act considering the feelings of my salespeople.	1	2	3	4	5	6	7
I always consider the personal feelings of the salesperson before acting.	1	2	3	4	5	6	7
I show respect for the personal feelings of my salespeople.	1	2	3	4	5	6	7
I deal with my salespeople considering their personal feelings.	1	2	3	4	5	6	7
I challenge salespeople to think about old problems in new ways.	1	2	3	4	5	6	7
I ask questions that lead my salespeople to think about the way they do things.	1	2	3	4	5	6	7
I have encouraged my salespeople to rethink the way they do some things.	1	2	3	4	5	6	7
I have ideas that challenge my salespeople to reexamine some of their basic working assumptions.	1	2	3	4	5	6	7

Genre: ( ) Male ( ) Female	Age:_____

Current position: (   ) Owner   (   ) Manager   (   ) Other: _____
Are there collective goals in the company? (   ) No   (   ) Yes
Answer the questions below in years or months (please specify).
How long have you worked in sales?
How long have you worked at this company?
How long have you been working as a sales manager for this company?

Thank you for taking the survey. Have a nice day!

Appendix C - Descriptive Measures and Factorial Load of the Variables (Study 1)

	Items	Minimum	Maximum	Mean	Standard Deviation	Skewness	Kurtosis	Factorial load
Salesperson	TAL1	1	7	5,78	1,37	1,38	1,72	.84
	TAL2	1	7	5,64	1,43	1,34	1,55	.88
	TAL3	1	7	5,97	1,29	1,71	3,27	.83
	TAL4	1	7	5,52	1,55	1,29	1,26	*
	TAL5	1	7	5,69	1,39	1,25	1,46	.80
	TAL6	1	7	5,96	1,22	1,40	2,12	.86
	TAL7	1	7	6,04	1,25	1,44	1,78	.80
	TFL1	1	7	5,70	1,51	1,38	1,38	.77
	TFL2	1	7	5,58	1,53	1,36	1,54	.84
	TFL3	1	7	5,56	1,51	1,14	0,93	*
	TFL4	1	7	5,82	1,41	1,22	0,96	.71
	TFL5	1	7	5,66	1,46	1,31	1,44	.75
	TFL6	1	7	5,15	1,90	0,98	0,13	*
	TFL7	1	7	5,14	1,67	0,85	0,05	.86
	TFL8	1	7	4,99	1,79	0,70	0,50	.88
	TFL9	1	7	5,52	1,57	1,16	0,78	.85
	TFL10	1	7	5,21	1,61	0,97	0,44	.86
	TFL11	1	7	5,39	1,64	1,20	0,91	*
	TFL12	1	7	5,66	1,48	1,32	1,46	.88
	TFL13	1	7	5,63	1,52	1,41	1,62	.92
	TFL14	1	7	5,60	1,47	1,31	1,52	.84
	SE1	1	7	5,84	1,13	1,49	3,22	.67
	SE2	1	7	5,15	1,71	0,97	0,08	.76
	SE3	1	7	5,79	1,26	1,37	2,33	.73
	SE4	1	7	5,51	1,51	1,07	0,65	.80
	SE5	1	7	5,97	1,20	1,68	3,65	*
	SE6	1	7	5,89	1,18	1,48	2,64	.76
	SE7	1	7	5,82	1,29	1,28	1,64	.80
	PERF1	1	7	5,39	1,47	1,12	0,94	.84
	PERF2	1	7	5,39	1,52	1,11	0,82	.88
	PERF3	1	7	5,66	1,37	1,17	1,20	.92
	PERF4	1	7	5,86	1,26	1,57	3,14	.77

	TAL1	1	7	5,98	1,06	1,13	1,65	.64
	TAL2	1	7	6,13	1,10	2,20	6,51	*
	TAL3	3	7	6,50	0,78	1,96	4,74	*
	TAL4	1	7	5,79	1,28	1,33	2,41	.76
	TAL5	1	7	4,93	1,69	0,78	0,02	.80
	TAL6	1	7	5,62	1,46	1,10	0,90	.63
	TAL7	1	7	6,02	1,25	1,73	3,55	*
	TFL1	1	7	6,02	1,20	1,72	4,18	.69
	TFL2	1	7	5,73	1,27	1,20	1,58	*
Manager	TFL3	1	7	5,73	1,42	1,40	2,05	.71
	TFL4	1	7	5,83	1,41	1,36	1,83	.75
	TFL5	1	7	5,03	1,58	0,60	0,18	*
	TFL6	1	7	5,16	1,77	0,88	0,06	.64
	TFL7	1	7	5,76	1,34	1,18	1,27	.71
	TFL8	1	7	5,58	1,35	0,75	0,29	.95
	TFL9	1	7	6,07	1,06	1,10	1,29	.66
	TFL10	1	7	5,34	1,67	1,16	0,93	*
	TFL11	1	7	5,87	1,24	1,51	3,31	*
	TFL12	1	7	6,05	1,15	2,02	6,12	.92
	TFL13	1	7	5,91	1,21	1,49	3,27	.78
	TFL14	1	7	5,66	0,97	0,37	0,67	.78

Note. TAL = Transactional Leadership, TFL = Transformational Leadership, SE = Self Efficacy, PERF = Performance. The negative measurements of skewness and kurtosis were multiplied by -1, for checking the parameters (sk <3; ku <10). * corresponds to the items that were excluded in the confirmatory analysis for final adjustment of the model.

Appendix D - Descriptive Measures and Factorial Load of the Variables (Study 2)

	Items	Minimum	Maximum	Mean	Standard Deviation	Skewness	Kurtosis	Factorial load
Salesperson	TAL1	1	7	6,02	1,49	1,93	3,40	.75
	TAL2	1	7	5,89	1,61	1,84	2,70	.78
	TAL3	1	7	6,23	1,31	2,45	6,15	*
	TAL4	1	7	5,78	1,52	1,41	1,48	*
	TAL5	1	7	5,72	1,67	1,44	1,25	*
	TAL6	1	7	5,84	1,56	1,72	2,42	.86
	TAL7	1	7	5,99	1,56	1,78	2,43	.80
	TFL1	1	7	6,13	1,28	2,06	4,82	.70
	TFL2	1	7	6,01	1,39	1,96	3,98	.80
	TFL3	1	7	5,83	1,40	1,64	2,76	*
	TFL4	1	7	6,09	1,33	2,00	4,23	.70
	TFL5	1	7	5,88	1,58	1,74	2,52	.67
	TFL6	1	7	5,52	1,86	1,38	0,82	*
	TFL7	1	7	5,51	1,78	1,35	0,90	.73
	TFL8	1	7	5,39	1,84	1,29	0,67	.91
	TFL9	1	7	5,87	1,61	1,76	2,39	.82
	TFL10	1	7	5,61	1,77	1,40	0,97	.86
	TFL11	1	7	5,60	1,74	1,35	0,89	.79
	TFL12	1	7	5,78	1,58	1,66	2,20	.93
	TFL13	1	7	5,78	1,62	1,70	2,31	.89
	TFL14	1	7	5,76	1,63	1,53	1,66	*
	SE1	1	7	6,12	1,07	1,71	4,38	.77
	SE2	1	7	5,47	1,58	1,24	0,92	*
	SE3	2	7	6,02	1,07	1,24	1,52	.69
	SE4	1	7	5,69	1,38	1,30	1,62	.68
	SE5	1	7	6,14	1,08	1,60	3,04	.73
	SE6	1	7	6,15	1,08	1,74	4,23	.86
	SE7	1	7	5,98	1,20	1,39	1,78	.80
	PERF1	1	7	5,37	1,60	1,13	0,67	*
	PERF2	1	7	5,52	1,58	1,33	1,34	.80
	PERF3	1	7	5,69	1,37	1,38	1,97	.78
	PERF4	1	7	5,96	1,28	1,75	3,36	.80

TAL1	1	7	6,06	1,23	1,77	3,86	.60
TAL2	1	7	6,20	1,18	1,99	4,85	.74
TAL3	1	7	6,50	0,89	2,07	5,28	.72
TAL4	1	7	5,79	1,54	1,36	1,21	*
TAL5	1	7	5,17	1,95	0,84	0,45	.64
TAL6	1	7	5,76	1,68	1,27	0,52	.78
TAL7	1	7	5,94	1,59	1,69	1,95	.82
TFL1	1	7	6,09	1,20	1,36	1,56	*
TFL2	1	7	5,95	1,13	1,08	1,20	.69
TFL3	1	7	5,41	1,74	1,19	0,71	.56
TFL4	1	7	5,62	1,66	1,31	0,92	.66
TFL5	1	7	5,60	1,49	1,25	1,48	*
TFL6	1	7	5,12	1,95	0,83	0,51	.68
TFL7	1	7	5,60	1,53	1,06	0,39	.66
TFL8	1	7	5,53	1,61	1,02	0,36	.79
TFL9	1	7	6,20	1,22	1,84	3,89	*
TFL10	1	7	5,41	1,71	1,20	0,66	.55
TFL11	1	7	5,61	1,45	1,17	1,17	*
TFL12	1	7	5,95	1,29	1,46	2,14	.92
TFL13	1	7	5,92	1,28	1,52	2,42	.76
TFL14	1	7	5,66	1,32	1,18	1,25	*

Note. TAL = Transactional Leadership, TFL = Transformational Leadership, SE = Self Efficacy, PERF = Performance. The negative measurements of skewness and kurtosis were multiplied by -1, for checking the parameters (sk <3; ku <10). * corresponds to the items that were excluded in the confirmatory analysis for final adjustment of the model.

Appendix E - Descriptive Measures and Factorial Load of the Variables (Study 3)

	Items	Minimum	Maximum	Mean	Standard Deviation	Skewness	Kurtosis	Factorial load
Salesperson	TAL1	1	7	5,96	1,56	1,70	2,31	.87
	TAL2	1	7	5,83	1,61	1,55	1,79	.84
	TAL3	1	7	6,07	1,58	2,06	3,58	.83
	TAL4	1	7	5,49	1,71	1,21	0,71	*
	TAL5	1	7	5,43	1,80	1,12	0,37	*
	TAL6	1	7	6,01	1,42	1,73	2,77	.76
	TAL7	1	7	6,04	1,43	1,82	3,10	.84
	TFL1	1	7	5,91	1,55	1,61	2,11	.78
	TFL2	1	7	5,63	1,68	1,18	0,53	.72
	TFL3	1	7	5,77	1,51	1,44	1,67	*
	TFL4	1	7	5,98	1,49	1,74	2,74	.64
	TFL5	1	7	5,66	1,62	1,41	1,52	*
	TFL6	1	7	5,27	2,00	0,98	0,20	.56
	TFL7	1	7	5,02	1,92	0,79	0,41	.77
	TFL8	1	7	4,84	2,04	0,67	0,78	.90
	TFL9	1	7	5,53	1,83	1,21	0,43	*
	TFL10	1	7	5,14	1,87	0,87	0,19	.82
	TFL11	1	7	5,41	1,76	1,02	0,17	.71
	TFL12	1	7	5,64	1,63	1,28	1,07	.85
	TFL13	1	7	5,55	1,70	1,24	0,88	.85
	TFL14	1	7	5,55	1,69	1,26	0,89	.78
	SE1	1	7	6,13	1,12	1,59	3,42	*
	SE2	1	7	5,23	1,62	1,03	0,61	*
	SE3	1	7	5,97	1,20	1,40	2,32	.80
	SE4	1	7	5,45	1,47	1,13	1,01	.65
	SE5	1	7	6,12	1,20	1,82	3,94	.64
	SE6	1	7	6,15	1,06	1,53	2,98	.73
	SE7	1	7	5,85	1,27	1,49	2,65	*
	PERF1	1	7	5,33	1,57	1,00	0,61	.79
	PERF2	1	7	5,45	1,62	1,03	0,48	.83
	PERF3	1	7	5,53	1,52	1,28	1,39	.94
	PERF4	1	7	5,76	1,39	1,38	1,83	.81

	TAL1	1	7	6,31	1,27	2,24	4,82	.86
	TAL2	1	7	5,99	1,38	1,88	3,95	.78
	TAL3	1	7	6,60	0,82	3,81	21,16	*
	TAL4	1	7	5,58	1,77	1,29	0,67	*
	TAL5	1	7	5,03	1,86	0,84	0,29	.74
	TAL6	1	7	5,41	1,90	0,99	0,21	.92
	TAL7	1	7	6,27	1,30	2,39	5,96	*
	TFL1	1	7	6,35	1,20	2,44	6,36	*
	TFL2	1	7	5,59	1,30	0,91	0,76	.68
	TFL3	1	7	5,90	1,25	1,58	2,95	.71
Manager	TFL4	1	7	5,74	1,45	1,28	1,27	.81
	TFL5	1	7	4,90	1,74	0,81	0,11	.59
	TFL6	1	7	5,17	1,89	0,86	0,37	.67
	TFL7	1	7	5,55	1,40	1,02	0,61	.64
	TFL8	1	7	5,29	1,38	0,95	0,57	.92
	TFL9	1	7	6,27	1,15	2,10	5,54	*
	TFL10	1	7	5,39	1,54	1,13	0,69	.82
	TFL11	2	7	6,11	1,10	1,53	2,42	*
	TFL12	1	7	6,15	1,19	1,76	3,15	.85
	TFL13	2	7	6,10	1,14	1,30	1,28	.79
	TFL14	1	7	6,03	1,18	1,30	1,45	.85

Note. TAL = Transactional Leadership, TFL = Transformational Leadership, SE = Self Efficacy, PERF = Performance. The negative measurements of skewness and kurtosis were multiplied by -1, for checking the parameters (sk <3; ku <10). * corresponds to the items that were excluded in the confirmatory analysis for final adjustment of the model.

Appendix F - Correlations Among and Descriptive Statistics for Key Study Variables of Studies 1, 2, 3

Variables	Study 1						Study 2						Study 3					
	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6
Managers																		
1 Transactional	(.74)						(.72)						(.73)					
2 Transformational	.45**	(.78)					.48**	(.74)					.33**	(.86)				
Salesperson																		
3 Transactional	.22**	.17**	(.83)				.02	.09	(.78)				.15**	.16**	(.82)			
4 Transformational	.20**	.09	.73**	(.90)			.02	.12*	.68**	(.90)			.15**	.14*	.63**	(.88)		
5 Self-Efficacy	.07	.09	.51**	.42**	(.88)		.07	.01	.32**	.33**	(.84)		.11	.18**	.39**	.34**	(.74)	
6 Performance	.05	.07	.51**	.46**	.53**	(.91)	.01	.04	.19**	.25**	.54**	(.83)	.07	.08	.28**	.27**	.41**	(.90)
Average	5.58	5.78	5.85	5.50	5.67	5.58	5.94	5.61	5.94	5.79	6.02	5.72	5.84	5.62	5.98	5.45	5.92	5.52
Standard deviation	.97	.72	.97	1,10	1,07	1,24	.93	.91	1,20	1,14	.86	1.23	1,06	.78	1,16	1,19	.93	1.35
AVE	.52	.58	.70	.70	.57	.73	.52	.50	.64	.65	.51	.63	.56	.69	.69	.59	.50	.71
CR	.80	.93	.96	.93	.89	.92	.86	.90	.87	.95	.85	.84	.92	.93	.92	.94	.80	.91

Note.
** $p < .01$.
* $p < .05$.
CR = composite reliability
Cronbach alpha between parentheses

Appendix G - Effects of the congruence on the sales performance of Studies 1, 2, 3

Constructs	Study 1			Study 2			Study 3		
Constant	-.92**	-.90**	-.64*	-.02	.01	-3.45**	-1.32	-.77	.39
Salesperson Covariates									
Gender	.15	.16	.02	.03	.00	-.07	-.03	-.02	-.13
Age	.02	.01	.00	-.01	-.01	.00	.00	.00	.00
Sales Experience	-.02	-.01	-.02	.01	.01	-.01	.00	.00	.00
Company Tenure	.03	.03	.03	.04	.04	.01	.03*	.03*	.03*
Time under the manager supervision	-.02	-.02	.00	-.02	-.01	.02	-.05*	-.05*	-.04*
Manager Covariates									
Gender	.11	.07	.09	-.42**	-.41**	-.40**	.02	.04	-.04
Age	.00	.00	.00	.01	.01	.00	-.01	-.01	-.01
Sales Experience	.00	.00	.00	.00	.00	.00	.02	.02	.02
Company Tenure	.04**	.03**	.03**	-.03	-.03*	-.02	-.01	-.01	-.02
Time on managing the team	-.03**	-.03*	-.03**	.03	.03	.02	.00	-.01	.01
Store Covariates									
Team goal	.32**	.39**	.26*	.17	.19	.06	-.17	-.14	-.22
Product Mix	.08	.09	.09	-.41*	-.36*	-.13	-.05	-.03	-.10
City	.59**	.54**	.59**	-.55**	-.45**	-.26*	.21	.24	.27
Main Effects									
Self-efficacy			.41**			.52**			.38**
TAL (salesperson)	.41**			.17**			.24**		
TAL (manager)	.00			.00			.04		
TSF (salesperson)		.35**			.21**			.24**	
TSF (manager)		-.02			-.04			-.02	
Slope da Congruência (b1+b2)	.41**	.33**		.17*	.16*		.28**	.22**	
Slope da Incongruência (b1-b2)	.41**	.37**		.17*	.25**		.20**	.25**	
R^2 adjusted	.34	.29	.33	.14	.15	.36	.06	.06	.13
F (model)	13.07	9.99	12.99	4.22	4.56	13.12	2.10	2.05	3.71

Note: *$p<.05$; **$p<.01$

Appendix H - Effects of the Incongruence by difference scores analysis on the sales performance of Studies 1, 2, 3

Constructs	Study 1			Study 2			Study 3		
Constant	-0,64*	-0,72*	-0,91**	0,17	-0,04	-0,05	0,39	0,33	0,23
Salesperson									
Gender	0,02	0,25*	0,20	-0,07	0,03	0,01	-0,13	0,02	-0,01
Age	0,00	0,01	0,01	0,00	-0,01	-0,01	0,00	0,00	0,00
Sales Experience	-0,02	-0,02	-0,02	-0,01	0,01	0,01	0,00	0,00	0,00
Company Tenure	0,03	0,03	0,03	0,01	0,03	0,03	0,03*	0,03*	0,03
Time under the manager supervision	0,00	0,00	-0,03	0,02	-0,01	0,00	-0,04*	-0,05*	-0,05*
Manager									
Gender	0,09	-0,07	-0,10	-0,40**	-0,48**	-0,48**	-0,04	-0,11	0,00
Age	0,00	-0,01	0,00	0,00	0,01	0,01	-0,01	-0,02	-0,02
Sales Experience	0,00	0,01	0,01	0,00	0,00	0,00	0,02	0,03*	0,03*
Company Tenure	0,03**	0,03*	0,03**	-0,02	-0,02	-0,03*	-0,02	-0,03	-0,02
Time on managing the team	-0,03**	-0,03*	-0,03*	0,02	0,03	0,03	0,01	0,01	-0,01
Store									
Team goal	0,26*	0,32*	0,34**	0,06	0,24	0,26	-0,22	-0,15	-0,12
Product Mix	0,09	0,05	0,08	-0,13	-0,40*	-0,36*	-0,10	-0,10	-0,09
City	0,59**	0,81**	0,72**	-0,26*	-0,57**	-0,53**	0,27	0,26	0,30
Main Effects									
SE	0,41**			0,52**			0,38**		
TAL Incongruence		0,26**			0,12*			0,15*	
TSF Incongruence			0,30**			0,17**			0,20**
R² adjusted	0,33	0,26	0,27	0,36	0,13	0,14	0,13	0,04	0,05
F (model)	12,99	9,39	9,68	13,12	4,17	4,52	3,71	1,64	2,00

Appendix I - Results of Congruence on performance by self-efficacy of Studies 1, 2, 3

Relationship	Transactional			Transformational		
	Study 1	Study 2	Study 3	Study 1	Study 2	Study 3
Congruence → Self-efficacy	.50**	.26**	.37**	.41**	.26**	.33**
Self-efficacy → Performance	.38**	.51**	.37**	.42**	.51**	.37**
Total Indirect effect	.19	.15	.14	.17	.16	.12
Confidence interval	.13–.29	.08–.25	.07–.23	.11–.25	.09–.25	.07–.21
Direct effect	.30**	-.02	.11*	.27**	.06	.10
Total effect	.49**	.14**	.25**	.44**	.22**	.22**

Appendix J - Results of Incongruence on performance by self-efficacy of Studies 1, 2, 3

Relationship	Transactional			Transformational		
	Study 1	Study 2	Study 3	Study 1	Study 2	Study 3
Incongruence → Self-efficacy	$.35^{**}$	$.28^{**}$	$.23^{**}$	$.32^{**}$	$.25^{**}$	$.20^{**}$
Self-efficacy → Performance	$.46^{**}$	$.54^{**}$	$.39^{**}$	$.46^{**}$	$.53^{**}$	$.39^{**}$
Total Indirect effect	.16	.15	.09	.15	.13	.08
Confidence interval	.11–.24	.09–.24	.04–.16	.10–.21	.07–.20	.03–.13
Direct effect	$.20^{**}$	-.02	.09	$.22^{**}$	.03	$.12^{**}$
Total effect	$.36^{**}$	$.13^{**}$	$.18^{**}$	$.37^{**}$	$.16^{**}$	$.19^{**}$