

Job Crafting and B2B Salesperson Performance through Meaningful Work: Role-Resource Approach-Avoidance Model

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Abstract

The aim of the present paper is to determine influence of job crafting on B2B salesperson performance through meaningful work in banking industry. This study applies role-resource avoidance approach theory to explain how job crafting affects Business to Business salesperson outcome and behavioral performance through mediating role of meaningful work. To achieve the research objectives, research data were collected from 175 B2B salesperson and their managers branches of four different Banks of Iran. Structural Equation Modeling was used by SmartPLS (2) software to analyze the impact of job crafting activities on salesperson performance through mediating role of meaningful work. Results of the present study indicated that three types of job crafting activities (i.e., role-approach crafting, resource-approach crafting and role-avoidance crafting) are positively related to salespersons' selling and non-selling behavioral performance through meaningful work. The resource-avoidance activities are negatively related to salespersons' selling behavioral performance through meaningful work, but they have not scientific influence on non-selling behavioral performance. Moreover, salesperson's both selling and non-selling behavioral performance is positively related to salesperson outcome performance. Prior quantitative studies of job crafting have focused on role orientation or resource orientation but in this study, we used role-resource avoidance approach perspective that suggested new and wide taxonomy for job crafting such work role expansion, work social expansion, work organization, adaptation, metacognition, work role reduction and withdrawal activities.

Keywords: Job Crafting, Meaningful Work, Salesperson Performance, Role-Resource Approach-Avoidance Theory.

1. Introduction

In the modern financial services sector, Banks play a determinative role in the economic activity of each country. With increase of competition and complexity of the financial service market, achieving high performance is one of the main issues raised in this sector. Salespersons are the most important employees of an organization that play fundamental role in achieving high selling performance and implementing marketing strategies and often, all efforts of different functions of the organization are summarized in the behaviors and performance of its salesperson (Rackham & DeVincentis, 1998; Kumar, et al 2013). So, improvement of a salesperson performance and determining the factors that affect it, is one of the major concerns of bank managers (Varghese, et al 2018). In the literature of salesperson performance, according to new orientations on

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selling (relationship, consultative and enterprise selling), researchers have found that salesperson's performance has both behavioral and outcome dimensions (Hartmann, et al 2018; Rackham & DeVincentis, 1998; Verbeke et al, 2011; Churchill Jr et al, 1985). In the studies of salesperson's performance, roles, tasks and relationships of salesperson's job are considered as important factors of his performance (Oliver & Anderson, 1994; Cron et al, 2014; Nowlin et al, 2018); Brown & Peterson, 1993; Ahearne et al, 2013; Walker Jr et al, 1977; MacKenzie et al, 1998; Russ et al, 1996; Baldauf et al, 2001). Salesperson has behaviors that exceed from formal roles and tasks. These beyond-role behaviors influence their performance (MacKenzie et al, 1998). Researchers suggest that employees introduce proactive changes to their tasks, relationships and perception at work from bottom to up in order to shape their own meaningful work (Wrzesniewski & Dutton, 2001; Berg et al, 2013; Demerouti et al, 2001) and it may improve their job performance (Hackman & Oldham, 1975; Rosso et al, 2010) by the concept of job crafting. Job crafting is the process of salespersons' redefining and changing of their job with the intention of improving job for themselves. These changes can take structural, social, and cognitive forms (Bruning & Campion, 2018). In the studies of job crafting, there are three perspectives on job crafting: role-based perspective focused on organizational behavior, resource-based perspective focused on human resource management and role-resource approach (avoidance perspective). A role-based perspective explains how employees change the boundaries of the tasks, relational and cognitive domains of work (Berg et al, 2010; Lu et al, 2014; Wrzesniewski & Dutton, 2001). Resource-based perspective explains how individuals seek resources and manage their demands (Tims et al, 2012; Tims et al, 2013; Bakker et al, 2016). In the role-resource approach (avoidance perspective) of trans active theories, job crafting activities rely on motivations of approach or avoidance that employee can confront both role crafting and resource crafting activities as challenges or he can avoid them as threats (LePine et al, 2005; Bruning & Campion, 2018).

Approach crafting activities are problem-focused and improvement-based goals that attempt to increase resources, or a desire for improved work experience. This function aligns with increasing resources and challenging job demands and job crafting dimensions (Bipp et al, 2015; Petrou et al, 2018; Tims et al., 2012). Avoidance crafting serves the purpose of evading, reducing, or eliminating part of employee's work (Bipp et al, 2015; (Petrou et al, 2018). It is related to avoidant and prevention-oriented traits and reflects reduced hindering and social demands reduction in employees' tasks and social boundaries at work and systematic forms of work withdrawal (Wrzesniewski & Dutton, 2001; Tims et al, 2012).

Considering the importance of job crafting activities on employee's meaningfulness and performance in the literature, there is no quantitative research on the influence of job crafting activities on salesperson's performance from role-resource avoidance approach perspective. Prior quantitative studies of job crafting have focused on role orientation or resource orientation but in this study, we use role-resource avoidance approach perspective that suggested new and wide taxonomy for job crafting such work role expansion, work social expansion, work organization, adaptation, metacognition, work role reduction and withdrawal activities. This perspective takes positive and negative aspects of job crafting activities. In this paper, we study the influence of job crafting activities on salesperson's selling, non-selling and outcome performance from role-resource approach-avoidance perspectives through meaningful work among financial services B2B salesperson.

2. Literature review

2.1. Job Crafting

In the literature of job crafting, there are three different definitions, models and taxonomy for job crafting: role-based perspective, resource-based perspective, and role-resource based perspective (Bruning & Campion, 2018). First, Wrzesniewski and Dutton (2001) defined job crafting as activities that through them, employees change and redefine their jobs. In this perspective job crafting includes task crafting, relationship crafting and cognition crafting. Job crafting is physical, social and psychological activity that employees are changing their tasks boundaries through changing number, scope and type of job tasks, are changing relationship boundaries through changing quality and amount of interaction with others encountered in job and are changing cognitive task boundaries. These three types have supported from researches.

Second Times and Bakker (2010) used the job demand-resource model and defined job crafting as changing in employee's behavior based on their needs and abilities for balancing between job demand and resource.

Investigation of effects of job characteristics on employees' motivation and well-being is the core emphasis of the current definition. Job demands and job resources are considered as the main categories of job characteristics. In such categorization, job demands involve physical, social and organizational viewpoints, this is while job resources include achievement of job goals, personal improvement and elimination of demand charges. Times et.al (2012) while developing an explanatory factor analysis identify four main categories of job skill: promoting structural working resources quantity, promoting social working resources quantity, promoting challenging job necessities quantity, and decreasing barriers on job demands path.

Increasing structural working resources consist of development opportunities, autonomy and skills variety, while increasing social working resources consist of seeking for social support, supervisory changing and performance feedback (Bakker et al., 2016). Increasing challenging job demands are potential improvement and achieving future successes while hindrance demanding are the demands that avoided these processes (Crawford et al, 2010). This four type has supported from researchers (Petrou et al, 2018; Bakker et al, 2016; Tims et al, 2013; Tims, B. Bakker, & Derks, 2014; Bakker et al, 2016; Van Wingerden et al, 2017; Bakker & Demerouti, 2014).

Third from role-resource approach-avoidance model burning and Campion (2018) define job crafting as the changes to a job that workers make with the intention of improving the job for themselves. These changes have structural, social and cognitive forms. They have developed four taxonomies in seven domains for job crafting based on role-resource approach-avoidance model: approach role crafting (work role expansion and social expansion), avoidance role crafting (work role reduction), approach resource crafting (work organization and adoption and metacognition) and avoidance resource crafting (withdrawal crafting). Work role expansion involves changing work elements and related activities (Bruning & Campion, 2018; Wrzesniewski & Dutton, 2001; Tims & Bakker, 2010). while social expansion involves changing the scope, number and nature of social relationships within employee's job (Bakker et al, 2016).

In work role reduction employee try to reduce his/her formal work role, demands, time spending and efforts in work (Bruning & Campion, 2018; Tims et al, 2012; Crawford et al, 2010). Work organization consist of organizing the tangible element of work such as physical surroundings and managing behavior. In the work organization employee organize their work processes, work environment, work schedule and work planning and involves restructuring adaption refers to the acquisition of external resources such as use of technology and other sources of knowledge to do job and work processes (Bruning & Campion, 2018; Tims et al, 2013). Metacognition refers to changing of employee cognition boundaries that try to organize, sense make and manipulate own psychological states (Bruning & Campion, 2018; Wrzesniewski & Dutton, 2001). In withdrawal crafting employee are changing their jobs through avoid mentally or physically from a person, situation, or events in their job (Bruning & Campion, 2018, Crawford et al, 2010).

2.2. Meaningful Work

In the study of literature on the concept of meaningful work, there are several perspectives and models (Bailey et al, 2018). Study conducted by Huckman and Oldham (1975) is among the initial researches conducted in the field of meaningfulness. They identified meaningfulness as "degree of job meaningfulness, where the employee sees job as a meaningful, valuable and worthy issue." They believe that a meaningful job is one of the key psychological issues for the employee (Hackman & Oldham, 1975). Ashmos and duchon (2000) have concerned meaningful as one element of employee spirituality at work. In this perspective employee are more than cost to organization, they want a work life that is meaningful (Ashmos & Duchon, 2000). In the other definition, meaningful work has concerned as a part of employee existence, not something that is achieved by on organization, management or job character. The employee inherently seeks of meaning in his/her work (Bunderson & Thompson, 2009). Their studies view meaningful work as a eudemonic psychological state (Bailey et al, 2018). In this perspective meaningful work is defined as work that is meaning for employee and has valuable concepts and positive meaning for them (Rosso et al, 2010).

Partt and Ashforth (2005) describe two dimensions for meaningful work. Meaningful in work that refers to meaning of what employee doing such as employee roles and tasks. Meaningful at work refers to be a member of greater good such as a member of a culture or community (Pratt & Ashforth, 2003). Steger et al. (2012) identify

multidimensional model for meaningful work consist of positive meaning, meaning-making through work and greater good motivation. Positive meaning full work refers the positive meaning experience of employee in work that they judge and sense their work to matter and be meaningful (Steger et al, 2012; Rosso et al. 2010). Meaningful Making through work is relationship between employee's work and his life work. It makes possible for employee to understand his perception of the world around him and allow him to grow up. In the other hands, it creates relationship between meaning in work and employee's life. Greater good motivation dimensions of meaningful work are the perception of employee that his work is benefit some greater good for community and others. In the other hands he focuses on the impact of employee work on the others. In summary, in the meaningful work, work is significant, valuable and worthwhile for employee, others, community in the perception of employee and related with employee's work life and many factors such as social, cultural, organizational, psychological and job factors related to meaningfulness of work (Lysova et al, 2018).

2.3. Salesperson Performance

From the literature of B2B salesperson performance, sales performance is the behavior that contribute to the goals of the organization. This definition concede tasks and outcomes of salesperson activities (Lysova et al, 2018; Futrell, 2008). Four strategies have been developed for evaluation of a seller's performance: Self-report performance, manager and colleagues ratings, objective company data and objective company data with supervision of external factors including market capabilities, sellers' adjustment to economic condition and barriers on the sellers' path (Churchill Jr et al, 1985).

Objective measures contain both quantitative (sales volume, new custom accusing, sales order, etc.) and qualitative criteria (sales skills, territory management, individual factors, etc.). All of them contains output and input measures of salesperson performance (Bommer et al, 1995; Boles et al, 1995; Futrell, 2008). Objective measures also divided into direct measures of behaviors (adaptive selling, customer orientation, etc.) and outcomes of salesperson (Market Shure, sales volume, etc.). Output measures of Salesperson performance categorize into relationship quality outputs and traditional outputs (Verbeke et al., 2011).

In the method of manager and peer rating, are used from subjective measures (Rich et al, 2010). Behrman and Perreault (1982) developed industrial sales performance scale for self-report and they considered five aspects for this field: sales goals, professional awareness, effects expenses control, as mentioned by Cravens et al., on outcome performance, behavioral performances of sales process (presentation and awareness), and non-selling behavioral performance (information supply and expense control). Findings of these studies have shown that sellers usually show different non-selling activities, at least in short period of time. However, such non-selling activities are directly contributed to the outcome performance (Cravens et al, 1993). The other division, is categorized salesperson performance into in-role performance and extra-role performance. That in-role performance contain qualitative and quantitative measures of performance extra-role performance refers salesperson activities that are beyond the role of his and are optional behaviors such as salesperson citizenship behavior, social behavior, custom orientation behavior (Netemeyer et al, 2005).

3. Conceptual Framework and Hypotheses Development

In the literature of salesperson performance, job roles, tasks and relationships are considered important determinants of salesperson performance (Nowlin et al, 2018; Brown & Peterson, 1993; Ahearne et al, 2013; Walker Jr et al, 1977; MacKenzie et al, 1998; Russ et al, 1996; Baldauf et al, 2001; Verbeke et al, 2011). Researches suggests that salespersons change proactively their tasks, relationships and perception in work from bottom to up that to shape own meaningful of work (Berg et al, 2013; Demerouti et al, 2001; Wrzesniewski & Dutton, 2001) and through it maybe improve their job outcomes (Rosso et al, 2010; Hackman & Oldham, 1975) by job crafting. These changes can take structural, social, and cognitive forms (Bruning & Campion, 2018). In the studies of job crafting there are three perspectives on job crafting: A role-based perspective focused on organizational behavior, a resource-based perspective focused on human resource management, a role-resource approach-avoidance perspective. A role-based perspective that explains how employees changes the boundaries of the task, the relational and cognitive domains of work (Berg et al, 2010; Lu et al, 2014; Wrzesniewski & Dutton, 2001). A resource-based perspective that explains how individuals seek resources and manage their

demands (Tims et al, 2013; Tims et al, 2012; Bakker et al, 2016). In the role-resource approach-avoidance perspective in transitive theories, job crafting activities based on motivations of approach or avoidance that employee can confront both role and resource crafting activities as challenges or avoid them as threats (LePine et al, 2005; Bruning & Campion, 2018).

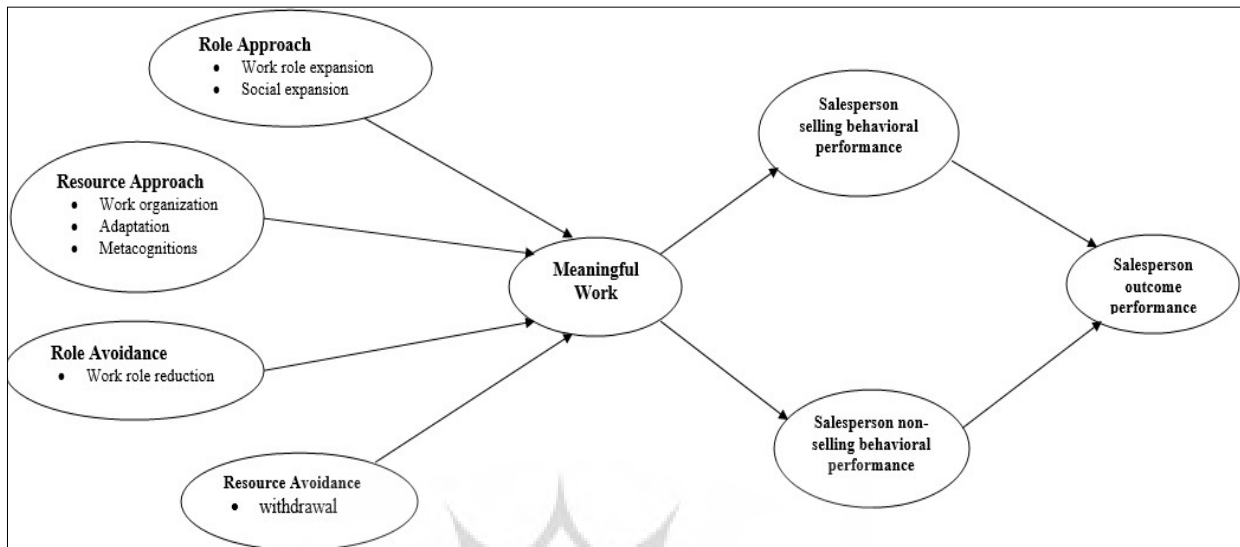


Figure 1. Research model

Approach crafting activities are problem-focused and improvement-based goals that attempts to increase resources, or a desire for improve of work experience. This function aligns with the increasing resources and challenging job demands job crafting dimensions (Bipp et al, 2015; Petrou et al, 2018; Tims et al, 2012; Tims et al, 2015). Avoidance crafting serves the purpose of evading, reducing, or eliminating part of employee’s work. It relates to avoidant and prevention-oriented traits and reflects reducing hindering and social demands reduction in employees’ task and social boundaries at work and systematic forms of work withdrawal. To explain how job crafting activities effects on employee’s meaningfulness and on salesperson performance from role-resource approach-avoidance perspective. Conceptual framework of research is provided in figure1.

3.1. Role-Approach Job Crafting

It is expected that through employing meaningful work, role-based job crafting strategy result in positive effect on B2B selling and non-selling performance of the salespersons. Role-approach crafting includes work role expansion and social expansion activities. In work role expansion employees craft elements of work and related activities that does not in formal work description (Bruning & Campion, 2018). Salesperson has behaviors that are extra from formal roles and tasks. These extra-role behaviors influence their performance (MacKenzie et al, 1998). Through changing the types of job tasks and number of job task, they change the design of the job by it and change their meaning of the work (Wrzesniewski et al, 2003; Wrzesniewski & Dutton, 2001). In B2B salesperson, Lyson (2018) find that when job design based on the salesperson needs and conditions that enable them to craft and redesign their jobs can help them meaningfully and value their job. Berg et al. (2013) believe that in the job crafting employee from down to up craft their job tasks and relationships adding emphasis and redesigning tasks in ways that their work is meaningful and valuable for them and consider themselves a valuable member of organization and community and spend a lot of and energy to perform their tasks and activities (Berg et al, 2013; May et al, 2004)). Employee crafting their job by increasing challenging job requirements achieve success and improve themselves and through them can see have higher performance than who do not increasing challenging job demands (Bakker et al, 2012). The best way of influencing

meaningfulness and individual job behavioral outcomes is promotion of challenging job needs (Tims et al, 2013; Tims et al, 2014; Tims et al, 2016).

In social expansion salesperson use proactively social resource and contribute of resources from other through systematic developmental networking, communication improvement and contribution to collective tasks and climates that effect on meaningful work and cognitive engagement (Bruning & Campion, 2018). In the model of Wrzesniewsk and Dutton (2001) employee by changing with whom he and nature of interacts at work, changes the social environment at work and improves his meaning of work. Employee can facilitate meaningfulness at work with building, reframing and adapting relationships (Berg et al, 2013). The employees who raising social working resources by searching for performance feedback, supervisory coaching and social support at their work are valuable for organization because they are more focus their tasks and activities, engage in work and have higher performance (Tims et al, 2013; Tims et al, 2014; Bakker et al, 2012). Bakker and Demerouti find that both job and personal resources positively affect employee job performance through work engagement (Bakker & Demerouti, 2014). Based on social theory, B2B salesperson's social connectedness at networks are positively associated with salesperson selling and non-selling behavioral performance (Nowlin et al, 2018; Ahearne et al, 2013). Role and task variables are drivers of salesperson performance (Dubinsky & Hartley, 1986; Brown & Peterson, 1993). Salesperson's extra organizational relationships and social networks have positive effect on their selling and non-selling behavioral performance (Bolander et al, 2015). In the financial services in the survey of banks, Varghes and Edward (2017) have fined experienced meaningfulness has a significant influence on B2B salesperson performance. May et al argue that when employee's expertise that is important to organization, spend a lot of time and energy to do their jobs and activities and upgrading their job behavioral performance (May et al, 2004).

H1: Role-approach job crafting through meaningful work has positive influence on B2B salesperson selling behavioral performance.

H2: Role-approach job crafting through meaningful work has positive influence on B2B salesperson non-selling behavioral performance.

3.2. Resource- Approach Job Crafting

Resource-Approach job crafting involves work organization, adoption and metacognition. Work organization relates to the acquisition of structural or physical resources and adaption refers active and goal-directed use of technology and other source through development opportunities, autonomy and skills variety. Also adaption considers that employees bring new resources into their job. Bruning and Campion (2018) fined that through work organization and adaption employees create additional resource value for themselves and positively effect on their overall job performance. Seeking resources in work among police officers are related to work engagement (Petrou et al, 2018).

Focusing employees on opportunities for small victories can tend to test different aspects of tasks and relationships as well as different ways to design important work (Berg et al, 2013). employees can improve job behavioral performance by increasing job resource (Van Wingerden et al, 2017) from those that do not increase their job resource (Bakker & Demerouti, 2007; Bakker et al, 2012). Salesperson can acquiescing structural or physical resources and use goal directed technology and knowledge to make their work meaningful (Tims et al, 2013; Slemp & Vella-Brodrick, 2014; Demerouti et al, 2001; Tims et al, 2016). Sales related knowledge, degree of adaptation, cognition ability and work engagement are drivers of salesperson performance both output and behavioral (Verbeke et al, 2011). Salesperson resources such as salesperson knowledge and attitudes has positive related to salesperson behavioral performance (Cron et al, 2014). Chen et al. in their model, based on the theory meaningfulness of work is one of the modes of the process of work engagement (Chen et al, 2011). Employees who feel positive in their work and consider themselves to be important in establishing relationships and doing things, sharing knowledge and Transmission of high-level information to others and within the organization. Meaningful work and importance in work makes people transfer their resources and experiences easily and with confidence to other organizations (Chen et al, 2011).

Metacognition is the task related activity that manages sense and manipulate employees on psychological state. Burning and Campion (2018) suggest cognitive self-regulation, self-allowances, proactive focus, and

systematic mental approach to work, affective task mapping, problem solving and mental preparation, positively related to employee work engagement. Salesperson with changing see work as a discrete or total section (Wrzesniewski & Dutton, 2001; Wrzesniewski et al, 2003). through changing expanding, focusing and linking perception can make their work meaningful for them (Berg et al, 2013). Salesperson cognitions and role perception effect on salesperson selling and non-selling behavioral performance (Brown & Peterson, 1993; Oliver & Anderson, 1994; Verbeke et al, 2011). Working meaningful help salesperson to achieve organizational and sales goals and establish appropriate and custom orientation communication with customers. Through this achieve outcome and behavioral performance (Varghese et al, 2018; Boles et al, 1995; Pratt & Ashforth, 2003). Salesperson experience of meaningful affect their involvement in work, greater commitment to organization and their performance and citizenship behavior (Hackman & Oldham, 1975; Steger et al, 2012; Moshabaki and rezaie, 2014).

H3: Resource-Approach job crafting through meaningful work has positive influence on B2B salesperson selling behavioral performance.

H4: Resource-Approach job crafting through meaningful work has positive influence on B2B salesperson non-selling behavioral performance.

3.3. Role-Avoidance Job Crafting

Role-Avoidance job crafting involves role reduction that employees reduce work role, work demands, effort expenditures, time and task accountability (Bruning & Campion, 2018) and with these changing they may reach higher level of behavioral performance through changing of meaningful work (Tims et al, 2015). Salesperson role perception determinate their performance (Walker Jr et al, 1977). Churchill et al. suggest that role variables are determinate salesperson performance (Churchill Jr et al, 1985). In the service sector role variables are related to B2B salesperson selling and non-selling behavioral performance (Dubinsky & Hartley, 1986). Montani et al. state in their model that meaningful work has a significant influence on employee behavioral conflict in work and behaviors beyond the employees' work (Montani et al, 2017). Employees are significantly more involved in their behavioral activates than in their formal duties and activities, which refers to transgressive behaviors such as organizational citizenship behavior.

H5: Role-Avoidance job crafting through meaningful work has positive influence on B2B salesperson selling behavioral performance.

H6: Role-Avoidance job crafting through meaningful work has positive influence on B2B salesperson non-selling behavioral performance.

3.4. Resource- Avoidance Job Crafting

Resource-Avoidance job crafting is withdrawal crafting that refers avoidance of salesperson from person, situation or tasks and efforts may has negatively related to meaningful work and salesperson behavioral performance (Bruning & Campion, 2018; Tims et al, 2014). In the resource-based literature reducing demands is negatively influenced with work engagement (Petrou et al, 2018). In their model, Pavlish and Hunt (2012) concluded that the environment (advocacy, counseling) of meaningful work, makes work meaningful (the difference between perceptions of oneself and interactions with others). In this model, work engagement, enjoyment of work and productivity, and achievement of organizational goals are the implications and meaningful results of work. In their study of nurses, nurses who had a positive perception of themselves and their relationships with others enjoyed working and achieved the goals set by the organization. Also, supervisors of the staff who design work structures that provide the context for meaningful work and the possibility of establishing meaningful and meaningful communication with others positively increases the efforts and activities of the staff and They improve their behavior and the feeling of usefulness leads to high job performance in them. salespersons with a meaningful sense of work and meaningful experience in their work feel better in their work and in the work environment, and with their higher motivation, they carry out their activities and their behavioral conflicts in their work more than time not feeling meaningful at work.

H7: Resource-Avoidance job crafting through meaningful work has negative influence on B2B salesperson selling behavioral performance.

H8: Resource-Avoidance job crafting through meaningful work has negative influence on B2B salesperson non-selling behavioral performance.

3.5. Salesperson Selling and Non-Selling Behavioral Performance and Salesperson Outcome Performance

Since the 1970s, researchers have increasingly recognized new orientation to selling and salesperson performance, which did not summarize sales performance merely on sales results and data. Since then, there has been relationship selling orientation, consultative and enterprise selling orientation on selling (Hartmann et al, 2018; Rackham & DeVincentis, 1998). According to these new orientations on selling, researchers made this point that salesperson performance is both behavioral and outcome dimensions. Churchill et al (1985) differentiated between behaviors and outcomes of salesperson. Behaviors are tasks which salesperson attempts to perform them while outcomes are the results that helping to achieve organizational goals so salesperson behaviors lead to their outcomes. In the studies on sales performance, Boles et al (1995) concluded that the researchers divided salesperson performance into outputs and inputs and some researcher applied both outputs and inputs performance. Salesperson performance is divided into two dimensions of behavioral and outcome performance that behavioral performance refers to inputs and activities that salesperson perform in his job such as planning, prospecting and selling tactics and outcome performance is the outputs and results of the salesperson behaviors and activities such as market share, sales volume and new account. Higher behavioral performance causes to higher outcome performance (Oliver & Anderson, 1994). Baldauf and Cravens (2002) has considered salesperson behavioral performance to adaptive selling, sales planning and use of technical knowledge. According to Agency theory, Verbeke et al (2011) believe that sales organization (principals) and salespersons of them (agents) have different goals and organizational goals achieving through salesperson outcome performance. For this reason, the role of determining factors in sales performance when the salesperson performance is based on outcomes is greater than when is based on behaviors. Cravence et al (1993) suggested two dimension of salesperson behavioral performance: selling behavior and non-selling behavior. Sellers usually inform different non-selling activities such as information preparation and costs control, at least in short period of time. However, such non-selling activities are directly contributed to the ultimate performance. Sales behavioral performance (presentation and professional awareness) and non-selling function (information preparation and costs control) mutually result in outcome performance (Cravens et al, 1993).

H9: It is supposed that B2B seller's outcome is positively influenced by his selling behavioral performance.

H10: It is supposed that B2B seller's outcome is positively influenced by his non-selling behavioral performance.

4. Methodology

Our research data was collected from a sample of B2B salesperson and their managers of four banks (Melat, Tejarat, Melli and Saderat) in Iran. The banking industry has a crucial role to play in the country's economy. Given the competitive environment in the banking industry in Iran, the industry has paid special attention to marketing and sales strategies in last years. Given the existence of different types of banks in Iran, if banks fail to develop specific strategies for the sale and accusing and maintenance of customers, they will lose their share of resources and expenses and thus profit and loss over time (Ahmadian, 2014). In the branches of these banks there are 310 B2B salesperson both male and female. Based on Morgan table selected 175 sample from simple random sampling. The average age of respondents is 39.87 year and 9.7% of them is female and 90.3 of them is male. In Table 1 is presented the distribution of respondents by education degree and experience

Table 1. Percentage of respondents based on degree and experience

	Years since hire					Total
	Less than 10	10 to 15	15 to 20	20 to 25	25 to 30	
Associate Degree	0.6%	1.1%	4.0%	5.1%	6.3%	17.1%
Bachelor Degree	4.0%	6.9%	12.0%	9.1%	9.1%	41.1%
Master Degree	2.9%	14.3%	9.2%	6.3%	5.1%	37.8%
professional Degree	0.0%	1.1%	1.1%	0.6%	1.2%	4.0%
Total	7.5%	23.4%	26.3%	21.1%	21.7%	100%

Our data gathering instrument was the standard Questionnaires from October to December 2018 from banks of Iran. Questionnaire translates from English to Persian and were distributed between respondents. We measured job crafting with the scale was designed by Bruning and campion (2018), which has seven level scale for job crafting. They classified job crafting activities into four general classifications include: role approach (that’s has two elements: work role expansion, social expansion), resource approach (that’s has three elements: work organization, adaptation, metacognitions), role avoidance (that’s has one element: work role reduction), and resource avoidance (that’s has one element: withdrawal). They use work role expansion (5 items), social expansion (4 items), work reduction (4 items), work organization (4 items), adaption (5 items), metacognition (5 items) and withdrawal (3 items). For the question 5-pint Likert scale used ranging from 1= "Never" to 5="All of the time". In this study, the scale developed by Steger et al (2012) was employed for meaningful work measurement. The scale involves three levels, four items for positive meaning, three items for meaning and three items for better motivation. It also involves seven-point Likert scale extending from 1 that is “absolutely incorrect” to 7 indicating “absolutely correct”. We measured B2B salesperson performance with a five level scale developed by Behrman and Petreault (1982) through 7 items for sales objective, 2 items for technical knowledge, 10 items for providing information, 7 items for controlling expenses and 6 items for sales presentation, which ranging from 5 Point Likert scale from 1= "Absolutely agree Absolutely disagree that each sales managers evaluate his salesperson performance. Reliability of questionnaire is tested by Cronbach’s alpha coefficients that is %98.

5. Analysis and findings

Using Structural Equation Modeling (SEM), to analyze the research data, has been used Smart PLS (2) software. Based on the research model, PLS, measures latent variables of different categories of job crafting, meaningful work and salesperson performance. SEM using Partial Least Squares (PLS) in two stage analyses the research model that are called Measurement model and Structural model. The measurement model is called the external model that examines the reliability and validity of measurement instruments and research constructs while structural model is called the internal model that tests the research model, hypotheses and relationships between the variables. To verify the reliability of constructs has been proposed three criteria (Fornel and Lakker, 1981). Firs the reliability of each research items that in confirmatory factor analysis factor loading of 0.5 or greater refers to a well-defined structure. The factor loading of each item must also significant at least 0.01 (Gifen, 2005). Second composite reliability of each research items is the ratio of the total factor loads of the variables to the total factor load plus error variance, whose values are between 0 and 1, and is a replacement for the Cronbach alpha. The value of this criteria should not be less than 0.7 (Nunnally, 1978). Third Average Variance Extracted is an examination of the reliability of the mean of the extracted variance of items that should be 0.4 or greater (Magner et al, 1996).

According to table 2, for all of latent variables, value of AVE criteria is greater than 0.5. Also, for all latent variables, Cronbach alpha and composite reliability are greater than 0.7. Similarly, Stone-Geisser's value (Q2) for dependent variables is greater than 0.44 that shows research model has predictive relevance for given endogenous construct (chin, 1998). For validity of measurement instruments and research constructs, table 3 shows discriminant validity and Pearson correlation coefficients that refers to proper validity of construct

because value of the second root (AVE)- the values on the main diameter of this matrix- are greater than correlation coefficients of the corresponding variable with the remaining variables (chin,1998).

In table 4 endogenous constructs are in row and exogenous constructs are in column. With regard to this Table, the effect size of `role avoidance job crafting` on `meaningful work`, `meaningful work` on `salesperson selling behavioral performance` and `salesperson non-selling behavioral performance`, and `salesperson selling behavioral performance` on `salesperson outcome performance` are medium (i.e. over 0.15). The effect size of `resource avoidance job crafting` on `meaningful work` is approximately zero. The remaining effect sizes are weak. Therefore, resource avoidance job crafting does not have an impact on meaningful work at the structural level of the model.

Structural model (internal model) that tests the research model, hypotheses and relationships between the variables is provided in figure 2. Goodness of fit (GOF) of this model is 0.513 that indicates the suitability of the model for conducting research hypotheses. the variables of "meaningful work", "salesperson selling behavioral performance", and "salesperson non-selling behavioral performance", and the rest of the explanation is due to other factors. To test the significance of the indirect effects of independent variables on the dependent variable through the mediating variable, the Sobel test was used. The statistics of the Sobel test are as follows:

$$Z = \frac{ab}{\sqrt{b^2 \cdot S_a^2 + a^2 \cdot S_b^2 + S_a^2 \cdot S_b^2}}$$

Where a is equal to the path coefficient of the independent variable to the mediator variable and b represents the path coefficient of the mediator variable to the dependent variable. It also represents the standard error of the path coefficients a and b, respectively. If the absolute value of Z is greater than 1.96, the indirect effect of the independent variable on the dependent is significant through the mediating variable with 95% confidence. Also, if the absolute value of Z is greater than 2.58; Then the indirect effect of the independent variable on the dependent is significant through the mediating variable with 99% confidence. The results of this test for the research variables are given in Table 5. According to this table, indirect effects of `meaningful work on salesperson outcome performance through salesperson selling behavioral performance` and `resource avoidance job crafting on salesperson non-selling behavioral performance through meaningful work` are not valid. Indirect effects of `meaningful work on salesperson outcome performance through salesperson non-selling behavioral performance` are valid at the confidence level of 90%. In the Table 6 the other indirect effects are accurate at the confidence level of 95%.

Table 2. Model validation values

	AVE	Composite Reliability	Cronbachs Alpha	1-SSE/SSO (Q2)
Role Approach	0.533	0.724	0.710	
Resource Approach	0.412	0.851	0.904	
Role Avoidance	0.953	0.984	0.874	
Resource avoidance	0.808	0.706	0.753	
Meaningful Work	0.928	0.961	0.931	0.516
Selling behavioral	0.504	0.837	0.873	0.462
Non-Selling behavioral	0.503	0.918	0.933	0.446
Outcome performance	0.619	0.881	0.899	0.641

Table 3. Discriminant validity

	Role Approach	Resource Approach	Role avoidance	Resource avoidance	Meaningful Work	Selling behavioral	Non-Selling behavioral	Outcome performance
Role Approach	0.730							
Resource Approach	0.651	0.642						
Role avoidance	0.279	0.237	0.976					
Resource avoidance	0.244	0.419	0.208	0.899				

	Role Approach	Resource Approach	Role avoidance	Resource avoidance	Meaningful Work	Selling behavioral	Non-Selling behavioral	Outcome performance
Meaningful Work	0.535	0.507	0.535	0.202	0.963			
Selling behavioral	0.495	0.603	0.128	0.423	0.345	0.710		
Non-Selling behavioral	0.503	0.631	0.118	0.282	0.315	0.701	0.709	
Outcome performance	0.505	0.221	0.202	0.343	0.310	0.693	0.705	0.787

Table 4. Effect sizes of the research model

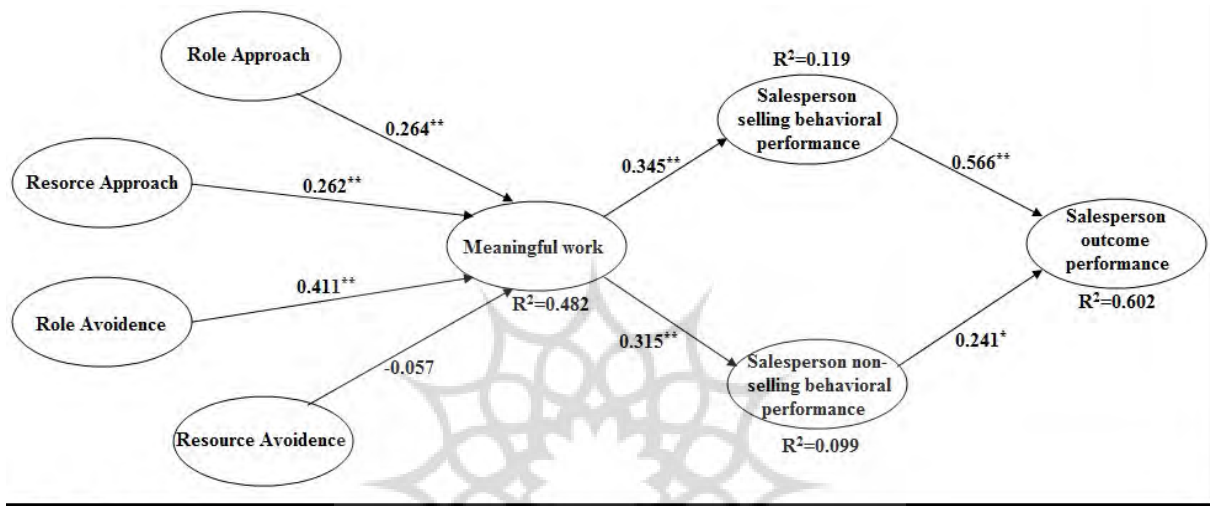
	Role Approach	Resource Approach	Role avoidance	Resource avoidance	Meaningful Work	Selling behavioral	Non-Selling behavioral
Meaningful Work	0.073	0.054	0.291	0.007	-	-	-
Selling behavioral	-	-	-	-	0.136	-	-
Non-Selling behavioral	-	-	-	-	0.118	-	-
Outcome performance	-	-	-	-	-	0.245	0.046

Table 5. Indirect Effects

Role Approach → Meaningful Work → Selling behavioral			Role Approach → Meaningful Work → Non-Selling behavioral		
Variable	Value	Z-value	Variable	Value	Z-value
a	0.264	2.287**	a	0.264	2.062**
b	0.345		b	0.315	
S _a	0.083		S _a	0.083	
S _b	0.100		S _b	0.111	
Resource Approach → Meaningful Work → Selling behavioral			Resource Approach → Meaningful Work → Non-Selling behavioral		
Variable	Value	Z-value	Variable	Value	Z-value
a	0.262	2.172**	a	0.262	1.973**
b	0.345		b	0.315	
S _a	0.090		S _a	0.090	
S _b	0.100		S _b	0.111	
Role Avoidance → Meaningful Work → Selling behavioral			Role Avoidance → Meaningful Work → Non-Selling behavioral		
Variable	Value	Z-value	Variable	Value	Z-value
a	0.411	2.988**	a	0.411	2.555**
b	0.345		b	0.315	
S _a	0.066		S _a	0.066	
S _b	0.100		S _b	0.111	
Resource Avoidance → Meaningful Work → Selling behavioral			Resource Avoidance → Meaningful Work → Non-Selling behavioral		
Variable	Value	Z-value	Variable	Value	Z-value
a	0.057	3.07907**	a	0.057	0.704
b	0.345		b	0.315	

S _a	0.074		S _a	0.074	
S _b	0.100		S _b	0.111	
Meaningful Work→ Selling behavioral→Outcome performance			Meaningful Work→ Non-Selling behavioral→Outcome performance		
Variable	Value	Z-value	Variable	Value	Z-value
a	0.345	0.723	a	0.315	1.829*
b	0.566		b	0.241	
S _a	0.100		S _a	0.111	
S _b	0.087		S _b	0.095	

Note: **P< 0.05, *P< 0.1



Note: **P<0.05 , *P<0.1

Figure 2. Significance of path coefficients of the model

The results of the research hypothesis test based on PLS-SEM are shown in Table 6.

Table 6. Results of the Research Hypothesis

Hypothesis	Result
H1: Role-approach job crafting → B2B salesperson selling behavioral performance through meaningful work.	Supported
H2: Role-approach job crafting → B2B salesperson non-selling behavioral performance through meaningful work	Supported
H3: Resource-Approach job crafting → B2B salesperson selling behavioral performance through meaningful work.	Supported
H4: Resource-Approach job crafting → B2B salesperson non-selling behavioral performance through meaningful work.	Supported
H5: Role-Avoidance job crafting → B2B salesperson selling behavioral performance through meaningful work.	Supported
H6: Role-Avoidance job crafting → B2B salesperson non-selling behavioral performance through meaningful work.	Supported
H7: Resource-Avoidance job crafting → B2B salesperson selling behavioral performance through meaningful work.	Supported
H8: Resource-Avoidance job crafting → B2B salesperson non-selling behavioral performance through meaningful work.	Not supported
H9: B2B salesperson selling behavior performance → B2B salesperson outcome performance.	Supported
H10: B2B salesperson non-selling behavior performance → B2B salesperson outcome performance.	Supported

6. Discussion and conclusion

In the academic literature, empirical researches express the importance of job crafting activities on employee’s meaningfulness and performance, but there was no quantitative research on explanation of the effect of job crafting activity on salesperson’s performance from role-resource avoidance approach perspective. In this paper, we studied the influence of job crafting activities on salesperson’s selling, non-selling and outcome

performance from role-resource avoidance approach perspective through meaningful work among financial services salesperson. Findings of the study supported the hypotheses that three types of job crafting activities (i.e. role-approach crafting, resource-approach crafting, role-avoidance crafting) are positively related to salespersons' selling and non-selling performance through meaningful work of them. The resource-avoidance activities are negatively related to salesperson's selling behavioral performance through meaningful work, but they have not scientific influence on non-selling behavioral performance. Also salesperson's selling and non-selling performance are positively related to his outcome performance.

Findings of the study supported the hypotheses that three types of job crafting activities are positively related to salespersons' selling and non-selling performance through meaningful work of them. Also salesperson's selling and non-selling performance are positively related to his outcome performance. These findings are consistent with the findings of May et al.(2004), Varghese et al(2018), Boles et al(1995) and Pratt & Ashforth (2003) research. According these findings when salespersons feel that their work is meaningful and valuable and consider themselves a valuable member of the organization and community, they spend a lot of time and energy to perform their tasks and activities. Working meaningfully helps salesperson to achieve organizational and sales goals and establish appropriate and custom orientation communication with customers. By doing so, they achieve outcome and behavioral performance.

Also, the findings suggested that role-approach crafting job crafting strategy have positive effect on B2B selling and non-selling performance of the salespersons through meaningful. Role-approach crafting includes work role expansion and social expansion activities. These findings are consistent with the findings of Berg et al (2013), May et al (2004), Bakker et al. (2012), Tims et al (2014), Tims et al(2013), Nowlin et al (2018) and Ahearne et al (2013) research. B2B salespersons in work role expand crafting, through changing types and number of job tasks and increasing challenging job requirements, changing design of the job in ways that their work is meaningful and valuable for them and consider themselves as a valuable member of organization and community and spend a lot of time and energy to perform their tasks and activities and achieve success and improve their behavioral and outcome performance. Salespersons raise social working resources by looking for performance feedback social and supervisory coaching and support at their work is valuable for organization, because they are more focused on their tasks and activities, meaningfulness at work, having higher behavioral and outcome performance. In role and social expansion, salesperson tries to achieve sales goals to coach support of managers and organization. By job crafting and meaningful work, salespersons do their best to provide more accurate sales information in the organization, and all their efforts are to manage the costs and contribute in the form of their sales budget.

The results of our study suggested that salespersons craft structural or physical resources of job and use goal-directed technology and knowledge to make their work meaningful. These results are in line with the findings of Tims et al (2013), Slemp & Vella-Brodick (2014), Demerouti et al (2001), Verbeke et al (2011) and Cron et al (2014) research. Salespersons by achieving sales-related knowledge and high degree of adaptation make their work valuable and improve sales presentation and technical knowledge. Salespersons, who manage, sense and manipulate their psychological states craft their perception on work and organization, make work meaningful and valuable for them and increase output and behavioral performance. When salespersons craft job resource and use goal-based knowledge and technology, they achieve success in providing broad information to their customers and have many information about organization and its processes. Salespersons by crafting their cognition about job and other elements, are good-tempered at work and can better understand customer needs, intending to search new solution for them.

Also, the findings suggested that Role-Avoidance job crafting through meaningful work has positive influence on B2B salesperson performance. This results are in line with the findings of Bruning & Campion (2018), Petrou et al (2018) and Tims et al (2014). Salespersons' role perception determine their performance (Walker Jr et al, 1977) and they sometimes reduce work role, work demands, effort expenditures , time and task accountability and with these changes they reach higher level of performance through changing their meaningful work (Tims et al, 2014). This is while salesperson avoidance from person, situation or tasks and efforts is negatively related to meaningful work and his performance. Salespersons in role reduction avoid from activities that affect their sales budget. By doing so, they can control sales budget and expenses.

Resource-avoidance job crafting is withdrawal of crafting that refers to avoidance of salesperson from person, situation or tasks and efforts, which are negatively related to meaningful work and salesperson's behavioral performance (Bruning & Campion, 2018; Tims et al, 2014). In the resource-based literature, reducing demands are negatively associated with work outcomes (Petrou et al, 2018; Pavlish & Hunt, 2012).

7. Contribution and suggestion

7.1. Theoretical Contributions

In the academic literature, empirical researches have shown the importance of job crafting activities on employee's meaningfulness and performance but, there has been no quantitative research on explaining how and to what extent the effect of job crafting activity on employee's work outputs. In this paper, we studied the influence of job crafting activities on employee's meaningful work and performance. Moreover, prior literature of job crafting has focused on role orientation or resource orientation but in this study, we use role-resource avoidance approach perspective that suggested new and wide taxonomy for job crafting such work role expansion, work social expansion, work organization, adaptation, metacognition, work role reduction and withdrawal activities. This perspective takes positive and negative aspects of job crafting activities. Therefore, in literature of job crafting there was lack study on B2B sales context. In this paper, we studied the influence of job crafting activities on salesperson's selling, non-selling and outcome performance from role-resource avoidance approach perspective through meaningful work.

One of the important contributions of this study is the identification of the influence of job crafting on salesperson's selling behavioral performance through meaningful work. Salespersons perceive their job to be more meaningful when they craft their role and social expansion, structural or physical resources of job, use goal directed technology and knowledge, their perception on work and reduce work role work demands, effort expenditures and time and task accountability. In this case, they improve sales presentation and technical knowledge. The second research question of the present study is to investigate the issue that how non-selling behavior of the seller through meaningful working is influenced by job crafting. Salespersons perceive their job to be more meaningful, when they craft their job and by doing so, they improve providing accurate information, controlling sales expenses. Another contribution of this study is identification of the influence of salesperson's selling and non-selling behavioral performance on his outcome performance. High behavioral performance of salespersons increases their outcome performance and achieving organizational sales goals. On the other hand, salespersons, who craft their job, improve outcome performance selling, behavioral performance and non-selling behavioral performance.

Finally, we further contribute to the job crafting literature by focus on banking industry. Considering the competitive environment of the banking industry in Iran, due to the presence of various types of private and public banks and financial institutions in Iran, there is a need to pay attention to improving the B2B salespeople performance. The present paper contributes literature streams with explaining that changes made by salespersons to improve their job will help explain how employees and with what strategies they can do to increase their performance and work meaningfulness.

7.2. Managerial Implications

In practice, this research made it possible to evaluate the importance of job crafting on meaningful and salespersons' performance in banking industry. It will help bank managers to design policies in such a way that, it can help salespersons to craft their job and improve meaningful work and sales performance. Considering the competitive environment of the banking industry in Iran, due to the presence of various types of private and public banks and financial institutions in Iran and the importance of banking industry in economy of Iran, there is a need to pay attention to improving the salespeople performance. This research made it possible to explain changes made by salespersons to improve their job will help explain how employees and with what strategies they can do to increase their performance and work meaningfulness. In this regard, managers of banks, who seek to promote the performance and behavior of their salesperson and recruit staff, should make policies and measures for establishing job crafting in their employees. The present study aims to help managers and decision

makers of banks to improve the outcome performance, selling and non-selling behavioral performance through meaningful work and job crafting.

7.3. Limitations and Future Directions

There were potential limitations in the Study. We test our model with data was collected from Banks but it is important to conduct studies on the other financial service company to assess the generalizability of our findings. We tested our model at the salesperson level; there is a need to conduct research on other sales levels including supervisors or sales managers. To evaluate our salesperson performance, we used the self-assessment method. To further ensure further research with other evaluation methods such as manager and peer ratings, objective company Data and objective company data with control for externalities to be done. To investigate the influence of job crafting on sales performance, we have used a meaningful woke as mediator variable and need to look at the more appropriate mediator variables such as work engagement. We studied the implications of job crafting on positive consequences of salesperson works. There is a need for further study of job crafting on negative consequences of salesperson works such as work stress and staff turnover.

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