

# Linking person–job fit and intrinsic motivation to salespeople’s service innovative behavior

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## Abstract

**Purpose** – Drawing from conservation of resources (COR) and regulatory fit theories, this paper aims to propose and examine moderated mediation model of service innovative behavior among salespeople.

**Design/methodology/approach** – The hypothesized links were gauged based on time-lagged and multiple sources of data collected from salespeople and their supervisors in a large-scale multi-brand retail firm.

**Findings** – The hypothesized relationships were confirmed, and the moderated mediation model proposed in this paper was viable. Results suggest that person–job (P-J) fit boosts salespeople’s service innovative behavior, and intrinsic motivation (INTMOT) mediates this relationship. Promotion focus strengthens the positive influence of P-J fit on salespeople’s INTMOT. More importantly, promotion focus moderates the indirect positive link between P-J fit and service innovative behavior through INTMOT.

**Originality/value** – This research enhances the current knowledge by assessing promotion focus as a moderator of the impact of P-J fit on service innovative behavior via INTMOT among salespeople. To the best of the authors’ knowledge, there is no established research examining the abovementioned links in the sales literature.

**Keywords** Intrinsic motivation, Person–job fit, Promotion focus, Salespeople, Service innovative behavior

**Paper type** Research paper

## Introduction

Due to the recent global recession and pandemic, retailers have stagnated and the retail industry faces fierce competition (Rosenbaum *et al.*, 2022; Russell-Bennett and Rosenbaum, 2022). Retailers started exploring creative ways to attract and retain their customers through encouraging their salespeople to bring innovative and novel ideas about the products, services and selling processes (Hoang *et al.*, 2023b; Lamey *et al.*, 2021) to enhance their service quality and ensure sustainable growth (Durmusoglu *et al.*, 2018; Rosenbaum *et al.*, 2022). Recently, Standish *et al.* (2020) reported that salespeople’s innovation in selling products and services processes influenced 60% of retail customers’ purchasing decisions. Indeed, the right salespeople may increase retailers’ revenues, improve the firm’s reputation and lead to profitable customer–employee relationships (Locander *et al.*, 2023; Ryari *et al.*, 2021; Sharma, 2007).

Unlike high-technology and manufacturing organizations that highly rely on research and development to be innovative, retail firms strongly rely on their employees’ innovative

behavior (Hoang *et al.*, 2023a; Keszei and Biemans, 2016). Previous research confirms that salespeople contribute to the development of service innovation through their engagement with customers, representing customers’ voices (Ernst *et al.*, 2010) and promoting new products and services to customers (Kauppila *et al.*, 2010). For instance, through interacting with customers, salespeople are able to identify issues related to serving customers or customers’ new demands, which allows them to display service innovative behaviors through initiating and suggesting ideas regarding new services (Kauppila *et al.*, 2010; Keszei and Biemans, 2016). Therefore, service innovative behavior that alludes to employees’ discretionary behaviors of generating, promoting and implementing innovative ideas related to the services provided to customers (Hu *et al.*, 2009; Luu, 2019) places the foundation for innovation and service improvement for retail firms to their

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performance in a competitive industry (Keszey and Biemans, 2016; Rosenbaum *et al.*, 2022).

Because a fit between salespeople and their work environment predicts positive work outcomes (Karatepe and Karadas, 2016; Yoo, 2013), recent research urged researchers and practitioners to evaluate salespeople fit (Gao *et al.*, 2023; Zheng *et al.*, 2023). Our study is concerned with person–job (P–J) fit that has been found important to employees' motivation and performance (Tims *et al.*, 2016; Vianen, 2018) to further support this stream of research. P–J fit denotes the match between an individual's characteristics and job characteristics (Edwards, 1991). It alludes to the fit between salespeople's skills, knowledge and abilities (e.g. creating a dialogue with customers to uncover and define their needs) and job demands (e.g. selling products/services) as well as a fit between their needs and job supply. Despite this, academic research has not pursued an augmented understanding of salespeople's P–J fit and its consequences, which limits our contribution to salespeople's research and practices. Therefore, our study seeks to overcome this gap and explore the link between salespeople's P–J fit and intrinsic motivation (INTMOT) which may thus promote their service innovative behavior.

Our study draws on conservation of resources (COR) theory (Hobfoll, 1989) to assert that P–J fit among salespeople, as a valued resource, can elicit their INTMOT and in turn service innovative behavior (Kwon and Kim, 2020). The underlying process in this investigation is explained through the resource investment in COR theory. The process of resource investment is associated with a pool of valued resources and resource accumulation (Halbesleben *et al.*, 2014). COR theory suggests that employees who possess valued resources have the tendency to gain further resources and invest them in innovation (Halbesleben *et al.*, 2014; Kwon and Kim, 2020). In line with viewing P–J fit as a valued resource (or source of resources) (Babakus *et al.*, 2010; Valero and Hirschi, 2019), we use this theory to posit that salespeople can build upon the resources from P–J fit to foster their psychological resources (e.g. INTMOT) and in turn invest these resources in their innovative behaviors when providing services such as displaying service innovative behavior.

Because P–J fit indicates a match between salespeople and their job (Edwards, 2008), salespeople would perceive such fit as a source gain that fosters their INTMOT toward work activities. As INTMOT refers to individuals' pleasure and enjoyment in doing job activities (Grant, 2008; Ryan and Deci, 2000), a higher P–J fit is a resource gain that fosters salespeople's satisfaction with doing these activities. Salespeople are in turn inclined to invest more resources as a form of positive behavior (e.g. service innovative behavior) to maintain the gain of these resources (Halbesleben *et al.*, 2014).

A crucial area of person–environment fit concerns the conditions that might strengthen or weaken the P–J fit role in salespeople's motivation and performance is their regulatory orientations (Latham and Pinder, 2005). Previous research to unpack the influence of individuals' regulatory orientations on salespeople's motivation and performance indicated the need for further scholarly attention to regulatory orientation to fully understand the nexus between resources (P–J fit) and motivation (DeCarlo *et al.*, 2021). Building on the regulatory fit theory (Higgins, 1997), we anticipate that promotion focus may act as a boundary condition that strengthens the nexus

among P–J fit and INTMOT and therefore promote service innovative behavior.

Our study enhances the sales management literature in several ways. First, our paper develops a model addressing the nexus between P–J fit and salespeople's INTMOT. Given that salespeople's INTMOT provides the basis of their performance and contributes to the overall organization's performance (Good *et al.*, 2022a), understanding the extent to which P–J fit contributes to salespeople's INTMOT becomes salient. Second, to our knowledge, the present investigation is the first to consider the influence of P–J fit on salespeople's service innovative behavior by first fostering their INTMOT. As such, this study extends salespeople's motivation research by offering a perspective complementary to the prior research through focusing on the impact of INTMOT on salespeople's performance (Good *et al.*, 2022a; Jaramillo *et al.*, 2007; Miao *et al.*, 2007). By doing so, our study provides empirical evidence to the resources investment mechanism of psychological resources (e.g. INTMOT) in COR theory (Halbesleben *et al.*, 2014) to link valued resources to performance through psychological resources.

Third, we integrate regulatory fit theory (Higgins, 1997) and COR theory (Hobfoll, 1989) to expand the understanding of the boundary condition of promotion focus on salespeople motivation and performance. To this end, we establish that salespeople P–J fit as a valued resource not only has an effect on salespeople service innovative behavior but also interacts with salespeople promotion focus to jointly foster their motivation and performance. Through a combined theoretical underpinning of COR theory (Halbesleben *et al.*, 2014) and regulatory fit theory (Higgins, 1997), our findings also highlight the contextual applicability and possible extension of both theories through capturing the relationships between P–J fit, INTMOT, promotion focus and service innovative behavior in a Middle Eastern context. This in turn suggests that the juxtaposition of COR theory with insights from regulatory fit theory holds much promise. Practically, using an importance–performance matrix analysis, this study offers implications for retail practitioners that can enlighten them about the importance of P–J fit for salespeople service innovative behavior which may drive them to foster more congruity between salespeople and job characteristics, reframe their hiring criteria and provide training and learning opportunities to increase P–J fit among salespeople.

Against this background, the present paper proposes a moderated mediation model that investigates:

- the link between P–J fit and INTMOT;
- the link between INTMOT and service innovative behavior;
- INTMOT as a mediator between P–J fit and service innovative behavior;
- promotion focus as a moderator between P–J fit and INTMOT; and
- promotion focus as a moderator of the indirect association between P–J fit and service innovative behavior via INTMOT.

Data gathered from salespeople in a large-scale multi-brand retail organization in Jordan were used to assess the abovementioned links.

## Literature review and hypotheses development

### Person–job fit

Early theories in the management literature suggest that individuals' behaviors in the workplace are not only a result of the individual and the environment separately, instead, from the congruity between the individual and the environment (Lewin, 1951; Pervin, 1989). Person–environment fit alludes to the compatibility between individuals' characteristics and characteristics of the workplace (Kristof-Brown and Guay, 2011). In a work context, the person–environment fit has been explored at several levels, including “person-vocation (P-V) fit,” “person-organization (P-O) fit,” “person-group (P-G) fit,” “person-person (e.g. supervisor) (P-P) fit” and “P-J.” Previous studies conceptually distinguished between these levels of the person–environment fit (for review, Vianen, 2018). Furthermore, empirical investigations denoted that these levels were distinguished from each other. In a meta-analytic work, Kristof-Brown *et al.* (2005) reported moderate correlations between “P-G fit,” “P-P fit,” “P-O fit” and “P-J fit.” Other studies (Greguras and Diefendorff, 2009; Vogel and Feldman, 2009) did not combine person–environment fit levels into a composite factor but rather linked them differently to various employee outcomes. In this study, we are concerned about P-J fit considering its pivotal implications for employees' motivation and performance (Tims *et al.*, 2016; Vianen, 2018).

P-J fit alludes to the match between an employee's characteristics and job characteristics (Edwards, 1991), which are operationalized in two dimensions: “needs-supplies fit” and “demands-abilities fit.” “Need-supplies job fit” indicates the match of the needs or wants of an employee and the supplies he/she receives from a job, whereas “demands-abilities job fit” indicates the congruence of the job demands and the knowledge and skills of an employee (Edwards, 2008; Kristof-Brown, 2000). Such fit between the person and the job was found important to increase various consequences such as work satisfaction (Nielsen *et al.*, 2021), organizational identification (Straatmann *et al.*, 2020), job engagement (Chen *et al.*, 2014) and reduce proclivity to quit (Saleem *et al.*, 2021). Despite this, numerous studies paid attention to either the predictors of P-J fit (Ehrhart, 2006; Gabriel *et al.*, 2014; Tims *et al.*, 2016) or its moderating role in enhancing employee outcomes (Boon *et al.*, 2011; Chang *et al.*, 2010; Ma *et al.*, 2021; Sirén *et al.*, 2021), which limits our understanding of the topic. Particularly, linking service employees' P-J fit to their motivation has been neglected due to the focus on work engagement (Chen *et al.*, 2014; Karatepe and Karadas, 2016; Monks *et al.*, 2022). Unlike work engagement which indicates employees' investment of physical, cognitive and emotional energies to complete their task role (Rich *et al.*, 2010), employee motivation alludes to the psychological process that leads to the arousal, direction and persistence of voluntary actions to achieve their goals (Mitchell, 1982), which is a core driver of employees' innovative behaviors in the service industry (Good *et al.*, 2022a; Miao *et al.*, 2007). Therefore, this paper seeks to address this lacuna and investigates the link between P-J fit and salespeople's INTMOT, which in turn can lead to service innovative behavior.

Moreover, despite limited research findings that compare the influence of P-J fit on worker outcomes in different cultural contexts, research in collectivistic cultures about person–environment fit in general and P-J fit in particular warrants more attention (Guo and Hou, 2022; Ma *et al.*, 2021). In a meta-analytic work, Oh *et al.* (2014) reported that contrary to the West (e.g. North America), P-J fit was less activated as a dominant fit cue in Eastern cultures (e.g. East Asia). Other researchers reported that employees were most satisfied with augmenting P-J fit in low power distance cultures (e.g. Western societies) (Lee and Antonakis, 2014). Ramesh and Gelfand (2010) reported P-J fit as an important determinant of reduced turnover in the USA than in India. However, this research stream noted that their findings could not be generalized across cultures, calling for additional research to explore P-J fit outcomes in new contexts (Lee and Antonakis, 2014; Oh *et al.*, 2014; Ramesh and Gelfand, 2010). With this realization, a detailed investigation of P-J fit in a Middle Eastern setting (e.g. Jordan) would help us to contribute to the debate on the significance of P-J fit in cultural settings.

### Person–job fit and intrinsic motivation

Employee motivation is a key antecedent of engagement at work (Fishbach and Woolley, 2022). It can be categorized as extrinsic motivation and INTMOT. While extrinsic motivation refers to employees being motivated in doing activities to achieve some sort of separable outcomes, INTMOT denotes the desire to employ efforts for the pleasure, enjoyment and interest of the work activities (Grant, 2008; Kammeyer-Mueller *et al.*, 2016). Among organizational studies, INTMOT was reported to be more related to positive employee outcomes, including performance (Cerasoli *et al.*, 2014) and creativity (Zhu *et al.*, 2018) than extrinsic motivation. Among salespeople, in their meta-analysis, Good *et al.* (2022a) reported INTMOT to have a stronger relationship to their performance than extrinsic motivation. Accordingly, our study focuses on INTMOT as a linking channel between P-J fit and service innovative behavior among salespeople. Indeed, salespeople who score high on INTMOT are prone to be active, productive and creative, as they enjoy the process of completing work activities (Good *et al.*, 2022a). Research illustrated that intrinsically motivated salespeople scored high in hard and smart work (Good *et al.*, 2022b), job performance (Miao *et al.*, 2007) and adaptive selling (Jaramillo *et al.*, 2007).

Building on COR theory (Halbesleben *et al.*, 2014), salespeople's INTMOT can be increased when they perceive a higher fit with their work in the following ways. First, individuals' INTMOT, as a psychological resource (Kammeyer-Mueller *et al.*, 2016; Yousaf *et al.*, 2022), can be fostered when they perceive gain in some other valued resources (Xanthopoulou *et al.*, 2009). In the COR context, P-J fit that reflects perceiving well-fitting, congruence to values and satisfying personal needs represents valued resources to employees (Babakus *et al.*, 2010; Saleem *et al.*, 2021; Valero and Hirschi, 2019). A gain in such resources may lead salespeople to invest more psychological resources to maintain their gain in other resources (Halbesleben *et al.*, 2014). On the contrary, perceived low P-J fit may create unrealistic expectations about the job requirements and feelings of

disenchantment (Valero and Hirschi, 2019), which can thus lead to a loss of psychological resources and lower levels of INTMOT.

Second, P-J fit through the optimal fit between salespeople and their work can create feelings of competence and relatedness (Brkich *et al.*, 2002; Sirén *et al.*, 2021), which are inner drivers of INTMOT (Gagné and Deci, 2005). As P-J fit reflects a congruity between a salesperson's abilities and knowledge and job demands when performing sales activities, it fulfills his/her needs of feeling effective and skillful, which thus satisfies the competence need that was found to be intrinsically motivating and rewarding (Gagne, 2003). A salesperson with skills such as the ability to be emotionally engaged with customers, confident and active listening is likely to feel the skill competency with the natural selling demand of the job and thus be intrinsically motivated as he or she feels the joy and satisfaction. In addition, a job that satisfies a salesperson relatedness needs such as a need to connect with others (e.g. customers) further fosters pleasure and intrinsic interest (Good *et al.*, 2022b). Indeed, good needs–supplies fit intrinsically sources employees with pleasure and satisfaction when doing work activities (Hennekam *et al.*, 2021). Considering the aforementioned discussion, we contend that:

H1. P-J fit relates positively to INTMOT.

#### Intrinsic motivation and service innovative behavior

Innovative behavior has been viewed as an individual's production/creation of new ideas and processes as well as novel goods and services (Åmo and Kolvereid, 2005). Innovation starts when individuals identify problems and develop ideas or solutions. Service innovative behavior denotes "a discretionary behavior that employees engage in to generate innovative ideas in regards to services supplied to customers" (Luu, 2019, p. 328). Such behavior is critical for firms to provide quality services, attain customer satisfaction, gain competitive advantages and sustain organizational success (Anning-Dorson, 2018). Salespeople can demonstrate service innovative behavior by updating product displays, improving attractiveness or improving customers' service experience through, for example, providing customers with more comfort and care.

As aforementioned, through the perspective of COR theory, INTMOT is a psychological resource (Kammeyer-Mueller *et al.*, 2016; Yousaf *et al.*, 2022), upon which salespeople can draw to invest and engage in service innovative behavior. Hence, we expect INTMOT to predict salespeople service innovative behavior. Our assumption about high psychological resources (e.g. INTMOT) leading to high service innovative behavior among salespeople is consistent with preceding COR theory research that INTMOT increases employees' job engagement (Yousaf *et al.*, 2022) and creativity (Hur *et al.*, 2016). INTMOT alludes to employees' expanding their efforts on work-related activities to experience the work's inherent pleasure and satisfaction (Grant and Berry, 2011). We argue that salespeople with high INTMOT are high on cognitive flexibility and persistence (Amabile and Pratt, 2016; Li *et al.*, 2018) and more prone to produce innovative ideas and non-traditional solutions to problems, particularly ideas and solutions related to processes, services and products (Coelho

*et al.*, 2011; Hur *et al.*, 2016). Contrarily, low intrinsically motivated salespeople are inclined to divert their focus from their task and work activities to worry about challenges and difficulties (Chen *et al.*, 2016), which influence their psychological status and thus their abilities to generate new ideas for innovation or problems. Indeed, INTMOT has long been a proximal predictor of creativity (Zhang and Bartol, 2010; Zhu *et al.*, 2018) and innovative behavior (Chen *et al.*, 2013; Hoang *et al.*, 2023b). Considering the aforementioned discussion, we posit that:

H2. INTMOT relates positively to service innovative behavior.

H3. INTMOT mediates the link between P-J fit and service innovative behavior.

#### Promotion focus as a moderator

Regulatory focus illustrates how people may bring themselves into alignment with their standards and goals (Higgins, 1997). Regulatory focus has been classified into prevention focus and promotion focus. Workers with a prevention focus link their goals to attain safety and security needs, whereas promotion-focused workers shape their goals to attain gains and aspirations driven by their need to learn and grow (Higgins, 1997). As such, each type of regulatory focus influences employees' strategies to attain their goals differently. As promotion-focused employees are prone to seek opportunities for advancement and aspiration (Higgins, 2002), they are more sensitive to finding satisfaction, pleasure and a fit in their job (Brockner and Higgins, 2001; Rudolph *et al.*, 2017). We therefore use promotion focus as a moderator due to its unique relevance to P-J fit, INTMOT and service innovative behavior.

According to regulatory fit theory (Higgins, 1997), individuals experience more value and positive feelings (higher regulatory fit) when their regulatory orientations are congruent with the activities they are engaged in. Salespeople with a high promotion focus through the orientation of risk-taking and opportunity-seeking (Smith *et al.*, 2016) are prone to perceive a fit between their job demands and their ability. This acts as an opportunity for personal growth and advancement which may further increase their pleasure in the task activities (Guo and Hou, 2022). Promotion-focused salespeople may thus perceive P-J fit as a valuable resource to boost their INTMOT. Contrarily, low promotion-focused salespeople might be less interested in increasing pleasure or being more intrinsically motivated at work (Liu *et al.*, 2022) even when they perceive fit with their job, which may thus give rise to a less pronounced influence of P-J fit on their INTMOT.

Furthermore, individuals seek to attain goals vital to their values or personality (Parker *et al.*, 2010). Promotion-focused salespeople fulfil their needs through the job supply important for their identity and perceive it as an opportunity for advancement and growth (Silbiger *et al.*, 2021). Thus, they are actively pursuing these goals by seeking personal benefits and developmental chances in terms of knowledge and skills fit from P-J fit. In congruence with the role of regulatory focus in reinforcing the positive effect of P-J fit on work consequences such as work satisfaction and mental health (Brenninkmeijer *et al.*, 2018), it is postulated that promotion-focused

salespeople may strengthen the link between P-J fit and their INTMOT:

- H4. Promotion focus moderates the link between P-J fit and INTMOT such that this link is stronger among salespeople high on promotion focus.

Considering past writings and the proposed hypotheses, we suggest that salespeople's promotion focus will moderate the indirect link between P-J fit and service innovative behavior via INTMOT. Salespeople high on promotion focus are more prone to perceive P-J fit as developmental opportunities that intrinsically motivate them. This in turn engenders their service innovative behavior. Because promotion-focused salespeople are able to translate fit with their job as opportunities for advancement and aspiration, we advance that promotion focus will improve the positive link between P-J fit and INTMOT, thereby promoting service innovative behavior. This prompts the hypothesis that:

- H5. Promotion focus moderates the mediating effect of INTMOT on the link between P-J fit and service innovative behavior such that this effect is stronger for salespeople high on promotion focus.

The proposed research model is given in Figure 1.

## Method

### Sample and procedure

We used paper-based surveys to collect data from salespeople working in a large-scale multi-brand retail organization in Jordan. Prior to collecting data, we sought support from the human resources manager to collect data from employees. Salespeople then received an envelope containing the study cover letter, survey and informed consent at their work site distributed via a research assistant. Participants who completed the surveys were requested to deposit the envelopes in locked boxes located in their sale store (e.g. lunchroom) for collection.

The data collection was conducted at two different points of time with one-month time lag to diminish common method variance (CMV) threat (Podsakoff *et al.*, 2003) and test mediation (Cole and Maxwell, 2003). To match the surveys, we coded each survey with a five-digit number and requested participants to write down or take a photo of this code to write it on the second survey after a month.

At Time 1, 600 surveys were distributed. We collected data about employees' P-J fit, promotion focus and demographics. In total, 346 surveys were returned. At Time 2, surveys were distributed to the same participants. They responded to questions regarding their INTMOT. In total, 279 surveys were returned with a response rate of 46.5%. At this point, the

envelope included an extra envelope that contained the supervisors' surveys. Participants were requested to give this envelope to their direct supervisor. We also asked participants to give the five-digit number on the survey to their direct supervisor to match the surveys. At this stage, 72 supervisors rated their employees' service innovative behaviors and filled out demographic information. Supervisors were requested to deposit completed surveys in the locked boxes for collection. Table 1 provides the demographics for the study's participants as well as supervisors who rated salespeople's service innovative behaviors.

### Measures

Participants responded to the items using "1 = strongly disagree" to "5 = strongly agree." The survey items were translated from the original language (English) to Arabic via the recommended back-translation approach.

Six items adopted from Cable and DeRue (2002) were used to estimate P-J fit (e.g. "There is a good fit between what my job offers me and what I am looking for in a job" and "The match is very good between the demands of my job and my personal skills"). Coefficient alpha for P-J fit was 0.89.

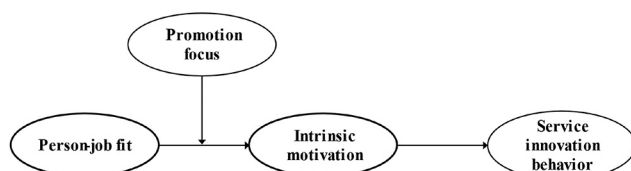
Tierney *et al.*'s (1999) five-item scale was used to assess INTMOT (e.g. "I enjoy finding solutions to complex problems"). Coefficient alpha for INTMOT was 0.84. We gauged salespeople service innovative behavior using a six-item scale developed by Hu *et al.* (2009) (e.g. "This employee seeks new service methods or techniques"). Hu *et al.* (2009) developed this scale to measure employees' innovative ideas, seeking solutions and generating ideas related to their service roles and serving customers. We asked supervisors to rate the extent to which their salespeople displayed such behaviors in retail services provided to customers. This scale has also been used in various service industries, including tourism (Luu, 2019), hospitality (Hoang *et al.*, 2023b) and technology (Su *et al.*, 2020) to assess frontline employee service innovative behavior. The coefficient alpha for service innovative behavior in this study was 0.86.

Following salespeople research (DeCarlo and Lam, 2016; DeCarlo *et al.*, 2021), the nine-items promotion focus scale developed by Neubert *et al.* (2008) that fits the work-related context was used to gauge salespeople promotion focus (e.g. "I take chances at work to maximize my goals for advancement"). The coefficient alpha for promotion focus in this study was 0.92. Several variables were controlled, including gender, education, age and job tenure. Gender was coded as "0 = male" and "1 = female." Age was measured in three categories, while education and job tenure were measured in five categories.

### Data analysis

We tested the measurement model and hypotheses via the partial least squares structural equation modeling (PLS-SEM) via SmartPLS-4. PLS-SEM has been used in this study due to its predictive orientation (Hair *et al.*, 2019), which is appropriate to achieve the objectives of this study. PLS-SEM minimizes the errors in the endogenous constructs (Henseler *et al.*, 2009) and accurately estimates the mediation (Hair *et al.*, 2013) and moderation effects (Henseler and Chin, 2010). Furthermore, a sample size of 200 is sufficient to validate a model using PLS-SEM (Hair *et al.*, 2019). Therefore, the sample size of 279 in our study meets this requirement.

Figure 1 Proposed research model



Source: Authors' own work

Table 1 Participants' demographic information

| Demographic variables    | Employee (N = 279) |         | Mean | Managers (N = 72) |         | Mean  |
|--------------------------|--------------------|---------|------|-------------------|---------|-------|
|                          | Frequency          | Percent |      | Frequency         | Percent |       |
| <b>Age</b>               |                    |         | 28.1 |                   |         | 30.86 |
| 18–24 years old          | 77                 | 27.6    |      | 2                 | 2.8     |       |
| 25–34                    | 181                | 64.9    |      | 58                | 80.5    |       |
| 35–44                    | 21                 | 7.5     |      | 12                | 16.7    |       |
| 45 and above             |                    | –       |      | –                 | –       |       |
| <b>Gender</b>            |                    |         | 1.37 |                   |         | 1.22  |
| Male                     | 175                | 62.7    |      | 56                | 77.8    |       |
| Female                   | 104                | 37.3    |      | 16                | 22.2    |       |
| <b>Educational level</b> |                    |         | 2.55 |                   |         | 2.88  |
| High school              | 21                 | 7.5     |      | 4                 | 5.5     |       |
| Diploma degree           | 87                 | 31.2    |      | 11                | 15.3    |       |
| Bachelor's degree        | 167                | 59.9    |      | 47                | 65.3    |       |
| Master's degree          | 4                  | 1.4     |      | 10                | 13.9    |       |
| PhD degree               | –                  | –       | –    | –                 | –       | –     |
| <b>Tenure</b>            |                    |         | 3.18 |                   |         | 5.01  |
| Below 1                  | 54                 | 19.4    |      | 3                 | 4.2     |       |
| 1–< 3                    | 68                 | 24.4    |      | 7                 | 9.7     |       |
| 3–< 6                    | 118                | 42.3    |      | 34                | 47.2    |       |
| 6–<9                     | 35                 | 12.5    |      | 24                | 33.3    |       |
| 9 or more                | 4                  | 1.4     |      | 4                 | 5.6     |       |

Source: Authors' own work

First, to verify and check the reliability and validity of the measures, we assessed the measurement model. Second, we assessed the structural model through the coefficient of determination ( $R^2$ ), the predictive relevance ( $Q^2$ ) and the goodness of fit (GoF) (Wetzels *et al.*, 2009). Moreover, we followed Streukens and Leroi-Werelds's (2016) recommendation and used a 10,000 bootstrap sample to generate t-statistics and confidence interval (CI) to examine the significance level of path coefficients.

### Common method variance

We diminished the CMV threat by ensuring the participants' anonymity, reducing item ambiguity and collecting data from different sources and at two points of time (Podsakoff *et al.*, 2003). We used both the marker variable technique and multicollinearity test. For the marker variable technique, four items of attitude towards the color blue scale which had no theoretical link to other constructs in the study were included in the surveys (Time 1) (Miller and Simmering, 2022). The CMV threat was not an issue, as discarding the marker variable had no influence on the significance of the correlations (Tables 1 and 2 of the Supplementary file) (Lindell and Whitney, 2001). Addition of the latent marker variable to the PLS-SEM did not have a significant change on the  $R^2$  (Tehseen *et al.*, 2017) (Table 4). The multicollinearity test also showed that all variance inflation factors (ranging from 1.53 to 2.65) met Hair *et al.*'s (2019) threshold of 3.0. Therefore, we concluded that our data set was not significantly deflated by CMV.

## Results

### Measurement model

The measurement model was assessed through several stages. First, the findings in Table 2 denoted that all of the outer

loadings exceeded 0.70 and were significant (Hair *et al.*, 2011). Second, reliability was evaluated via coefficient alpha and composite reliability (Hair *et al.*, 2019). As depicted in Table 2, all constructs achieved high reliability, exceeding the cutoff level of 0.70 for coefficient alpha and composite reliability. Third, we assessed convergent validity through the average variance extracted (AVE). All AVE values were  $> 0.50$  (Hair *et al.*, 2019) (Table 2). Fourth, we gauged discriminant validity via the heterotrait–monotrait (HTMT) ratio of the correlations. All HTMT values were  $< 0.85$  threshold (Henseler *et al.*, 2015). We also followed Fornell and Larcker's (1981) method to verify discriminant validity. The  $\sqrt{\text{AVE}}$  of each variable's AVE was  $>$  the variable's correlations with other constructs (Table 3). Overall, discriminant validity was corroborated.

### Structural model

Structural model was gauged using the  $R^2$ ,  $Q^2$  and GoF results (Table 4). The  $R^2$  values indicated that the model's variables explained a moderate amount of variance in INTMOT ( $R^2 = 0.364$ ) and service innovative behavior ( $R^2 = 0.414$ ). The  $Q^2$  values for the same variables were 0.333 and 0.344, respectively. The  $Q^2$  values were  $> 0$ , indicating that the predictive relevance was achieved for our model (Hair *et al.*, 2019). GoF (Wetzels *et al.*, 2009) and the standardized root mean square residual (SRMR) (Henseler *et al.*, 2014) were introduced as fit measures for PLS-SEM. To calculate the GoF value, the average AVE was multiplied by the average  $R^2$  and the square root of this value was computed. The GoF value was 0.464, confirming a large fit in our model (Wetzels *et al.*, 2009). The SRMR value was 0.04. This was  $< 0.08$ , indicating an acceptable model fit.

Table 2 Reliability and convergent validity

| Constructs and measurement items                                                                             | Item loading | t-value |
|--------------------------------------------------------------------------------------------------------------|--------------|---------|
| <i>Person-job fit</i> ( $\alpha = 0.893$ , $CR = 0.893$ , $AVE = 0.583$ )                                    |              |         |
| P-J fit1. There is a good fit between what my job offers me and what I am looking for in a job               | 0.777        | 16.626  |
| P-J fit2. The attributes that I look for in a job are fulfilled very well by my present job                  | 0.763        | 15.171  |
| P-J fit3. The job that I currently hold gives me just about everything that I want from a job                | 0.737        | 13.686  |
| P-J fit4. The match is very good between the demands of my job and my personal skills                        | 0.703        | 12.052  |
| P-J fit5. My abilities and training are a good fit with the requirements of my job                           | 0.803        | 15.922  |
| P-J fit6. My personal abilities and education provide a good match with the demands that my job places on me | 0.794        | 17.527  |
| <i>Intrinsic motivation</i> ( $\alpha = 0.845$ , $CR = 0.845$ , $AVE = 0.521$ )                              |              |         |
| IM1. I enjoy finding solutions to complex problems                                                           | 0.721        | 13.055  |
| IM2. I enjoy coming up with new ideas for products and services                                              | 0.753        | 14.469  |
| IM3. I enjoy engaging in analytical thinking                                                                 | 0.707        | 15.068  |
| IM4. I enjoy creating new procedures for work tasks                                                          | 0.722        | 13.251  |
| IM5. I enjoy improving existing processes or products                                                        | 0.706        | 14.386  |
| <i>Service innovative behavior</i> ( $\alpha = 0.868$ , $CR = 0.868$ , $AVE = 0.523$ )                       |              |         |
| SIB1. This employee comes up with innovative and creative notions                                            | 0.735        | 11.602  |
| SIB2. This employee tries to propose his/her own creative ideas and convince others                          | 0.715        | 12.597  |
| SIB3. This employee seeks new service methods or techniques                                                  | 0.711        | 11.366  |
| SIB4. This employee provides a suitable plan for developing new ideas                                        | 0.742        | 12.911  |
| SIB5. This employee tries to secure the funding and resources needed to implement innovations                | 0.704        | 12.282  |
| SIB6. This employee is considered a creative member of my team                                               | 0.733        | 12.514  |
| <i>Promotion focus</i> ( $\alpha = 0.928$ , $CR = 0.928$ , $AVE = 0.591$ )                                   |              |         |
| PF1. I take chances at work to maximize my goals for advancement                                             | 0.848        | 14.908  |
| PF2. I tend to take risks at work in order to achieve success                                                | 0.795        | 13.094  |
| PF3. If I had an opportunity to participate on a high-risk, high-reward project I would definitely take it   | 0.717        | 9.101   |
| PF4. If my job did not allow for advancement, I would likely find a new one                                  | 0.718        | 8.878   |
| PF5. A chance to grow is an important factor for me when looking for a job                                   | 0.713        | 9.221   |
| PF6. I focus on accomplishing job tasks that will further my advancement                                     | 0.736        | 10.001  |
| PF7. I spend a great deal of time envisioning how to fulfill my aspirations                                  | 0.780        | 11.502  |
| PF8. My work priorities are impacted by a clear picture of what I aspire to be                               | 0.765        | 10.597  |
| PF9. At work, I am motivated by my hopes and aspirations                                                     | 0.832        | 12.729  |

Notes:  $\alpha$  = Cronbach's alpha; CR = Composite reliability; AVE = average variance extracted

Source: Authors' own work

Table 3 Discriminant validity

| Constructs                     | 1            | 2            | 3            | 4            |
|--------------------------------|--------------|--------------|--------------|--------------|
| 1. Person–job fit              | <b>0.764</b> | 0.589        | 0.675        | 0.617        |
| 2. Intrinsic motivation        | 0.589        | <b>0.722</b> | 0.57         | 0.543        |
| 3. Service innovative behavior | 0.676        | 0.569        | <b>0.724</b> | 0.538        |
| 4. Promotion focus             | 0.618        | 0.543        | 0.539        | <b>0.769</b> |

Notes: Correlations below the diagonal; square root of AVE in the diagonal (in bold); and HTMT ratio above the diagonal

Source: Authors' own work

In testing the control variables, age ( $\beta = 0.072$ ,  $t = 1.5$ ,  $p > 0.05$ ), gender ( $\beta = 0.016$ ,  $t = 0.15$ ,  $p > 0.05$ ), job tenure ( $\beta = 0.08$ ,  $t = 1.79$ ,  $p > 0.05$ ) and education ( $\beta = 0.009$ ,  $t = 0.20$ ,  $p > 0.05$ ) had non-significant relationships with service innovative behavior.

The results (Table 5) demonstrated a positive relationship between P-J fit and INTMOT ( $\beta = 0.495$ ,  $t = 6.74$ ,  $p < 0.001$ ), supporting *H1*. The finding regarding the link between INTMOT and service innovative behavior was

positive ( $\beta = 0.254$ ,  $t = 4.32$ ,  $p < 0.001$ ), providing evidence to support *H2*. *H3* was also confirmed because the indirect effect of P-J fit on service innovative behavior via INTMOT was positive (0.126, SE = 0.03,  $p < 0.001$ ) and confidence intervals (CIs) did not contain 0 (0.071, 0.201). In short, INTMOT mediated the P-J fit and service innovative behavior relationship.

In support of *H4*, promotion focus significantly moderated the link between P-J fit and INTMOT ( $\beta = 0.124$ , standard error = 0.03, CIs [0.062, 0.198],  $p < 0.001$ ). We also used the standard deviation of the moderation (= 0.74) to probe the interaction at various conditions (Aiken et al., 1991). *H4* was plotted through the simple slope test (Figure 2), showing that the association between P-J fit and INTMOT was stronger when promotion focus was high ( $\beta = 0.62$ , standard error = 0.10, CIs [0.414, 0.793],  $p < 0.001$ ) and weaker when promotion focus was low ( $\beta = 0.371$ , standard error = 0.06, CIs [0.243, 0.479],  $p < 0.001$ ).

We used the index of moderated mediation to identify the presence of the moderated mediation effect in *H5* (Hayes, 2015). *H5*, which suggested that promotion focus moderated

Table 4 Results of  $R^2$  and  $Q^2$  values

| Constructs                  | $R^2$ | $R^2$ after marker variable | Adjusted $R^2$ | $Q^2$ |
|-----------------------------|-------|-----------------------------|----------------|-------|
| Intrinsic motivation        | 0.364 | 0.364                       | 0.308          | 0.333 |
| Service innovative behavior | 0.414 | 0.414                       | 0.396          | 0.344 |

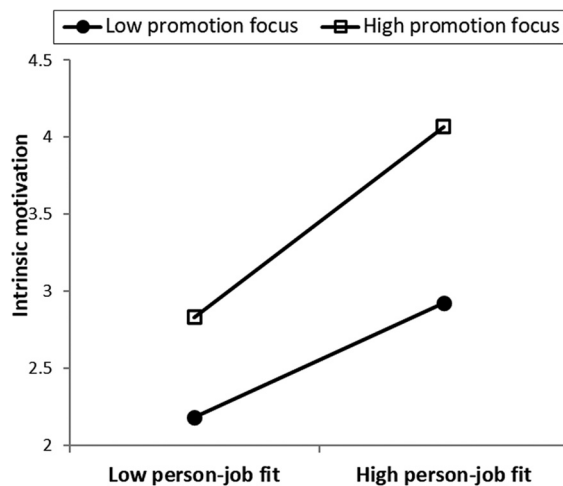
Table 5 Structural model

| Paths                                                                                     | Path<br>coefficient ( $\beta$ ) | t-Value | Confidence intervals |        |
|-------------------------------------------------------------------------------------------|---------------------------------|---------|----------------------|--------|
|                                                                                           |                                 |         | 2.50%                | 97.50% |
| <i>Control variables</i>                                                                  |                                 |         |                      |        |
| Age → Service innovative behavior                                                         | 0.072                           | 1.5     | −0.02                | 0.167  |
| Gender → Service innovative behavior                                                      | 0.016                           | 0.159   | −0.183               | 0.211  |
| Job tenure → Service innovative behavior                                                  | 0.08                            | 1.796   | −0.008               | 0.166  |
| Educational level → Service innovative behavior                                           | 0.009                           | 0.207   | −0.075               | 0.099  |
| <i>Hypothesis testing</i>                                                                 |                                 |         |                      |        |
| H1. Person-job fit → Intrinsic motivation                                                 | 0.495**                         | 6.74    | 0.351                | 0.636  |
| H2. Intrinsic motivation → Service innovative behavior                                    | 0.254**                         | 4.326   | 0.135                | 0.369  |
| H3. Person-job fit → Intrinsic motivation → Service innovative behavior                   | 0.126**                         | 3.866   | 0.071                | 0.201  |
| H4. Promotion focus x Person-job fit → Intrinsic motivation                               | 0.124**                         | 3.631   | 0.062                | 0.198  |
| H5. Promotion focus x Person-job fit → Intrinsic motivation → Service innovative behavior |                                 |         |                      |        |
| Index of moderated mediation                                                              | 0.032*                          | 2.94    | 0.015                | 0.059  |
| Promotion focus at −1 SD                                                                  | 0.094**                         | 3.737   | 0.051                | 0.152  |
| Promotion focus at +1 SD                                                                  | 0.158**                         | 3.802   | 0.089                | 0.255  |

Notes: \* $p < 0.01$ , \*\* $p < 0.001$ . 95% Bias corrected confidence interval and 10,000 bootstrapping samples. Standardized coefficient reported

Source: Authors' own work

**Figure 2** Slope analysis of the moderation effect of P-J fit on intrinsic motivation at various levels of promotion focus



Source: Authors' own work

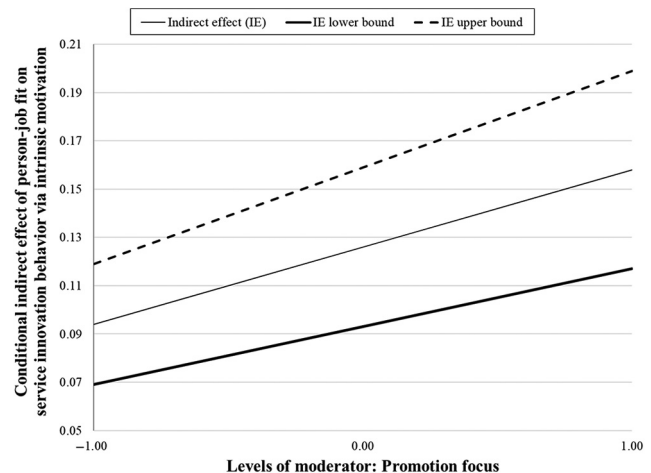
the indirect effect of P-J fit on service innovative behavior through INTMOT was supported as the index of moderated mediation was significant (0.032, standard error = 0.03, CIs [0.015, 0.059],  $p < 0.01$ ). In probing the moderation, the conditional indirect influence of P-J fit on service innovative behavior through INTMOT was significant and stronger when promotion focus was high (= 0.158, standard error = 0.04, CIs [0.089, 0.255],  $p < 0.001$ ), and significant and weaker when

promotion focus was low (0.094, standard error = 0.02, CIs [0.051, 0.152],  $p < 0.001$ ) (Figure 3).

### Robustness check

To enhance the robustness of our findings from PLS-SEM, we ran our model in Macro Process Model 7 to reinforce the results (reported in Table 6). We observed no significant difference between both results, indicating that our findings from PLS-SEM were valid and acceptable. Furthermore, we

**Figure 3** Conditional indirect effect of P-J fit on service innovative behavior via INTMOT at various levels of promotion focus



Source: Authors' own work

Table 6 Robustness test using macro PROCESS

| Paths                                                                                     | Path<br>coefficient ( $\beta$ ) | Confidence intervals |       |               |
|-------------------------------------------------------------------------------------------|---------------------------------|----------------------|-------|---------------|
|                                                                                           |                                 | LLCI                 | ULCI  | Conclusion    |
| <i>Control variables</i>                                                                  |                                 |                      |       |               |
| Age → Service innovative behavior                                                         | 0.076                           | −0.024               | 0.176 | Not different |
| Gender → Service innovative behavior                                                      | 0.009                           | −0.104               | 0.123 | Not different |
| Job tenure → Service innovative behavior                                                  | 0.048                           | −0.009               | 0.105 | Not different |
| Educational level → Service innovative behavior                                           | 0.008                           | −0.075               | 0.092 | Not different |
| <i>Hypothesis testing</i>                                                                 |                                 |                      |       |               |
| H1. Person-job fit → Intrinsic motivation                                                 | 0.367**                         | 0.267                | 0.468 | Not different |
| H2. Intrinsic motivation → Service innovative behavior                                    | 0.256**                         | 0.148                | 0.365 | Not different |
| H3. Person-job fit → Intrinsic motivation → Service innovative behavior                   | 0.094*                          | 0.048                | 0.144 | Not different |
| H4. Promotion focus × Person-job fit → Intrinsic motivation                               | 0.124**                         | 0.059                | 0.190 | Not different |
| H5. Promotion focus × Person-job fit → Intrinsic motivation → Service innovative behavior |                                 |                      |       |               |
| Index of moderated mediation                                                              | 0.032*                          | 0.013                | 0.054 | Not different |
| Promotion focus at −1 SD                                                                  | 0.070**                         | 0.035                | 0.110 | Not different |
| Promotion focus at +1 SD                                                                  | 0.118**                         | 0.060                | 0.181 | Not different |

Notes: \* $p < 0.01$ , \*\* $p < 0.001$ . LLCI = lower-level confidence interval, ULCI = upper-level confidence interval. 95% Bias corrected confidence interval and 10,000 bootstrapping samples

Source: Authors' own work

ran an importance–performance matrix analysis to establish conclusions for the levels of importance of each construct in our model for service innovative behavior (Hair *et al.*, 2019). As shown in Figure 4, the results of the importance–performance matrix analysis showed that P-J fit (total effect = 0.591, performance = 75.883) had higher levels of importance than INTMOT (total effect = 0.249, performance = 61.172) for service innovative behavior.

## Discussion

### Key findings and theoretical implications

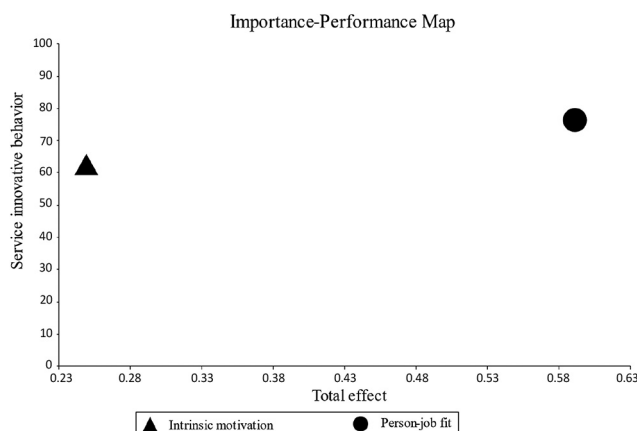
The current paper set out to test a moderated-mediation model of service innovative behavior among salespeople. All hypotheses are supported, and the model proposed is viable. Specifically, INTMOT mediates the positive influence of P-J fit on service innovative behavior, whereas promotion focus

strengthens the positive influence of P-J fit on INTMOT. More importantly, promotion focus strengthens the indirect positive impact of P-J fit on service innovative behavior via INTMOT.

The aforesaid findings enhance the current knowledge in the following ways. First, by identifying P-J fit as a predictor of INTMOT among salespeople, our investigation extends the stream of the person–environment fit research to the salespeople's context. Research demonstrated resources such as sense of purpose to be an antecedent to salespeople's INTMOT (Good *et al.*, 2022b). Hence, our results about the direct link between P-J fit and INTMOT are in line with previous salespeople research that source of resources can be an antecedent of INTMOT. Our study extends research by pinpointing P-J fit as a valued resource on INTMOT in the salespeople context. By ferreting out the role of P-J fit in influencing salespeople's INTMOT, this investigation also responds to Good *et al.*'s (2022a) call for additional future research regarding resources effects on INTMOT among salespeople.

Second, this study expands the person–environment fit research stream among salespeople by unpacking the mediating influence of INTMOT in the link between P-J fit and service innovative behavior in retail firms. Our findings are in congruence with some current general management papers reporting that P-J fit directly boosts service innovation (Choi *et al.*, 2017). Despite the direct relationship, this research stream has not investigated the mediating role of INTMOT in linking resources to service innovation. Therefore, our study advances the existing literature by examining the mediating effect of INTMOT in the link between the P-J fit and service innovative behavior among salespeople. By doing so, our study advances the application of COR theory in regard to resource investment (Halbesleben *et al.*, 2014). Particularly, our study contributes to psychological resource investment (e.g. INTMOT) by providing evidence on how valued resources such as P-J fit foster INTMOT and in turn invest these resources in performance. Thus, our study responds to the recent calls of Alqhaiwi and Luu (2023)

Figure 4 Importance–performance map analysis for service innovative behavior



Source: Authors' own work

and Khan *et al.* (2023) to further investigate valued resources in employee performance.

Third, this study enhances the salespeople's literature on regulatory focus by investigating salespeople's promotion focus as a moderator that strengthens the link between P-J fit and INTMOT, which thus increases their service innovative behavior. Our findings denoted that promotion focus had an interactive effect on P-J fit to increase INTMOT, which significantly fostered service innovative behavior. Our findings are in congruence with Petrou *et al.*'s (2015) study about the interactional effect of promotion focus and a resource on employee motivation. Moreover, the current paper responds to Rudolph *et al.*'s (2017) call for investigating the interactional effect between promotion focus and P-J fit.

Fourth, our paper advances the application of COR theory in the stream of the person–environment fit and service innovation to salespeople literature. The current study extends past studies of P-J fit, which have used COR theory to examine the link between P-J fit and work outcomes such as propensity to quit and burnout (Babakus *et al.*, 2010) and work satisfaction (Valero and Hirschi, 2019). Unlike these studies, our empirical piece indicates that resources from P-J fit can foster salespeople's INTMOT and in turn service innovative behavior. Considering the findings above, our study responds to Luu (2020) and Chen *et al.*'s (2022) calls for future research regarding the utilization of COR theory to investigate resources as predictors of innovative behavior among salespeople. Additionally, the current investigation suggests that COR theory can indicate other mechanisms other than the link of P-J fit to service innovative behavior via INTMOT. Resources that salespeople obtain from P-J fit can help reduce job stress and increase well-being. Therefore, the current study alludes to an exploration into the mediation mechanisms such as salespeople job stress or well-being through the COR lens.

Finally, the present study offers contextual insights by testing P-J fit and its impact on the retail industry in Jordan. Previous P-J fit research indicated the lack of attention to investigating P-J fit in collectivistic cultures (Guo and Hou, 2022; Lee and Antonakis, 2014; Ma *et al.*, 2021; Oh *et al.*, 2014). The present study advances the stream of P-J fit research by unpacking P-J fit as a critical antecedent of salespeople service innovative behavior in the Jordanian context. Although P-J fit indicates the match between employees' skills, knowledge and abilities and job demands as well as the fit between their needs and job supply (Kristof-Brown and Guay, 2011) might be more strongly perceived among employees in individualistic cultures (Ramesh and Gelfand, 2010), this study's findings from salespeople in Jordan (i.e. Middle Eastern context) demonstrate a pronounced impact of P-J fit on INTMOT and in turn service innovative behavior. Furthermore, P-J fit may be more strongly perceived among salespeople as they value sales approach, product or service alignment and compensation structure (DeCarlo and Lam, 2016; Luu, 2020), which are core components of P-J fit for salespeople (Weeks and Fournier, 2010).

### Practical implications

There are implications for policy and practice for the retail industry arising from the results reported above. First, as supported by our importance–performance matrix analysis, retail firms should recognize the important role of P-J fit as a key

factor that improves salespeople's service innovative behavior. Therefore, retail managers should foster more congruity between their employees and job characteristics. This can be achieved through a careful selection of talented candidates for vacant salesperson posts. In this regard, retail managers should consider candidates' knowledge, needs and abilities with the relevant job activities that can be accomplished by including a specific congruity measure as an important criterion of the selection process. Retail managers should also offer learning and development programs, including regular training and workshops for salespeople to enrich their awareness about the firm's ability to supply their demands and meet their needs.

Second, INTMOT explains the positive effect of P-J fit on service innovative behavior. Retail managers need to boost salespeople's INTMOT by increasing the fit between salespeople and their job. For example, managers should institute appropriate work requirements that meet a salesperson's ability and knowledge, thus providing salespeople with more experience of pleasure and enjoyment (Cerasoli *et al.*, 2014; Fishbach and Woolley, 2022). In addition, managers should organize workshops that would provide salespeople with challenging goals and autonomy to explore initiatives to fulfil these goals, thus promoting their INTMOT.

Third, promotion focus contributes to salespeople's INTMOT and service innovative behavior. With this realization, promotion focus is another selection criterion that should be taken into consideration by managers when hiring new salespeople. Managers should assess candidates' promotion focus levels through surveys and scenario simulations (Alhouti *et al.*, 2019; Tuan, 2022). These managers should cultivate a promotion-focused environment to encourage salespeople to capture advancement opportunities. Managers in retail organizations should stimulate promotion focus among salespeople to formulate set growth goals with the participation of salespeople and give them feedback on the accomplishment of these goals (Silbiger *et al.*, 2021) along with developmental feedback that could incite salespeople to self-regulate with more promotion focus (Tuan, 2022).

The last additional recommendation for the retail industry is to establish a bipartisan collaboration with human resource specialist companies to ensure that staffing and other human resource management activities are committed to achieving the abovementioned suggestions. These human resource specialists may track the trajectory of all human resource activities in this regard. Overall, these recommendations have a practical relevance beyond the context of Jordan, not least because P-J fit, motivation and innovation are common requirements needed by employees in different parts of the world.

### Limitation and future research

The current study acknowledges the limitations that underline the need for future research. First, there is some evidence about the issue of temporal causality as a result of time-lagged data. However, this is not enough. Therefore, future research can collect cross-lagged data to make causal inferences. Second, the focus on the retail industry may raise an issue regarding the generalizability of findings to other service settings. It would be useful if future studies could test our research model in service settings other than retail such as hospitality. As data used in our paper came from a Middle

Eastern emerging market (e.g. Jordan), gathering data in other Middle Eastern countries would be beneficial for better generalizability in the region.

Jordan is culturally collectivistic by nature. For this reason, salespeople may be responsive to other person–environment fit components (e.g. “P-G fit”) as well (Oh *et al.*, 2014). With this stated in mind, future research can be directed to extend our model with other person–environment fit dimensions when testing it in other countries which can advance our contextual knowledge with differences or similarities between Middle Eastern collectivistic (e.g. Jordan) and individualistic contexts.

On a closing note, our research model focused on one of the dimensions of service performance, which is service innovative behavior predicted by P-J fit and INTMOT. To consolidate the current knowledge, future research may use other outcomes such as creative performance and adaptive selling that would enable us to gauge promotion focus as a moderator of the indirect influence of P-J fit on these outcomes via INTMOT.

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## Supplementary materials

The supplementary material for this article can be found online.

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