

CITY UNIVERSITY OF HONG KONG
香港城市大學

**Exploring the Impact Mechanism of
Self-monitoring on Sales Performance -
The Example of Real Estate Salespersons**
**自我監控對銷售業績的影響機制研究 –
以房地產銷售人員為例**

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摘要

房地產是中國的支柱性產業，發展亂象迫使中央和地方政府採取趨嚴的調控措施；房地產行業的內部結構和競爭狀況也在發生變化，兩者使得銷售問題凸顯出來。一線銷售人員作為企業與客戶交流的重要樞紐，是房地產開發商快速獲取並維持客戶、增強企業績效表現的關鍵。識別出什麼樣的銷售人員能賣房子，以及他們採用的有效策略和技巧，是房地產開發企業迫切想知道的。在與購房者互動時，銷售人員採取適應性銷售行為，依據對方需求的差異性，調整自己的銷售方式，可以提高成交率。另一方面，銷售人員通過獲取和應用個人社會資本可以增加潛在購房者的數量。個人社會資本的獲取與應用、適應性銷售行為的採取對銷售人員的個人素質是有要求的，自我監控是兩者共同的前提。自我監控是一種人格特質，相對穩定、不易改變，而希望、樂觀、韌性和自我效能組成的心理資本是一種積極心理狀態，可通過投入得以發展與管理，對於房地產企業管理者具有重要意義，將心理資本維持在良好狀態能夠幫助銷售人員有效地應用能力和執行策略，從而提高績效表現。

基於此，論文從自我監控切入，探究其對銷售績效的影響機制，旨在打開其中的黑箱。論文首先對自我監控、社會資本、適應性銷售行為以及心理資本進行文獻分析；通過案例分析和筆者在多年從業過程中的觀察，得到自我監控在房地產行業的基本運作機理；在此基礎上，將文獻研究與實踐經驗相結合，構建理論模型，提出相關假設；隨後，通過 80 份小樣本預調研數據和 293 份大樣本調研數據來驗證論文基本假設；最後，總結研究的主要結論，並對未來研究進行展望。

論文的主要結論如下：

(1) 自我監控對銷售績效的影響包括直接和間接兩部分：自我監控對銷售有直接的積極作用；適應性銷售行為和社會資本獲取與應用均部分仲介自我監控對銷售績效的促進作用。應用社會資本是向外界尋求支持、獲取資源，

採用適用性銷售行為是對自身內在能力的調動。內外雙向調配資源與能力幫助自我監控水平高的銷售人員實現優秀銷售績效。

(2) 心理資本具有依附性。心理資本自概念提出就定義寬泛，似乎眾多積極的心理資源都可歸屬於心理資本的範疇，也存在著“特質論”“狀態論”和“綜合論”之爭。“狀態論”是目前學界的主流，認為心理資本可以通過培訓等手段得以開發和管理，從而使工作和生活更加幸福。然而，心理資本需要依附個人特質或行動才能對提升工作績效發揮促進作用。否則，作為一種狀態，心理資本並不能穩定發揮作用。

(3) 心理資本構成因子區隔度不高。心理資本中的自我效能可以與希望、樂觀、韌性三者區分開來，但是後三者兩兩之間缺乏有效區隔。這可能與自我效能是一種任務導向性很強的積極狀態，而希望、樂觀、韌性是一般性積極狀態有關。房地產銷售具有強激勵性，優秀的績效表現與個人經濟報酬直接掛鉤，自我效能能夠調節自我監控與工作績效、社會資本獲取與應用、適應性銷售行為之間的關係，進一步發揮自我監控的積極作用。希望、樂觀、韌性的調節作用會出現波動，並不明確。

(4) 個人特質會影響社會資本。在社會資本主流理論中，無論是“弱關係”理論，還是“結構洞”理論，均從社會網絡的結構出發。極端的結構主義者甚至認為人格特質是由網絡結構決定的。事實上，社會網絡中每兩個節點之間的紐帶是由人與人之間的交往建立起來的，高自我監控水平者，出於對社會適宜性的考量，會對他人的行為十分敏感，並擁有不斷調整自我呈現的能力。因此，在人際溝通中，自我監控有益於社會資本的形成和維護，也會影響社會網絡的結構。

(5) 不同類型社會資本作用不同。社會資本有不同的類型，獲取的資源也存在差異。一類是作為社會團體成員建立起來的穩固社會關係，例如家庭和親密朋友，傾向於催生人情；另一類是人際社會網絡，例如通過工作認識的同事和客戶，發揮著信息獲取作用。由於有成員資格要求，第一類社會資本在數量上大規模拓展不易；第二類社會資本則無此要求。住房的經濟價值對於普通家庭極高，購房者通常不會選擇它作為人情往來的媒介，二則家人與親密朋友的數量是有限的，故第一類社會資本對於提升銷售人員的工作績

效幫助不大。第二類社會資本幫助銷售人員接觸到數量眾多、有差異性需求的潛在購房者，通過與他們溝通，採取適應性銷售行為，更有利於促成交易的完成。

銷售對於營利性組織的成敗至關重要，倘若產品或服務不能順利提供給最終消費者，生產力、人事、產品品質等方面取得的重大突破對於組織效益的實現與提升也是沒有意義的。論文為房地產企業挑選銷售人員準確識別潛在的銷售精英，把合適的人放到合適的銷售崗位上提供了指導；為房地產企業對銷售人員銷售策略與技巧的培訓、增強銷售能力的途徑提供了啟示，從而，幫助企業提高企業的整體績效。

關鍵詞：房地產銷售人員 自我監控 社會資本 適應性銷售行為 心理資本
工作績效

Abstract

Real estate is a pillar industry in China, but some disorders and chaos in its development has forced the central and local governments to adopt stricter regulation measures. The internal structure and competitive situation of the industry is also changing. In such situation, sales problems become highlighted. As an important bridge to connect enterprises and customers, first-line salespersons are critical to build and maintain customer relationship and further to enhance firms' performance. Identifying what qualities excellent salespersons have and what strategies or skills they use is important to real estate companies. When interacting with potential buyers, if a salesperson adopts adaptive selling behavior and adjusts his or her selling methods according to different needs of buyers, he or she is more likely to make the deal. On the other hand, salespersons can increase the amount of potential buyers by acquiring and applying individual social capital. Both the adoption of adaptive selling behavior and the acquisition and application of individual social capital require particular personal quality. Self-monitoring is the common backstone of them. However, self-monitoring is one kind of personality traits that are relatively stable and not easy to change. Psychological capital, composed of hope, optimism, toughness, and self-efficacy, is a positive psychology state and can be developed and managed to help salespersons better conduct sales.

This paper explores the mechanism through which self-monitoring influence sale performance. Firstly, the literature of self-monitoring, social capital, adaptive sales and psychological capital are analyzed. Secondly, case study and daily observation help us clarify the black box. Thirdly, combining cases and literature, theoretical model and hypotheses are constructed. Fourthly, questionnaire is tested in pilot study with a sample size of 89 and then hypotheses are verified in survey with a sample size of 293. Finally, the main conclusions are summarized and the future research is prospected.

The main conclusions are as follows:

(1) the impact of self-monitoring on sales performance includes direct and indirect parts: self-monitoring has a direct positive effect on sales; both adaptive

selling behaviors and social capital partially mediate this effect. If the application of social capital is regarded as seeking support from the outside world and obtaining resources, the adoption of adaptive selling is internal and is the use of salesman's own ability. Such bi-directional support helps salesperson whose self-monitoring level is high achieve excellent sales performance.

(2) psychological capital has dependence on personality or behavior. Psychological capital is broadly defined, and seems that many positive psychological resources belong to it. Also, there is no consensus whether psychological capital is a trait, a state or between the two. State perspective is the mainstream of current studies. Scholars like Luthans think it is because psychological capital can be developed and managed that makes this new concept valuable. However, psychological capital needs to rely on individual characteristics or actions to promote the work performance. Otherwise, as a state, psychological capital will not play a stabilizing role.

(3) the discrimination between composition factors of psychological capital is not clear. self-efficacy can be distinguished from hope, optimism and resilience, but the latter three cannot distinguished from each other. The reason might be that self-efficacy is a task-specific positive state, while hope, optimism and resilience are generally associated with the general positive state. Real estate sales have strong incentives in that personal economic rewards are directly linked to the accomplishment of sales. To a large extent, real estate sales are task specific and naturally self-efficacy can positively moderate the relationship between self-monitoring and work performance, social capital and adaptive selling behaviors. The moderating effects of hope, optimism and resilience fluctuate and are not be clear.

(4) personality traits affect social capital. In mainstream of social capital study, such as the strength of "weak ties" and "structural hole theory", the structure of the social network determines a lot. Some extreme structuralism scholars even think that personality is determined by the network structure. In fact, each tie connecting two nodes in social network is established by the interpersonal communication. People with high self-monitoring level, taking social desirability into consideration, are sensitive to others' behavior, and have the ability to adjust themselves. Therefore, in interpersonal interaction, self-monitoring is beneficial to

the formation and maintenance of social capital, and also affects the structure of social network.

(5) different types of social capital functions differently. Social capital from different sources have access to diverse resources. Social capital that is established as members of some social groups is linked to strong relations, such as family and close friends, and it brings favor pattern. The other type of social network, such as colleagues and customers in work, is used to obtain information. Because of the membership requirements, the first type of social capital is not easy to expand while the second type has no such requirement. Buying a house costs a lot, people are not likely to choose it as a medium to do some body a favor. In addition, there is an amount limit to family members and close friends. Therefore, the first kind of social capital does not help salesman to promote performance. The second type of social capital help them contact with numerous potential buyers. Through adaptive selling behaviors, diverse demand of customers can be satisfied and the completion of transaction is more possible.

Sales section is critical to profit-seeking organizations. If the product or service is not delivered to final consumers, the breakthrough in production, personnel, product quality and alike makes no sense. The paper provides guidance for the real estate enterprises to promote overall performance through accurately selecting right salespersons and designing targeted training courses to improve their selling capability.

Key words: Real estate salespersons Self-monitoring Social capital
Adaptive selling behavior Psychological capital Performance

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