

Individual Ambidexterity in Mediating the Relationship between Personal Motivation and Sales Force Performance in East Java's Retail Stores

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ABSTRACT

The disruption of post-COVID-19 consumer habits presents challenges for marketing managers, necessitating innovation in sales force management to remain competitive. *Individual ambidexterity* is a strategy employed in sales force management to encourage both explorative behavior, which seeks new opportunities, and exploitative behavior, which enhances operational efficiency. This research examines the influence of personal motivation on the development of individual ambidexterity behavior, which, in turn, boosts sales force performance. A total of 223 salespeople participated in the survey conducted for this study. The participants work in retail stores across various sectors, including food and beverage, personal care, cosmetics, and pharmaceuticals in East Java, Indonesia. The research results indicate that personal motivation directly impacts the formation of individual ambidexterity behavior. Furthermore, individual ambidexterity behavior positively affects sales force performance. The study also reveals that individual ambidexterity behavior mediates the relationship between personal motivation and sales force performance.

Keywords: personal motivation; exploitation; exploration; sales force performance; Indonesia.

INTRODUCTION

In the increasingly fierce competition of the business world, promotional strategies are a crucial factor in determining the success and continuity of businesses. A frequently employed promotional method in the corporate realm is the personal selling strategy. Many organizations use this approach by deploying a sales force in various retail stores to enhance the sales of their goods (Alexandrescu & Milandru, 2018; Kotler, 2022). In Indonesia, the retail industry is a significant contributor to driving household consumption growth. This research aims to increase sales force productivity in retail stores, thereby supporting SDG 8 on decent work and economic growth.

Many businesses are beginning to doubt the efficacy of deploying sales force personal selling tactics in light of the global COVID-19 outbreak. The COVID-19 epidemic, which commenced in Indonesia in early March 2020, has prompted many to embrace a stay-at-home lifestyle (Yuswohady, 2021). The rise of this trend has led to a shift in consumers' preference for online shopping. This change in shopping methods undoubtedly has the potential to decrease the number of in-person visitors to retail businesses.

In response to the COVID-19 pandemic, many companies have reduced the number of sales force personnel in stores as a cost-cutting strategy. However, abandoning this strategy also has the potential to increase unemployment rates, which could negatively impact the national economy. Additionally, the personal selling technique offers organizations the advantage of establishing direct connections with customers (Kotler, 2022). This paradox prompts firm management to cultivate agility in learning. Enhancing firm management's understanding of the various factors that can improve sales force performance is crucial to providing optimal solutions for increasing the success rate of the sales force deployed in retail outlets (Bouzari & Karatepe, 2018).

To find a solution, Ghoshal and Bartlett (1994) introduced the concept of ambidexterity, which is believed to improve both organizational and individual performance. While a vast array of earlier research focused on organizational ambidexterity, recent studies have shifted the focus to the granular level of employees within organizations (Schnellbacher & Heidenreich, 2020). Individual ambidexterity is the combination of explorative and exploitative abilities in an individual. Exploration often involves seeking variations in existing routines that may lead to the creation of innovations. However, explorative behavior cannot stand alone and must be balanced by exploitative behavior. In contrast to exploration, exploitation is often associated with seeking improvements and

enhancements to existing services, where the nature of the change is generally incremental and aimed at the same consumers or markets (O'Reilly & Tushman, 2008; Papachroni & Heracleous, 2020).

To foster individual ambidexterity and support sales force performance, companies need to develop a management system that encourages the creation of individual ambidexterity in each sales representative. Research indicates that individual ambidexterity has various beneficial outcomes, including enhanced customer satisfaction and improved sales performance. Although interest in individual ambidexterity is burgeoning, further organizational-level research is needed to understand how ambidextrous capabilities can be cultivated (Panagopoulos et al., 2019). One factor that supports the development of ambidextrous behavior is the personal motivation of the sales force to fulfill their responsibilities. Sales force motivation is acknowledged as a significant driver of sales output, directly influencing overall profitability in the long term (Herrera et al., 2024). Each member of the organization can develop a higher level of explorative and exploitative behavior in serving customers when they are highly motivated to carry out their responsibilities. Organization members with high motivation tend to align their behavior with the goals and interests of the organization (Luu et al., 2018).

To provide the best solution for company management regarding the implementation of sales force placement strategies in retail stores, this research will delve deeper into the influence of personal motivation in fostering individual ambidexterity among the sales force to support increased sales performance. Several studies discuss the application of individual ambidexterity in various fields, such as civil service (Luu et al., 2018), health services (Malik et al., 2017), and software technology (Lindskog & Magnusson, 2021). However, no research has been found on creating individual ambidexterity in the context of sales force management in retail stores under new normal conditions, particularly by utilizing personal motivation as an independent variable. The new normal era, which emerged as a result of the global COVID-19 pandemic, demands changes in how the sales force is managed in retail stores. This research aims to identify the influence of personal motivation on sales force performance, mediated by exploitation and exploration behavior.

The shift in consumer habits towards online shopping presents a challenge for the sales force working in offline retail stores to develop individual ambidexterity behavior that balances exploration (seeking new opportunities) and exploitation (enhancing the efficiency of existing operational routines). Through this research, it is hoped that the results will provide additional knowledge regarding various sales force management practices needed to encourage the creation of individual ambidexterity behavior in the sales force. This, in turn, should offer solutions for management on more effective and efficient sales force management in this new normal era.

LITERATURE REVIEW

Self Determination Theory as the Grand Theory

One important component of effective sales force management is understanding how to improve performance through various influential antecedents. The quality of sales force performance can be managed by improving their overall well-being, motivation, and engagement in work (Gagné et al., 2014; Kuvaas et al., 2017). One theory related to efforts to improve employee performance is self-determination theory. Ryan and Deci (2019) defined self-determination theory as a scientifically supported framework for effectively motivating employees. According to this theory, humans have three psychological needs: autonomy, competence, and relatedness. These needs are essential for creating optimal motivation, well-being, and work behavior (Deci & Ryan, 2014). Self-determination theory provides substantial guidance for company management on motivating their employees. These three basic psychological needs describe environmental dimensions that facilitate positive motivational outcomes (Baard et al., 2004).

In this research, the performance activities of the sales force can be divided into two types: exploitation and exploration behaviors. Lindskog and Magnusson (2021) stated that exploitation involves processes such as production, efficiency, selection, implementation, refinement, and execution. Meanwhile, exploration involves searching, diversification, risk-taking, experimentation, flexibility, discovery, and innovation. The balance between these two contradictory behaviors is known as individual ambidexterity. Raisch et al. (2009) stated that individual ambidexterity is an important component needed to achieve increased performance by simultaneously exploiting existing resources and exploring new opportunities. To create individual ambidexterity behavior, it is necessary to satisfy the basic psychological needs of the sales force to encourage motivation and commitment to their job duties and responsibilities (Van den Broeck et al., 2016).

One factor that supports the creation of individual ambidexterity behavior is the sales force's motivation in carrying out their responsibilities. Each organization member can develop a higher level of explorative and exploitative behavior in serving customers when they have high motivation to carry out their responsibilities. Organization members with high motivation will align their behavior with the goals and interests of the organization (Luu et al., 2018). Drawing on these theories, this research will analyze the relationship between personal motivation and the formation of individual ambidexterity, which is expected to enhance sales force performance.

Relationship between Personal Motivation and Individual Ambidexterity

According to Van den Broeck et al. (2016), meeting the fundamental requirements of the sales force is crucial for establishing a competitive advantage within an organization because it fosters personal motivation in fulfilling job obligations. Oren et al. (2013) defined personal motivation as a form of inner strength that encourages an individual to put forth effort in carrying out work. Multiple studies indicate that motivated employees can serve as catalysts for marketers to obtain, utilize, and disseminate explicit knowledge regarding customers, products/services, and marketplaces to fulfill customer expectations. According to Noe et al. (2010), high motivation encourages employees' willingness to acquire new knowledge and learn in the workplace. Lee et al. (2016) also noted that motivated employees can help companies create organizational value.

Every company expects the sales force to be highly motivated to provide customer service in alignment with organizational goals. One approach to achieving good performance is the concept of individual ambidexterity, where the sales force can develop higher levels of explorative and exploitative behavior in serving customers. The ambidextrous behavior of the sales force, balancing exploitative and explorative behaviors, requires high motivation from within the sales force (Jasmand et al., 2012). Sales personnel with high service motivation tend to appreciate ambidextrous behavior that aligns with current situations and needs. By applying ambidexterity, each sales force member can seek new solutions to improve current services or experiment with new forms of public service, thereby increasing customer satisfaction. A sales force with high service motivation will tend to orient their behavior towards the organization's and society's interests (Luu et al., 2018). Based on the relationship between research variables, the research hypothesis is prepared as follows:

- H₁: Personal motivation influences the formation of sales force exploitative behavior.*
H₂: Personal motivation influences the formation of sales force explorative behavior.

Relationship between Individual Ambidexterity and Sales Force Performance

Salesforce ambidexterity requires attention because it describes a person's ability to show flexibility in two conflicting dimensions: exploration, which involves experimenting with new ideas, and exploitation, which involves utilization and improvement (Nasution et al., 2023). Newell (2015) stated that in exploitation, the sales force accesses available knowledge to optimize performance. Examples of exploitative behavior in the context of the sales force include increasing understanding of products and operational systems, as well as improving sales presentation skills (Locander et al., 2014). Meanwhile, during exploration, the sales force accesses new knowledge to produce

innovative outcomes. Examples of exploratory behavior in this context include exploring customer needs and gathering input to generate ideas for future company improvements.

Gibson and Birkinshaw (2004) stated that a sales force with ambidextrous abilities is better equipped to survive in dynamic environmental conditions. Similarly, Sok et al. (2022) noted that when a sales force engages in ambidextrous behavior, they can add additional value to the buyer-seller exchange process. Ambidexterity has long been viewed as an essential driver of long-term performance, leading to organizational survival (Raisch & Birkinshaw, 2008). Based on the description of the relationship between these variables, the following research hypotheses are prepared as follows:

H₃: Exploitative behavior influences sales force performance

H₄: Explorative behavior influences sales force performance

Furthermore, this research model also suggests a mediating influence between variables, as indicated by the following hypotheses:

H₅: Exploitative behavior mediates the relationship between personal motivation and sales force performance.

H₆: Explorative behavior mediates the relationship between personal motivation and sales force performance.

Research Model

Based on the relationship between variables in this research, the following is an image of the model in this research:

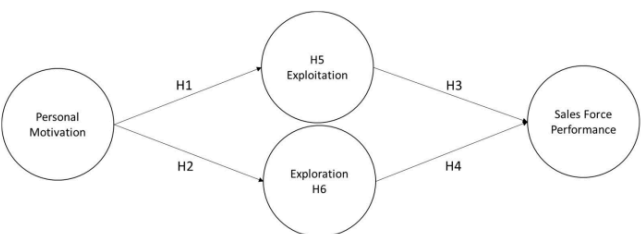


Figure 1. Research Model

METHODS

The type of research conducted in this study is explanatory quantitative research. This research aims to study causal relationships between variables by testing hypotheses determined through the analysis of numerical data using statistical techniques. The population for this research consists of sales force members working at retail stores in East Java. A non-probability sampling method was employed, specifically using a purposive sampling technique. The samples were selected based on predetermined criteria, which included active sales force members currently residing in the East Java region and working in the sales promotions sector for foods & beverages, home care, or personal care products in retail stores. This specific population was chosen as a sample because active sales force members who work in these fields are believed to be able to provide answers to relevant research questions in accordance with the new normal conditions. This research was conducted in post-pandemic conditions, where changes in the retail industry were observed. These salespeople are significantly impacted, making it relevant to address the question.

The primary data source in this research comes from an online questionnaire distributed to research respondents using Google Forms. Through the distributed questionnaires, each respondent was asked to provide numerical responses on a Likert scale, ranging from 1 (Strongly Disagree) to 5

(Strongly Agree) for the variables of personal motivation, exploitation, exploration, and sales force performance. The obtained data was processed using SEM-PLS in two stages: (1) measurement fit, which aims to ensure measurement validity and reliability, and (2) structural fit, which aims to test hypotheses on structural models (Hair et al., 2017).

RESULTS

Respondent Profile

A total of 223 respondents participated in the survey and were confirmed to fall within the predetermined respondent criteria.

Table 1. Respondent Profile

Characteristics	Category	Number	Percentage
Gender	Male	26	11.7%
	Female	197	88.3%
Age	19-22 years old	15	6.7%
	22-39 years old	202	90.6%
	>39 years old	6	2.7%
	Senior High School	177	79.4%
Education	Diploma	2	0.9%
	Bachelor Degree	44	19.7%
	Not Married	53	23.8%
Family Status	Married with no children	32	14.3%
	Married with children	138	61.9%
	Food & Beverages	169	75.8%
Business Field	Personal Care	25	11.2%
	Cosmetics	21	9.4%
	Pharmacy	6	2.7%
	Others	2	0.8%
	< 1 year	19	8.5%
Length of Work	1-3 years	68	30.5%
	3-5 years	46	20.6%
	> 5 years	90	40.4%

Descriptive Analysis

Based on respondents' answers to each indicator question, this study calculated the average value of each indicator and variable. Next, the mean value obtained was used to determine the response category for each indicator and variable. Based on the mean values obtained in this study, most indicator mean values fall within the "strongly agree" category, with the remainder falling within the "agree" category. Furthermore, based on the calculation of the Coefficient of Variation value, all indicators have a Coefficient of Variation value of less than 33%, indicating that the data results obtained fall within the homogeneous category (Karpov & Potapova, 2021).

Table 2. Descriptive Statistics Results

Indicator	Mean	SD	CoV	Indicator	Mean	SD	CoV
PMTV1	4.43	0.74	16.80%	EXL1	4.59	0.57	12.40%
PMTV2	4.15	0.8	19.30%	EXL2	4.59	0.57	12.40%
PMTV3	4.51	0.64	14.10%	EXL3	4.53	0.58	12.70%
PMTV4	4.24	0.74	17.50%	EXL4	4.5	0.58	12.80%
PMTV5	4.22	0.76	18.00%	EXL5	4.51	0.59	13.10%
Average	4.31	0.74	17.10%	Average	4.54	0.58	12.70%
EXT1	4.21	0.73	17.40%	SFP1	4.41	0.59	13.40%

EXT2	4.43	0.59	13.30%	SFP2	4.37	0.63	14.40%
EXT3	4.4	0.59	13.40%	SFP3	4.42	0.62	13.90%
EXT4	4.45	0.57	12.70%	SFP4	4.4	0.58	13.10%
EXT5	4.33	0.68	15.60%	SFP5	4.3	0.72	16.90%
Average	4.37	0.63	14.50%	SFP6	4.21	0.71	16.80%
				Average	4.38	0.63	14.30%

Outer Model Testing

In this research, model testing was carried out through discriminant validity and composite reliability testing (Hair et al., 2017). Discriminant validity testing is the result of calculating the Fornell Larcker Criterion values and cross-loading of the variables in this study.

Table 3. Fornell Larcker Criterion

Variable	Exploitation	Exploration	Personal Motivation	Sales Force Performance
Exploitation	0.844			
Exploration	0.752	0.874		
Personal Motivation	0.715	0.724	0.804	
Sales Force Performance	0.743	0.816	0.730	0.863

Table 4. Cross-Loadings

Indicator	Label	Exploitation	Exploration	Personal Motivation	Sales Force Performance
EXL1	New customer finding	0.662	0.876	0.572	0.69
EXL2	New product introduction	0.658	0.855	0.587	0.662
EXL3	New service initiatives	0.654	0.908	0.638	0.705
EXL4	Adaptability skill	0.633	0.849	0.669	0.732
EXL5	New knowledge learning	0.678	0.883	0.687	0.768
EXT1	Knowledge accumulation	0.722	0.459	0.492	0.525
EXT2	Operational excellence	0.875	0.721	0.664	0.683
EXT3	Sop compliance	0.897	0.658	0.657	0.666
EXT4	Focus on KPI	0.877	0.701	0.627	0.638
EXT5	Existing knowledge usage	0.84	0.604	0.558	0.613
PMTV1	Comfort at Work	0.426	0.466	0.712	0.471
PMTV2	Company representativeness	0.516	0.506	0.781	0.582
PMTV3	Desire to be the best	0.643	0.721	0.825	0.696
PMTV4	Readiness to do everything	0.639	0.587	0.84	0.594
PMTV5	Extra mile spirit	0.606	0.586	0.852	0.561
SFP1	Product knowledge skill	0.696	0.757	0.626	0.865
SFP2	Promotion skill	0.68	0.724	0.645	0.903
SFP3	Customer relationship	0.654	0.744	0.633	0.884
SFP4	Probing customer needs	0.657	0.768	0.64	0.899
SFP5	Kpi achievement	0.567	0.599	0.596	0.794
SFP6	Providing feedback skill	0.583	0.612	0.649	0.83

Table 4 shows that all indicators have a higher correlation with their variables compared to other research variables. Thus, all variables in this study have met the Fornell-Larcker Criterion value criteria (Hair et al., 2017). Furthermore, all empirical indicators that make up each variable in this

study also have higher loading values than the cross-loading values of other variables. Thus, it can be said that all variables in this study have met the discriminant validity standards (Hair et al., 2017). The next stage in testing the model is composite reliability testing, which is used to evaluate the internal consistency and reliability of the construct. The following are the results of calculating the composite reliability and Cronbach's alpha values in this research:

Table 5. Reliability Test

Variable	Composite Reliability	Cronbach's Alpha
Exploitation	0.925	0.898
Exploration	0.942	0.923
Personal Motivation	0.901	0.863
Sales Force Performance	0.946	0.931

As seen in Table 5, all variables in this study have a composite reliability value of more than 0.7, which is very satisfactory. Apart from that, all variables in this study also had Cronbach's alpha values exceeding the minimum standard of 0.7. Therefore, it can be said that all variables in this study are in the reliable category (Sarstedt et al., 2017).

Inner Model Testing

The inner model testing begins with determining the coefficient of determination (R^2) and cross-validated redundancy (Q^2). The following are the results of calculating the coefficient of determination (R^2) and cross-validated redundancy (Q^2) values in this study:

Table 6. Coefficient of Determination (R^2) & Cross-Validated Redundancy (Q^2)

Variable	Q Square	R Square
Exploitation	0.360	0.511
Exploration	0.394	0.524
Personal Motivation		
Sales Force Performance	0.518	0.705

Table 6 indicates that the coefficient of determination (R^2) values for the exploitation, exploration, personal motivation, and sales force performance variables range between 0.50 and 0.75, suggesting that the prediction accuracy falls within the medium category (Hair et al., 2017). Furthermore, in calculating the cross-validated redundancy (Q^2) value, it was found that the Q^2 values for the exploitation, exploration, personal motivation, and sales force performance variables exceeded the minimum Q^2 value of 0. This outcome demonstrates that the relevance of the model's prediction paths across all constructs in this research is acceptable (Hair et al., 2017).

Hypothesis Testing

Hypothesis testing in this study was conducted using non-parametric bootstrapping techniques. This method involves generating multiple subsamples from the original data and estimating model parameters from each subsample (Hair et al., 2017). A total of 5,000 bootstrapping samples were utilized, resulting in 5,000 PLS path model estimates. This bootstrapping approach enables the statistical testing of research hypotheses, specifically employing the t-test. At a significance level of 5%, if the calculated t-value exceeds 1.96 (from the t-table), a significant relationship between the related constructs is indicated. Additionally, the p-value is employed to determine whether a hypothesis is accepted or rejected. At a significance level of 5%, a p-value below 0.05 indicates a significant relationship between constructs, leading to the acceptance of the hypothesis (Hair et al., 2017).

In this research, the relationship between variables is not only direct but also involves an indirect relationship, suggesting the mediating role of certain variables. Below are the results of the direct influence hypothesis test calculation:

Table 7. Direct Influence Test

Path Model	Original Sample (O)	T Statistics	P Values	Result
PM --> EXT	0.715	17.504	0.000	H1 accepted
PM --> EXL	0.724	21.274	0.000	H2 accepted
EXT --> SFP	0.298	4.029	0.000	H3 accepted
EXL --> SFP	0.592	8.299	0.000	H4 accepted

Meanwhile, the following are the results of the calculation of the mediation test:

Table 8. Indirect (Mediation) Test

Path Model	Path Coefficient (Indirect Effect)	Path Coefficient (Total Effect)	T Statistics	P Values	VAF	Result	Mediation Effect
PM-->EXT--> SFP	0.213	0.642	3.619	0.000	33%	H5 accepted	Full mediation
PM-->EXL--> SFP	0.429	0.642	7.533	0.000	67%	H6 accepted	Full mediation

The results of the hypothesis testing in this research indicated that all research hypotheses were accepted. These findings suggest that the personal motivation variable significantly influences the exploitation and exploration variables. Additionally, both the exploitation and exploration variables significantly affect sales force performance. Furthermore, this research reveals a mediation effect from the exploitation and exploration variables on the relationship between the personal motivation variable and sales force performance.

DISCUSSIONS

This research aims to examine the effect of personal motivation on sales force performance, with exploitation and exploration behavior serving as mediating variables. The researcher employed an explanatory research design with a quantitative approach to delve into the original narratives and meaning associated with the aforementioned concepts and to explore the findings. Through this process, the research offers theoretical and practical implications, which will be discussed further.

Theoretical Implication

This research underscores the significance of applying self-determination theory to motivate employees to exert greater effort in their work. It demonstrates that personal motivation directly influences individual ambidexterity behavior and indirectly impacts sales force performance. Additionally, the study delves into the implications of social exchange theory, which posits that a long-term relationship between management and employees involves the exchange of economic and socio-emotional resources. The findings suggest that integrating social exchange theory with self-determination theory can effectively enhance employees' work engagement.

Furthermore, the research highlights the influence of individual ambidexterity behavior, encompassing exploitation and exploration behavior, on sales force performance. This aligns with Holmqvist's assertion that both exploitation and exploration behaviors are essential for supporting sales force effectiveness. Despite both variables influencing sales force performance, the path coefficient value of the exploration variable, however, surpasses that of the exploitation variable. This suggests that, amidst the current "new normal" conditions characterized by rapid technological advancements, shifting consumer preferences, and heightened expectations, exploration behavior

holds greater sway over sales performance compared to exploitation behavior. The evolving landscape has propelled changes in customer desires, leading to increased demands and expectations, necessitating a proactive response from sales teams. The challenges posed by these changes have prompted a shift towards exploratory behavior within the sales force. In this context, exploration becomes paramount for sales personnel to effectively navigate the evolving market dynamics and enhance sales force performance. As such, embracing exploration behavior emerges as a critical strategy for adapting to the multifaceted challenges of the new normal era and driving improvements in sales force effectiveness.

Practical Implication

This study highlights the crucial significance of personal drive in propelling sales team effectiveness. To cultivate personal motivation among sales personnel, effective leadership within company management is essential, which entails fostering interpersonal relationships between management and sales teams. Interpersonal bonds are typically forged through regular interaction between management and sales personnel, with mentoring programs serving as a valuable mechanism for nurturing these relationships. Mentoring programs can be implemented by companies to provide guidance and support for sales personnel, facilitating their ongoing development under the mentorship of experienced individuals. It is imperative for companies to carefully select mentors based on their extensive experience in sales force management. Optimal mentorship entails pairing sales personnel with seasoned professionals, such as senior sales personnel, who possess a deep understanding of sales force dynamics. By leveraging the expertise of seasoned mentors, companies can effectively empower their sales force to achieve peak performance and drive organizational success.

The results of this research demonstrate that exploration behavior has a greater influence on sales force performance in this new normal condition. Therefore, companies need to encourage various exploratory behaviors among sales personnel to address the challenges of change in these new conditions. One strategy that companies can employ is implementing formal education programs. However, in reality, many companies still prioritize cultivating exploitative behavior in their formal education programs, focusing on areas such as product knowledge and display management. Therefore, every company must shift its focus towards formal education programs that foster various exploratory behaviors, such as programs aimed at optimizing digital marketing. Materials for such programs, which promote the development of exploratory behavior, can be developed by sales force management through internal collaboration with other divisions and by involving external parties such as consultants or influencers with expertise in the digital marketing field.

As part of their exploration efforts, company management can also develop new service innovations aimed at providing added value for consumer satisfaction. One example of a new service particularly suitable for this new normal era is home delivery. The COVID-19 pandemic has led to a shift in consumer shopping habits towards online platforms due to their ease and practicality. Implementing a home delivery service can undoubtedly be considered one of the exploratory behaviors undertaken by companies to enhance consumer satisfaction in this new normal era.

LIMITATION AND FUTURE RESEARCH

This research concludes that personal motivation has a direct positive effect on the formation of both exploitative and explorative behavior. Additionally, the study demonstrates that exploitative and explorative behavior directly influences sales force performance and serves as a mediator in the relationship between personal motivation and sales force performance.

However, this research has limitations in that it only considers the antecedents that encourage increased sales performance in terms of motivation, without taking into account various other factors such as the sales force's work environment, which could support their performance. This highlights the need for future research to explore various factors in the work environment that contribute to the sales force's performance in retail stores. Understanding these external factors in the work

environment that support sales force performance would be valuable for management in determining where to invest in the sales force in specific stores.

Moreover, this research is limited to the context of sales forces in retail stores. While the findings shed light on the influence of personal motivation on the development of individual ambidextrous behavior that enhances sales force performance, it is essential to validate these conclusions in other domains. Therefore, future research could explore the implications of these findings in the context of human resource management across different sectors. Additionally, this study did not focus on a specific company or brand context. Factors such as company reputation and brand value could potentially impact the research outcomes. Hence, it would be beneficial for future studies to examine the findings within the context of specific brands to provide further insights.

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