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## Relations between Positive and Negative Attributional Styles and Sales Performance as Moderated by Length of Insurance Sales Experience among Japanese Life Insurance Sales Agents

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### Author(s)

Yukie Tsuzuki, Tamao Matsui, Takashi Kakuyama

### ABSTRACT

Past studies have shown that a sales agent's attributional style for positive and negative events is related to sales performance. The aim of the present study was to examine an agent's length of sales experience as a moderator of the relation between sales performance and attributional style for positive/negative events. 360 Japanese life insurance sales agents were assessed with attributional styles for positive and negative events (would be referred to as positive attributional style and negative attributional style, respectively), sales performance and their lengths of sales experience. It was found that relationship between sales performance and the two types of attributional styles was largely different depending upon length of an agent's insurance sales experience. Among "novices" ( $n = 183$ ) whose lengths of insurance sales experience were less than three years, sales performance was related significantly to negative attributional style, whereas it was not related to positive attributional style. By contrast, among "veterans" ( $n = 177$ ) whose lengths of insurance sales experience were three years or more, sales performance was related significantly to positive attributional style, whereas it was not related to negative attributional style. Theoretical and practical implications are discussed.

### KEYWORDS

Attributional Style; Sales Performance; Japan

### Cite this paper

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