

Informal Organizational Controls: A Typology and Measurement Model

Stacey Malek

Grenoble Ecole de Management

Shikhar Sarin

The University of Waikato

Bernard Jaworski

Claremont Graduate University

Acknowledgements:

The Sales Education Foundation

Cite as:

Malek Stacey, Sarin Shikhar, Jaworski Bernard (2019), Informal Organizational Controls: A Typology and Measurement Model. *Proceedings of the European Marketing Academy*, 48th, (8510)

Paper presented at the 48th Annual EMAC Conference, Hamburg, May 24-27, 2019.



Informal Organizational Controls: A Typology and Measurement Model

Abstract

Informal organizational controls (i.e., employee-driven values, norms, and objectives) play an important role in the behavior and performance of salespeople. Despite this, current measures fail to capture the full dimensionality (information, rewards, and punishments) of informal control types (self, social, and cultural). This has precluded our theoretical understanding of how informal controls influence salespeople. This research takes initial steps to remedy by: developing a 3x3 typology of informal controls, examining informal controls from an organizational identity perspective, and applying a multi-method (28 qualitative interviews, 78 surveys) approach to developing and validating a measurement model. Results suggest that the nine informal control scales developed in this research demonstrate good psychometric properties.

Keywords: *Informal; Control; Scales*

Track: Sales Management and Personal Selling