



Moving beyond ethical decision-making: A practice-based view to study unethical sales behavior

Journal:	<i>Journal of Personal Selling & Sales Management</i>
Manuscript ID	JPSSM-2017-0063.R4
Manuscript Type:	Revised Submission
Subject Area:	Ethics/ Legal/ Social Issues
Method:	Conceptual/ Theoretical, Other

SCHOLARONE™
Manuscripts

Moving beyond ethical decision-making: A practice-based view to study unethical sales behavior

Abstract:

Changes in the business environment are rapidly transforming sales practice and pressuring the integrity of key actors in sales. Given that unethical sales behavior is a social activity produced and reproduced by various actors in a complex sales task environment, we introduce a novel research perspective to the study of unethical sales behavior, namely a practice-based view. With knowledge from a systematic literature review and a practice-based view from organization research, we suggest unethical behavior should be studied as a practice formed through socialization and interaction with relevant others. This view provides an important alternative as well as a complementary perspective to the ethical decision-making paradigm that has dominated the field for several decades. The study answers scholars' recent calls to strengthen the theoretical foundation of sales ethics research and further extend its perspective towards the social context of sales. With a focus on dynamics, social relations, and the enactment of practices, the practice-based view produces new types of knowledge on unethical behavior, and potential new means for addressing it. The paper makes suggestions for future practice-based research and proposes several theories for use in studying unethical behavior in currently important sales contexts.

Keywords

Sales ethics; practice lens; practice-based view; unethical sales behavior; ethical decision-making; literature review

1
2
3
4
5
6 Over the past decades, the paradigm of ethical decision-making (EDM) has dominated sales ethics
7
8 research (Ingram, LaForge, and Schwepker 2007). Unethical behavior has been approached as
9
10 individual decision-making emphasizing the role of salespersons as decision-makers and employer
11
12 organizations as controllers of sales behavior (McClaren 2000, 2013). Based on influencing factors
13
14 related to salespersons and their organizations, sales scholars have developed EDM models to
15
16 better explain and predict unethical sales behavior (see, e.g., Ferrell, Johnston, and Ferrell 2007;
17
18 McClaren 2000; Wotruba 1990).

19
20
21 Recently, sales ethics research has come under criticism for providing an overly simplistic
22
23 view of unethical behavior. Due to their boundary-spanning role, salespersons are affected by other
24
25 actors not only in their own organization but also outside of it in the wider sales task environment
26
27 (Ferrell, Johnston, and Ferrell 2007; Seevers, Skinner, and Kelley 2007). Accordingly, scholars
28
29 have suggested extending the study of unethical sales behaviors to broader social contexts, such
30
31 as the sales profession, industry or trade union, and emphasized the need to draw on alternative
32
33 theoretical perspectives to create an understanding of salespersons' behavior in these contexts
34
35 (Bush et al. 2017; Ferrell, Johnston, and Ferrell 2007; McClaren 2015; McClaren, Adam, and
36
37 Vocino 2010; Williams and Plouffe 2007).

38
39
40
41
42 It has become clear that salespersons are now working in increasingly complex social
43
44 settings, where they are expected to deal with various company-external actors (Hartmann,
45
46 Wieland, and Vargo 2018; Plouffe et al. 2016). Such environments expose them to conflicting
47
48 interests and pressures that eventually lead to misconduct (Bush et al. 2017; Dixon and Tanner
49
50 2012; Schmitz and Ganesan 2014). The increasing demand for value-creating services and
51
52 solutions, the globalization of markets and the use of social media and various sales-assisting
53
54
55
56
57

1
2
3 technologies, have dramatically changed the sales environment and imposed pressure to create and
4 adopt new sales practices (Andzulis, Panagopoulos, and Rapp 2012; Bush et al. 2007; Marshall et
5 al. 2012; Panagopoulos et al. 2011; Sheth and Sharma 2008). As Dixon and Tanner (2012, 12)
6 point out, the nature of sales work is in flux and salespersons increasingly vulnerable to the
7 manifold interactions within the broader social context that cannot be controlled with the old
8 management frames. New theoretical perspectives are urgently needed to make sense of unethical
9 sales behavior in the changed environment.
10
11
12
13
14
15
16
17
18

19 In this article, we answer the call by proposing a practice-based view for the study of
20 unethical sales behavior. We base our view on organization research (Feldman and Orlikowski
21 2011; Nicolini and Monteiro 2017), also drawing on its origins in social sciences (Reckwitz 2002;
22 Schatzki 2002). The practice-based view has been adopted in two recent studies on sales. Geiger
23 and Kelly (2014) proposed it as a mean to conceptualize the current socio-material transformations
24 of sales work, and den Nieuwenboer, Cunha and Treviño (2017) applied it to uncover how
25 deceptive sales performance was socially produced within an organization. We build on both
26 works while introducing the practice-based view as a theoretical lens for the study of unethical
27 sales behavior.
28
29
30
31
32
33
34
35
36
37
38
39

40 The practice-based view is particularly well-suited to the study of unethical sales behavior
41 in the changed social conditions. For instance, Seevers, Skinner and Kelley (2007, 343) define
42 unethical sales behavior as a social activity, or practice, that is remarkably affected by interaction
43 with other actors in a sales environment, and that typically has harmful effects on others or at least
44 violates some norms that are agreed upon in a social collective. The practice-based view represents
45 an alternative to the dominant EDM perspective, examining unethical sales behavior as a socially
46 and contextually situated activity. While the focus of EDM lies on how individuals make decisions
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 related to their subsequent sales behavior, the practice-based view concentrates on the behavior
4 itself, zooming in on routine activities that socially construct and maintain practices, and are also
5
6
7 capable of changing them. The practice-based view thus provides a distinct research approach to
8
9
10 unethical sales behavior that manifests itself at the level of empirical reality. We argue that this
11
12
13 practice lens offers a novel way of studying unethical sales behavior and new means of influencing
14
15
16 potential misconduct.

17
18 The study proceeds in three phases. First, we conduct a systematic literature review to
19
20
21 create an understanding of how unethical sales behavior has been addressed in past sales ethics
22
23
24 research. Based on an inductive analysis of the literature, we provide an overview of the key actors,
25
26
27 and their unethical behaviors and activities, along with the theoretical approaches used to study
28
29
30 these behaviors. In the second phase, we introduce a practice-based view for sales ethics research,
31
32
33 where the social context of sales is described as a constellation of actors who interact with each
34
35
36 other and thereby affect the formation, maintenance, and change of unethical sales practices.
37
38
39 Finally, we suggest how the practice-based view can be applied in future sales ethics research,
40
41
42 using three marketing and organization theories as conceptual tools, and three currently important
43
44
45 sales contexts as examples of application domains.

43 **Research design**

44
45 The literature review followed the step-by-step procedure for conducting systematic reviews
46
47
48 described by Booth, Papaioannou, and Sutton (2012): define the scope, search the literature, assess
49
50
51 the evidence base, and analyze the findings.

Defining the scope

In selecting the sources of relevant literature, we decided to search articles only from peer-reviewed journals. Following the reasoning of Vaaland, Heide, and Grønhaug (2008), we did not include textbooks or conference proceedings, since research published in scholarly business journals provides the most up-to-date and reliable overview of scientific research results. Because the Journal of Personal Selling and Sales Management (JPSSM) is the only scholarly journal dedicated to sales research, and articles on sales ethics frequently appear in general-audience business journals, we conducted a broad search of all business journals using the EBSCO Business Source, ProQuest, and Science Direct as databases. Together, they offer extensive coverage of scholarly work on business as well as have been considered reliable sources by other researchers (e.g. McClaren 2013). We searched all articles published up to 2017, which was the year we finalized the review.

Searching the literature

We used the following keywords in conducting our search: sales ethics, ethical sales, and ethical selling. We also used different combinations of the words: sales AND ethics; sales AND ethical; ethical AND selling; and, selling AND ethics. We deliberately chose general keywords related to sales ethics, in order to identify the maximum number of articles and miss the minimum number of relevant studies (see Tari 2011). We searched for relevant terms in the title, abstract, and author-supplied keywords of the articles, and found Boolean logic very helpful in locating relevant articles (Booth, Papaioannou, and Sutton 2012). The search produced 1611 results.

Assessing the evidence

We first removed duplicates from the 1611 results, leaving 291 articles, and then read the title and abstract of each of those articles to ensure its relevance to our research. If the relevance was unclear, we further read the introduction and even the full article to confirm it at least partially dealt with some unethical behaviors related to any actor embedded in the sales environment. Several articles were considered irrelevant, as their focus lay on a business or non-business area other than sales, such as advertising, accounting, law, or public relations (e.g. Brennan and Baines 2006; Kim 2014). This screening process yielded 146 articles clearly related to our research topic: the unethical behaviors and practices of key actors in a sales environment.

Realizing the potential limitations of the keyword search, we followed research advice to employ a secondary search criterion (see Tari 2011), in this case looking at the reference lists. The review articles by McClaren (2000, 2013) on salesperson EDM proved very useful for that purpose. Overall, the secondary search yielded an additional 18 articles. In sum, adopting primary and secondary search criteria (146+18), we selected 164 scholarly articles for further examination.

Analyzing the findings

The final step was to analyze relevant knowledge from the chosen articles to reveal an overall picture of how the field of sales ethics has studied and understood unethical sales behavior. We employed content analysis (Vaaland, Heide, and Grønhaug 2008) at this stage, focusing on the manifest content of the studies and describing the content quantitatively whenever possible. The analysis was nevertheless conducted with an explorative mindset, through an inductive and iterative process without a priori framework. The analytical questions were specified, and new questions posed during the process.

1
2
3 One researcher systematically categorized each study following the approach used by Bush
4 and Grant (1994), and Williams and Plouffe (2007). The categorization was primarily based on
5 publication characteristics, how each study described the unethical behaviors of the key actors in
6 a sales environment, as well as the theoretical foundations of each study. To provide a basic
7 quantitative overview of the research, the analyst first extracted data on each article related to the
8 article type (conceptual/empirical), publication outlet and time, methodological approach, and
9 geographical origin of the data. Second, the analyst scrutinized the unethical behaviors and actors
10 involved therein. At this stage, three key questions were posed to guide the analysis: What
11 unethical behaviors are being studied? Whose behavior is in question? Towards whom is unethical
12 behavior directed? Third, the analyst focused on the theories applied in each study to describe and
13 explain unethical sales behavior. Normative and positive ethics are widely known as dominant
14 theoretical approaches in marketing and sales ethics research (McClaren 2000; Nill and
15 Schibrowsky 2007). Given the call to extend the theoretical foundation of sales ethics studies, the
16 analysis placed specific emphasis on other potential theories employed.
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37

38 **Review findings**

39 **Overview of published research**

40
41 The reviewed articles were published in 48 scientific business journals from various sub-
42 disciplines of business (see Table 1).
43
44
45
46

47 **Table 1. Journals and articles published on the topic**

48
49 **Table 1 near here**

50
51
52 The majority of the contributions were published in marketing journals (57%), led by
53 JPSSM, and in journals dedicated to business ethics (24%), led by Journal of Business Ethics. The
54
55
56
57

1
2
3 review also showed that research interest in unethical sales behavior has increased considerably
4
5 over the years (See Figure 1).
6

7
8 **Figure 1 near here**
9

10 **Figure 1. Number of published articles over time**

11
12 To create a deeper understanding of the nature of the relevant sales ethics research, it was
13 illustrative to examine the methodological approaches and origins of the research data. The review
14 revealed that of 164 selected articles, 148 (90.2%) studies were empirical and 16 (9.8%)
15 conceptual, including two reviews by McClaren (2000, 2013). In terms of the research
16 methodology, 137 (92.5%) of the empirical studies employed a quantitative approach, mostly
17 through surveys and experiments with closed-ended questions and scenarios or vignette-based
18 questionnaires. Of the remaining eleven (7.5%) studies, only five were qualitative (see e.g. Bush
19 et al. 2007; Millington, Eberhardt, and Wilkinson 2005), while six used a mixed methods design
20 (see, e.g., Bush et al. 2017; Carter 2000; Román 2003). This indicated the understanding of
21 unethical behavior was in the first place deductively inferred, and knowledge of the key actors and
22 nature of their unethical behavior only occasionally based on inductive reasoning and context-
23 specific data.
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39

40 The geographical origin of the data used in the studies indicated a strong inclination
41 towards samples from the United States (61%). Most of the empirical studies used single-country
42 data, and only six (4%) employed multi-country samples (see e.g. Weeks et al. 2006; Lee et al.
43 2009; Cooper and Nakabayashi 2010). Data samples from Europe accounted for 13% of the cases,
44 9% were of Asian origin, and 13% did not report the origin of their data sample.
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Overview of unethical behavior of key actors

The findings of our literature review demonstrate that research on sales ethics has identified various unethical behaviors and activities. This existing literature further identifies salespersons, managers of a firm, and co-workers, as key actors within the organization, and customers and competitors as relevant outsiders. Researchers have treated these actors either as agents or targets of unethical activities, examining the unethical issues from one actor's perspective at a time and keeping the sales force at the center of attention. The studies could be conveniently divided into two main categories: those that examined salesperson-driven unethical behavior directed towards other actors, and those that examined other actor-driven unethical behavior towards sales staff. Table 2 provides an overview of studied unethical sales behavior.

Table 2: Overview of unethical behavior of key actors in sales

[Table 2 near here](#)

Salesperson-driven unethical behavior towards other key actors

The reviewed studies mainly discussed salespersons' unethical behavior with respect to their own organization or its management, and customers. These two groups are the key players in the sales environment, with whom sales staff mostly interact. In the context of their own company, several unethical activities of salespersons were discussed ranging from violating the code of ethics to resigning at short notice (see, e.g., Carson 2001; Deconinck 2005; Donoho and Heinze 2011; Inks, Avila, and Chapman 2004; Inks and Loe 2005; Lee et al. 2009). Even if studies highlighted the importance of the code of ethics and policies, they also showed that a formal policy cannot function as a guarantee of ethical behavior (Lagace, Dahlstrom, and Gassenheimer 1991). Arkingstall's (1994) study showed that 75% of salespersons knowingly violate company's codes. Codes and

1
2
3 policies can change the salesforce's ethical perceptions but are unlikely to change their behavior
4
5 (Valentine and Barnett 2002).
6

7
8 With respect to salespersons' unethical behavior towards customers, offering bribes and
9
10 gifts (Millington, Eberhardt, and Wilkinson 2005; Zhuang, Herndon, and Tsang 2012), and
11
12 exaggerating or overpromising (Dubinsky et al. 1992; Marchetti 1997), were widely identified as
13
14 unethical activities. A few studies also concerned some uncommon sales behaviors, such as leaking
15
16 or misusing customers' confidential information (Cooper and Nakabayashi 2010; Dabholkar and
17
18 Kellaris 1992).
19

20
21 Compared to the number of studies that concerned the unethical behavior of
22
23 salespersons towards customers, relatively few studies concerned their unethical behavior towards
24
25 co-workers or competitors. With regard to co-workers, taking credit for colleagues' work is
26
27 considered a highly unethical practice, especially if management is not taking any serious action
28
29 against sales staff who do so (Lee et al. 2009; Mantel 2005). Sales personnel are also responsible
30
31 for blaming colleagues for their own unethical behaviors (Lagace, Dahlstrom, and Gassenheimer
32
33 1991). With respect to competitors, salespersons have been criticized for using unethical and
34
35 improper methods of gathering information about them, and even for using illegal means of spying
36
37 to obtain competitors' information (Cooper and Nakabayashi 2010). Instances of spreading false
38
39 and misleading comments about competitors or their products, staff, or agents are common
40
41 examples of defamation (Cooper and Nakabayashi 2010; Pettijohn, Keith, and Burnett 2011).
42
43
44
45
46

47 ***Other actor-driven unethical behavior towards salespersons***

48
49 The reviewed articles also pointed out that other key actors, such as an organization's managers,
50
51 co-workers, customers, and competitors, may act unethically towards salespersons (see Table 2).
52
53

54 The most widely discussed unethical management practices were related to the unethical use of
55
56
57

1
2
3 rewards, incentives or punishment (Bellizzi and Hite 1989; Román and Munuera 2005). Studies
4
5 have also shown that the ethical behavior of top management influences the behavior of lower-
6
7 level staff (Deconinck 2005). Moreover, studies show that management's discrimination is
8
9 positively related to salespersons' unethical behavior (Schwepker and Good 2004; Valentine,
10
11 Hanson, and Fleischman 2017), and those who are experiencing sales pressure are more likely to
12
13 behave in an unethical way (Robertson and Anderson 1993; Schwepker and Good 2007).
14
15

16
17 Contrary to our expectations, only a few studies addressed the unethical activities of
18
19 customers, co-workers, and competitors directed towards salespersons. Some studies examined
20
21 customer-driven behavior, such as asking for and expecting gifts, favors, or bribes (Forker and
22
23 Janson 1990; Zhuang, Herndon, and Tsang 2012); sexual harassment (Fine, Shepherd, and Josephs
24
25 1994, 1999; Swift and Kent 1994); discrimination; and, facilitation of backdoor selling (Inks,
26
27 Avila, and Chapman 2004). The unethical behaviors of competitors and co-workers, which are the
28
29 same as those identified earlier for sales staff, include competitors stealing the leads of another
30
31 company's salesforce (Carter 2000; Pettijohn, Keith, and Burnett 2011) or co-workers taking credit
32
33 for their colleagues' work or shifting blame (Lagace, Dahlstrom, and Gassenheimer 1991; Lee et
34
35 al. 2009; Mantel 2005).
36
37
38
39

40 Overall, the literature review demonstrated that studies on sales ethics identify a wide range
41
42 of unethical sales behaviors by several types of sales-relevant actor. Research centered, however,
43
44 on salesperson behavior, explaining it by one or a few variables. The overall picture of research is
45
46 scattered. With a few exceptions, most of the empirical studies considered several unethical
47
48 activity types at a time, and examined them from one actor's perspective only, separately from the
49
50 other influential actors in the social setting. To provide a more profound understanding of how
51
52
53
54
55
56
57
58
59
60

1
2
3 unethical behavior has been conceived and studied within its social context, we conducted an
4
5 analysis of the theoretical perspectives used in the extant research.
6
7

8 **Theoretical foundations of the sales ethics literature**

9
10
11 The analysis of the theoretical foundations of the studies suggested that the sales ethics research
12
13 field is dominated by a single paradigm, namely EDM. This perspective has been used in rich
14
15 empirical investigations to predict and control the unethical behavior of the individual salesperson
16
17 (McClaren 2000; 2013). The findings showed that of 164 studies, 138 (84%) directly focused on
18
19 the EDM approach and drew on normative and positive ethics, whereas only 26 (16%) of studies
20
21 used alternative theories to study unethical behavior in sales.
22
23

24
25 We found that early researchers (up to year 2000) mostly measured unethical sales
26
27 behaviors in terms of right or wrong, using normative moral frameworks and building the
28
29 theoretical foundation of their studies on moral reasoning (Kohlberg 1969; Rest 1986), utility
30
31 theory (Etzioni 1988), moral relativism (Reidenbach, Robin, and Dawson 1991), and ethical
32
33 theories (Beauchamp and Bowie 1979; Frankena 1973). Later, the normative marketing
34
35 frameworks proposed by Laczniak (1993) and Laczniak and Murphy (2006) became the basis for
36
37 studies in sales ethics. Interest in normative ethics has gradually declined but is still used in many
38
39 studies (see e.g. Mullen, Cory, and Martinez 2016; Sulsky, Marcus, and MacDonald 2016). Some
40
41 studies also focused on the impact of social context on sales-based ethical reasoning (see e.g.
42
43 Valentine and Bateman 2011).
44
45
46

47
48 Besides the normative guidelines, sales researchers increasingly focused on understanding
49
50 the EDM process known as positive ethics. The review showed that studies investigated various
51
52 factors that explain the EDM process, including individual factors (e.g. gender, age, experience,
53
54 moral values) and management-related organizational factors (e.g. supervision, leadership,
55
56
57

1
2
3 rewards, codes, punishment, training). Other factors of interest were ethical intensity of the issue
4
5 at hand (Jones 1991), and the different aspects of the sales organization's ethical climate (Ferrell,
6
7 Johnston, and Ferrell 2007; Hochstein, Zahn, and Bolander 2017; Schwepker 2013). The studies
8
9 on positive ethics were mainly based on deontological and teleological ethics theories (Hunt and
10
11 Vitell 1986, 1992; Jones 1991; Trevino 1986), contingency theory (Ferrell and Gresham 1985;
12
13 Ferrell, Gresham and Fraedrich 1989), and attitude and behavior reasoning theories (Bommer et
14
15 al. 1987; Dubinsky and Loken 1989). In sum, our review indicates that the EDM perspective,
16
17 which draws on both normative and positive ethics, has dominated the field.
18
19

20
21 We were particularly interested in examining alternative theories and perspectives used in
22
23 sales ethics research. Table 3 illustrates the theoretical foundation of the rest of the 26 studies.
24
25

26 **Table 3. Alternative theories employed in the reviewed research**

27
28 **Table 3 near here**
29
30

31 The theories can conveniently be categorized into four groups: relational, social, economic,
32
33 other. A large group of studies has focused on the relational aspects of a salesperson-customer
34
35 dyad, employing the relationship marketing theory. These studies mainly measured the impact of
36
37 a salesperson's ethical behavior on customer perceived trust, satisfaction and commitment (see,
38
39 e.g., Hansen and Riggle 2009; Ou et al. 2012; Román and Salvador 2005).
40
41

42 We further found that the most recent work has introduced various social theories into the
43
44 study of EDM. The studies have mainly measured the impact of social context, for instance
45
46 socialization, social networks, collective group norms, and social learning, on salesperson
47
48 decision-making. While the studies take in the social aspects of the sales context more broadly,
49
50 the focus still lies on predicting EDM and the salesperson's subsequent behavior (see Bush et al.
51
52 2017; McClaren, Adam, and Vocino 2010).
53
54
55
56
57

1
2
3 Some of the studies proposed an economic perspective on unethical sales behavior, by
4 bringing agency theory and the theory of bounded rationality to the study of EDM. In addition,
5 theories from other disciplines, for instance psychology (broad-and-build theory), and
6 management (stakeholder theory), have been applied (see Table 3). The studies contribute to the
7 understanding of salesperson behavior but add little to our knowledge of the broader social context
8 of sales.
9

10
11
12
13
14
15
16
17 Despite efforts to introduce alternative theories into the research domain, it became clear
18 that studies mainly rely on the EDM perspective, or aim to predict and control unethical sales
19 behavior from another angle. The knowledge available from the existing research is focused on
20 the individual salesperson and biased towards company-internal factors. The social context
21 perspective has been expanded but is still limited to one-directional contextual effects on
22 salesperson behavior. That means various important questions related to the current complexities
23 of the broader social context of sales have not been addressed (cf. Hartmann, Wieland, and Vargo
24 2018; Plouffe et al. 2016; Schmitz and Ganesan 2014). For instance, studies examining interaction
25 between various sales-relevant actors or dynamics related to unethical behavior are scarce.
26
27
28
29
30
31
32
33
34
35
36

37 The study of den Nieuwenboer, Cunha, and Treviño (2017) is an interesting exception.
38 They conceive unethical sales behavior as a complex social practice emerging within an
39 organization. In an ethnographic study based on organization theory on routine dynamics, the
40 authors provide empirical evidence on how mid-level sales managers can use corrupt routines as
41 tools to encourage their sales staff to construct deceptive performance and conceal it from top
42 management. Zooming in on the social production of unethical practice provides a promising
43 perspective to fill the aforementioned gaps in sales ethics research, and respond to the changes in
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 the sales environment. We thus introduce a practice-based view for the study of unethical sales
4
5 behavior.
6
7
8
9

10 **A practice-based view to study unethical sales behavior**

11 The premise of the practice-based view is that social life is brought into being through recurrent
12
13 everyday activities that form practices (Feldman and Orlikowski 2011). Drawing on Reckwitz's
14
15 (2002, p. 249) definition of practice, we define an unethical sales practice as "a routinized type of
16
17 behavior which consists of several elements, interconnected to one other: forms of bodily
18
19 activities, forms of mental activities, 'things' and their use, a background knowledge in the form
20
21 of understanding, know-how, states of emotion and motivational knowledge". In the practice-
22
23 based view, individuals are seen as performers and carriers of practice, but it is the routinized
24
25 activity that forms the basic unit of analysis (Nicolini and Monteiro 2017). Practices are also much
26
27 more than an individual's actions or sayings. They are bundles of human activity that enact social
28
29 orders (Schatzki 2002), or as Nicolini and Monteiro (2017) put it, 'regimes of activity'. When
30
31 conceived as a practice, unethical sales behavior thus has both a collective and normative nature.
32
33 Practices are performed in a certain social milieu, in which they are also learned and adopted, and
34
35 where their acceptability is debated and decided (Nicolini and Monteiro 2017).
36
37
38
39
40
41

42 The practice-based view is particularly well-suited to the study of unethical sales behavior,
43
44 as ethical considerations form an integral part of any social practice, and it is through social
45
46 practices that individuals adopt shared values and norms in organizational and social realms
47
48 (Erden, Scheider, and Krogh 2014; MacIntyre 1984; Schatzki 2002; 2005). With its focus on the
49
50 dynamic constitution of social life, relations between agency and social orders (e.g. norms,
51
52 institutions, structures), and the enactment of practices through human activity (Feldman and
53
54
55
56
57
58
59
60

1
2
3 Orlikowski 2011), the practice-based view provides a valuable new perspective for the study of
4 unethical behavior in the social context of sales.
5
6

7 8 **The practice-based view in comparison with ethical decision-making view** 9

10
11 To illustrate the potential value of the practice-based view, we present it in comparison to the
12 prevailing EDM perspective (see Figure 2). In order to highlight the differences between the two
13 perspectives, the figure portrays a somewhat simplified picture of the research reality. For instance,
14 the practice-based view is by no means a monolithic approach, but hosts a variety of different
15 theories and viewpoints (Nicolini and Monteiro 2017).
16
17
18
19
20
21

22 **Figure 2 near here**
23
24

25 **Figure 2: Comparison of ethical decision-making and practice-based views** 26

27 The primary goal of the EDM view is to explain and predict salespersons' decisions
28 (McClaren 2000, 2013), while the practice-based view is inclined to describe and understand
29 behavior in its social context. Instead of salespersons, the practice-based view emphasizes the
30 activities of all relevant actors and the continuous reproduction of unethical practices in the sales
31 environment. Both views thus address the same empirical phenomenon in business practice, that
32 of unethical sales behavior, but with different scientific goals and foci. EDM scholars typically
33 share a positivist world view combined with a quantitative research approach, as shown in our
34 literature review, while practice researchers tend to adopt the principles of interpretative and
35 qualitative research traditions. Studying a practice requires close contact with practitioners, and
36 tracking the emergence of activities over time (Geiger and Kelly 2014; den Nieuwenboer, Cunha,
37 and Treviño 2017). In the practice-based view, the social world may be conceived as external to
38 salespersons or as socially constructed, but either way it is considered constituted from social
39 practices (Feldman and Orlikowski 2011). Ultimately, the knowledge interests of the two research
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 perspectives are fundamentally different. EDM seeks the means to manage and control the
4 individual salesperson, which serves the needs of a selling organization, while the practice-based
5 view looks to change unethical behavior collectively, engaging different actors from the social
6 context in this endeavor.
7
8
9
10

11
12 To summarize, the practice-based view offers a valuable option to study unethical behavior
13 and its emergence in the social context of sales. In so doing, it complements the existing knowledge
14 of sales ethics that has been dominated by the EDM view. In the practice-based view, unethical
15 sales behavior is regarded as socially formed, maintained, and changed in interaction with relevant
16 others (Feldman & Orlikowski 2011; Nicolini and Monteiro 2017). A salesperson is connected to
17 other actors through a web of interdependent social relationships (Seevers, Skinner, and Kelley
18 2007), be it members of the sales community or profession (Bush et al. 2017; McClaren, Adam
19 and Vocino 2010), or customers and competitors with potentially conflicting ethical interests
20 (Robertson and Ross Jr 1995). By socializing with these actors and experiencing their unethical
21 activities, salespersons develop their own patterns of behavior and participate in the social
22 production of unethical practice. The practice-based view thus allows the study of unethical
23 behavior within its given social constituencies, also beyond organizational boundaries.
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40

41 **Type of new knowledge produced in practice-based sales ethics research**

42
43 The practice-based view invites sales ethics scholars to ask entirely new type of questions and
44 thereby to extend current understanding of unethical behavior. Orlikowski (2010) separates out
45 three viewpoints from which to study practices – empirical, theoretical, and philosophical (see also
46 Feldman and Orlikowski 2011). While all three foci should be present in any practice-based study,
47 researchers may emphasize one over the other(s) depending on the research objective. These
48 viewpoints can be used in describing what kind of questions the practice-based view aims to
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 answer and consequently what kind of new knowledge it is able to produce for sales ethics research
4
5 (see Table 4).
6

7
8 **Table 4: Type of new knowledge produced in practice-based sales ethics research**
9

10 [Table 4 near here](#)

11
12 The *empirical viewpoint* is a way to examine how individuals act. It acknowledges the
13 centrality of human agency and recognizes the importance of routinized activities in an
14 organization's operations (Orlikowski 2010). In the sales context, we should simply ask: What are
15 the activities of the key actors, e.g. sales staff, sales managers, competitors or customers, when
16 they behave unethically? With good knowledge of their unethical activities, we can better
17 understand established practices and subsequently influence unethical behavior. For example, if a
18 sales manager knows about the unethical practices of a competitor's salesforce, the extant wisdom
19 of EDM related to rewards, disciplinary actions and training can be effectively applied to plan and
20 direct management activities towards the company's own sales staff. Over time, managers can
21 change their management practices and become more effective in dealing with other actors'
22 misconduct.
23
24
25
26
27
28
29
30
31
32
33
34
35
36

37
38 The *theoretical viewpoint* (Orlikowski 2010) is particularly useful in creating an
39 understanding of the relations between the unethical activities actors perform and the social orders
40 (or structures) of organizational and social life such as norms, institutions, or social networks.
41 Although the interest still lies in the unethical practice, the theoretical viewpoint is specifically
42 concerned with explaining that practice. For example, the theoretical viewpoint asks why
43 salespersons tend to ignore customers' negative history? The answer to this question may lie in
44 the linkages between various unethical activities of the other involved actors. Unrealistic sales
45 targets set by management may force a salesperson to meet sales quotas at any cost, and if the
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 salesperson observes that their managers or co-workers are not concerned about customers' earlier
4 behavior, the salesperson may ultimately engage in ignoring the history. Configuring all these
5 activities could reveal a pattern or a structure that produces the practice of ignoring customers'
6 negative history. Thus, the theoretical viewpoint explains how different actors participate in the
7 social production of practices, and how the practices are maintained or changed collectively (see
8 e.g. Feldman and Orlikowski 2011; Nicolini and Monteiro 2017; Reckwitz 2002).
9

10
11 Finally, the *philosophical viewpoint* for studying practices highlights the constitutive role
12 of practices in producing social reality (Feldman and Orlikowski 2011; Nicolini and Monteiro
13 2017). This places emphasis on the enactment and the performative notion of reality. Schatzki
14 (2001, 3) presents this distinct philosophical focus by arguing that 'The social is a field of
15 embodied, materially interwoven practices centrally organized around shared practical
16 understandings'. Practices constitute social orders that provide important frameworks for sales
17 work. These frameworks are, however, not imperative but can be collectively changed by
18 salespersons and other actors in the sales environment, since practices are enacted through
19 individuals (Geiger and Kelley 2014, 224). This makes the salesperson a creative and influential
20 member of a community, instead of a lonely decision-maker, and derives the new type of research
21 questions to be posed. For instance, how may salespersons together with other relevant actors try
22 to change unethical practices?
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44

45 **Suggestions for future practice-based sales ethics research**

46
47 To further illustrate how the practice-based view can contribute to sales ethics research, we will
48 show how it can be applied together with marketing and organization theories in some selected
49 sales contexts. The objective of the practice-based view is not to provide a theory, but a set of
50 ontological and methodological commitments through which to represent and grasp the social
51
52
53
54
55
56
57

1
2
3 world (Nicolini and Monteiro 2017). In applying the practice-based view, different theories can
4 therefore be used to further specify the angle from which to examine the practices. Depending on
5 the study objectives, researchers can use any theory that satisfies the commitments of the practice-
6 based view.
7
8
9
10
11

12 **The practice-based view can be applied to study any type of unethical behavior identified**
13 **in our review (see table 2) in order to produce new type of knowledge for sales ethics (see Table**
14 **4).** However, we are proposing it as a particularly powerful approach to study unethical behavior
15 in dynamic and complex sales settings, where various business and non-business actors affect
16 salesperson behavior and performance. Given that unethical practices are socially and contextually
17 situated, we consider the practice-based view ideal for the study of ethical behavior in three sales
18 contexts: social communities, relational business environments, and global markets. These
19 contexts have recently become important in salespersons' work and imposed change on sales
20 practices.
21
22
23
24
25
26
27
28
29
30
31
32

33 We use these three contexts as examples of domains where the practice-based view could
34 be especially valuable in creating new knowledge on unethical behavior. Ethical issues easily arise
35 at the interface with social communities, such as professional bodies, trade associations or social
36 media groups, which are governed by their own interests and norms (Bush et al. 2017; Valentine
37 and Bateman 2011). In relational business environments, the logic of relationships, reciprocal
38 norms (Tangoping, Li, and Hung 2016), and adaptations to technological and institutional change
39 (Hartmann, Wieland, and Vargo 2018), create systemic dependencies that stimulate unethical
40 activities such as the formation of cartels (see e.g. Pressey and Vanharanta 2016). Operations in
41 global markets, in turn, force organizations and their salesforce to confront different cultures and
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 cope with institutional surroundings with potentially conflicting ethical values (Panagopoulos et
4 al. 2011).

5
6
7
8 To study unethical practices in these contexts, three theories are particularly useful: social
9 network theory, business network theory, and institution theory. These theories are new or scarcely
10 used in the sales ethics domain, and therefore offer new viewpoints in the social context of sales.
11
12 Table 5 summarizes our suggestions for potential research questions, along with suitable theories
13 to advance knowledge in the selected sales contexts.
14
15
16
17
18

19 **Table 5: Suggestions for future practice-based research in three sales contexts**

20
21 **Table 5 near here**
22
23

24 Social communities that connect individuals across organizational boundaries (Bush et al.
25 2017; Seevers, Skinner and Kelley 2007), and emerge for instance through social media (Lindsey-
26 Mullikin and Borin 2017; Marshall et al. 2012), emphasize the role of social networks in the
27 production of unethical practices. We thus suggest social network theory as a valuable analytical
28 tool in this context.
29
30
31
32
33
34

35 Social network theory has been applied in intra-organizational studies to explain sales
36 managers' and salespersons' performance (Flaherty et al. 2013; Bolander et al. 2015), but only
37 Seevers, Skinner and Kelley (2007) have drawn attention to its value for sales ethics. The theory
38 presumes that ongoing personal relationships provide constraints but also opportunities for
39 unethical behavior. Strong personal relationships and equivalent positions in the social network
40 are assumed to impose social influence on an individual and contribute to similar attitudes among
41 actors (Brass, Butterfield, and Skaggs 1998). Through this influence, social relationships can foster
42 both good and bad behavior from an organization's point of view (Melé 2009). The social network
43 theory in its various manifestations (see e.g. Borgatti and Halgin 2011), offers both the conceptual
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 and methodological means to measure the type and structure of social relationships, and their
4 effects on unethical sales behavior (Seevers, Skinner, and Kelley 2007). In the context of social
5 communities, the key question is: how do various social networks function as conduits for
6 information, resources and power to influence the formation of unethical sales practices?
7
8
9
10
11

12 The demand for value-creating solutions and services has fostered the development of
13 strong customer and supplier relationships in sales (Sheth and Sharma 2008; Terho et al. 2017),
14 and the emergence of relational business environments, or service ecosystems (Hartmann,
15 Wieland, and Vargo 2018). Business network theory offers a useful approach for the study of
16 unethical practices in this setting with its focus on the interactions across organizational boundaries
17 and relationships with customers, suppliers, business partners as well as non-business actors. It
18 provides a conceptual language to describe how actors, their activities and resources are connected
19 (Håkansson and Johanson 1992; Håkansson and Snehota 2017) to form, reinforce, and change
20 unethical sales practices, and also how interconnected business relationships may act as generators
21 or transmitters of change, forming channels for unethical practices to ‘emerge’ and ‘travel’
22 (Halinen, Salmi, and Havila 1999). The recent scandals connected to Facebook and Cambridge
23 Analytica provide a good example. The companies used customer data unethically to influence the
24 Brexit vote and US 2016 presidential elections, and this alerted the general public and legislators
25 around the world to question companies’ collaboration and practices in selling customer data
26 without the customers’ permission.
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46

47 The business network theory makes a good match with the practice-based view, conceiving
48 practices as socially situated (La Rocca, Hoholm, and Mørk 2017), but even more importantly
49 extending the perspective of sales ethics to the relational context, stressing the consequences of
50 unethical practices to connected actors (Halinen and Jokela 2016; Lindfelt and Törnroos 2006).
51
52
53
54
55
56
57
58
59
60

1
2
3 With the support of this theory, researchers should examine how both business and non-business
4 actors through their relationships affect the emergence and spread of unethical sales practices, and
5 how the practices reproduced in business interaction create harmful consequences for other actors
6 in the market (see Table 5).
7
8
9
10
11

12 Selling into global markets brings various institutional contradictions to the fore
13 (Tengilimoglu, Kisa, and Ekiyor 2004). We therefore offer institution theory as a third strong
14 candidate for the study of unethical sales practices, especially if the focus is on broader
15 environmental contexts, such as industries, nations, or cultures. For example, bribery is often
16 considered a socially acceptable and institutionalized practice in developing nations (Zaheer
17 1995). Such practices typically violate the social norms of international sales organizations and
18 their global stakeholders, which makes them consider bribes a deviant behavior. In situations
19 where social norms vary considerably across social groups, places and times (Tittle
20 and Paternoster 2000), the fight against institutionalized practices becomes an issue.
21
22
23
24
25
26
27
28
29
30
31
32

33 Institution theory follows the basic assumptions and ideas of practice theory (Barley and
34 Tolbert 1997). While the earlier work in institution theory mainly portrays human agency as
35 shaped by formal macro level institutional forces, such as regulatory authorities, trade unions, and
36 environmental agencies, recent work conceives practices as a constitutive component of such
37 institutions; for instance, maintenance and change in institutions depend on individuals' actions,
38 relations, and interpretations (see, e.g., Kellogg 2009; Misangyi, Weaver, and Elms 2008). These
39 studies comply with the ontological assumption of the practice-based view, that institutions do not
40 form or change practices, but micro level practices form and change institutions (see Schilke
41 Forthcoming). Sales scholars should explore how such practices become institutionalized in the
42 market and how they can be deinstitutionalized. To change the course of negative development,
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 the critical questions are: How can institutionalized unethical sales practices be disrupted, and what
4 socio-political role can sales organizations play in fighting them? We argue that by extending the
5 focus to the constitutive role of practices, sales scholars would create a new and in practical terms
6 highly relevant avenue for future sales ethics research.
7
8
9
10
11
12
13
14

15 **Discussion**

16 **Theoretical implications**

17
18 This article has proposed a practice-based view for the study of unethical behavior in sales.
19
20 Offering an overview of the existing knowledge, introducing the practice-based view, and
21 suggesting avenues for future practice-based research on sales ethics, we have provided an
22 important alternative and complement to the prevailing ethical decision-making paradigm. The
23 study breaks new ground by suggesting that unethical sales behavior should be studied as a practice
24 situated in the social context of sales, and conceived as emerging through everyday activities and
25 interaction with other actors in the sales environment. Supported by Geiger and Kelly (2014) to
26 view sales as a practice, and den Nieuwenboer, Cunha, and Treviño (2017) to view unethical
27 practices as outcomes of social production, we propose a practice turn to sales ethics research. We
28 also suggest several suitable theories for use in combination with the practice-based view in future
29 sales ethics research. In this way, the study answers the recent calls from scholars to strengthen
30 the theoretical foundation of sales ethics research and to extend its perspective to the broader social
31 context of sales (Bush et al. 2017; Ferrell, Johnston, and Ferrell 2007; McClaren 2013; 2015;
32 McClaren, Adam and Vocino 2010).
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50

51
52 The literature review offered an important basis for the proposed practice-based view in
53 portraying a wide range of unethical sales behaviors that sales research has identified as relevant,
54
55
56
57
58
59
60

1
2
3 yet not studied using the practice theoretical lens. Our study showed that salespersons' unethical
4 behavior is the center of attention in this research field, and unethical behavior is typically
5 examined from one actor's perspective at a time. Studies could be categorized into those that
6 concerned salesperson-driven unethical behavior towards other actors (the majority of studies),
7 and those that concerned other actors' unethical behavior towards the salespersons. Our findings
8 related to the theories employed in research revealed a heavy reliance on the EDM perspective,
9 despite recent studies having introduced various relational, social, economic and other theories to
10 explain unethical behavior. The review concluded that the perspective on the social context of
11 sales is still limited, and questions pertaining to the social dynamics and interaction with other
12 actors have not been addressed.

13
14
15
16
17
18
19
20
21
22
23
24
25
26 To fill this gap, the study makes several suggestions for future sales ethics research. It
27 proposes a practice-based view and invites sales ethics scholars to ask entirely new type of
28 questions that links unethical behavior to the broader social context of sales. The practice-based
29 view shifts the focus from studying how individuals make decisions in sales to how individuals
30 act, and how their activities are linked to those of other actors in the sales environment. Current
31 research grounded in the EDM view targets controlling the behavior of individual salesperson.
32
33 With this emphasis, it has not been possible to address the emergence and occurrence of unethical
34 behavior in the broader social context, in complex and dynamic sales settings, which have recently
35 become more important in business. The practice-based view, for its part, underlines the social and
36 systemic nature of unethical behavior. It enables the study of sales ethics in socially challenging
37 settings, for instance in networks, institutionalized environments and ecosystems (cf. Hartmann,
38 Wieland, and Vargo 2018), while still keeping the focus on the micro level of sales activities. As
39 an alternative paradigm, it offers opportunities to study unethical sales behavior as an evolving
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 phenomenon that is produced in interaction with other actors, yet under the influence of established
4
5 social orders.
6

7
8 The beauty of the practice-based view is that it complements the prevailing EDM view by
9
10 placing an emphasis on unethical activities. The practice-based view invites sales ethics
11
12 researchers to turn the study of sales management into that of sales management practices, and
13
14 even the study of EDM into the study of EDM practices (Nicolini and Monteiro 2017). The EDM
15
16 perspective provides a valid view on the management of unethical behavior in sales organizations.
17
18 We however argue that combining research knowledge from the EDM and practice-based studies
19
20 would enable scholars to suggest potentially new and even more effective means to manage
21
22 unethical behavior, and more importantly, to influence it even beyond organizational boundaries.
23
24 Sales research in general is practice-oriented. The practice-based view offers a valuable theoretical
25
26 lens to deepen scholarly knowledge of unethical sales behavior, as it is produced as well as
27
28 managed in business practice.
29
30
31
32

33 34 **Methodological implications**

35
36 Representing a paradigm shift, practice-based view also highlights the need for methodological
37
38 change. Our review of over 30 years of scientific knowledge indicates that sales ethics research is
39
40 heavily inclined towards the use of quantitative methods, and surveys and experiments based on
41
42 hypothetical scenarios predefined by the researchers. Given that unethical practices are socially
43
44 situated, they should be explored within the social context where they are enacted, with qualitative
45
46 research designs in real-life settings. For instance, ethnographic studies including participant
47
48 observation, semi-structured interviews, and archival data, would be most useful in tracking the
49
50 formation of unethical practices in their natural context (Geiger and Kelly 2014; den Nieuwenboer,
51
52 Cunha, and Treviño 2017). Other suitable methodologies would include action research, where the
53
54
55
56
57

1
2
3 researcher participates in sales activities, phenomenological studies that immerse the researcher in
4 the participants' everyday life, and different investigations of speech and text that have the capacity
5 to reveal the discourse around the practice. Longitudinal methods in general would be needed to
6 disclose the dynamics related to unethical practices.
7
8
9
10

11
12 New sales technologies also provide sources of data that may enable the study of practices
13 in complex social settings. For example, customer complaints can be tracked through online social
14 media reviews and blogs (see, e.g., Kerrie et al. 2017; Onu and Oats 2018) to reveal unethical
15 practices. CRM systems can be used to record and analyze unethical behavior that occurs in
16 customer and supplier relationships. The review also pointed out the need to extend the studies
17 geographically, as unethical practices are culturally sensitive. While past research relies heavily
18 on samples from the United States, we suggest future studies should utilize diverse data sets from
19 different types of economy and geographical location. Unethical practices in sales are more
20 common in developing countries (Jacobs, Samli, and Jedlik 2001), where the study of such
21 practices could provide valuable insights for sales ethics. Cross-cultural studies could provide a
22 better understanding of the ethical values and social institutions that underlie unethical practices.
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37

38 **Practical implications**

39
40
41 The potential advantage of the practice-based view is its unique ways of perceiving unethical
42 behavior and the new opportunities it offers to influence and change potential misconduct. The
43 proposed practice-based view suggests sales management should consider the sales environment
44 more comprehensively to understand the formation and reinforcement of unethical practices.
45 Management should carefully monitor unethical practices, not only within the firm but also among
46 customers and competitors, and consider how other actors, such as NGOs, pressure groups or
47 professional associations affect practices. A new type of knowledge of unethical behavior, of its
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 emergence, the actors involved, and interactions that affect it, may help firms minimize negative
4 impacts and find effective organizational means, such as supervision, training, policies, and
5 punishment, to monitor and manage it. The wide range of unethical activities identified in the
6 review is valuable, for instance, in planning sales staff training. The study also highlights the need
7 to mobilize actors in the sales environment to change prevailing practices collectively, since no
8 single individual, nor organizational ethical code or other management practice, is capable of
9 forming or changing a practice alone.

20 **Limitations**

21
22 Despite its useful implications, our study has some limitations. The literature review ensured the
23 best possible coverage of business journals by sourcing via three major databases, EBSCO,
24 ProQuest and Science Direct. However, some databases do not provide access to every year's data
25 for some journals, which may explain why some studies potentially evaded our search. Moreover,
26 the search terms we employed may have missed some important studies. For example, some
27 studies related to bribery in sales could not be found through the keywords we applied. However,
28 we believe the secondary search criteria we employed lessened the impact of such deficiencies.
29 We are confident that the study covers most of the high-quality publications in the field, and
30 therefore offers a credible overview of the research foci: types of unethical sales behavior, key
31 actors, and applied theoretical perspectives.

32
33
34 It is important to note, with regard to the application of the practice-based view, that the
35 proposed research questions are only indicative and the selected social contexts serve as examples
36 of potential settings for future study. The questions are proposed to demonstrate the value of the
37 practice-based view and illustrate its application in sales ethics research, not to offer a
38 comprehensive research agenda for the future. We also wish to note that the theories used in
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 combination with the practice lens were selected to extend our current understanding of the social
4 context in sales. Obviously, any theory that concurs with the ontological and epistemological
5 assumptions of the practice-based view may be employed. We hope our study encourages sales
6 researchers to explore the various possibilities the practice-based view offers for the study of sales
7 ethics.
8
9
10
11
12
13
14
15
16
17

18 **Acknowledgments**

19 Removed to ensure blind review.
20
21
22

23 **References**

- 24
25 Andzulis, James M., Nikolaos G. Panagopoulos and Adam Rapp. 2012. "A Review of Social
26 Media and Implications for the Sales Process." *Journal of Personal Selling & Sales*
27 *Management* 32(3): 305-316.
28
29
30
31
32 Arkininstall, Derek. 1994. "Ethics in Practice- What Is 'acceptable' to the Buyers of Tomorrow?"
33 *Purchasing & Supply Management* 10: 12-16.
34
35
36
37 Barley, Stephen R., and Pamela S. Tolbert. 1997. "Institutionalization and Structuration: Studying
38 the Links between Action and Institution." *Organization Studies* 18: 93-117.
39
40
41
42 Beauchamp, Tom L., and Norman Bowie. 1979. *Ethical theory and business*. 1st ed., Englewood
43 Cliffs: Prentice Hall.
44
45
46
47 Bellizzi, Joseph A., and Robert E. Hite. 1989. "Supervising Unethical Salesforce
48 Behavior". *Journal of Marketing* 53(2): 36-47.
49
50
51 Bolander, Willy, Cinthia B. Satornino, Douglas E. Hughes, and Gerald R. Ferris. 2015. "Social
52 Networks Within Sales Organizations: Their Development and Importance for Salesperson
53 Performance." *Journal of Marketing* 79(6): 1-16.
54
55
56
57
58
59
60

- 1
2
3 Bolander, Willy, William Zahn, Terry Loe, and Melissa Clark. 2017. "Managing New
4 Salespeople's Ethical Behaviors during Repetitive Failures: When Trying to Help Actually
5 Hurts." *Journal of Business Ethics* 144(3): 519-532.
6
7
8
9
- 10 Bommer, Michael, Clarence Gratto, Jerry Gravander and Mark Tuttle. 1987. "A Behavioral Model
11 of Ethical and Unethical Decision Making." *Journal of Business Ethics* 6: 265-280.
12
13
14
- 15 Booth, Andrew, Diana Papaioannou, and Anthea Sutton. 2012. *Systematic Approaches to a*
16 *Successful Literature Review*. London: SAGE.
17
18
- 19 Borgatti, Stephen P., and Daniel S. Halgin. 2011. "On Network Theory." *Organization*
20 *Science* 22(5): 1168-1181.
21
22
23
- 24 Brass, Daniel J., Kenneth D. Butterfield and Bruce C. Skaggs. (1998). "Relationships and
25 Unethical Behavior: A Social Network Perspective." *Academy of Management Review* 23: 14-
26 31.
27
28
29
30
- 31 Brennan, Ross and Paul Baines. 2006. "Is There a Morally Right Price for Anti-retroviral Drugs
32 in the Developing World?" *Business Ethics: A European Review* 15(1): 29-43.
33
34
35
- 36 Bush, Alan. J., and Stephen. E. Grant .1994. "Analyzing the Content of Marketing Journals to
37 Assess Trends in Sales Force Research: 1980-1992." *Journal of Personal Selling and Sales*
38 *Management* 14: 57-68.
39
40
41
42
- 43 Bush, Alan. J., Victoria. D. Bush., Linda. M. Orr, and Richard. A. Rocco. 2007. "Sales technology:
44 Help or hindrance to ethical behaviors and productivity?" *Journal of Business Research*
45 60(11): 1198-1205.
46
47
48
49
- 50 Bush, Victoria, Alan. J. Bush, Jared Oakley, and John. E. Cicala. 2017. "The Sales Profession as
51 a Subculture: Implications for Ethical Decision Making." *Journal of Business Ethics* 142(3):
52 549-565.
53
54
55
56
57

- 1
2
3 Carson, Thomas. 2001. "Deception and withholding information in sales." *Business Ethics*
4 *Quarterly* 11(2): 275-306.
5
6
7
8 Carter, Craig R. 2000. "Ethical issues in international buyer-supplier relationships: a dyadic
9 examination." *Journal of Operations Management* 18(2): 191-208.
10
11
12
13 Cicala, John E., Alan J. Bush, Daniel L. Sherrell, George D. Deitz. 2014. "Does transparency
14 influence the ethical behavior of salespeople?" *Journal of Business Research* 67(9):1787-
15 1795.
16
17
18
19
20
21 Cooper, Robert N., and Mariko Nakabayashi. 2010. "Serious Ethical Turmoil in the U.S. and
22 Japanese Life Insurance Markets." *Journal of Financial Service Professionals* 64(2): 64-76.
23
24
25
26 Dabholkar, Pratibha A., and James J. Kellaris. 1992. "Toward Understanding Marketing Students'
27 Ethical Judgment of Controversial Personal Selling Practices." *Journal of Business*
28 *Research* 24(4): 313-329.
29
30
31
32
33 Daunt, Kate L., and Lloyd C. Harris. 2014. "Linking employee and customer misbehavior: The
34 moderating role of past misdemeanors." *Journal of Marketing Management* 30(3-4): 221-
35 244.
36
37
38
39
40 Deconinck, James. B. 2005. "The influence of ethical control systems and moral intensity on sales
41 managers' ethical perceptions and behavioral intentions." *Marketing Management*
42 *Journal* 15(2): 123-131.
43
44
45
46
47 den Nieuwenboer, Niki A., João Vieira da Cunha, and Linda K. Treviño. 2017. "Middle Managers
48 and Corruptive Routine Translation: The Social Production of Deceptive
49 Performance." *Organization Science* 28(5): 781-803.
50
51
52
53
54
55
56
57
58
59
60

- 1
2
3 Dixon, Andrea. L., and John F. Tanner. 2012. "Transforming Selling: Why It Is Time to Think
4
5 Differently About Sales Research." *Journal of Personal Selling & Sales Management* 32: 9-
6
7 13.
8
9
- 10 Donoho, Casey and Timothy Heinze. 2011. "The Personal Selling Ethics Scale: Revisions and
11
12 Expansions for Teaching Sales Ethics." *Journal of Marketing Education* 33(1): 107-122.
13
14
- 15 Dubinsky, Alan J., and Barbara Loken. 1989. "Analyzing ethical decision making in marketing."
16
17 *Journal of Business Research* 19: 83-107.
18
19
- 20 Dubinsky, Alan J., Marvin A. Jolson, Ronald E. Michaels, Masaaki Kotabe, and Lim Chae Un.
21
22 1992. "Ethical Perceptions of Field Sales Personnel: An Empirical Assessment." *Journal of*
23
24 *Personal Selling & Sales Management* 12(4): 9-21.
25
26
- 27 Erden, Zeynep, Andreas Schneider, and Georg von Krogh. 2014. "The multifaceted nature of
28
29 social practices: A review of the perspectives on practice-based theory building about
30
31 organizations." *European Management Journal* 32: 712-722.
32
33
- 34 Etzioni, Amitai. 1988. *The moral dimensions: Toward a new economics*, New York: Free Press.
35
- 36 Feldman, Martha S., and Wanda. J. Orlikowski. 2011. "Theorizing Practice and Practicing
37
38 Theory." *Organization Science* 22(5): 1240-1253.
39
40
- 41 Ferrell, Linda and O. C. Ferrell. 2009. "An enterprise-wide strategic stakeholder approach to sales
42
43 ethics," *Journal of Strategic Marketing* 17: 257-270.
44
- 45 Ferrell, O. C., and Larry G. Gresham. 1985. "A Contingency Framework for Understanding Ethical
46
47 Decision Making in Marketing." *Journal of Marketing* 49: 87-96.
48
49
- 50 Ferrell, O. C., Larry. G. Gresham, and John Fraedrich. 1989. "A Synthesis of Ethical Decision
51
52 Models for Marketing." *Journal of Macromarketing* 9: 55-64.
53
54
55
56
57

- 1
2
3 Ferrell, O. C., Mark W. Johnston, and Linda Ferrell. 2007. "A framework for personal selling and
4 sales management ethical decision making." *Journal of Personal Selling & Sales*
5
6 *Management* 27(4): 291-299.
7
8
9
- 10 Fine, Leslie M., David C. Shepherd, and Susan L. Josephs. 1994. "Sexual Harassment in the Sales
11 Force: The Customer is NOT Always Right." *Journal of Personal Selling & Sales*
12
13 *Management* 14(4): 15-30.
14
15
16
- 17 Fine, Leslie M., David C. Shepherd, and Susan L. Josephs. 1999. "Insights into Sexual Harassment
18 of Salespeople by Customers: The Role of Gender and Customer Power." *Journal of Personal*
19
20 *Selling & Sales Management* 19(2): 19-34.
21
22
23
- 24 Fisher, Josie. 2007. "Business marketing and the ethics of gift giving." *Industrial Marketing*
25
26 *Management* 36(1): 99-108.
27
28
29
- 30 Flaherty, Karen, Son K. Lam, Nick Lee, Jay P. Mulki and Andrea L. Dixon. 2013. "Social Network
31 Theory and the Sales Manager Role: Engineering the Right Relationship Flows." *Journal of*
32
33 *Personal Selling & Sales Management* 32(1): 29-40.
34
35
36
- 37 Forker, Laura B., and Robert L. Janson. 1990. "Ethical Practices in Purchasing." *Journal of*
38
39 *Purchasing & Materials Management* 26(4): 19-26.
40
41
42
- 43 Frankena, William K. 1973. *Ethics*, Englewood Cliffs: Prentice-Hall.
- 44 Geiger, Susi, and Séamas Kelly. 2014. "Sales-as-practice: an introduction and methodological
45
46 outline," *Journal of Personal Selling & Sales Management* 34: 223-231.
47
48
49
- 50 Guenzi, Paolo. 2002. "Sales Force Activities and Customer Trust." *Journal of Marketing*
51
52 *Management* 18: 749-778.
53
54
55
56
57
58
59
60

- 1
2
3 Håkansson, Hakan & Jan Johanson. 1992. A Model of Industrial Networks, In “*Industrial*
4 *Networks: A New View of Reality.*” edited by Björn Axelsson and Geoff Easton, 28- 34,
5
6 London: Routledge.
7
8
9
10 Håkansson, Hakan and Ivan Snehota (Eds.). 2017. “*No business is an island: Making sense of the*
11 *interactive business world.*” Bingley: Emerald Publishing.
12
13
14
15 Halinen, Aino and Päivi Jokela. 2016. "Exploring Ethics in Business Networks: Propositions for
16 Future Research." in *Extending the Business Network Approach– New Territories, New*
17 *Technologies, New Terms.* In: Peter Thilenius, Cecilia Pahlberg and Virpi Havila, eds.,
18 London: Palgrave Macmillan, 333–356.
19
20
21
22
23
24 Halinen, Aino, Asta Salmi, and Virpi Havila. 1999. "From Dyadic Change to Changing Business
25 Networks: An Analytical Framework," *Journal of Management Studies* 36: 779-794.
26
27
28
29 Hansen, John D and Robert J. Riggle. 2009. "Ethical Salesperson Behavior in Sales Relationships."
30 *Journal of Personal Selling & Sales Management* 29: 151-166.
31
32
33
34 Hansen, John D., Donald J. Lund, and Thomas E. DeCarlo. 2016. "A process model of buyer
35 responses to salesperson transgressions and recovery efforts: The impact of salesperson
36 orientation." *Journal of Personal Selling & Sales Management* 36(1): 59-73.
37
38
39
40
41 Hartmann, Nathaniel N., Heiko Wieland, and Stephen L. Vargo. 2018. "Converging on a New
42 Theoretical Foundation for Selling." *Journal of Marketing* 82(2): 1-18.
43
44
45
46 Hauser, John R., Duncan I. Simester, and Birger Wernerfelt. 1997. "Side payments in
47 marketing." *Marketing Science* 16(3): 246-266.
48
49
50
51 Hochstein, Bryan W., William J. Zahn, and Willy Bolander. 2017. “Exploring the unintended
52 negative impact of an ethical climate in competitive environments”. *Marketing Letters* 28(4):
53 621-635.
54
55
56
57
58
59
60

- 1
2
3 Hunt, Shelby. D. and Scott J. Vitell. 1992. "The general theory of marketing ethics: A retrospective
4 and revision " in *Ethics in marketing* In: N. C. Smith, J. A. Quelch, eds., Homewood: Richard.
5 D. Irwin, 775–784.
6
7
8
9
10 Hunt, Shelby. D., and Scott J. Vitell. 1986. "A General Theory of Marketing Ethics," *Journal of*
11 *Macromarketing* 6: 5-16.
12
13
14 Ingram, Thomas N., Raymond W. LaForge, and Charles H. Schwepker. 2007. "Salesperson ethical
15 decision making: the impact of sales leadership and sales management control
16 strategy." *Journal of Personal Selling & Sales Management* 27(4): 301-315.
17
18
19
20
21
22 Inks, Scot A., and Terry Loe. 2005. "The ethical perceptions of salespeople and sales managers
23 concerning the use of GPS tracking systems to monitor salesperson practice." *Marketing*
24 *Management Journal* 15(1): 108-125.
25
26
27
28
29 Inks, Scott, Ramon Avila, and Joe Chapman. 2004. "A comparison of buyers' and sellers'
30 perceptions of ethical behaviors within the buyer-seller dyad." *Marketing Management*
31 *Journal* 14(1): 117-128.
32
33
34
35
36
37 Jacobs, Laurence, Coskun Samli, and Tom Jedlik. 2001. "The Nightmare of International Product
38 Piracy." *Industrial Marketing Management* 30(6): 499-509.
39
40
41
42 Jones, Thomas M. 1991. "Ethical Decision Making by Individuals in Organizations: An Issue-
43 Contingent Model." *Academy of Management Review* 16: 366-395.
44
45
46 Kaynak, Ramazan and Tuba Sert. 2012. "The Impact of Service Supplier's Unethical Behavior to
47 Buyer's Satisfaction: An Empirical Study." *Journal of Business Ethics* 109(2): 219-226.
48
49
50
51 Kellogg, Katherine C. 2009. "Operating Room: Relational Spaces and Microinstitutional Change
52 in Surgery." *American Journal of Sociology* 115(3): 657-711.
53
54
55
56
57
58
59
60

- 1
2
3 Kennedy, Susan, Linda. K. Ferrell, and Debbie T. LeClair. 2001. "Consumers' trust of salesperson
4 and manufacturer: an empirical study." *Journal of Business Research* 51: 73-86.
5
6
7
8 Kerrie, Bridson, Jody Evans, Rohit Varman, Michael Volkov, and Sean McDonald. 2017.
9
10 "Questioning worth: Selling out in the music industry." *European Journal of Marketing* 51(9):
11
12 1650-1668.
13
14
15 Kim, Suk. 2014. "The Mini-Cup Jelly Court Cases: A Comparative Analysis from a Food Ethics
16
17 Perspective." *Journal of Agricultural & Environmental Ethics* 27(5): 735-748.
18
19
20 Kohlberg, Lawrence. 1979. *The Meaning and Measurement of Moral Development*, Worcester:
21
22 Clark University Press.
23
24 La Rocca, Antonella, Thomas Hoholm, and Bjørn Erik Mørk. 2017. "Practice theory and the study
25
26 of interaction in business relationships: Some methodological implications." *Industrial*
27
28 *Marketing Management* 60: 187-195.
29
30
31 Laczniaak, Gene R. 1993. "Marketing Ethics: Onward toward Greater Expectations." *Journal of*
32
33 *Public Policy & Marketing* 12: 91-96.
34
35
36 Laczniaak, Gene R., and Patrick. E. Murphy. 2006. "Normative Perspectives for Ethical and
37
38 Socially Responsible Marketing." *Journal of Macromarketing* 26: 154-177.
39
40
41 Lagace, Rosemary R., Robert Dahlstrom, and Jule B. Gassenheimer. 1991. "The Relevance of
42
43 Ethical Salesperson Behavior on Relationship Quality: The Pharmaceutical Industry." *Journal*
44
45 *of Personal Selling & Sales Management* 11(4): 39-47.
46
47
48 Lee, Nick, Amanda Beatson, Tony Garrett, Ian Lings, and Xi Zhang. 2009. "A Study of the
49
50 Attitudes Towards Unethical Selling Amongst Chinese Salespeople." *Journal of Business*
51
52 *Ethics* 88: 497-515.
53
54
55
56
57
58
59
60

- 1
2
3 Lindfelt, Lise-Lotte, and Jan-Åke Törnroos. 2006. "Ethics and value creation in business research:
4 comparing two approaches." *European Journal of Marketing* 40: 328-351.
5
6
7
8 Lindsey-Mullikin, Joan and Norm Borin. 2017. "Why strategy is key for successful social media
9 sales." *Business Horizons* 60(4): 473-482.
10
11
12 MacIntyre, Alasdair. 1984. *After virtue: A study in moral theory*, 2nd ed., Notre Dame: University
13 of Notre Dame Press.
14
15
16
17 Mantel, Susan P. 2005. "Choice or perception: How affect influences ethical choices among
18 salespeople." *Journal of Personal Selling & Sales Management* 25(1): 43-55.
19
20
21
22 Marchetti, M. 1997. Whatever it takes. *Sales & Marketing Management* 19(3): 28-38.
23
24
25 Marshall, Greg W., William C. Moncrief, John M. Rudd and Nick Lee. 2012. "Revolution in Sales:
26 The Impact of Social Media and Related Technology on the Selling Environment." *Journal of*
27 *Personal Selling & Sales Management* 32(3): 349-363.
28
29
30
31 McClaren, Nicholas, Stewart Adam, and Andrea Vocino. 2010. "Investigating Socialization,
32 Work-Related Norms, and the Ethical Perceptions of Marketing Practitioners." *Journal of*
33 *Business Ethics* 96: 95-115.
34
35
36
37
38
39 McClaren, Nicholas. 2000. "Ethics in Personal Selling and Sales Management: A Review of the
40 Literature Focusing on Empirical Findings and Conceptual Foundations." *Journal of Business*
41 *Ethics* 27(3): 285-303.
42
43
44
45
46 McClaren, Nicholas. 2013. "The Personal Selling and Sales Management Ethics Research:
47 Managerial Implications and Research Directions from a Comprehensive Review of the
48 Empirical Literature." *Journal of Business Ethics* 112(1): 101-125.
49
50
51
52
53 McClaren, Nicholas. 2015. "The Methodology in Empirical Sales Ethics Research: 1980-
54 2010." *Journal of Business Ethics* 127(1): 121-147.
55
56
57

- 1
2
3 Melé, Domènec. 2009. "The Practice of Networking: An Ethical Approach." *Journal of Business*
4
5 *Ethics* 90: 487-503.
6
7
8 Millington, Andrew, Markus Eberhardt, and Barry Wilkinson. 2005. "Gift Giving, Guanxi and
9
10 Illicit Payments in Buyer-Supplier Relations in China: Analyzing the Experience of UK
11
12 Companies." *Journal of Business Ethics* 57(3): 255-268.
13
14
15 Misangyi, Vilmos. F., Gary. R. Weaver, and Heather Elms. 2008. "Ending Corruption: The
16
17 Interplay among Institutional Logics, Resources, and Institutional Entrepreneurs." *Academy*
18
19 *of Management Review* 33: 750-770.
20
21
22 Mullen, Eileen W., Suzanne N. Cory, and Guillermo Martinez. 2016. "Ethical issues and selling:
23
24 Perceptions of men and women." *International Journal of Sales, Retailing & Marketing* 5(2):
25
26 74-87.
27
28
29 Nicolini, Davide and Pedro Monteiro. 2017. "The Practice Approach: For a Praxeology of
30
31 Organisational and Management Studies." in *The SAGE Handbook of Process Organization*
32
33 *Studies*: A. Langley, H. Tsoukas, eds., London: SAGE, 110-126.
34
35
36 Nill, Alexander and John A. Schibrowsky. 2007. "Research on Marketing Ethics: A Systematic
37
38 Review of the Literature," *Journal of Macromarketing* 27: 256-273.
39
40
41 Onu, Diana, and Lynne Oats. 2018. "Tax talk: An exploration of online discussions among
42
43 taxpayers." *Journal of Business Ethics* 149(4): 931-944.
44
45
46 Orlikowski, Wanda. J. 2010. "Practice in research: Phenomenon, perspective and philosophy," in
47
48 *The Cambridge Handbook on Strategy as Practice*. In: D. Golsorkhi, L. Rouleau, D. Seidl and
49
50 E. Vaara, eds. (23–33). Cambridge: Cambridge University Press.
51
52
53
54
55
56
57
58
59
60

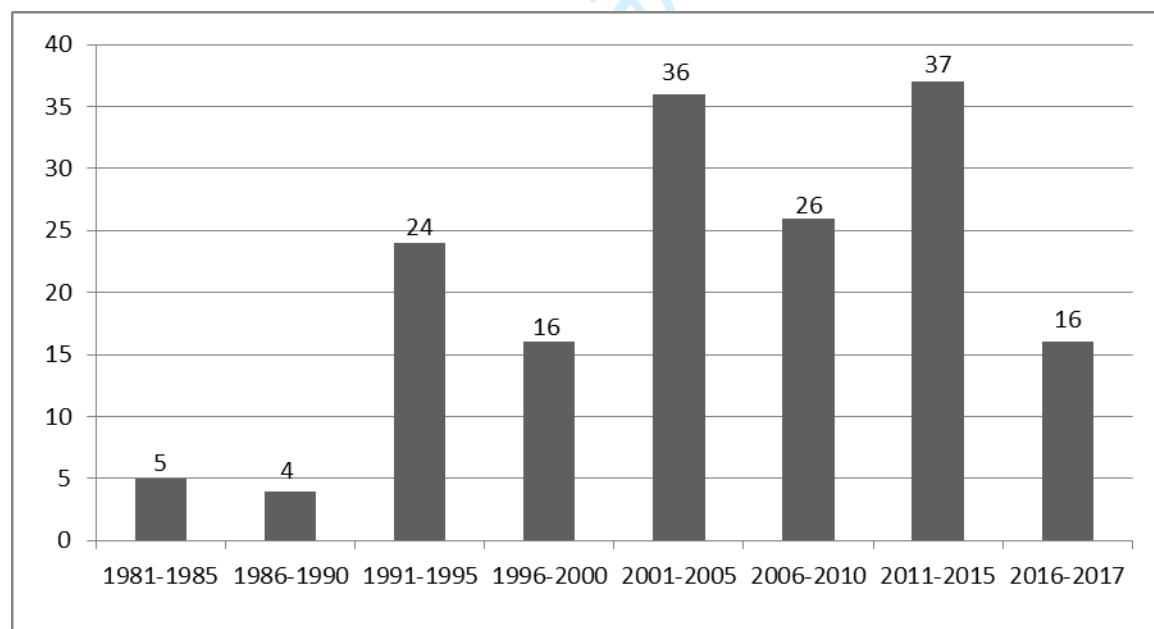
- 1
2
3 Ou, Wei-Ming, Chia-Mei Shih, Chin-Yuan Chen and Chih-Wei Tseng. 2012. "Effects of ethical
4 sales behaviour, expertise, corporate reputation, and performance on relationship quality and
5 loyalty." *Service Industries Journal* 32: 773-787.
6
7
8
9
10 Panagopoulos, Nikolaos G., Nick Lee, Ellen Bolman Pullins, George J. Avlonitis, Pascal Brassier,
11 Paolo Guenzi, Anna Humenberger, Piotr Kwiatek, Terry W. Loe, Elina Oksanen-Ylikoski,
12 Robert M. Peterson, Beth Rogers and Dan C. Weilbaker. 2011. "Internationalizing Sales
13 Research: Current Status, Opportunities, and Challenges." *Journal of Personal Selling &*
14 *Sales Management* 31(3): 219-242.
15
16
17
18
19
20
21
22 Pettijohn, Charles E., Nancy K. Keith, and Melissa S. Burnett. 2011. "Managerial and Peer
23 Influence on Ethical Behavioral Intentions in a Personal Selling Context." *Journal of*
24 *Promotion Management* 17(2): 133-147.
25
26
27
28
29 Plouffe, Christopher R., Willy Bolander, Joseph A. Cote, and Bryan Hochstein. 2016. "Does the
30 Customer Matter Most? Exploring Strategic Frontline Employees' Influence of Customers,
31 the Internal Business Team, and External Business Partners." *Journal of Marketing* 80(1):
32 106-123.
33
34
35
36
37
38 Pressey, Andrew D., and Markus Vanharanta. 2016. "Dark network tensions and illicit
39 forbearance: Exploring paradox and instability in illegal cartels." *Industrial Marketing*
40 *Management* 55: 35-49.
41
42
43
44
45 Reckwitz, Andreas. 2002. "Toward a Theory of Social Practices: A Development in Culturalist
46 Theorizing." *European Journal of Social Theory* 5(2): 243-263.
47
48
49
50 Reidenbach, Eric R., Donald P. Robin, and Lyndon Dawson. 1991. "An application and extension
51 of a multidimensional ethics scale to selected marketing practices and marketing groups".
52 *Journal of the Academy of Marketing Science* 19(2): 83-92.
53
54
55
56
57
58
59
60

- 1
2
3 Rest, James. R. 1986. *Moral development: advances in research and theory*, New York: Praegar
4 Publishers.
5
6
7
8 Robertson, Diana C., and Erin Anderson. 1993. "Control system and task environment effects on
9 ethical judgment: An exploratory study of industrial salespeople." *Organization Science* 4(4):
10 617-644.
11
12
13
14
15 Robertson, Diana. C. and William. T. Ross Jr. 1995. "Decision-Making Processes on Ethical
16 Issues: The Impact of a Social Contract Perspective." *Business Ethics Quarterly* 5: 213-240.
17
18
19
20 Román, Sergio, and José L. Munuera. 2005. "Determinants and consequences of ethical behavior:
21 An empirical study of salespeople." *European Journal of Marketing* 39(5/6): 473-495.
22
23
24
25 Román, Sergio, and Salvador Ruiz. 2005. "Relationship outcomes of perceived ethical sales
26 behavior: the customer's perspective." *Journal of Business Research* 58(4): 439-445.
27
28
29
30 Román, Sergio. 2003. "The Impact of Ethical Sales Behavior on Customer Satisfaction, Trust and
31 Loyalty to the Company: An Empirical Study in the Financial Services Industry." *Journal of*
32 *Marketing Management* 19(9-10): 915-939.
33
34
35
36
37 Schatzki, Theodore. 2001. "Introduction: Practice theory." in *The Practice Turn in Contemporary*
38 *Theory*. T. R. Schatzki, K. K. Cetina and E. von Savigny, eds., London: Routledge, 1-14.
39
40
41 Schatzki, Theodore. 2002. *The Site of the Social: A Philosophical Account of the Constitution of*
42 *Social Life and Change*, Pennsylvania: Pennsylvania State University Press.
43
44
45
46 Schatzki, Theodore. 2005. "The sites of organisations." *Organization Studies* 26(3): 465-484.
47
48
49 Schilke, Oliver. Forthcoming. "A micro-institutional inquiry into resistance to environmental
50 pressures." *Academy of Management Journal*. <https://doi.org/10.5465/amj.2016.0762>
51
52
53
54
55
56
57
58
59
60

- 1
2
3 Schmitz, Christian, and Shankar Ganesan. 2014. "Managing Customer and Organizational
4 Complexity in Sales Organizations". *Journal of Marketing*: 78(6): 59-77.
5
6
7
8 Schwepker Jr., Charles H. 2013. "Improving Sales Performance Through Commitment to Superior
9 Customer Value: The Role of Psychological Ethical Climate." *Journal of Personal Selling &
10 Sales Management* 33(4): 389-402.
11
12
13 Schwepker Jr., Charles H., and David J. Good. 2004. "Marketing control and sales force customer
14 orientation." *Journal of Personal Selling & Sales Management* 24(3): 167-179.
15
16
17 Schwepker Jr., Charles H., and David J. Good. 2007. "Exploring sales manager quota failure from
18 an ethical perspective." *Marketing Management Journal* 17(2): 156-168.
19
20
21 Seevers, Matthew T., Steven J. Skinner, and Scott W. Kelley. 2007. "A social network perspective
22 on sales force ethics." *Journal of Personal Selling & Sales Management* 27(4): 341-353.
23
24
25 Sheth, Jagdish N., and Arun Sharma. 2008. "The impact of the product to service shift in industrial
26 markets and the evolution of the sales organization." *Industrial Marketing Management* 37(3):
27 260-269.
28
29
30 Sridhar, Guda and Teidorlang Lyngdoh. 2017. "Flow and information sharing as predictors of
31 ethical selling behavior." *Journal of Business Ethics*: [https://doi.org/10.1007/s10551-017-
32 3743-8](https://doi.org/10.1007/s10551-017-3743-8)
33
34
35 Sulsky, Lorne, Joel Marcus, and Heather MacDonald. 2016. "Examining Ethicality Judgements of
36 Theft Behavior: The Role of Moral Relativism." *Journal of Business & Psychology* 31(3):
37 383-398
38
39
40 Swift, Cathy O., and Russell L. Kent. 1994. "Sexual Harassment: Ramifications for Sales
41 Managers." *Journal of Personal Selling & Sales Management* 14(1): 77-87.
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

- 1
2
3 Tangpong, Chanchai, Jin Li, and Kuo-Ting Hung. 2016. "Dark Side of Reciprocity Norm: Ethical
4 Compromise in Business Exchanges." *Industrial Marketing Management* 55: 83-96.
5
6
7
- 8 Tari, Juan. 2011. "Research into Quality Management and Social Responsibility." *Journal of*
9
10 *Business Ethics* 102(4): 623-638.
11
12
- 13 Tengilimoglu, Dilaver, Adnan Kisa, and Aykut Ekiyor. 2004. "The Pharmaceutical Sales Rep!
14 Physician Relationship in Turkey: Ethical Issues in an International Context." *Health*
15 *Marketing Quarterly* 22(1): 21-39.
16
17
18
- 19 Terho, Harri, Andreas Eggert, Wolfgang Ulaga, Alexander Haas and Eva Böhm. 2017. "Selling
20 Value in Business Markets: Individual and Organizational Factors for Turning the Idea into
21 Action." *Industrial Marketing Management* 66: 42-55.
22
23
24
- 25 Tittle, Charles R., and Raymond Paternoster. 2000. *Social Deviance and Crime*. Los
26 Angeles: Roxbury Publishing.
27
28
29
- 30 Trawick, Fredrick I., John E. Swan, and David R. Rink. 1988. "Back-door selling: Violation of
31 cultural versus professional ethics by salespeople and purchaser choice of the supplier.
32 " *Journal of Business Research* 17(3): 299-309.
33
34
35
- 36 Trevino, Linda K. 1986. "Ethical Decision Making in Organizations: A Person-Situation
37 Interactionist Model." *Academy of Management Review* 11: 601-617.
38
39
40
- 41 Vaaland, Terje I., Morten Heide, and Kjell Grønhaug. 2008. "Corporate social responsibility:
42 investigating theory and research in the marketing context." *European Journal of*
43 *Marketing* 42(9/10): 927-953.
44
45
46
- 47 Valentine, Sean R. and Connie R. Bateman. 2011. "The Impact of Ethical Ideologies, Moral
48 Intensity, and Social Context on Sales-Based Ethical Reasoning." *Journal of Business*
49 *Ethics* 102 (1): 155-168.
50
51
52
53
54
55
56
57

- 1
2
3 Valentine, Sean R., Sheila K. Hanson, and Gary M. Fleischman. 2017. "The spiraling and spillover
4 of misconduct: Perceived workplace bullying, subclinical psychopathy, and businesspersons'
5 recognition of an ethical issue." *Employee Responsibilities and Rights Journal* 29(4): 221-
6 244.
7
8
9
10
11
12 Valentine, Sean, and Tim Barnett. 2002. "Ethics Codes and Sales Professionals' Perceptions of
13 Their Organizations' Ethical Values." *Journal of Business Ethics* 40(3): 191-200.
14
15
16
17
18 Weeks, William A., Terry W. Loe, Lawrence B. Chonko, Carlos Ruy Martinez, and Kirk
19 Wakefield. 2006. "Cognitive moral development and the impact of perceived organizational
20 ethical climate on the search for sales force excellence: A cross-cultural study." *Journal of*
21 *Personal Selling & Sales Management* 26(2): 205-217.
22
23
24
25
26
27 Williams, Brian. C. and Christopher R. Plouffe. 2007. "Assessing the evolution of sales
28 knowledge: A 20-year content analysis," *Industrial Marketing Management* 36: 408-419.
29
30
31
32 Wotruba, Thomas R. 1990. "A Comprehensive Framework for the Analysis of Ethical Behavior,
33 with a Focus on Sales Organizations." *Journal of Personal Selling & Sales*
34 *Management* 10(2): 29-42.
35
36
37
38
39 Wray, Barry, Adrian Palmer, and David Bejou. 1994. "Using neural network analysis to evaluate
40 buyer-seller relationships." *European Journal of Marketing* 28(10): 32-48.
41
42
43
44 Zaheer, Srilata. 1995. "Overcoming the liability of foreignness." *Academy of Management*
45 *Journal* 38(2): 341-363.
46
47
48
49 Zhuang, Guijun, Neil C. Herndon, and Alex S. L. Tsang. 2012. "The Impact of Buyers on
50 Salespersons' Ethical Judgment and Behavioral Intention to Practice Gray
51 Marketing." *Journal of Global Marketing* 25(1): 57-78.
52
53
54
55
56
57
58
59
60



51 **Figure 1. Number of published articles over time**

52
53
54
55
56
57
58
59
60

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

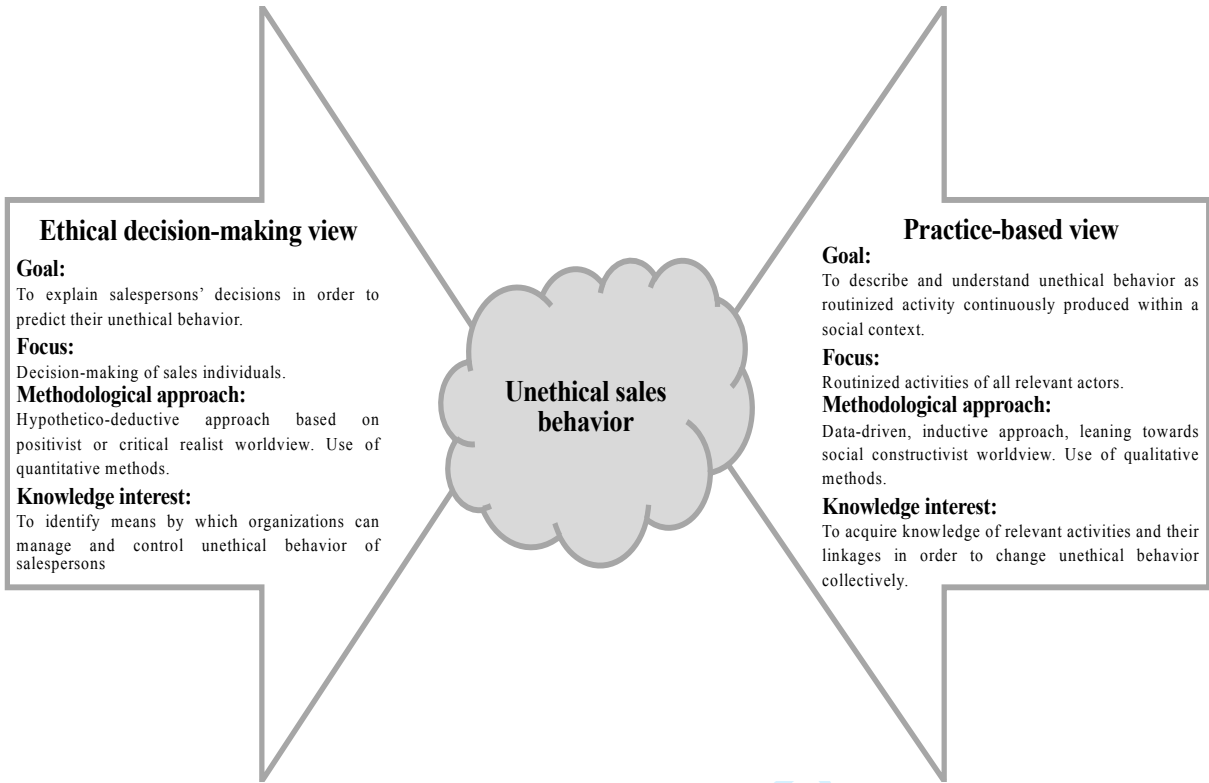


Figure 2: Comparison of the ethical decision-making and practice-based views

Table 1. Journals and articles published on the topic

No	Journal name	Count	Percentage
	Category 1: Key publishers		
1	Journal of Personal Selling & Sales Management	42	
2	Journal of Business Ethics	35	
	Total and percentage share	77	47 %
	Category 2: Frequent publishers		
3	Journal of Business Research	13	
4	Marketing Management Journal	8	
5	Journal of Marketing Management	7	
6	Journal of Marketing Education	4	
7	Industrial Marketing Management	4	
	Total and percentage share	36	22 %
	Category 3: Occasional publishers		
8	European Journal of Marketing	3	
9	Business Ethics Quarterly	2	
10	Journal of Business & Industrial Marketing	2	
11	Journal of the Academy of Marketing Science	2	
12	Service Industries Journal	2	
13	Compensation and Benefits Review	2	
14	Journal of Services Marketing	2	
15	Organization Science	2	
16	American Business Review	2	
17	Health Marketing Quarterly	1	
18	International Marketing Review	1	
19	Journal of Operations Management	1	
20	Journal of Euro Marketing	1	
21	Journal of Global Marketing	1	
22	Journal of Leadership, Accountability & Ethics	1	
23	Journal of Marketing	1	
24	Journal of Business -to-Business Marketing	1	
25	Journal of Marketing Research	1	
26	Journal of Promotion Management	1	
27	Journal of Purchasing and Materials Management	1	
28	Journal of Retailing	1	
29	Purchasing and Supply Management	1	
30	Sales & Marketing Management	1	
31	Journal of Financial Service Professionals	1	
32	Business & Society Review	1	
33	Electronic Commerce Research & Applications	1	
34	Marketing Science	1	
35	Journal of Consumer Affairs	1	
36	Journal of International Business Studies	1	
37	International Journal of Bank Marketing	1	
38	Journal of Purchasing and Supply Management	1	
39	Employee Responsibilities & Rights Journal	1	
40	International Journal of Social Economics	1	
41	Journal of Business & Psychology	1	
42	International Journal of Management Cases	1	
43	International Journal of Sales, Retailing & Marketing	1	
44	Journal of Sustainable Tourism	1	
45	Business Ethics: A European Review	1	
46	Marketing Letters	1	
47	Journal For Advancement of Marketing Education	1	
48	Financial Services Review	1	
	Total and percentage share	51	31 %
	Grand Total	164	100 %

Table 2. Overview of unethical behavior of key actors in sales

Salesperson-driven unethical behaviors towards other actors	No. of studies	Other-actor driven unethical behaviors towards salesperson	No. of studies
Towards their firm or management		Management-driven towards salesperson	
Code and policy violations	36	Poor incentive procedures and their use	23
Misusing company resources	28	Disciplinary action or punishment	15
Misusing firm's confidential information	19	Lack of leadership support	14
Misusing company time	12	Poor design & use of code of ethics	11
Offering unauthorized discount	8	Discrimination (e.g. quota, territory, sex)	9
Ignoring negative history of customer	5	Unnecessary selling pressure	6
Performing dummy sales	5	Lack of training in ethics	6
Unethically joining competitor	3	Bullying	2
Quitting job at short notice	2		
Towards co-workers		Co-worker-driven towards salesperson	
Taking credit for others' work	16	Taking credit for others' work	16
Shifting blame to colleagues	5	Shifting blame to colleagues	5
Towards customers		Customer-driven towards salesperson	
Offering bribes & gifts	28	Asking & expecting gifts, favors, & bribes	8
Exaggeration/overpromising	23	Exaggeration	6
Special treatment/price discrimination	16	Sexual harassment	4
Suggesting wrong products	12	Discrimination	4
Withholding information	11	Facilitating backdoor selling	3
Lack of product knowledge	9	Lack of respect or misbehavior	3
Misrepresentation	9		
Late response	8		
Misusing confidential information	7		
Flattery & buttering up	5		
Backdoor selling	2		
Forcing samples on buyer	2		
Towards competitors		Competitor-driven towards salesperson	
Stealing leads & clients of competitors	5	Stealing leads & customers	5
Defamation	4	Defamation	4
Spying	3	Spying	3

Table 3. Alternative theoretical approaches employed in reviewed research

Theory category	Studies found	Theories employed	Focus in the social context	Results related to ethical behavior in sales
Relational	Carter 2000; Fisher 2007; Guenzi 2002; Hansen and Riggle 2009; Kaymak and Sert 2012; Kennedy, Ferrell, and LeClair 2001; Lagace, Dahlstrom, and Gassenheimer 1991; Ou et al. 2012; Román 2003; Román and Ruiz 2005; Tengilimoglu, Kisa, and Ekşiyör 2004; Wray, Palmer, and Bejou 1994	Relationship marketing theory	Relationships in salesperson-customer dyad	Ethical behavior of salespersons is positively related to perceived trust, satisfaction, and commitment of customers.
	Bush et al. 2017	Occupational choice, social learning and work groups		Sales profession as a subculture is critical to the socialization of salespersons throughout their career and has an influence on their EDM and behavior.
	McClaren, Adam, and Vocino 2010	Socialization theory		Organizational and professional socialization are distinct but related constructs, and both influence work-related ethical sales norms.
	Trawick, Swan, and Rink 1988.	Socialization theory	All actors in a sales community or group e.g. sales profession, sales union etc.	Salesperson's ethicality is the outcome of a socialization process where actions supported by group norms are ethical, whereas actions that violate group norms are unethical.
	Robertson and Ross Jr 1995	Social contract theory		Salespersons encounter ethical conflicts on a daily basis in their dealings with other actors, consequently affecting their EDM and behavior.
	Valentine, Hanson, and Fleischman 2017	Social exchange and social learning theory		Workplace bullying operates through psychopathy that affects the ability to recognize ethical issues and consequently weakens EDM.
Economic	Seevers, Skinner, and Kelley 2007	Social network theory		EDM is influenced by, or even created in, interpersonal relationships that salespersons develop with their managers, co-workers, customers and competitors' sales force.
	Bolander et al. 2017	Theory of bounded rationality	Management of newly recruited sales staff facing failure	Repeated periods of failure increase unethical behaviors among new salespersons.
	Cicala et al. 2014	Agency theory	Impact of monitoring technology on salesperson ethical behavior	Salespersons' ethical behavior is not affected by managers' ability to access behavioral information through technology, but by the effective use of such technology to monitor unethical behavior.
Other	Hauser, Simester, and Wernerfelt 1997	Agency theory	Collective norms for buyers and sellers	Side payments (bribes) can be controlled in sales, if firms or society apply peer pressure, cultural norms, and punishments to prevent it.
	Sridhar and Lyngdoh 2017	Broader-and-build theory	Psychological flow, i.e. state of mind, mental and emotional state, where salespersons are deeply involved in and enjoy the selling activity, in its context	Psychological flow can serve as a driver for EDM among salespersons and consequently affect their ethical behavior.
	Hansen, Lund, and DeCarlo 2016	Justice theory	Buyer's response to seller's transgressions and recovery efforts	Seller's customer orientation enhances buyer's response to the initial transgression. Buyer's responses to the whole episode mainly depend on how well the recovery effort complies with buyer expectations.
	Daunt and Harris 2014	Equity, power, and differential association theories	Reciprocal view in salesperson-customer dyad	Salespersons' unethical behavior towards customers is positively related to the deviant behavior of customers and vice versa.
	Ferrell and Ferrell 2009	Stakeholder theory	External stakeholders	Conceptual study introduces a framework for an enterprise-wide stakeholder view to address ethical sales behavior in organizations.
	den Nieuwenboer, Cumba, and Treviño 2017	Organizational theory on routines	Hierarchical levels of a sales organization	Study discovers a corrupt routine translation process that explains how managers and sales staff socially produce deceptive performance.

Table 4: Type of new knowledge produced in practice-based sales ethics research

Viewpoint to practice	General objective	New questions for sales ethics research
Empirical	Focus on what actors do	<ul style="list-style-type: none"> • What are the unethical activities that actors in the sales environment engage in?
Theoretical	Focus on relations between the unethical activities of actors and the structures of social and organizational context	<ul style="list-style-type: none"> • How are actors' unethical activities linked to each other in the sales environment? How are these activities produced in actors' interactions? What kind of patterns do they form? • How do different structures in salespersons' social and organizational context influence the formation, maintenance and change of unethical practices? • What is the role of different actors in forming, maintaining and changing unethical practices?
Philosophical	Focus on constitutive role of practices	<ul style="list-style-type: none"> • How do unethical practices construct social orders for sales work and interaction? • How do the activities of relevant actors combine to reinforce or change a practice?

Table 5: Suggestions for future practice-based research in three sales contexts

Social context of sales work	Specific features of the context	Potential theory to apply	Examples of research questions that would add to current knowledge
Social communities	<ul style="list-style-type: none"> • Selling center builds personal relationships with the buying center • Salespersons' private and professional networks become mixed • Professional associations produce ethical codes and control unethical behavior • Social media platforms provide contacts and sales opportunities, but also deliver information on unethical behavior 	Social network theory	<ul style="list-style-type: none"> • How do the activities of selling and buying center members link to each other producing unethical practices? • How do professional contact networks, e.g. former colleagues, or friends and family, affect unethical behavior of a salesperson? • How do salespersons form communities with other actors through shared unethical activities? • How does information exchanged in the social media communities of customers or sales managers inhibit or support the emergence of unethical practices? • What are the mechanisms or processes through which social networks control their members' behavior?
Relational business environment	<ul style="list-style-type: none"> • Selling organization is connected to customers and suppliers through interdependent relationships • Connected actors apply pressure to the firm to form or change unethical practices • Firms use and combine several sales technologies to manage customer data, interaction and relationships • Unethical practices and their outcomes affect other actors in the network 	Business network theory	<ul style="list-style-type: none"> • How do the activities of key customers, suppliers and business partners affect the formation and maintenance of unethical sales practices? What are the mechanisms of influence? • What are the unintended consequences of unethical practices for connected actors, e.g. effects of bribing a business customer to end customers? • What kind of new unethical practices the use of sales technologies creates? • How and why unethical practices get spread in a specific market or industry over time?
Global markets	<ul style="list-style-type: none"> • Different social norms and ethical values prevail in culturally different markets • Potential conflicts emerge between the selling organization's ethical code and target market practices 	Institution theory	<ul style="list-style-type: none"> • How do unethical sales activities become institutionalized? What are e.g. the society-, industry-, and company-level events that trigger institutionalization? • How are informal unethical institutions mutually constituted? • How can various business or non-business actors (NGOs, authorities, pressure groups) change prevailing unethical practices? • What socio-political roles and strategies can selling organizations use to cope with conflicting institutionalized unethical sales practices e.g. in developing markets?

Revision notes for manuscript No: JPSSM-2017-0063.R3

Reply to the Editor

We carefully read the manuscript and removed the minor errors we found. Based on your suggestions, we have also made the following minor changes in the revised version:

1. Term 'Zooming on' has been replaced by 'Zooming in on'.
2. We have maintained the consistency throughout the paper by replacing the terms 'practice lens', 'practice approach' and 'practice view' with the single term 'practice-based view'. However, we still used the term 'practice lens' at couple of places. This was necessary because we want to emphasize that it's a lens through which one can view practices. Also practice lens is also an established term in organization study literature from where we borrow practice-based view.
3. We have changed the name of two sub headings on page 17 and 19, and accordingly name of the tables 4 and 5 (page 49 and 50). In addition, we also included 2 more lines on page 20 to insist that practice-based view can be employed to study any unethical behaviors identified in the systematic review. Therefore, using three emerging sales contexts are for illustrative purposes to show how practice-based view combined with some theories can be applied. All these minor changes are yellow highlighted.

Finally, we are thankful for your encouraging comments and we acknowledge that 100% perfection though not possible but at least this paper can give new directions to sales ethics research.