

**ENTREPRENEURIAL SELLING ACTIONS IMPACT ON
IMPULSIVE BUYING THROUGH INTERACTIONS AS
MEDIATOR: A STUDY IN POST-PANDEMIC**

The image features a large, faint watermark of the Mahidol University logo in the background. The logo is circular, with a blue center containing a golden emblem of a traditional Thai stupa. The outer ring of the logo contains Thai text. The name 'JANYA KHAO-NGERN' is printed in bold, black, uppercase letters across the center of the watermark.

JANYA KHAO-NGERN

**A THESIS SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2024**


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Thesis
entitled
**ENTREPRENEURIAL SELLING ACTIONS IMPACT ON
IMPULSIVE BUYING THROUGH INTERACTIONS AS
MEDIATOR: A STUDY IN POST-PANDEMIC**

Was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
October 28, 2024





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ACKNOWLEDGEMENTS

First and foremost, I would like to express my deepest gratitude to Dr. Triyuth Promsiri, my thesis advisor, for constantly guidance and encouragement throughout this entire research study. The trust placed in my abilities, along with insightful feedback from the initial development of the topic to the final conclusions, has been instrumental in shaping both the direction and quality of this work. The mentorship received enabled the formulation of a structured research plan and facilitated navigation through the complexities of the research process.

I am profoundly grateful to my family including, my father, mother, and aunt, whose unwavering support has been a source of strength throughout this academic journey. Their continuous encouragement during moments of doubt and pressure has been invaluable, reminding me of the power of unconditional support.

Acknowledgement is also due to my colleagues from CMMU Batch 25, whose friendship and support enriched the academic experience. Special recognition is extended to Fang and Kan for their encouragement and support throughout this process. Kan's reminders regarding deadlines were a consistent source of motivation, while intellectual discussions with Fang offered diverse perspectives.

Finally, I would like to acknowledge my own commitment and resiliency in completing this research. This thesis represents not only the result of academic effort, but also the fulfillment of a personal goal to offer valuable information to the field. It aims that the outcomes of this study will inform and inspire future academic and professional activities.

Janya Khao-Ngern

ENTREPRENEURIAL SELLING ACTIONS IMPACT ON IMPULSIVE BUYING THROUGH INTERACTIONS AS MEDIATOR: A STUDY IN POST-PANDEMIC

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ABSTRACT

This study, within the scope of entrepreneurship, explores the impact of entrepreneurial selling actions on impulsive buying, emphasizing creative selling and sales innovativeness essential for business growth in the post-pandemic era. The research conducts a literature review to identify gaps, develops a conceptual framework focusing on direct and mediated effects of creative selling, sales innovativeness, and customer interactions on impulsive buying, and employs Structural Equation Modeling (SEM) to test and validate the framework. The findings reveal that sales innovativeness has both a direct and indirect positive impact on impulsive buying, while creative selling influences impulsive buying indirectly through enhanced impulsive buying. Both creative selling and sales innovativeness show an indirect relationship with impulsive buying. By integrating Cognitive Emotion Theory (CET) and the S-O-R model. This research contributes to understanding entrepreneurial selling actions in post-pandemic Thailand, offering insights for practitioners on adapting sales strategies with creative and innovative approaches to boost impulsive buying and enhance sales performance.

KEY WORDS: Entrepreneurial Selling Actions/ Creative Selling/ Sales
Innovativeness/ Interactions/ Impulsive Buying

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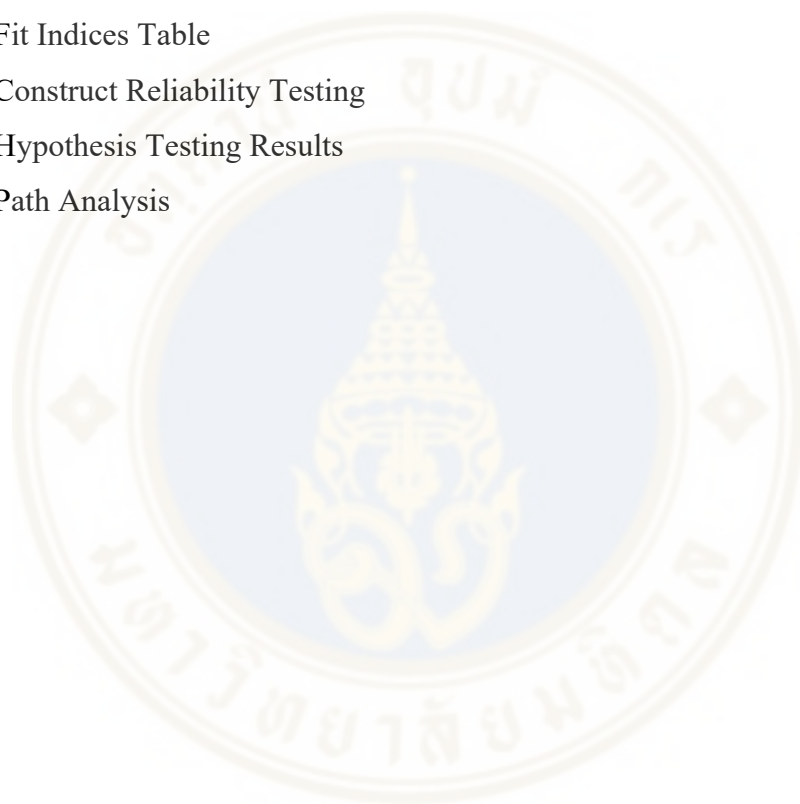
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CHAPTER I

INTRODUCTION

1.1 Background

In the evolving post-pandemic environment of 2023, the confluence of entrepreneurial selling actions, consumer behavior, and sales outcomes stands as a focal point of exploration. The repercussions of the global COVID-19 pandemic have instigated rapid adaptations in business strategies, necessitating shifts in marketing approaches, sales methodologies, and the heightened significance of e-commerce capabilities. Within this evolving context, the research aims to unravel the intricate interplay between salespeople's entrepreneurial actions encompassing creative selling and sales innovativeness (Edwards et al., 2022) and the impulsive buying behaviors of customers.

The post-pandemic era in 2023 is expected to bring significant changes in consumer behavior and entrepreneurial selling actions. The COVID-19 pandemic has forced businesses to adapt and respond to new customer requirements, leading to changes in marketing channels, sales processes, and e-commerce capabilities. Some key considerations for entrepreneurial selling in the post-pandemic period include developing an adaptive sales force, focusing on e-commerce and online selling, prioritizing customer communication and trust, and adopting a servant selling mindset. In 2023, it's predicted that consumer behavior will also transformation, with buyers looking for fewer, richer experiences that combine the digital fluidity of the pandemic with the comfort and closeness of earlier times. According to Putri et al. (2023), post-pandemic selling in Thailand, transactions dominate Thailand's e-commerce, with local vendors expected to boost sales volume. The Thai government's digital economy initiatives, like Thailand 4.0, aim to transform the economy through technology and innovation.

A key consideration in this exploration is the recognition of the equally significant roles played by sales-involved persons alongside professional salespersons in influencing sales performance. Research indicates that these individuals, deeply engaged in their roles and committed to providing tailored customer solutions, exert a substantial influence on business outcomes (Marshall et al., 2004; Panagopoulos et al., 2017). This acknowledgment underscores the importance of a comprehensive understanding of the diverse roles within the sales ecosystem.

Salespeople's interactions are identified as crucial determinants in shaping impulsive buying behavior. Noteworthy insights from Pornpitakpan et al. (2017) emphasize that good retail service quality and positive moods contribute to heightened impulse buying. Moreover, impulsive buying, significantly shaped by the interactions between sales-involved persons and customers, represents a pivotal customer outcome. Within this dynamic, salespeople employ diverse communication and relational strategies to establish trust and positively influence customers, ultimately prompting unplanned purchases (Katakam et al., 2021).

As businesses navigate the complexities of the post-pandemic period, the research aims to contribute nuanced insights into the multifaceted dimensions of entrepreneurial selling, customer behaviors, and the symbiotic relationship between sales-involved persons and customers. The study seeks to shed light on previously underexplored aspects of sales and entrepreneurship, providing valuable implications for businesses adapting to the changing dynamics of the contemporary market.

1.1.1 Selling in the Post-Pandemic Era

Selling must adapt to a climate of uncertainty and rapid change. Traditional sales strategies may be obsolete due to unpredictable market behaviors. Emphasis on humility, modesty, and accountability is crucial in engaging with consumers. Businesses should be prepared for chaotic market reactions and the potential for small changes to have large impacts (Sardar, 2010). Aman et al. (2023) observed that post-pandemic selling strategies entail sales teams prioritizing adaptability and agility to meet high targets and anticipate future disruptions, transitioning back to normal selling activities while addressing challenges encountered during the pandemic; this includes the

retention of adopted practices like virtual selling and digital tools, an expected return to traditional practices with added caution, an uptick in working hours and business activities signaling economic recovery, the persistent integration of digital platforms into sales strategies, and a hybrid approach blending remote and in-person sales tactics by combining inside and field sales forces.

1.1.2 Entrepreneurial Selling Action of Sales-Involved Persons in Post-Pandemic Environment

The post-pandemic environment has resulted in known variations in the actions of sales staff, with a shift towards customer-centricity, digital transformation, and the need for an adaptive salesforce (Rangarajan et al., 2021). Additionally, the pandemic has consistently changed sales, including in customer engagement, sales strategy, force design, technology, leadership, and the wellbeing of salespeople (Good et al., 2022). Entrepreneurial activity has been identified as a competitive advantage in the post-pandemic period, with a focus on stabilizing organizational activities and the recovery of financial conditions (Averyanova & Razomasova, 2021). The Covid-19 pandemic has had a significant effect on consumer behavior, which has resulted in a need for entrepreneurship driven by customer market behavior (Neziraj & Sylqa, 2022).

Entrepreneurship is generally advised for improving a company's business because it is focused on using advantages, proactive approaches, taking risks, and innovation to create and capitalize on attractive economic prospects (Covin & Miles, 1999; Wales et al., 2021). Wang et al. (2020) argue that high-achieving salespeople can mimic the thinking processes and actions of successful entrepreneurs. Entrepreneurial sales action, including sales innovativeness and creative selling, is a key driver of value creation and performance in organizations (Burgelman & Hitt, 2007). Salespeople's innovativeness, particularly in the form of organizational learning-based factors, can significantly enhance sales performance (Ferdinand & Wahyuningsih, 2018). In the international B2B setting, corporate entrepreneurship, customer-oriented selling, and absorptive capacity are crucial for enhancing international sales performance (Javalgi et al., 2014). These studies collectively highlight the importance of entrepreneurial sales action and its various dimensions in driving organizational success.

1.1.3 Sales-Involved Persons and Customers Interaction after Post-Pandemic

The COVID-19 pandemic has significantly impacted sales-involved persons and customers interactions, leading to a shift in control towards customers (Rangarajan et al., 2021). The pandemic's e-commerce growth has brought attention to how crucial it is to comprehend the needs and behaviors of consumers (dos Santos et al., 2022). The pandemic has brought about significant changes in the sales profession, with new competencies and skills emerging (Cardinali et al., 2023). In the post-pandemic era, customer satisfaction in the vehicle care sector is greatly enhanced by service quality factors like empathy, reliability, assurance, responsiveness, and tangibles. (Zygiaris et al., 2022). These findings suggest that post-pandemic sales-involved persons and customers interaction will continue to be customer-centric, digitally driven, and focused on safety and engagement.

1.1.4 Impulsive Buying in Thailand Post-Pandemic Environment

Impulsive buying occurs in the post-pandemic context due to various factors, including changes in consumer behavior, emotional responses, and online shopping trust. Some key reasons for impulsive buying during as following:

Andreani et al. (2023) and Sen (2022) both highlight the role of social media in promoting impulsive buying, with Andreani et al. (2023) specifically noting the influence of hedonic browsing and cognitive experiences. Sen (2022) also points out that perceived risk, which typically hinders impulsive buying, facilitated it during the pandemic.

People's affective and cognitive reactivity has been increased by the COVID-19 pandemic, which has led to variations in their consumption habits (Chiu et al., 2022; Zhao et al., 2022). The pandemic's encouragement of fear can lead to impulsive buying as people attempt to relieve their anxiety and uncertainty (Chiu et al., 2022). Impulsive purchases often result from the hedonic gratification that follows such purchases (Zhao et al., 2022). The COVID-19 pandemic has also led to changes in consumer behavior, with a shift towards conscious and unconscious impulse buying,

prompting the need for retailers to adapt their marketing strategies (Nigam et al., 2022). Hidayah and Hariasih (2023) identified panic buying, trust issues, and impulse buying as key factors influencing purchase intensity on the Shopee marketplace.

1.2 Scope of the Research

The scope of this research will concentrate on examining the influence of entrepreneurial selling actions, specifically focusing on creative selling and sales innovation by sales-involved persons in Thailand's post-pandemic landscape. The study will delve into understanding impulsive buying behaviors exhibited by customers in this context and explore the role of sales-involved persons and customers interaction as a mediator within these interactions.

Furthermore, the study strongly aims to figure out and investigate the crucial role that sales-involved persons and customers interaction play as a mediating factor, operating as a psychological mechanism influencing and shaping the relationship between the concept of impulsive buying among Thai consumers and entrepreneurial selling actions of salespeople (specifically, creative selling and sales innovation). Significantly, this research keeps its geographic focus exclusively in Thailand, seeking to offer insights and complex findings suitable to the post-pandemic environment in Thailand. In conclusion, the study desire to clarify and assist businesses, salespeople, and policymakers in negotiating this unique market environment.

1.3 Research Gap

COVID-19 has caused an increase in impulsive buying since the pandemic. Uncertainties brought on by the pandemic have led people to make spontaneous, unplanned purchases, potentially influenced by salespeople offering immediate comfort and relief from the changes triggered on by the pandemic. Many studies have looked at how post-pandemic impulsive purchasing affects the market, but limited is known about the impact of sales-involved person's entrepreneurial selling actions to the development of impulsive buying, especially in considering the post-pandemic environment. Furthermore, the role that sales-involved persons and customers interaction perform as

a mediating factor in this relationship has received little research attention. The lack of studies examining the direct relationship between salespeople's entrepreneurial strategies and impulsive buying, as well as the potential significance of sales-involved persons and customers interaction as a mediating factor, emphasizes a critical knowledge gap concerning the complex mechanisms influencing consumer behavior in the post-pandemic environment.

1.4 Research Questions

In seeking to understand the dynamics of sales and consumer behavior in the post-pandemic landscape, this study addresses several key research questions as following:

1.4.1 How do entrepreneurial selling actions (ESA), such as creative selling and sales innovativeness, influence the interactions between sales-involved persons and customers in the post pandemic marketplace?

1.4.2 How do interactions mediate the relationship between entrepreneurial selling actions including creative selling and sales innovativeness of sales-involved person and impulsive buying behavior of customers in the post-pandemic context?

1.4.3 What emotional and psychological mechanisms, as explained by Cognitive Emotion Theory, are triggered during salesperson-customer interactions in the post-pandemic era that lead to impulsive buying?

1.4.4 What is the direct impact of entrepreneurial selling actions, such as creative selling and sales innovativeness, on impulsive buying behavior in the post-pandemic retail environment?

1.5 Research Objectives

The purpose of this study is to learn more about entrepreneurial selling actions. Specifically, it will concentrate on the important roles that creativity and innovation perform in the sales process. This research is focused on finding the impact of these components on impulsive buying and the mediation through sales-involved

persons and customers interaction in the context of the post-pandemic environment by understanding how they occur and interact within the sales field.

The first research objective is to evaluate the specific entrepreneurial selling actions utilized by sales-involved persons in the post-pandemic environment.

The second research objective is to investigate the patterns and determinants of impulsive buying behaviors exhibited by consumers in the same context.

The third research objective is to explore the correlation between entrepreneurial selling actions and impulsive buying behaviors.

The fourth research objective is to assess the influence of sales-involved persons and customers interactions as mediators in the relationship between sales-involved persons' entrepreneurial selling actions and customers' impulsive buying behaviors.

The fifth research objective is to draw conclusions and provide actionable insights for businesses and marketers based on the findings regarding the interplay between entrepreneurial selling actions, impulsive buying behaviors, and sales-involved persons and customers interactions in the post-pandemic environment.

By dissecting the interplay between entrepreneurial selling actions, impulsive buying, and the mediating role of sales-involved persons and customers interactions, this research aspires to provide actionable insights for businesses and marketers navigating the evolving environment. Ultimately, this thesis aims to offer a comprehensive framework that illuminates on the intricate mechanisms influencing consumer decision-making in the aftermath of the global pandemic.

1.6 Significance of the Study

This study holds significant importance for several reasons:

Understanding how Creative Selling and Sales Innovation (components of Entrepreneurial Selling Actions) influence Impulsive Buying provides valuable insights for sales strategies in the post-pandemic landscape. This knowledge can aid businesses in crafting more effective sales approaches tailored to consumer behaviors.

Investigating the mediation effect of Sales-involved persons and Customers Interaction (SCI) helps comprehend the psychological mechanisms driving impulsive

buying post-pandemic. This understanding enhances insights into consumer behavior shifts and motivations.

The study outcomes can guide businesses and salespeople in refining their strategies to better engage consumers, fostering more effective sales practices and customer relations.

The research contributes to academic knowledge by filling a gap in understanding the intricate relationships between entrepreneurial selling actions, sales-involved persons and customers interaction, and impulsive buying, particularly in the specific context of post-pandemic in Thailand.

Findings can aid businesses in adapting marketing efforts and sales techniques to align with the evolving post-pandemic consumer behavior in Thailand, enhancing market relevance and competitiveness.

Insights from this study might have implications for policymaking or industry guidelines, providing evidence-based recommendations for regulating sales strategies in the post-pandemic landscape.

In summary, the study's significance lies in its potential to offer actionable insights for businesses, sales professionals, policymakers, and academics, aiming to navigate and understand the transformed dynamics of consumer behavior and sales strategies in Thailand's post-pandemic environment.

CHAPTER II

LITERATURE REVIEW AND HYPOTHESES

2.1 Post-Pandemic Selling in Thailand

Post-pandemic, businesses prioritize affordable product pricing to attract consumers. Promotion strategies shift towards social media, paid ads, and direct email marketing. Digital transformation, including channel, content, and funnel marketing, becomes essential. Online marketing is leveraged for its vast reach and time-independent nature (Widjaja et al., 2022).

According to Mahadewi and Septyanto (2021), new youth entrepreneurs can boost sales utilizing creativity and innovation in the post-pandemic era. Innovation and creativity embrace online sales to expand market reach and adapt to new consumer behaviors. Differentiate products through unique features, such as design, taste, or technology. Utilize creativity to launch innovation products that address emerging market needs. In addition, implement innovative selling strategies to become market leaders and set industry trends.

According to Dias and Patuleia (2023) redefined the entrepreneurship in a post-pandemic context to emphasize resilience and sustainability in business models. Adopting sustainable economic ideas and innovative strategies for recovery. Requires adaptability and leveraging information and communication technologies for survival. Focuses on social and environmental goals alongside financial objectives. Adapts to new market demands and changes in consumer behavior due to the pandemic.

There are many post-pandemic recovery strategies for entrepreneurial selling action in post-pandemic as explained by Dias et al. (2022). Optimize administrative processes to make business operations more straightforward. Enhance marketing and communication strategies to reach target markets. Foster innovation and

sustainability for competitive differentiation. Develop training programs to improve entrepreneurial skills. In addition, promote networking to increase cooperation among business stakeholders.

According to Dias and Patuleia (2023) described entrepreneurship selling in a post-pandemic context that including flexibility and adaptability, incorporation, safety concern, and seeking the development. Emphasizes flexibility and adaptability in business models to respond to new consumer behaviors and market demands. Incorporates information and communication technology to survive and seek government assistance. Adapts to health and safety concerns, potentially reducing costs and improving managerial processes. Seeks to develop supportive policies for firms and workers to enhance competitiveness.

In the post-pandemic environment, the need for creativity and innovation in marketing and sales is crucial for business survival and growth (Mulyani et al., 2021; Shin & Mynt, 2021). The digital era and the rise of the creative economy have created opportunities for businesses to design and market their products through online platforms, tapping into a wide and unlimited market share (Mulyani et al., 2021).

The COVID-19 pandemic has profoundly affected consumer habits and business operations in Thailand, notably within the flea market and street food sectors, prompting vendors to adapt their marketing mix by shifting to e-commerce and modifying elements such as product lines, price plans, methods of distribution, promotions campaigns, and operational guidelines, tangible cues, and personnel arrangements (Amornpinyo, 2022; Gruenwald, 2022). Research in Thailand post-pandemic has focused on the influence of creative and innovative abilities on purchase intention Siraphatthada et al. (2022). Developing creative and innovative sales strategies, encompassing unique ideas to attract customers and implementing new methods to enhance sales and customer engagement, is crucial for standing out in a competitive market and can potentially lead to the creation of consumer-oriented products, influencing purchase decisions (Siraphatthada et al., 2022). The pandemic has also prompted businesses to innovate and be creative, with a concentrate on the

utilization of social media to attract consumer interest (Sinurat et al., 2021). According to Putri et al. (2023), for innovative selling growth in post-pandemic of Thailand, the shift towards technology, creativity, and innovation-driven industry activities has been prioritized to enhance selling growth. The prioritization of offering services more than product manufacturing has created new opportunities for innovative sales approaches.

2.2 Sales-Involved Persons

The role of a salesperson is complex, involving elements of both professionalism and persuasion (Morden, 1989). This role of salespersons has evolved to include strategic communication activities, which can enhance individual performance and add value to the firm (Flaherty & Pappas, 2009). Effective salespersons possess a range of skills, including communication, knowledge, presentation, flexibility, empathy, cooperation, honesty, and time management, with follow-up and technology skills being particularly important according to sales managers (Amor, 2019).

Furthermore, sales-involved persons play an equally significant role as professional salespersons in the business context. According to Cuevas (2018), anyone involved in the selling process, regardless of their job title of sales professional, plays a role in assisting customers understand and use products or services, contributing to building relationships and understanding customer needs. Research suggests that sales-involved persons, who are highly engaged in their job and customer solutions, tend to have a significant impact on sales performance (Marshall et al., 2004; Panagopoulos et al., 2017). Research has identified several factors that can contribute to sales performance, including employee involvement climate and psychological capital (Medhurst & Albrecht, 2011). Sales personnel, who are involved in sales but may not be sales professionals, play a crucial role in organizations (Tapia et al., 2019).

In Schwob et al. (2022) study, the emergence of casual selling is explored as a unique mode of involvement for non-professional sellers in consumer-to-consumer social commerce platforms, unveiling a novel structural practice characterized by

utilizing three broad categories of behaviors: generating commercial activities, appreciating others, and preparing themselves.

Entrepreneurs are often deeply involved in selling their products or services, especially in the early stages of their ventures (Morrow Jr et al., 2007). Entrepreneurs play a crucial role in creating business value by effectively selling their ideas to investors, customers, and partners, ensuring that their products or services meet or exceed market expectations. Through adept resource management and a keen understanding of customer needs, entrepreneurs can enhance performance, employing strategies akin to sales tactics, such as recombining existing resources or acquiring new ones to innovate and strengthen their value proposition (Morrow Jr et al., 2007). Entrepreneurs actively engage in sales by identifying and capitalizing on opportunities, demonstrating a strategic orientation that prioritizes customer needs, and leveraging their ability to transfer knowledge to the organization, thereby enhancing sales performance, particularly through a corporate entrepreneurial orientation associated with market expansion (Javalgi et al., 2014).

The relationship between the marketing and sales departments is crucial for organizational success, since marketing professionals are essential in developing strategies and campaigns that directly impact sales success (Kotler et al., 2006).

Sales support or sales coordinators can indeed be considered sales-involved individuals, as they are essential for assisting the sales responsibilities and making sure that the sales procedures are carried out properly. Johnston and Marshall (2020) emphasized that sales support professionals assist the sales team by handling administrative tasks, coordinating logistics, managing documentation, and providing overall support to enhance the efficiency of the sales process. Sales support roles are critical in maintaining effective communication between the sales team and clients, ensuring timely follow-ups, and streamlining operational processes (Spiro et al., 2008). Efficient sales support contributes to overall customer satisfaction by providing a seamless experience and addressing client needs promptly (Anderson et al., 2006).

Influencers can indeed be considered sales-involved persons as they play a crucial role in promoting and endorsing products or services, influencing their followers' purchasing decisions. Their impact is particularly significant in the realm of social media and digital marketing. According to Agustian et al. (2023), influencers contribute to the growth of small businesses by promoting products, fostering connections with their followers on social media, and sharing authentic brand experiences, creating a strong bond that enhances brand awareness and elevates the likelihood of followers making purchases. Zablah et al. (2004) indicates that influencer marketing works well for increasing brand awareness and changing consumer behavior because it gives companies a direct line of communication with their target market. Shamim and Islam (2022) and Trivedi (2021) emphasize the significance of communication and media credibility in encouraging trust in digital influencers, which in turn encourages impulsive buying. Trivedi (2021) further emphasizes the role of attractive celebrity influencers in enhancing consumer-brand engagement and impulse buying. Budree et al. (2021) adds that social media marketing, including influencer marketing, can exploit consumer vulnerabilities to drive impulsive purchases.

2.3 Sales-Involved Persons' Entrepreneurial Selling Action

According to Edwards et al. (2022), entrepreneurial selling actions are salespeople's actions in a sales setting that exhibit entrepreneurial traits and have the potential to benefit the business. Salespeople frequently engage in entrepreneurial activities in a sales environment, which includes creative selling and sales innovativeness (Matsuo, 2009; Wang & Netemeyer, 2004). According to Ferdinand and Wahyuningsih (2018), salespeople behave entrepreneurially, seeking new opportunities and escaping their comfort zones. They demonstrate open-minded behavior, essential for leveraging performance and creating entrepreneurial value.

Entrepreneurial motivation, particularly achievement, materialism, and power, has been found to drive creativity and performance in both employee-experts and entrepreneur-experts (Nisula et al., 2017). This is particularly relevant in the sales context, where entrepreneurial motivation has been shown to positively relate to sales

effort and performance (Rajabi et al., 2018). Entrepreneurial leadership, characterized by a focus on innovation and creativity, has been found to enhance employees' innovative work behavior (Bagheri et al., 2020; Sarwoko, 2020). This is because such leadership fosters individual and team creativity self-efficacy, which in turn drives innovative work behavior (Bagheri et al., 2020). The mindset of entrepreneurs, which is inherently creative and innovative, is also crucial in driving business success (Putri, 2022).

From the literature review, some researchers have conducted studies on the Entrepreneurial Selling Action (ESA) which consists of sales innovation (SI) and creative selling (CS) (Edwards et al., 2022). According to the paper, as part of entrepreneurial action, salespersons utilize creative selling, which is an innovative and new selling approach that involves thinking outside the box. Discovering new and creative approaches to selling is a process that can attract customers and close sales quickly. Sales innovation, or a salesperson's ability and desire to embrace innovative solutions to attract and retain customers, is another essential component of ESA. It will result in more business value, and higher sales volume. The CS and SI sales approach positively impact individual sales performance

According to Frese and Gielnik (2023) Entrepreneurs identify customer needs as goals and initiate actions to develop products or services to meet those needs. Throughout the process, entrepreneurs' actions are influenced by their motivation, cognition, and emotion, which evolve with the business.

Burgelman and Hitt (2007) explained about how salespersons engage in entrepreneurial sales action as recognize and exploit market opportunities through entrepreneurial alertness and mindset. Mobilize resources, including social capital, to leverage opportunities. Engage in creative selling by integrating diverse knowledge. In addition, give priority to disciplined performance while seeking excellent opportunities.

According to Ferdinand and Wahyuningsih (2018), Salespeople leverage their innovativeness to enhance sales performance by actively seeking new methods,

creatively problem-solving, and positively engaging with customers, all while embracing the entrepreneurial mindset of exploring new opportunities, creating value, and stepping outside of their comfort zone in the selling process, based on organizational learning-based factors and the principles of entrepreneurial marketing.

According to Chen and Mohamed (2010), a salesperson's innovativeness is determined by their entrepreneurial characteristics, which include their personal attributes and creativity in carrying out their responsibilities. Innovativeness in salespersons can be defined as a grouping of entrepreneurial traits fundamental in them from two perspectives: first, as a set of personality traits known as creative personal traits, which are generally a part in a person and are developed throughout their career in a sales organization; second, as a set of process traits in a form of creativity in carrying out the sales job.

Innovative salespeople articulate the value of their offerings, making customers feel they are getting their money's worth (Ruiz et al., 2008). Creative self-efficacy and out-of-the-box thinking in salespeople lead to higher individual sales performance (Lacroix et al., 2014).

From a deeper examination of the studies on the characteristics of innovative and creative entrepreneurs. The researcher has discovered an enormous variation. One of them is the research of Javalgi et al. (2014). It explained that companies that value innovation and seek a competitive advantage will encourage their staff to develop innovative ideas and unique solutions. These meet the needs of both consumers and industry's needs, resulting in the development of a corporate entrepreneurial orientation. Promoting an innovative and creative culture within a company should recognize and reward employees who can take risks and have innovative ideas. Employees will be able to experiment in different ways and investigate new opportunities. It can lead to the creation of creative solutions. This will help to enhance the capacity of employees, which will ultimately lead to innovative products, services, and processes. A corporate entrepreneurial orientation can also encourage employees to learn from and adapt to the external environment continuously forecast new trends and research upcoming

marketing opportunities. Employees will be able to adjust to new and developing technologies as a result. The company will go beyond the competitors and effectively adapt to the changing needs of customers. It also promotes collaboration within the organization, resulting in crossline coordination. It enables a variety of perspectives and concepts and makes it more creative.

Research by Yodchai et al. (2022) has introduced the concept of Entrepreneurial Success through a Creative Mindset that drives the operation of the Entrepreneurship Performance with Innovative Capability as a Mediator.

2.3.1 Creative Selling

Creativity is a key variable of innovation that leads to entrepreneurial success. Creative Mindset consists of growth mindset and fixed mindset. The article states that growth mindset has a positive relationship with innovation capability. Entrepreneurs with a growth mindset framework have focused on learning and applying expertise-oriented techniques to improve their performance. This will increase their entrepreneurial innovation capability, which will ultimately lead to entrepreneurial success. The performance of businesses is positively impacted by entrepreneurs' innovative and creative behavior by stimulating different ideas, encouraging creativity by applying technology to the business sector, and discovering new profit models (Gao et al., 2020).

According to Burgelman and Hitt (2007), salespersons can adapt creative selling in entrepreneurial sales action as engage customers by tailoring innovative solutions to their emerging needs and preferences. In addition, leverage social capital to access diverse resources, enhancing the value proposition in sales pitches.

Innovation and creativity are both essential for significantly increasing an organization's sales (Omidi et al., 2017). Creativity and innovation are essential for surviving in a highly competitive market because they contribute to the effective development of marketing policies and strategies. It enables businesses to introduce new products to their customers.

It also found that research related to entrepreneurial action can affect business performance. From research by Georgellis et al. (2000), It has been stated that the main factors that determine the performance of an organization are the ability of an entrepreneur to accept potential risks, innovation in a product or service, and ability to plan an emergency plan. Small businesses with these abilities are more likely to succeed in creating new things. They can improve sales performance, which in turn contributes to sales growth.

By entrepreneurial action, businesses can better respond to shifting consumer demands and market shifts, increasing customer satisfaction and engagement. A significant outcome of entrepreneurial activity is adaptability to the market, which helps internal marketing campaigns grow in strength. Continuous product development in response to customer feedback results in better offerings, which fosters a positive customer reaction (Masango & Lassalle, 2020).

Creative selling involves utilizing innovative and unique approaches to sell products or services. Sales innovativeness, on the other hand, refers to the ability to come up with new and creative ideas that enhance the sales process (Edwards et al., 2022).

2.3.2 Sales Innovativeness

Entrepreneurs frequently differentiate their products or services, which gives them a competitive advantage. As a result, entrepreneurs develop creativity through the practice of their business, which requires innovative ideas to succeed. They are motivated by an appreciation of their work, which drives their creative thinking and action (Filion, 1997).

According to Kotler et al. (2023), a company's product or customer experience can be innovated. In terms of customer experience, innovation may be offered via omni-channel, service, brand, and other ways. Entrepreneurial selling should be concerned with strategic suitability to guarantee the realization of innovation is

customer centric. The business should be aware of the problems faced by customers and offers innovative solutions. The company should completely understand the customer's problem before providing the appropriate solutions to the appropriate customers. With the integration of the problem and the solution, company's product can become the solution that the customer desires. Customers' problems will be solved when innovative solutions can meet their needs. It could result in higher sales.

Salesperson's innovativeness includes out-of-the-box thinking and a proactive approach to exploring new selling methods. Entrepreneurial salespeople are adept at articulating value propositions and bonding with customers to enhance sales performance (Ferdinand & Wahyuningsih, 2018). Salespersons can utilize entrepreneurial alertness to identify unique market needs and opportunities for innovation (Burgelman & Hitt, 2007).

For the selling in post-pandemic, business can enhance survival by adopting digital technologies and modifying business models. Process innovation aids in turning challenges into opportunities for competitiveness and improved performance. Digital transformation strategies, including the use of virtual meeting platforms, provide significant opportunities for growth (Akpan et al., 2023).

Innovative and creative thinking are essential to entrepreneurship to meet the demands of global competition. Entrepreneurial action includes developing new exchange relationships with stakeholders such as customers, employees, and suppliers, which can result in innovative sales strategies. Entrepreneurial actors who engage in creative business deals can inspire sales innovation (Watson, 2013).

Entrepreneurs generate opportunities by developing effective product solutions to existing market challenges, consequently generating consumer demand. They maintain the relevance and attractiveness of their products and services by adapting to new customer preferences and changing environments (McKelvie et al., 2020).

According to Edwards et al. (2022), encouraging sales innovativeness within an organization involves promoting the adoption of new sales methods and strategies by salespeople, which in turn influences the overall sales performance as innovative sales actions, characterized by the development of new and creative ways to sell products or services, are linked to better sales outcomes, enabling salespeople to find improved ways to meet customer needs and consequently increase sales, thereby contributing to enhanced team performance.

2.4 Sales-Involved Person's Interaction

Entrepreneurial salespeople are defined by Rajabi et al. (2018) as having higher levels of self-efficacy and competitiveness, as well as a goal orientation toward starting new businesses, thinking creatively, getting to know their customers, pushing them with innovative concepts, and using hybrid solutions and co-creation strategies. These characteristics then impact their sales efforts and involve helping customers identify uncertain needs, finding influencers, and building large networks between buyer and seller organizations.

The profitable expansion of the customer portfolio is the aim of entrepreneurial selling, which emphasizes a long-term focus and requires salespeople to have qualities like caution, adaptability, teamwork, assertiveness, openness to new experiences, and a balance between emotional intelligence (EQ) and intelligence quotient (IQ), regardless of introverted tendencies (Ulaga & Loveland, 2014). Salespeople with entrepreneurial motivation tend to challenge the status standard and come up with innovative solutions. This motivation leads to a focus on creativity and growth, encouraging salespeople to explore new opportunities.

Muruganatham and Bhakat (2013) argue that salespeople or employees directly impact customers' impulsive purchasing decisions. The presence of employee assistance, as suggested by Mattila and Wirtz (2008), refers to the help and support provided by store's employees to customers. Employee assistance can positively influence shoppers during busy periods, potentially resulting in increased unplanned or

impulse buying. Customers' willingness to purchase is influenced when salespeople provide helpful assistance to them (Ünsalan, 2016).

2.5 Impulsive Buying

Impulse buying is related with significant faster decision-making and immediate ownership (Rook & Gardner, 1993). Numerous research endeavors have been accomplished to examine the psychological factors that impact impulsive buying behavior (Dawson & Kim, 2009; Harmancioglu et al., 2009; Luo, 2005; Sharma et al., 2010; Verplanken & Herabadi, 2001). Research on impulsive buying in the post-pandemic context reveals several key factors. Andreani et al. (2023) identifies hedonic browsing, flow experience, and cognitive experiences as significant influencers of online impulsive buying. Thakur et al. (2020) highlights the impact of technology, advertisements, and price concerns on online impulse buying. These findings suggest that a combination of psychological, situational, and environmental factors continue to shape impulsive buying behavior in the post-pandemic landscape.

Employee assistance can positively influence shoppers during busy periods, potentially resulting in increased unplanned or impulse buying. When staff members are accommodating, customers tend to be more open to purchasing items they hadn't initially planned to buy, particularly in bustling store environments (Mattila & Wirtz, 2008). Previous study from Baker et al. (1992) shows that salespeople's helpfulness while assisting customers enhances the chance of consumers making purchases. It has specified selling strategies for enhancing impulse buying through creative and innovative selling. Provide knowledge on the effective use of promotional activities that emphasize excitement, fun, and variety. Especially, providing compelling product presentations. They can trigger emotional desires by personalizing the shopping experience and highlighting promotional offers (Rodrigues et al., 2021). Salespersons who have the techniques for up-selling and cross-selling can enhance impulse buying to broader sales strategies. Salespersons can utilize in-store stimuli such as Point of Purchase (POP) displays to stimulate impulse buying. It can highlight premium products or related items for cross-selling. Implement price-off promotions and combo offerings to make higher-end or additional products more attractive. Create an environment that

encourages exploration, such as interactive displays or product demonstrations, to facilitate both up-selling and cross-selling. Leverage social interactions, with employees suggesting add-ons or upgrades in a friendly manner. Peck and Childers (2006) discovered that increased contact with salespersons correlates with a higher likelihood of engaging in impulse buying, indicating that the presence of a salesperson can enhance the probability of impulsive buying. The friendliness and competence of store salespersons positively influence customers' impulse buying behavior, as a talented salesperson can reduce dissatisfaction by supporting and assisting the customer during the purchasing process, which may encourage impulse buying (Tinne, 2010).

Salespeople's interaction plays a crucial role in influencing impulsive buying behavior. Pornpitakpan et al. (2017) found that good retail service quality and positive mood can lead to greater impulse buying. Impulsive buying is driven by an emotional lack of control, in which the immediate reward of the purchase conflicts with the potential negative consequences. The buying experience is influenced by the store's physical environment and sensory and psychological factors associated with the type of products, product knowledge, and brand loyalty. Unplanned purchases can be attributed to various factors, including unexpected needs, visual stimuli, promotional campaigns, as well as a decline in cognitive ability to balance the advantages and disadvantages of the purchase. Impulse buying can generate emotional desire and immediate satisfaction, which can contribute to venture growth and repeat purchases. Improving venture growth by stimulating impulse buying through effective marketing can be a strategic approach (Rodrigues et al., 2021). Understanding and evaluating impulsive purchasing behavior can help marketers optimize their marketing strategy and improve commodity marketing performance (Wang & Chapa, 2022).

Positive effects of impulsive buying behavior, such as feelings of pleasure and satisfaction, can encourage repeat purchases, further boosting sales. As a result, impulsive buying behavior is an important marketing strategy that may greatly improve the revenue of a company and market share (Xiao & Nicholson, 2013). The factor that enhances sales through impulsive buying between salespersons and customer.

Interaction with salespeople can positively influence customers' emotions, increasing the likelihood of impulsive buying. It can lead to increasing sales (Raju et al., 2015).

Research has shown that impulsive buying behavior can be influenced by a variety of factors, including customer satisfaction (Princes, 2019), sales promotion and knowledge (Mutanafisa & Retnaningsih, 2021), external stimuli such as window displays, background music, and salespersons (Ayub & Zafar, 2018). These factors can be used to evaluate the sales performance of salespeople, with a focus on their ability to create a positive shopping environment, effectively promote products, and enhance customer satisfaction.

A study from Pornpitakpan et al. (2017) found that when people are in a good mood and get great service, they tend to buy more things on impulse. This means that stores can try to make customers happy and give good service to encourage them to buy more. Research has consistently shown that several factors, particularly those related to customer service, have an impact on impulsive buying (Husnayetti et al., 2018). This behavior can lead to increased sales volume, as consumers often end up buying more products and paying more than originally intended (Gogoi, 2020).

2.6 Entrepreneurial Selling Action and Interaction

According to Amyx et al. (2016), salespeople's entrepreneurial behaviors which is specific actions or characteristics exhibited by salespeople, including innovativeness, proactiveness, and risk-taking have a positive influence on customer satisfaction with salespersons. Salespersons' entrepreneurial behaviors can contribute to higher value for customers. Innovative sales approaches can better serve customers' needs, leading to higher satisfaction.

Following the review of salespersons' entrepreneurial behaviors which impact on customer satisfaction, the researcher goes to investigate more into salespersons that enhance hedonic value. Salespersons can use scarcity cues like limited editions to enhance purchase intentions for hedonic products. They may align selling

cues with consumer goals, promoting best sellers to prevention-focused and limited editions to promotion-focused shoppers. Salespersons can adjust their strategy by utilizing limited edition cues for hedonistic products by analyzing customer requirements focus (Das et al., 2018).

2.7 Sales-Involved Persons and Customers Interactions as Mediator

Salespeople's interaction can play a mediator role between sales strategies and impulsive buying by influencing consumer behavior through trust-making, initiate the conversation, mimicry, rapport-building and positive interaction. According to Miao and Wang (2016), creative salesperson, by offering unique and innovative solutions and exceeding expectations, foster customer trust, leading to information sharing and improved sales outcomes; this interaction, characterized by problem-solving, relationship-building, and trust, enables salespersons to gather valuable customer insights, while additional positive actions contribute to customers' acceptance of innovative ideas. Amyx et al. (2016) argues that salespeople' innovative behaviors play a crucial role in customer interactions, influencing customer trust, satisfaction, and commitment. According to Hartmann et al. (2020), relationship-building sales influence tactics which include techniques like rational persuasion, consultation, and collaborative engagement are essential in enhancing buyer trust because they act as an essential connection between the sales strategies used and the buyer's final decision to make a purchase.

Naylor and Frank (2000) emphasize how important it is for salespeople to start up conversations to improve the way that customers perceive value. Furthermore, Katakam et al. (2021) argues that interactions between salespeople and customers, including mimicry and rapport-building, have a significant psychological influence on the customer's purchasing decisions. Through the development of positive engagements and personal connections, these interactions encourage impulsive buying. According to Pornpitakpan et al. (2017), positive interactions with salespeople can drive customers to make impulsive buying, as helpful and supportive sales staff contribute to customers' spontaneous buying decisions, whereas interactions perceived as unfriendly or

unenergetic may still result in purchases but with less positive feelings. Aligning with customers' preferences, such as seeking enjoyment or seeking unique items, tends to prompt quicker purchasing behavior.

The S-O-R (Stimuli-Organism-Response) model, introduced by Mehrabian and Russell (1974), is a theory that describes how environmental stimuli impact people's internal emotional states or organism, which then determine their behavioral responses, especially in external contexts.

Related to the SOR model, there is another study that is equivalent to the SOR framework. According to a model of Das et al. (2018), explained about customers' purchase intention in three variables as following:-

2.7.1 Independent Factors

First variable is independent factors. It refers to separate and distinct regulatory focus promotion and prevention focus, which influence consumer behavior and decision-making processes. Selling cues, as highlighted by Mullins et al. (2020), have the capacity to stimulate customer behavior and communicate the necessity to meet customer expectations, thereby driving consumers to demand quality service; when these cues align with customer expectations, they have the ability to increase consumers' willingness to pay more for perceived value, and by reflecting attention to customer demands, they contribute to higher satisfaction by fulfilling customer expectations; moreover, sales-service ambidextrous behaviors, bolstered by selling cues, can effectively address customer service issues while concurrently promoting value-added offerings, thereby further enhancing customer satisfaction.

2.7.2 Psychological Mechanisms

Second is psychological mechanism variable. Psychological mechanisms like perceived risk and product uniqueness explain the mental processes affecting consumer responses to selling cues (Das et al., 2018). Positive interactions and a welcoming environment created by salesperson can extend the shopping duration for young consumers, potentially boosting impulsive buying instances, as compliments and

engaging conversations foster a sense of value and social approval, influencing emotional shopping experiences. (Dey & Srivastava, 2017).

2.7.3 Customer Outcome Variable

Last variable is customer outcome variable. Purchase intention is an example of a customer outcome variable, indicating the likelihood of a consumer buying a product based on regulatory focus and selling cues (Das et al., 2018). Salesperson behavior, particularly their ethical treatment of customers, has a significant impact on purchase intentions (Trawick et al., 1991). The impact of customers' mood and salespeople's retail service quality on impulse buying is also highlighted, with good service quality and positive mood leading to greater impulse buying and store-revisit intentions (Pornpitakpan et al., 2017). Ayub and Zafar (2018) reports that impulsive buying, which is a customer outcome, is significantly impacted by a variety of retail strategies, especially when salespersons use friendly behavior to establish comfort among customers, which in turn leads to a rise in impulsive buying. Salespersons have a significant impact on customers' impulsive buying by building friendly relationships with them. The significance of creativity and creative salespeople is found in their ability to enhance marketing campaigns and store environments, thereby promoting impulsive buying (Sun & Yazdanifard, 2015).

Impulsive buying, significantly shaped by sales-involved persons and customers interaction, reflects a key customer outcome, where salespeople utilize various communication and relational strategies to establish trust and positively influence customers, ultimately prompting unplanned purchases (Katakam et al., 2021). Friendly and supportive store employees positively impact customers' unplanned purchases, particularly in crowded environments, where their assistance mitigates stress and contributes to increased impulse buying behavior (Mattila & Wirtz, 2008).

The researcher chooses to reference the framework of Das et al., 2018 to contextual relevance. Adapting variables from an existing framework while altering them for the current study's context ensures relevance. This approach acknowledges the relevance of the established framework while tailoring it to suit the specific

requirements of the current research environment. The framework which comprises three processes including entrepreneurial selling actions of salespersons as independent factors, sales-involved persons and customers interaction as psychological mechanism, and impulsive buying as customer outcome variable.

2.8 Conceptual Framework and Hypothesis Development

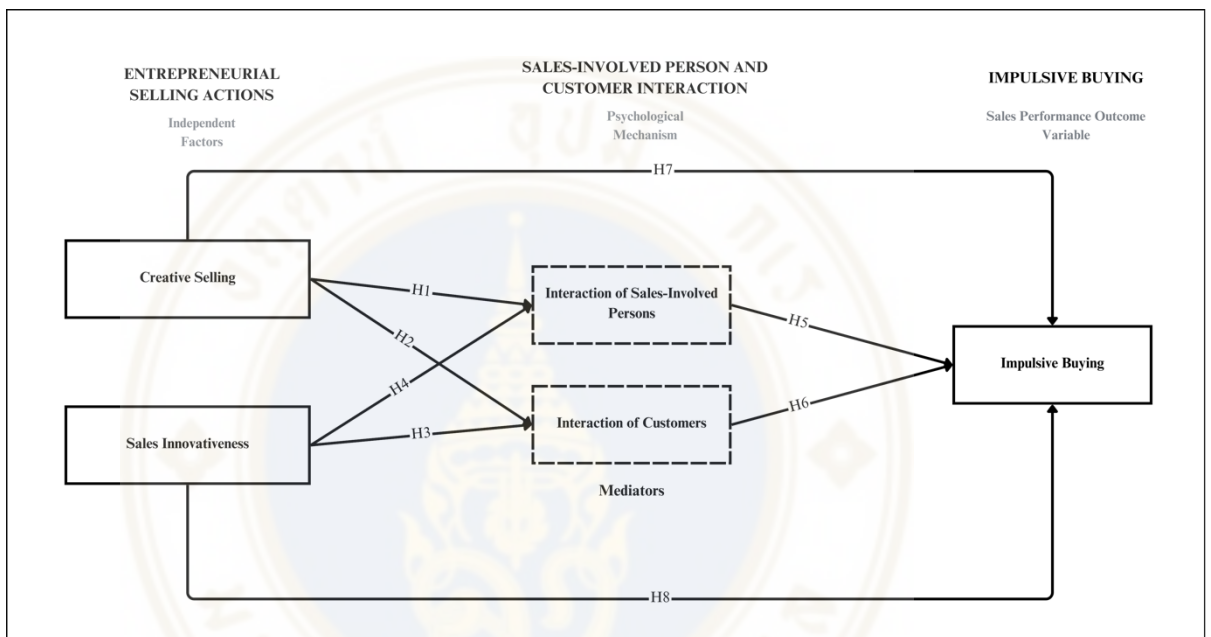


Figure 2.1: Conceptual Framework

The conceptual framework in Figure 1 explores how Entrepreneurial Selling Actions (ESA) influence Impulsive Buying (IB) both directly and indirectly through the mediation of sales-involved persons and customers interaction (SCI). It incorporates insights from Cognitive Emotion Theory to understand the relationship between ESA and IB, emphasizing the role of SCI as a mediator.

While there is an abundance of research on entrepreneurial selling actions among other researchers, there remains a noticeable absence of studies investigating the direct impact of salespersons' entrepreneurial selling actions on customers' impulsive buying, particularly with sales-involved persons and customers interaction as a mediator. This research gap emphasizes the critical need to explore this specific relationship.

2.8.1 Entrepreneurial Selling Actions (ESA)

Given the existing knowledge gap regarding the impact of salespersons' entrepreneurial selling actions on customers' impulsive buying, particularly concerning sales-involved persons and customers interaction, we aim to leverage previous theoretical frameworks.

According to Habib and Qayyum (2018) study on Cognitive Emotion Theory (CET), emotional responses are shaped by cognitive processes like thoughts and assessments of a purchasing experience, which includes the evaluation of the interaction between sales-involved persons and customers. These feelings of pleasantness and arousal then play a crucial role in impulsive buying behavior by mediating the relationship between cognitive appraisals and actions like the impulse to make impulsive buying. This emphasizes the importance of knowing customers' thoughts and feelings about a sale's strategies or stimuli and how it can affect their tendency for impulsive buying.

According to cognitive emotion theory, the intention is to adapt the SOR model from Mehrabian and Russell (1974) to the framework proposed by Das et al. (2018). The researcher aims to adjust the stimulus to Independent Factors, Organism to Psychological Mechanisms, and Response to Customer Outcome Variable, focusing on studying customer reactions to impulse buying behavior.

S-O-R model from Mehrabian and Russell (1974) explained for understanding how external stimuli trigger psychological processes and subsequent behavioral responses, particularly relevant for investigating impulse buying behavior, while also facilitating the examination of the mediation role of interaction effects.

The researcher intends to adapt the Independent Factors, Psychological Mechanisms, and Customer Outcome Variable framework proposed by Das et al. (2018) for the study. This framework will be tailored and applied within the context relevance of salespersons' entrepreneurial selling actions as independent factor, specifically

examining their influence on customers' impulsive buying as customer's outcome while considering the mediating role of sales-involved persons and customers interaction among consumers as psychological mechanism.

2.8.1.1 Creative Selling and Sales Innovativeness

Starting with the Independent Factor adapted from Das et al. (2018), The theory proposed by Edwards et al. (2022), which underscores the significance of creative selling and sales innovativeness among salespersons in a corporate environment, has been chosen for its relevance to contemporary sales practices. Entrepreneurial selling actions prioritize creative selling and sales innovativeness due to their critical role in directly influencing sales performance in a business context; creative selling entails employing unique and personalized approaches, while sales innovativeness involves introducing new ideas, products, or methods in the sales process, emphasizing their significance for market differentiation and potential sales growth (Edwards et al., 2022). This theory aligns well with the current study's context, especially in the post-pandemic era, where there's a pressing need for sales adaptation towards digital selling, as highlighted by Aman et al. (2023). Selling cues, as highlighted by Mullins et al. (2020), play a crucial role in stimulating customer behavior by communicating the need to meet customer expectations and drive demands for quality service. The transition from the independent variable of selling cues, as proposed by Das et al. (2018), to the focus on salesperson's entrepreneurial selling actions, aligns with the recommendations made by Aman et al. (2023).

The selection of these theories is based on their compatibility with the evolving sales landscape, emphasizing the importance of innovative selling strategies in the currently, which are essential for businesses navigating the transformed market dynamics post-pandemic.

H1: Creative Selling has a significant positive impact on the interaction of Sales-Involved Persons.

H2: Creative Selling has a significant positive impact on the interaction of Customers.

H3: Sales Innovativeness has a significant positive impact on the interaction of Sales-Involved Persons.

H4: Sales Innovativeness has a significant positive impact on the interaction of Customers.

2.8.2 Sales-Involved Person and Customer Interactions (SCI)

From the adaptation of the Psychological Mechanism from Das et al. (2018) to clarify the mediation of sales-involved persons and customers interaction between salesperson's entrepreneurial selling actions and customer's impulsive buying.

The choice to adapt from Das et al. (2018) was motivated by the absence of studies examining salespersons' roles in communicating with customers, particularly the ways in which they convey messages to influence consumer perceptions, such as perceived risk and product uniqueness. According to Naylor and Frank (2000), it is important for salespeople to start the interaction in order to improve customers' perceptions of value.

Miao and Wang (2016) highlight that creative sales approaches, fostering customer trust through unique solutions and exceeding expectations, facilitate information sharing and improve sales outcomes. This interaction, centered on problem-solving and trust-building, allows salespersons to gather valuable customer insights. Amyx et al. (2016) emphasize the significant role of salespersons' innovative behaviors in influencing customer trust, satisfaction, and commitment. Hartmann et al. (2020) argue that relationship-building sales tactics, including rational persuasion and collaborative engagement, are crucial for enhancing buyer trust, serving as a vital link between sales strategies and the buyer's purchase decision.

Katakam et al. (2021) proposed that salespeople interactions, encompassing verbal and non-verbal communication strategies like mimicry and rapport-building, play a pivotal role in psychologically influencing customer buying decisions, triggering impulsive purchasing behaviors by establishing personal connections and engendering trust through positive interactions. Additionally, Dey and Srivastava (2017) proposed that personalized attention from service employee, fostering positive relationships and stimulating social interactions, serves as a significant hedonic motivator for impulsive buying, thereby enhancing the shopping experience and increasing the likelihood of impulse buying. Adapting these theories into the study allows for an emphasis on the psychological elements at the foundation of impulsive buying.

The quality of retail service and consumers' mood can also affect impulse buying, with good service and positive mood leading to greater impulse buying (Pornpitakpan et al., 2017). According to Katakam et al. (2021), In order to increase customers' positive impressions of the salesperson and retailer, salespeople often utilize flattery and imitation techniques. This can result in impulse buying.

These mechanisms explain how consumers respond to selling cues and how personalized attention drives social interactions, aligning with the study's focus on internal cognitive processes.

H5: Interaction of Sales-Involved Persons has a significant positive impact on Impulsive Buying.

H6: Interaction of Customers has a significant positive impact on Impulsive Buying.

2.8.3 Impulsive Buying (IB)

From the adaptation of the Customer Outcome Variable from Das et al. (2018), the researcher has incorporated these theories due to their direct relevance and applicability to the study's context.

The inclusion of regulatory focus and selling cues in Das et al. (2018) aligns with the investigation's aim to explore the impact of entrepreneurial selling actions on customer purchase intentions. Additionally, Katakam et al. (2021) offers insights into how sales-involved persons and customers interactions drive impulsive buying behaviors, crucial for understanding the outcomes influenced by these interactions within the environment. Furthermore, Mattila and Wirtz (2008) emphasis on the influence of store employees on unplanned purchases, particularly in crowded settings, provides valuable insight into the customer outcome variable as impulse buying in the context of varying shopping environments.

In addition to this, there is another concept that illustrates how Entrepreneurial Selling Action (ESA) has a direct effect on Impulsive Buying (IB). One of the theories that can be related to this research is the theory of emotional cognition within the service encounter, as suggested by Mattila and Wirtz (2008), which posits

that the mood and behaviors of service employees can transfer to customers and influence their purchasing behavior. This aligns with the concept that ESA has a direct impact on IB, emphasizing how the proactive and innovative approaches taken by salespersons can directly trigger impulsive purchasing behaviors in customers.

According to cognitive emotion theory from Habib and Qayyum (2018), cognitive aspects such as ESA from sales-involved person in a purchasing context led to specific emotional responses like pleasantness and arousal, which in turn significantly influence subsequent actions or behaviors such as impulsive buying, thereby offering insights into the pathway from cognitive appraisal through emotional response to impulsive buying actions.

Examining the impact of salespersons' entrepreneurial selling action on customer's impulsive buying, the researcher selected theories by Rajabi et al. (2018) and Mattila and Wirtz (2008). These studies offer a comprehensive understanding of the relationship between salespersons' entrepreneurial actions and customers' impulsive buying behaviors. Rajabi et al. (2018) highlights how entrepreneurial motivation among salespersons correlates with higher competitiveness and self-efficacy, while emphasizing the role of guiding customers to discover needs and challenging their perspectives. While Mattila and Wirtz (2008) focuses on the influence of employee assistance, particularly during busy periods, on customers' buying behavior. Past research supports that salespeople's helpfulness in guiding customers increases consumers' intention to buy (Baker et al., 1992). Mattila and Wirtz (2008) suggests that accommodating and supportive staff positively impact customers, potentially leading to increased unplanned purchases. This insight is significant, as it indicates how customer behavior, especially impulsive buying, can be influenced by the assistance provided by employees. These theories provide empirical and theoretical support, offering insights into how sales tactics directly impact impulsive buying decisions.

In essence, ESA strategies have a direct impact on impulsive buying by creating the ideal conditions (stimuli) that trigger favorable cognitive appraisals and strong emotional reactions. When customers emotionally resonate with the sales

presentation and feel understood or excited by what is offered, they are more likely to make impulsive buying (Habib & Qayyum, 2018).

H7: Creative Selling has a significant positive impact on Impulsive Buying.

H8: Sales Innovativeness has a significant positive impact on Impulsive Buying.



CHAPTER III

METHODOLOGY

3.1 Research Design

The research design was divided into six major stages. The first stage was literature review and defining research problem factors. Researcher comprehensive review of existing literature on sales-involved persons' entrepreneurial selling actions, impulsive buying, and sales-involved persons and customers interaction, exploring relevant theories and empirical studies. After comprehensive review, the researcher conducting an initial exploration to identify and define specific factors contributing to challenges and gaps within the research topic, elucidating the intricacies of sales-involved persons' entrepreneurial selling actions, impulsive buying of customers, and sales-involved persons and customers interaction.

The second stage, once the research problem factor was defined, the researcher develops the conceptual framework. Creating a conceptual framework based on knowledge from the literature, addressing the identified problems, and establishing relationships between sales-involved persons' entrepreneurial selling actions, impulsive buying, and the mediating role of sales-involved persons and customers interaction. Precisely defining and operationalizing variables such as sales-involved persons' entrepreneurial selling actions, impulsive buying, and sales-involved persons and customers interaction, ensuring clarity and alignment with the research objectives and the defined problems.

The third stage, after the conceptual framework developed, researcher establish the instrument. With the goal of creating a quantitative research questionnaire that would test each variable associated with the established hypotheses and research questions, this study started with the questionnaire development. The developed constructs adapted from earlier research studies.

The fourth stage, once questionnaires were developed, the research determining the appropriate sample size, employing convenience sampling to select

participants, and collecting data through surveys distributed to salespeople and customers involved in sales business interactions, with a focus on addressing the factors defining the research problems.

The fifth stage, after all the questionnaire interviews were completed, the research focus on preparing the data. The data was gathered and input to an SPSS program. With a focus on addressing the factors defining the research problems, gathering, and organizing data for analysis, cleaning and developing responses, and guaranteeing accuracy for consequent statistical review.

The last stage, after preparing the accuracy data. Research employing Structural Equation Modeling (SEM) with SPSS to analyze the relationships proposed in the conceptual framework, testing hypotheses, and deriving insights into how sales-involved persons' entrepreneurial selling actions influence impulsive buying of customers, with sales-involved persons and customers interaction as a mediator, in the post-pandemic context while considering the factors defining the research problems.

3.2 Research Method

3.2.1 Methodology

The research design will involve a quantitative approach using a questionnaire distributed through an online Google form to investigate the influence of salespeople's' entrepreneurial actions, encompassing creative selling and sales innovativeness, on customers' impulsive buying within the post-pandemic environment. Adapting from Edwards et al. (2022), the study aims to examine how these actions directly enhance impulsive buying. The concept of impulsive buying will be adapted from Katakam et al. (2021) and Mattila and Wirtz (2008).

Moreover, the research will explore the mediating role of sales-involved persons and customers interaction, drawing inspiration from Amyx et al. (2016), Katakam et al. (2021), Mattila and Wirtz (2008), and Mullins et al. (2020). This exploration seeks to understand how salespersons' entrepreneurial actions direct impact on customers' impulsive buying while also investigating the mediation effect of sales-involved persons and customers interaction within this relationship.

3.2.2 Data and Sample Description

3.2.2.1 Sampling

From the part of sales-involved persons utilizes purposive sampling adapted from Edwards et al. (2022) to select sales-involved persons who are currently engaged in sales-related roles across different industries in Thailand, both during and post Covid-19 pandemic. This sampling method was chosen to guarantee that the participants have relevant experiences and insights regarding sales methods in the specific situation shaped by the pandemic.

For customers, this research utilizes randoms sampling adapted from Mullins et al. (2020). Random sampling is employed to select customers who have made purchases from the sales-involved persons, ensuring impartial selection. Sales-involved person was given a Google form link to the customer survey and instructed to send it to their customers themselves via online. This method ensures anonymity because customers are not identified directly. Data was gathered from 250 customers and then randomly sampled resulting in 200 responses. This process will maintain the same proportional representation of customers from different types of sales-involved persons to ensure that all customers invited by the sales-involved persons have an equal opportunity to participate in the study.

3.2.2.2 Samples Size

This study involved two main groups adapted from **Mullins et al. (2020)**: sales-involved persons and customers. The first group, consisting of 200 sales-involved persons such as sales employees, entrepreneurs, marketers, influencers, and sales support staff, was selected using purposive sampling based on specific criteria. These individuals must have had direct or indirect sales experience and successfully interacted with customers during and after the COVID-19 pandemic.

Once the customer data was collected, this research involved selecting a sample of 250 customers who had interacted with sales-involved persons and had made purchases during or after the COVID-19 pandemic in Thailand. The sales-involved persons, who participated in the study by completing a questionnaire, were asked to share a Google Form link with their customers through online channels. Each salesperson could share the link with more than one customer to gather a diverse and

comprehensive data set. After collecting responses from these 250 customers, the researcher planned to reduce the sample size to 200 through simple random sampling using Microsoft Excel. This method ensures that the final customer sample is representative and unbiased, as it prevents any potential selection bias from the sales-involved persons who distributed the questionnaire.

The process of reducing the sample size involved maintaining the proportional representation of customers from various sales-related categories, such as sales employees, entrepreneurs, marketing professionals, and influencers. This was done by first calculating the number of customers to retain from each group based on the original proportions, using a formula for proportional reduction. For example, if 60 out of the 250 customers were from the sales employee category, then 48 would be retained in the final sample of 200. The selection within each group was done through simple random sampling, using the RAND() function in Excel, to ensure the process was fair and that customer identities remained confidential. This approach helped improve the reliability of the research findings by reducing selection bias and maintaining the anonymity of the respondents.

3.2.3 Instrument

A structured questionnaire with two sections each is used in the study for salespersons part and the customers they interact with. The first section goes into collecting demographic data, and the second section explores the study variables. This involves investigating how salespeople's entrepreneurial selling actions affect consumers' impulsive buying, with sales-involved persons and customers interaction as a mediator. Surveys were used, with salespeople and customers responding to different sets of questions as following:

3.2.3.1 Questionnaire for Sales-Involved Persons

Section 1: Demographic Data

This section will gather information regarding the personal details and professional background of the sales-involved persons. It might include

fields such as age, gender, specific role or responsibilities related to sales, and years of experiences.

Section 2: Study Variables

This section, the questionnaire investigates the correlation between salespersons' entrepreneurial selling actions and the mediator referred to as sales-involved persons and customers interaction. This entails probing how the specific entrepreneurial strategies and approaches utilized by salespersons affect and influence the dynamics of interaction with their customers during the sales process.

Table 3.1: Questionnaire Scale for Salespersons

No.	Measurement Item	Developed by
Salespeople's ESA: Creative Selling		Edwards et al. (2022)
1	I use creative approaches in my business development/sales presentations.	Edwards et al. (2022)
2	I use creativity to complete sales responsibilities.	Edwards et al. (2022)
3	I'm continually thinking of innovative ways to meet the demands of my customers.	Edwards et al. (2022)
4	I'm constantly coming up with and considering various possibilities to solve specific customer problems.	Edwards et al. (2022)
5	I always come up with new ways into old problems.	Edwards et al. (2022)
6	When there isn't a clear solution, I make up my own ways to solve problems.	Edwards et al. (2022)
7	I always come up with creative selling concepts.	Edwards et al. (2022)
Salespeople's ESA: Sales Innovativeness		Edwards et al. (2022)
8	The leadership team has confidence in my ability to think creatively.	Edwards et al. (2022)
9	This organization values creativity.	Edwards et al. (2022)

No.	Measurement Item	Developed by
10	Here, individuals are free to attempt various approaches to solving the same issues.	Edwards et al. (2022)
11	A common way to define this organization is that it is adaptable and always changing.	Edwards et al. (2022)
12	This organization is adaptable and willing to adjust.	Edwards et al. (2022)
13	This organization's incentive structure promotes creativity.	Edwards et al. (2022)
Sales-Involved Persons and Customer Interactions (SCI for Sales-Involved Persons)		
14	In my interactions with customers, I discover the issues they have with their products and provide a suitable solution.	Mullins et al. (2020)
15	In my interactions with customers, I pay close attention when customers ask questions about their products.	Mullins et al. (2020)
16	In my interactions with customers, I listen carefully to the concerns from customers about products so that I can respond correctly.	Mullins et al. (2020)
17	In my interactions with customers, I question to find out if customers would be interested in purchasing additional products.	Mullins et al. (2020)
18	In my interactions with customers, I take advantage of any chance to tell customers about a product that might be useful to them.	Mullins et al. (2020)
19	In my interactions with customers, I generally recommend an additional product that perfectly meets the demands of the customer.	Mullins et al. (2020)
20	My customers have extremely high requirements for service and assistance.	Mullins et al. (2020)
21	My customers expect our product/service offering to perfectly match their needs.	Mullins et al. (2020)
22	My customers are considered on me to provide the best quality of goods and services.	Mullins et al. (2020)

Salespersons' entrepreneurial selling actions including creative selling and sale innovativeness were adopted from **Edwards et al. (2022)**, will be assessed using 13 items, and 9 items gathering from **Mullins et al. (2020)**'s insights on sales-involved persons and customers interactions as a guide.

3.2.3.2 Questionnaire for Customers

Section 1: Demographic Data

This section is intended for gathering demographic information from customers, such as age, gender, and occupation, as well as possibly their buying habits.

Section 2: Study Variables

Understanding the relationship between sales-involved persons and customers interactions and impulsive buying, the tendency to make impulsive purchases is the main goal of the customer questionnaire section. This section investigates how customers' probability or ability for impulsive buying is influenced by the quality of interactions they have with salespersons.

Table 3.2: Questionnaire Scale for Customers

No.	Measurement Item	Developed by
Salesperson-Customer Interactions (SCI for Customers)		
1	The company's salesperson is creative.	Amyx et al. (2016)
2	The company's salesperson regularly presents new services/products.	Amyx et al. (2016)
3	The company's salesperson offers innovative services/products.	Amyx et al. (2016)
4	This company's helpful salespersons have an impact on my purchasing decision.	Katakam et al. (2021)
5	I usually spend a lot more when the salesperson is helpful.	Katakam et al. (2021)

No.	Measurement Item	Developed by
6	Salespersons from the company have an impact on my purchasing decisions.	Katakam et al. (2021)
7	The salesperson/sales-involved person was helpfulness	Mattila and Wirtz (2008)
8	The salesperson/sales-involved person from the company has satisfied me.	Amyx et al. (2016)
9	I think the salesperson/sales-involved person for the company looks nice.	Amyx et al. (2016)
10	I feel positively about the salesperson/sales-involved person of the company.	Amyx et al. (2016)
Impulsive Buying		
11	I ultimately spent more money than I had planned to.	Mattila and Wirtz (2008)
12	I purchased more than I had intended to.	Mattila and Wirtz (2008)
13	Making unplanned purchases of goods/services is satisfying.	Katakam et al. (2021)

The research intends to explore the mediating role of sales-involved persons and customers interaction in the customer section. Gathering from 6 items from Amyx et al. (2016), 3 items from Katakam et al. (2021), and 1 item from Mattila and Wirtz (2008) will all be included to fully assess the structure and impact of this interaction on consumers' buying behavior.

The questionnaires aim to collect significant quantity of data from both groups, enabling a thorough examination of the connection between salespersons' entrepreneurial selling actions, customers' impulsive buying, and the potential mediation by sales-involved persons and customers interactions, using a five-point Likert scale from 1 = Strongly Disagree to 5 = Strongly Agree.

Self-administered online surveys were the instrument used in this study. The first page of the questionnaires included instructions on how to answer the questions and a note appreciating the participant. The questions were all closed ended. Every participant's confidentiality and total anonymity were preserved.

3.2.4 Statistical Model

The statistical model employed for examining the impact of entrepreneurial selling actions on customer's impulsive buying, with sales-involved persons and customers interaction as a mediator in a post-pandemic environment, was a Structural Equation Model (SEM) with SPSS to analyze the relationships. The model incorporated proposed direct paths derived from Edwards et al. (2022) and Mullins et al. (2020). SEM is particularly well-suited for hypotheses involving mediators, allowing for the investigation of intricate relationships, testing indirect effects through mediators, and providing a comprehensive understanding of how entrepreneurial selling actions influence impulsive buying by considering the intermediary role of sales-involved persons and customers interaction (Hair et al., 2012).

3.3 Ethical Considerations

The research was conducted in accordance with ethical norms and principles that govern research including human participants. All respondents gave their informed consent, along with their privacy and confidentiality were carefully protected. Prior to involving experts in the questionnaire design process, the Research ethical Committee of Mahidol University Central Institutional Review Board granted approval and ethical authorization for this study (Certificate No: MU-CIRB 2024/217.1605).

CHAPTER IV RESULTS

4.1 Sales-Involved Persons' Demographic

4.1.1 Respondents' Age and Gender of Sales-Involved Persons

The participants in the survey, who were sales-involved persons, consisted of 31.5% males, 68% females, and 0.5% others as shown by Figure 4.1. The age distribution of the sales-involved respondents was categorized as follows: 4.5% were aged 18 to 24, 43.5% were aged 25 to 34, 34% were aged 35 to 44, 17% were aged 45 to 54, and 1% were over 55, as illustrated in Figure 4.2.

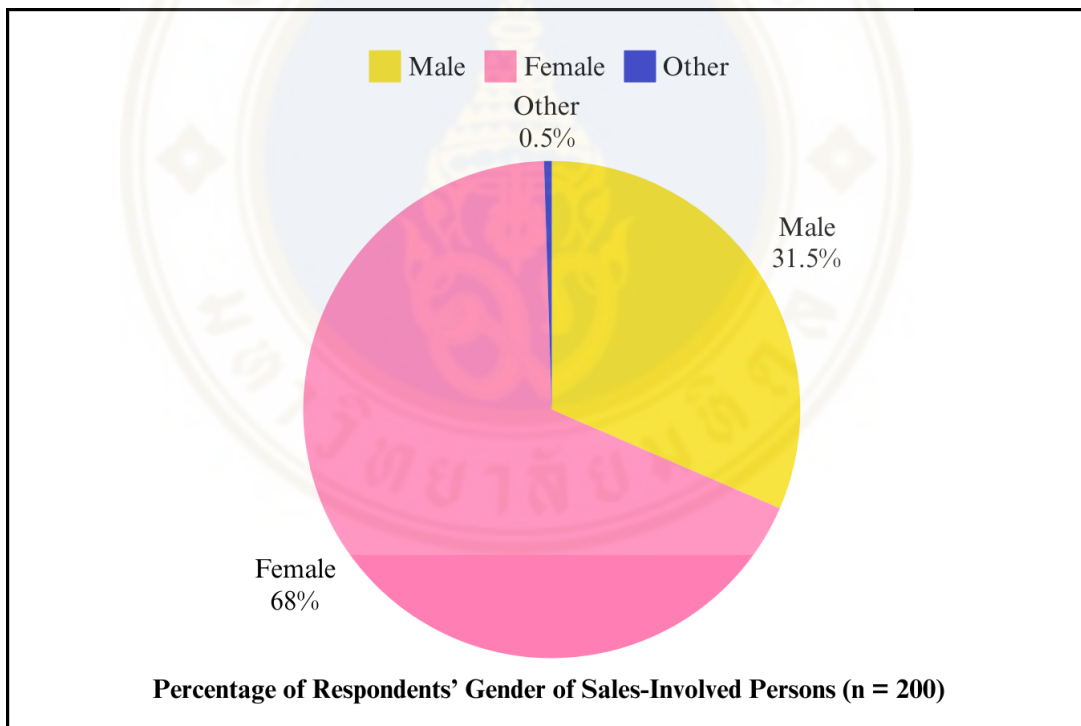


Figure 4.1: Percentage of Respondents' Gender of Sales-Involved Persons

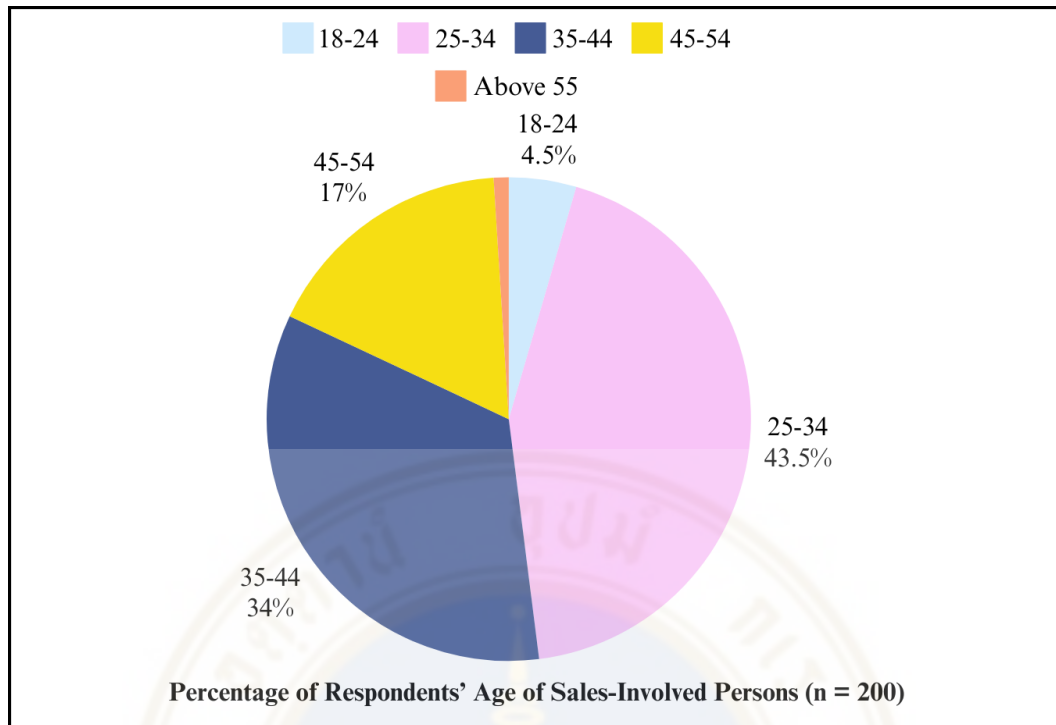


Figure 4.2: Percentage of Respondents' Age of Sales-Involved Persons

4.1.2 Respondents' Occupation and Work Experience of Sales-Involved Persons

The sales-involved respondents were composed of 19.5% salespersons, 17.5% sales support, 28.5% marketers, 27% entrepreneurs, 4.5% influencers, and 3% others as shown in Figure 4.3. In terms of work experience category, the sales-involved respondents were divided into the following groups: 5% were less than 1 year, 39% were 1 to less than 3 years, 36.5% were 3 to less than 5 years, and 19.5% were over 5 years, as shown in Figure 4.4.

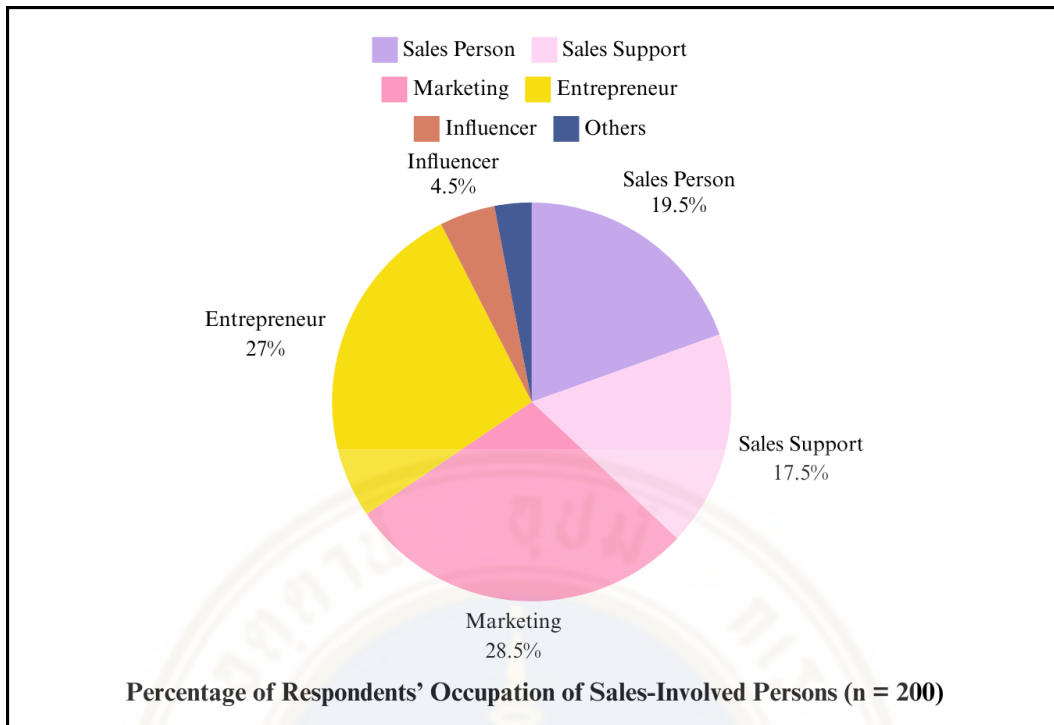


Figure 4.3: Percentage of Respondents' Occupation of Sales-Involved Persons

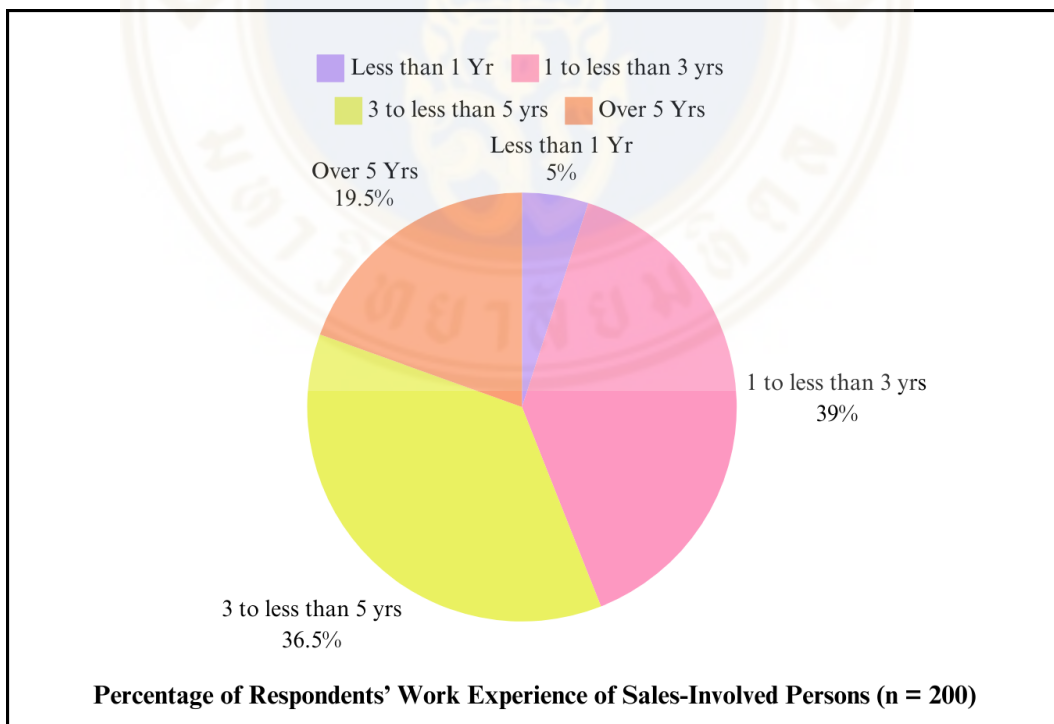


Figure 4.4: Percentage of Respondents' Work Experience of Sales-Involved Persons

4.2 Customers' Demographic

4.2.1 Respondents' Age and Gender of Customers

The second group of participants in the survey consisted of customers of sales-involved persons who completed the questionnaire, with customer respondents, those who had direct engagements with sales-involved individuals during their purchasing process, comprising 38.5% males, 60% females, and 1.5% others, as shown in Figure 4.5. Among the customer respondents, 8% were aged 18 to 24, 40% were aged 25 to 34, 43% were aged 35 to 44, 8% were aged 45 to 54, and 1% were over 55, as illustrated in Figure 4.6.

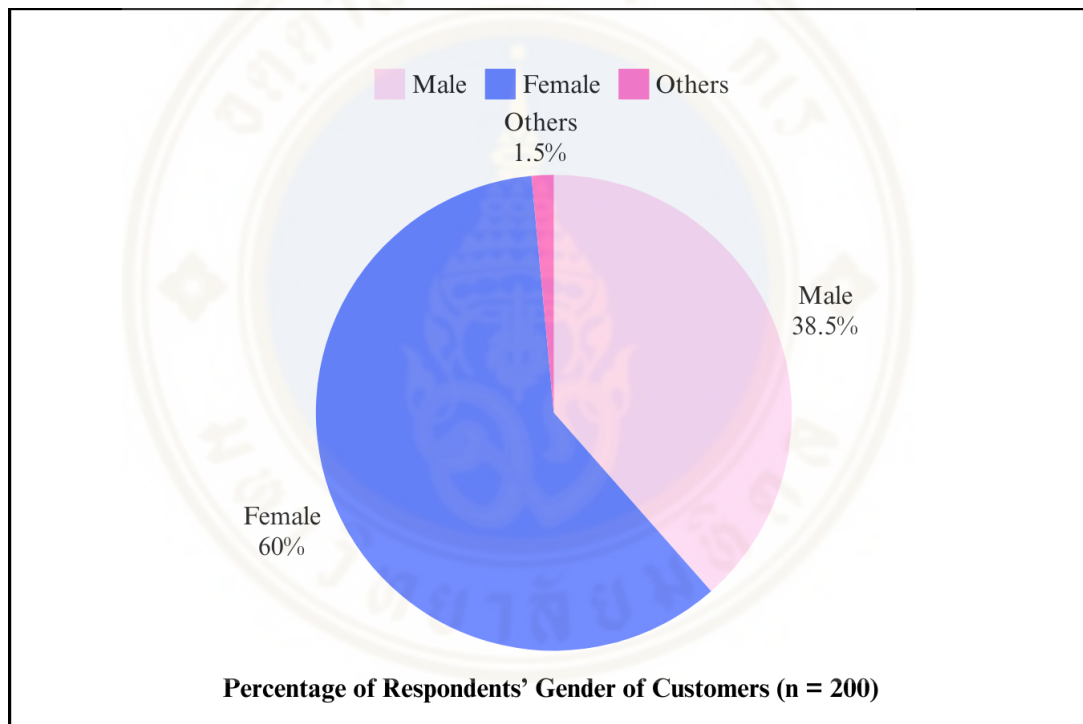


Figure 4.5: Percentage of Respondents' Gender of Customers

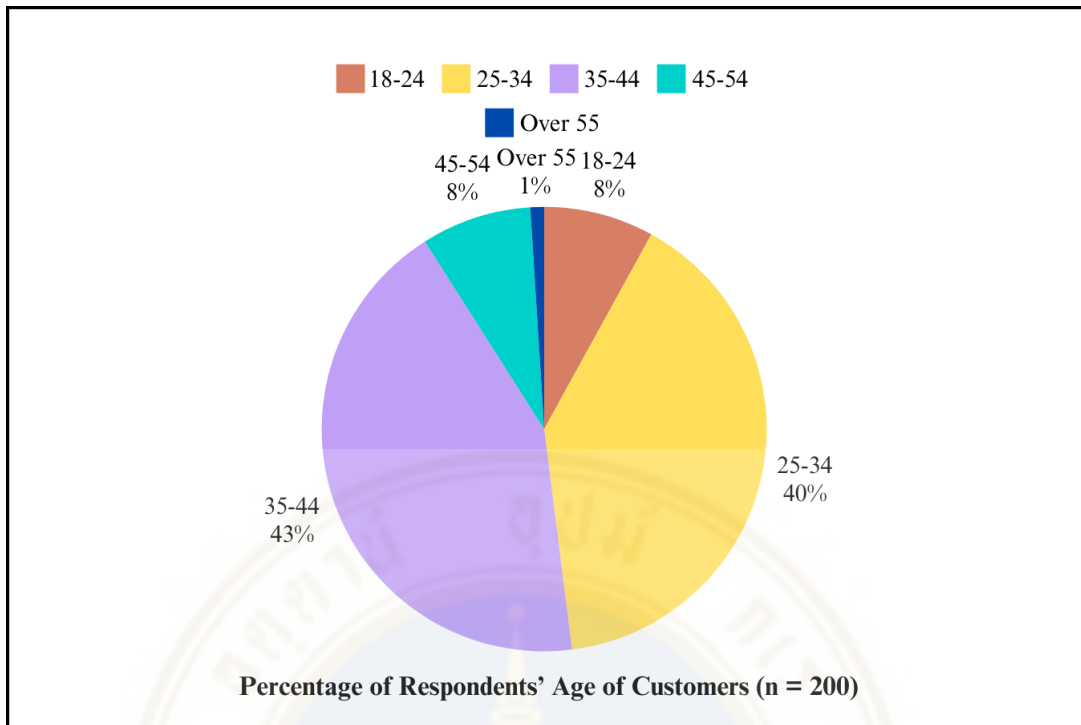


Figure 4.6: Percentage of Respondents' Age of Customers

4.2.2 Customer Responses on Sales-Involved Persons' Occupations

The sales-involved persons' occupation, based on customer responses regarding sales-involved persons' occupation, were composed of 29% salespersons, 21% sales support, 16% marketers, 24% entrepreneurs, 8.5% influencers, and 2% others as shown in Figure 4.3

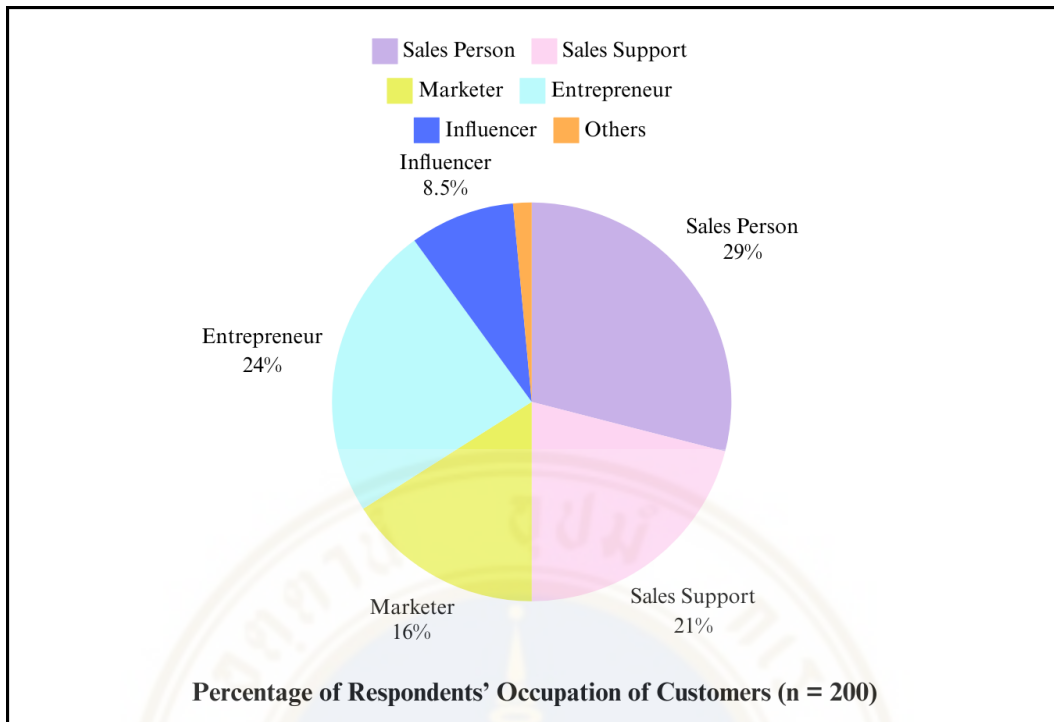


Figure 4.7: Percentage of Customer Responses on Sales-Involved Persons' Occupations

4.3 Results of Skewness and Kurtosis Analysis of Observed Variables

From the initial observed variables before model adjustment, there are a total of 22 variables. The statistical analysis to examine the distribution characteristics of these variables uses skewness and kurtosis values. The criteria for skewness and kurtosis are not exceeding +2 or -2, with an acceptable level being not exceeding +3 or -3, as referenced from **George and Mallery (2010)** and **Hair et al. (2010)**. The results are shown in the table below.

Table 4.1: Results of Skewness and Kurtosis Analysis of Observed Variables

Types of Variables		Skewness	Kurtosis
Latent Variables	Observed Variables		
EC	ec1	-0.378	-0.436
	ec2	-1.227	1.282
	ec3	-0.318	-0.324
	ec4	-0.658	-0.548
	ec5	-0.707	-0.799
	ec6	-0.847	-0.150
	ec7	-0.764	-0.279
ES	es1	-0.209	-0.712
	es2	-0.280	-0.831
	es3	-0.305	-0.517
	es4	-0.203	-0.817
	es5	-0.073	-0.774
	es6	-0.277	-0.550
SS	ss1	-0.398	-0.481
	ss2	-0.305	-0.627
	ss3	-0.464	-0.471
SC	sc1	-0.665	0.093
	sc2	-0.420	-0.188
	sc3	-0.475	-0.201
IB	ib1	-0.383	-0.411
	ib2	-0.151	-0.592
	ib3	-0.191	-0.732

Note: EC = Salespeople’s ESA: Creative Selling, ES = Salespeople’s ESA: Sales Innovativeness, SS = Sales-Involved Persons and Customer Interactions, SC = Salesperson-Customer Interactions, IB = Impulsive Buying

The distribution examination shows that the skewness and kurtosis values are within the standard, not higher than +2 and not lower than -2.

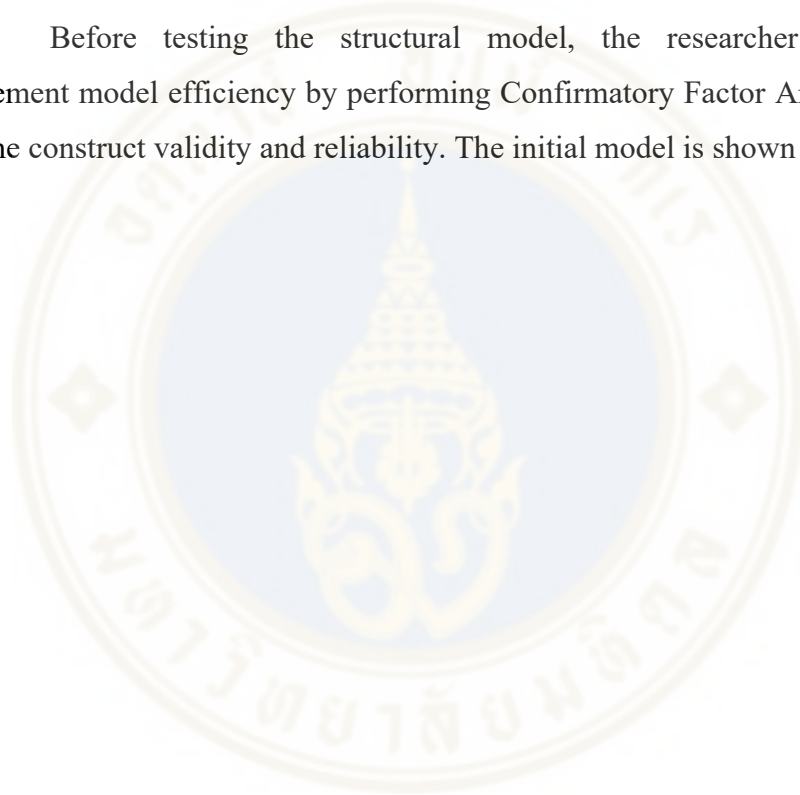
4.4 Reliability of Measurement Scales

EC = 0.782, ES = 0.907, SS = 0.884, SC = 0.887, IB = 0.839

All variables have Cronbach's alpha values higher than 0.7, thus it can be concluded that the measurement tools have internal consistency reliability and can be used to measure real data in data collection.

4.5 Measurement Model Testing

Before testing the structural model, the researcher examined the measurement model efficiency by performing Confirmatory Factor Analysis (CFA) to check the construct validity and reliability. The initial model is shown in the figure 2.



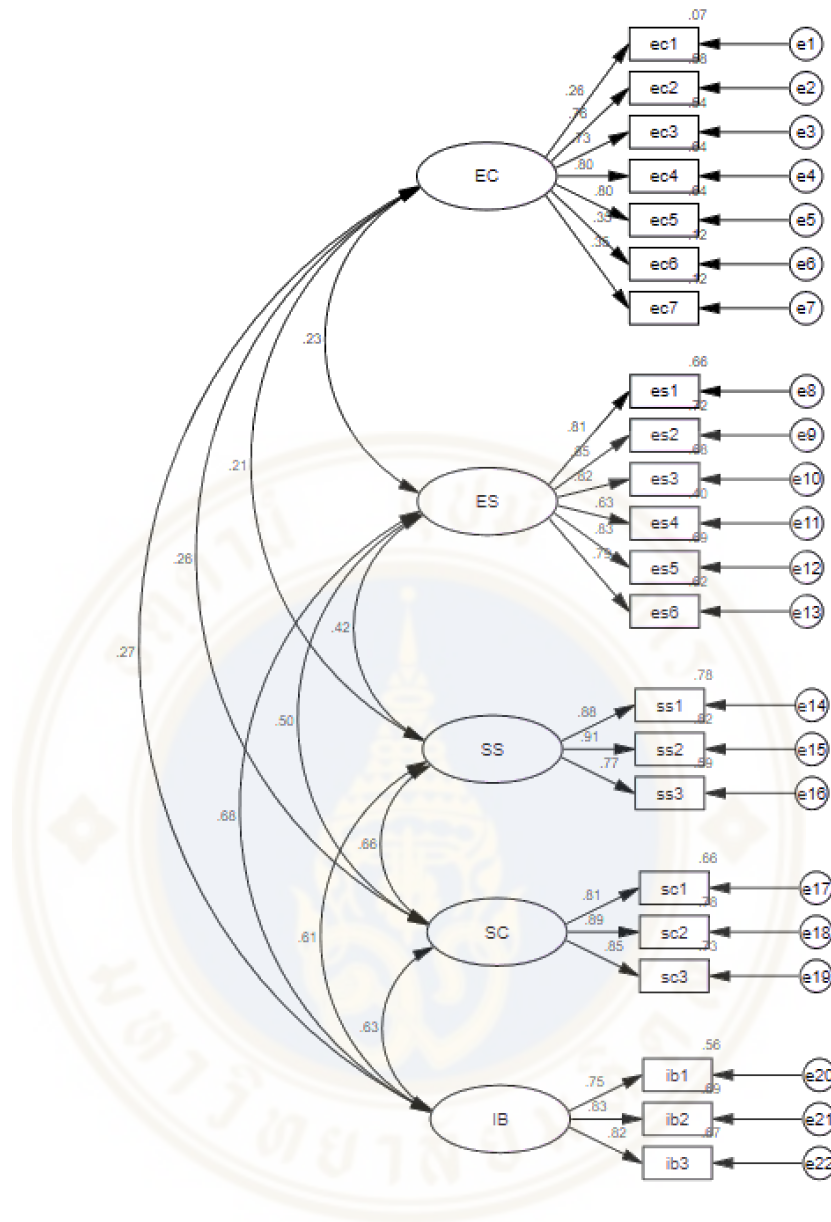


Figure 4.8: Confirmatory Factor Analysis (CFA) measurement model

From the analysis and observations, it is found that some observed variables have Factor Loading values lower than 0.7, which is below the standard criteria. Therefore, the researcher removed the observed variables below the criteria and re-analyzed, resulting in the model shown in the figure 4.8.

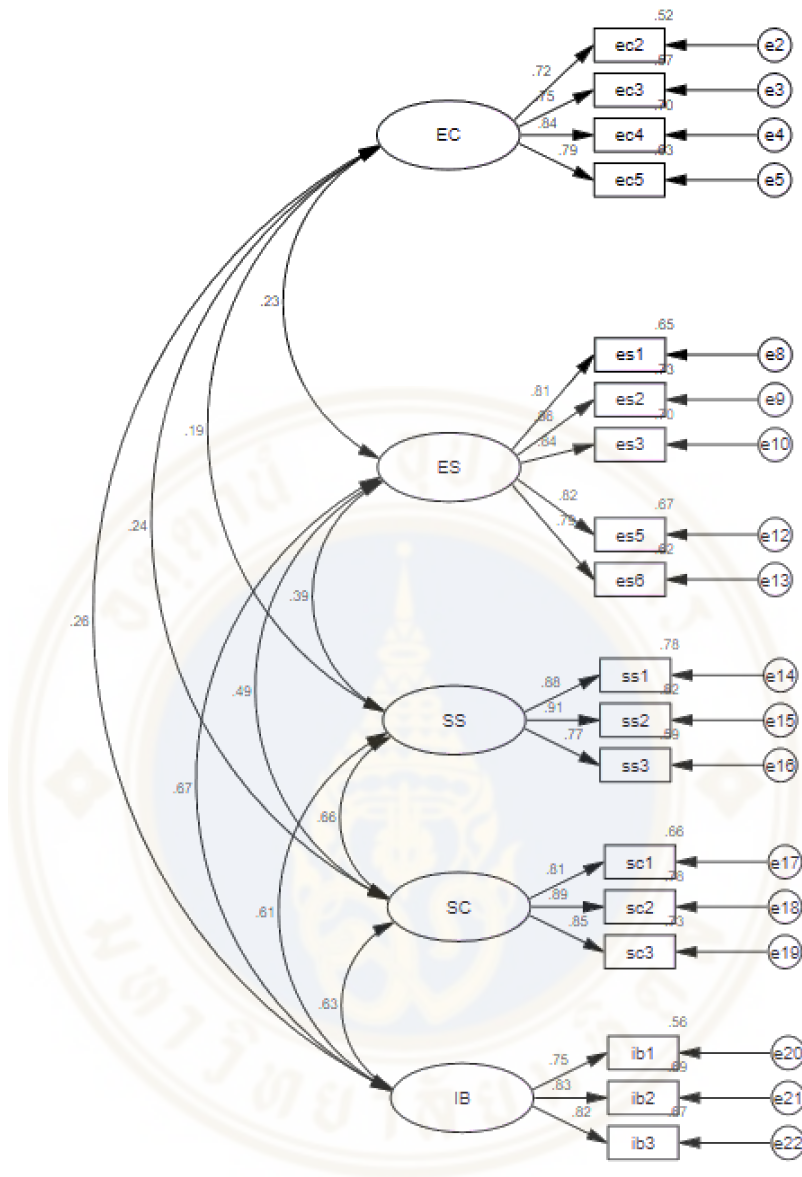


Figure 4.9: Re-analyzed CFA Model with Low Factor Loadings Removed

The researcher then considered the goodness-of-fit indices with empirical data, finding some indices below the criteria. The standard goodness-of-fit indices are shown in the table 4.9 (Hair et al., 2010).

Table 4.2: Fit Indices Table

Fit Indices	Recommended Value
CMIN/DF	<5 (Loo & Thorpe, 2000)
Goodness of Fit Index (GFI)	≥0.8 (Cheng et al., 2011)
Normalised Fit Index (NFI)	≥0.9 (Bentler & Yuan, 1999)
Relative Fit Index (RFI)	≥0.9 (Bentler & Yuan, 1999)
Incremental Fit Index (IFI)	≥0.9 (Bentler & Yuan, 1999)
Tucker Lewis Index (TLI)	≥0.9 (Bentler & Yuan, 1999)
Comparative Fit Index (CFI)	≥0.9 (Bentler & Yuan, 1999)
Root mean square error of approximation (RMSEA)	<0.08 (Hair et al., 1998)

The goodness-of-fit analysis with empirical data shows the following indices:

CMIN/df = 3.521, GFI = 0.891, NFI = 0.909, RFI = 0.889, IFI = 0.957, TLI = 0.918, CFI = 0.933, RMSEA = 0.079

Considering the standard goodness-of-fit indices, the RFI value is below the criteria. The researcher adjusted the model by connecting the error terms with high MI values as recommended by the program, resulting in the structural equation model shown in the figure 4.10.

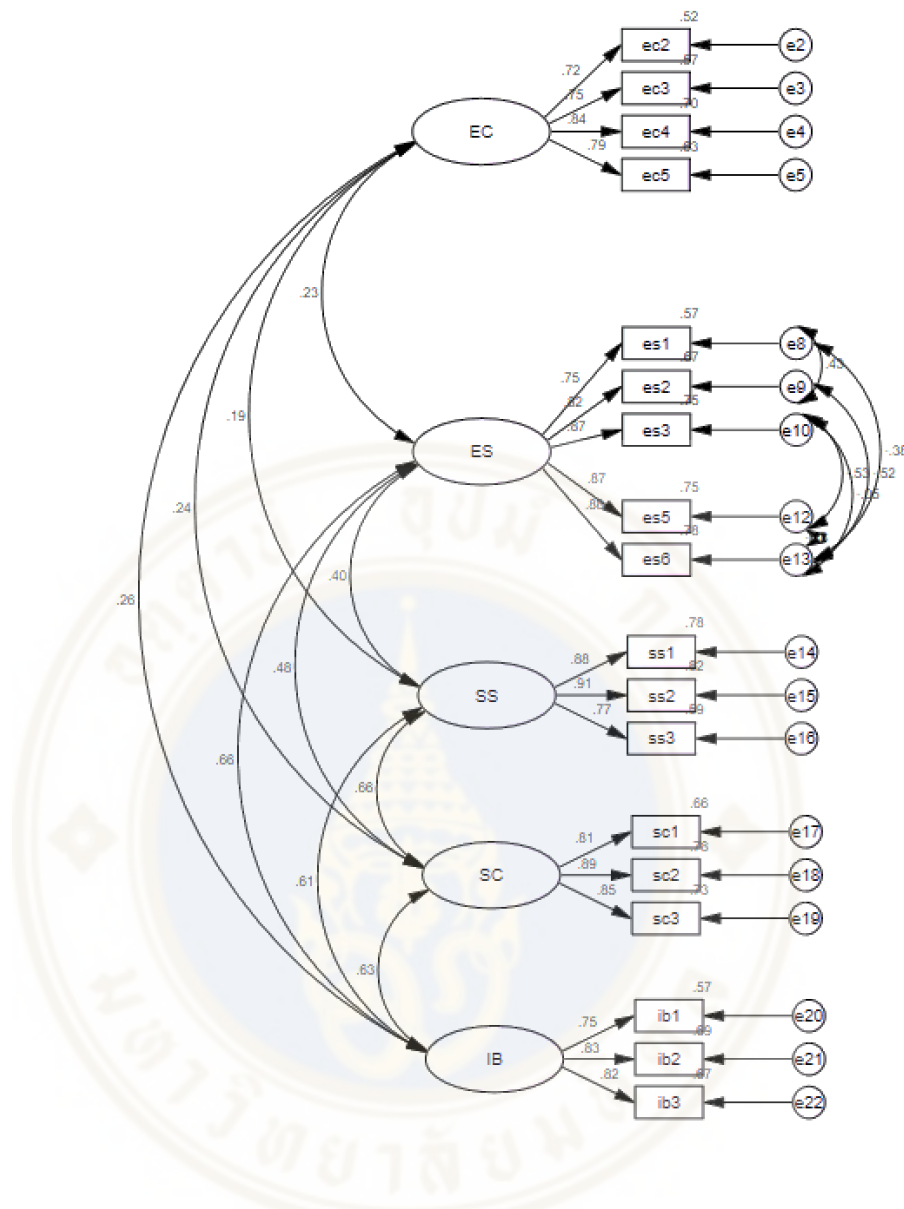


Figure 4.10: Re-analyzed CFA Model with Low RFI. Error terms with high MI were correlated based on software recommendation

The adjusted model shows the following goodness-of-fit indices:

CMIN/df = 2.183, GFI = 0.932, NFI = 0.946, RFI = 0.931, IFI = 0.970, TLI = 0.961, CFI = 0.970, RMSEA = 0.054

These indicate that the variables used in the study are consistent with empirical data. The factor loadings of observed variables to latent variables in their

measurement model are all higher than the loadings between latent variables, showing that observed variables can explain latent variables well.

4.6 Testing the Reliability between the Construct and the Observed Variables in the Overall Empirical Data

The researcher initially created a structural equation model and conducted an analysis. Upon examining the model fit between the constructed model and the empirical data, it was found that the model was not yet consistent with the empirical data. This was due to the goodness of fit indices being as follows: CMIN/df = 4.998, GFI = 0.821, NFI = 0.821, RFI = 0.793, IFI = 0.852, TLI = 0.828, CFI = 0.851, and RMSEA = 0.100. The model is shown in the figure 4.4.

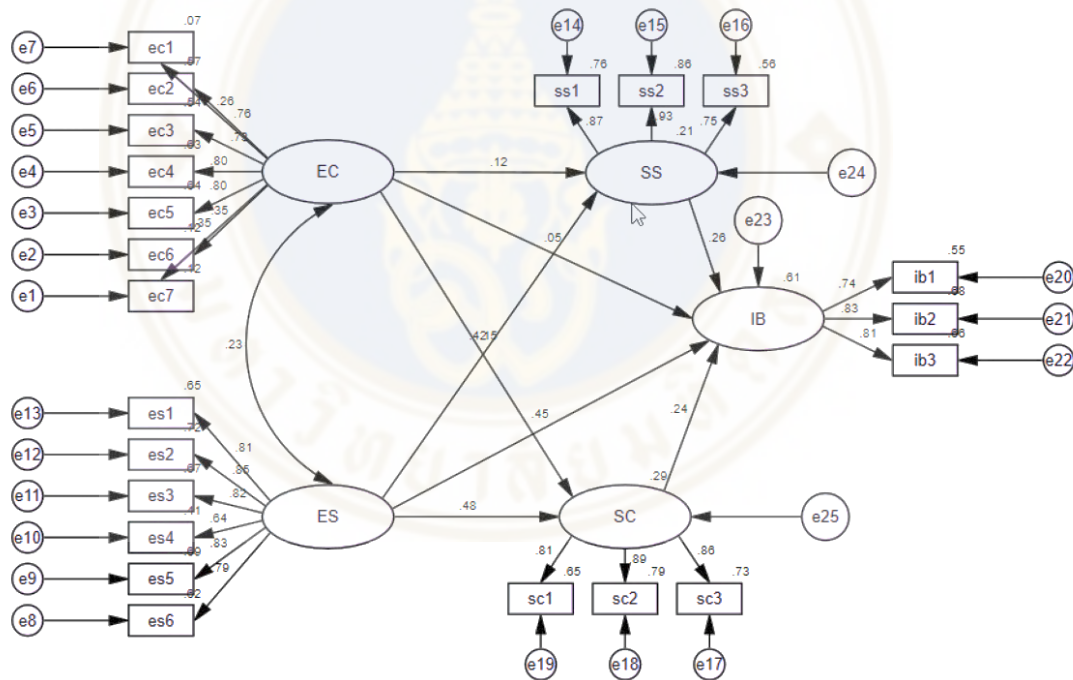


Figure 4.11: Initial Structural Equation Model (SEM) with Observed Variables

From the figure 4.11, some of the factor loading values for the observed variables are below the threshold. The researcher removed the observed variables and found that the goodness of fit indices still did not meet the criteria. Therefore, the

researcher improved the model by examining the Modification Indices (MI) to connect the relationships between the error terms of each variable as recommended by the program. The researcher then reanalyzed the structural equation model, resulting in the improved model shown in the Figure 4.12.

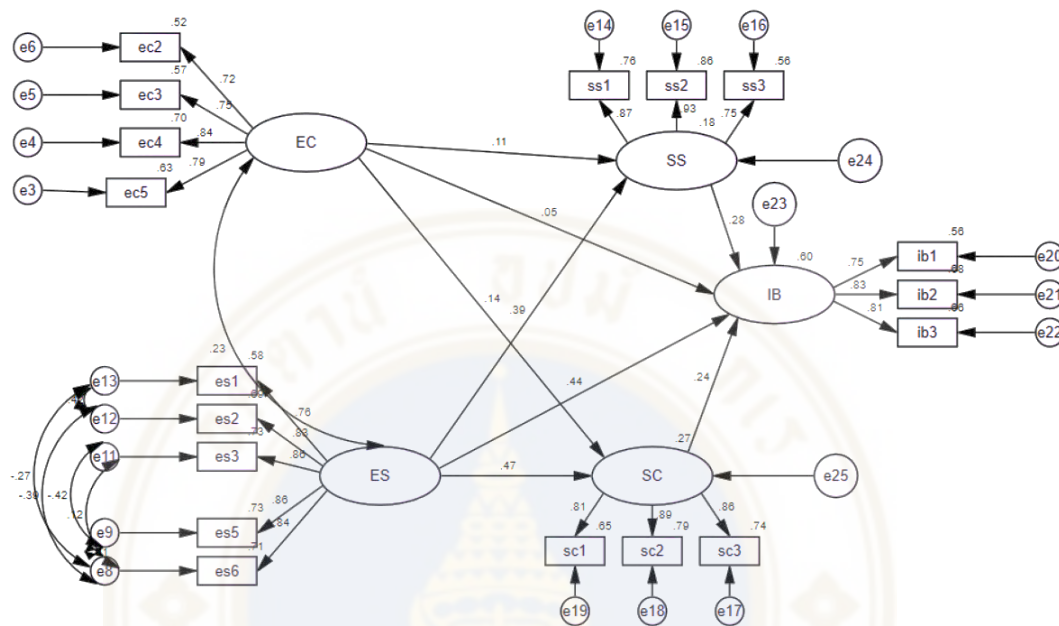


Figure 4.12: Improved Structural Equation Model (SEM) after Adjustments

After improving the model by linking the error terms, the goodness of fit indices changed and met the standard criteria. The results are as follows: CMIN/df = 3.080 (less than 5, according to Loo and Thorpe (2000)), GFI = 0.911 (greater than 0.80), NFI = 0.924 (greater than or equal to 0.9, Bentler and Yuan (1999)), RFI = 0.903 (greater than or equal to 0.9, Bentler and Yuan (1999)), IFI = 0.947 (greater than or equal to 0.9, Bentler and Yuan (1999)), TLI = 0.923 (greater than or equal to 0.9, Bentler and Yuan (1999)), CFI = 0.947 (greater than or equal to 0.9, Bentler and Yuan (1999)), and RMSEA = 0.072 (less than or equal to 0.08, Hair et al. (1998)). It can be concluded that the adjusted structural equation model is highly consistent with the empirical data.

4.7 Construct Reliability Testing

The construct reliability was evaluated using composite reliability (CR), as referenced from Fornell (1981). The observed variables that remained after testing the measurement model, with some observed variables removed due to low factor loading, resulted in a total of 18 remaining observed variables. The results are presented in the table 4.3 below:

Table 4.3: Construct Reliability Testing

Latent Variables	Total No. of Observed Variables	Construct Reliability Values	AVE
EC	4	0.858	0.603
ES	5	0.917	0.690
SS	3	0.889	0.728
SC	3	0.890	0.729
IB	3	0.839	0.636

From the table, the composite reliability values for all variables are greater than 0.60. It can be concluded that each latent variable can explain the observed variables in the measurement model created by the researcher (Diamantopoulos, 2000; Saarani & Shahadan, 2013).

4.8 Convergent Validity Testing

Convergent validity was evaluated using the average variance extracted (AVE). The table shows that the AVE values for each latent variable are higher than 0.50, indicating adequate measurement accuracy (Fornell, 1981).

4.9 Discriminant Validity Testing

Discriminant validity was tested using the criterion from Fornell (1981), where the square root of the AVE of each variable is greater than the pairwise correlation coefficients of each latent variable with other latent variables in the model. This indicates sufficient discriminant validity (F. Hair Jr et al., 2014).

4.10 Hypothesis Testing Findings

The hypothesis testing results indicate that seven hypotheses are accepted (Accepted) based on a P-value less than 0.01 and 0.05 as show in Table 4.4.

H1: Creative Selling has a significant positive impact on the interaction of sales-involved persons, as evidenced by a P-value of 0.044, which is below the 0.05 threshold. Therefore, H1 is accepted.

H2: Creative selling also has a significant impact on customer interactions, with a P-value of 0.010, meeting the 0.01 level of significance. As a result, H2 is accepted.

H3: Sales innovativeness exhibits a strong positive influence on interactions of sales-involved persons, with a P-value of 0.000, indicating extremely high statistical significance. Hence, H3 is accepted.

H4: Similarly, Sales innovativeness significantly impacts customer interactions, with a P-value of 0.000, affirming that the relationship is highly statistically significant. Therefore, H4 is accepted.

H5: The interactions of sales-involved persons play a significant role in driving impulsive buying, as indicated by a P-value of 0.000. This strong level of significance leads to the acceptance of H5.

H6: Customer interactions also significantly contribute to impulsive buying, with a P-value of 0.000, marking high statistical significance. Thus, H6 is accepted.

H7: Creative selling does not have a direct significant impact on impulsive buying, as reflected by a P-value of 0.260, which exceeds the 0.05 threshold for statistical significance. Consequently, H7 is rejected.

H8: Sales innovativeness directly drives impulsive buying, as shown by a highly significant P-value of 0.000. Hence, H8 is accepted.

Table 4.4: Hypothesis Testing Results

No.	Relationship	C.R. Value	Standardized Regression Coefficient	P-value	Hypothesis Test Result
H1	EC -> SS	2.013	0.109	0.044*	Accepted
H2	EC -> SC	2.580	0.136	0.010*	Accepted
H3	ES -> SC	7.665	0.469	0.000**	Accepted
H4	ES -> SS	6.611	0.390	0.000***	Accepted
H5	SS -> IB	5.175	0.283	0.000***	Accepted
H6	SC -> IB	4.019	0.242	0.000***	Accepted
H7	EC -> IB	1.126	0.050	0.260	Rejected
H8	ES -> IB	7.306	0.442	0.000***	Accepted

Note: *Statistically significant at the 0.05 level, **Statistically significant at the 0.01 level, ***Statistically significant at the 0.001 level

4.11 Path Analysis

In terms of path analysis, the results provide insight into both direct and indirect effects of entrepreneurial selling actions (EC: Creative Selling, ES: Sales Innovativeness), as well as sales interactions (SS: Sales-Involved Person Interaction, SC: Customer Interaction) on impulsive buying (IB).

Table 4.5: Path Analysis

Path Analysis	Direct Effect	Indirect Effect	Total Effect
EC -> SS	0.109	-	0.109
EC -> SC	0.136	-	0.136
ES -> SC	0.469	-	0.469
ES -> SS	0.390	-	0.390
SS -> IB	0.283	-	0.283
SC -> IB	0.242	-	0.242
ES -> IB	0.442	0.224	0.666
EC -> IB	0.050	0.064	0.1144

The path analysis as show in table 4.5 underscores the importance of sales innovativeness in both directly and indirectly driving impulsive buying, while creative selling exerts a more subtle, interaction-mediated influence. Interactions between sales-involved persons and customers serve as critical mediators that amplify the effects of both creative selling and sales innovativeness on impulsive buying behavior.

CHAPTER V

DISCUSSION

5.1 Discussion

The empirical findings from this study confirm several key hypotheses related to the impact of entrepreneurial selling actions (ESA) on interactions between sales-involved persons and customers, as well as on impulsive buying behavior. The study reveals that both creative selling and sales innovativeness significantly influence interactions and impulsive buying, albeit in different ways.

The impact of creative selling on interactions with sales-involved persons and customers was strongly supported. The statistical analysis indicated a significant positive relationship for interactions with sales-involved persons, and similarly positive results for interactions with customers. This aligns with the existing literature that emphasizes the importance of creative selling in fostering meaningful and engaging interactions. Creative selling involves innovative approaches to product presentation and promotion, which enhance the ability of sales-involved persons to engage customers, understand their needs, and provide tailored solutions. Studies by Mullins et al. (2020) and Edwards et al. (2022) support this notion, highlighting that creative selling techniques enable salespeople to foster positive interactions that lead to better customer satisfaction and loyalty. Furthermore, Habib and Qayyum (2018) Cognitive Emotion Theory explains that such interactions can evoke positive emotional responses like pleasantness and arousal, which are crucial for building trust and rapport with customers. Wang et al. (2020) also emphasize that creative selling can effectively enhance customer satisfaction and loyalty.

Sales innovativeness, another critical aspect of ESA, was found to significantly enhance interactions between salespeople and customers. Sales innovativeness involves proactively seeking new methods and solutions, which aligns

with entrepreneurial strategies that encourage salespeople to step outside their comfort zones and engage customers more effectively. Edwards et al. (2022) highlight the pivotal role of innovation in driving market adaptability and sales success. Moreover, Rajabi et al. (2018) emphasize that salespeople with a strong entrepreneurial mindset and innovative approaches are better equipped to meet customer needs, ultimately enhancing customer satisfaction and driving improved sales performance.

Interactions between sales-involved persons and customers were also found to have a significant impact on impulsive buying behavior. Positive interactions were shown to significantly drive impulsive buying, as indicated by the acceptance of hypotheses related to these interactions. The Cognitive Emotion Theory suggests that these interactions can trigger emotional responses that lead to impulsive purchases. Zablah et al. (2004) highlight that effective salesperson-customer interactions are pivotal in influencing impulsive buying behavior. Similarly, Rapp et al. (2013) emphasize that customer engagement through personalized interactions significantly impacts impulsive buying tendencies.

However, the direct impact of creative selling on impulsive buying was not supported, suggesting that while creative selling improves interactions, it does not directly lead to impulsive buying. This finding indicates that the influence of creative selling on impulsive buying is mediated by the quality of interactions between sales-involved persons and customers. This aligns with the findings of Burgelman and Hitt (2007), who argue that creative selling primarily enhances customer engagement rather than directly driving impulsive purchases.

In contrast, sales innovativeness was found to directly lead to impulsive buying, indicating that innovative selling approaches can create a dynamic and engaging shopping environment that triggers impulsive buying behavior. Siraphattada et al. (2022) highlight that sales innovativeness is critical in driving impulsive buying by creating a sense of urgency and excitement among customers.

In summary, the findings underscore the importance of integrating creative selling and sales innovativeness into sales strategies to enhance customer interactions

and drive impulsive buying. While creative selling significantly improves interactions, its impact on impulsive buying is mediated by these interactions. On the other hand, sales innovativeness directly influences impulsive buying by fostering a dynamic and engaging shopping environment.

5.2 Theoretical Implications

The findings of this study contribute significantly to the existing literature on entrepreneurial selling actions (ESA) and their impact on customer interactions and impulsive buying behavior. Specifically, the acceptance of hypotheses H1, H2, H3, H4, H5, and H6 confirms the critical role of creative selling and sales innovativeness in enhancing interactions between sales-involved persons and customers, which in turn drive impulsive buying. The rejection of H7 suggests that the direct impact of creative selling on impulsive buying is less significant, highlighting the importance of mediated interactions. The acceptance of H8 further underscores the direct influence of sales innovativeness on impulsive buying.

These findings align with the Cognitive Emotion Theory and cognitive appraisal theory, which emphasize the role of cognitive processes and emotional responses in consumer behavior. By integrating these theories, this study provides a comprehensive framework for understanding how ESA influences impulsive buying through the mediation of interactions. The work of Habib and Qayyum (2018) on the Cognitive Emotion Theory, along with Rajabi et al. (2018) on the importance of entrepreneurial motivation in sales, support the theoretical implications drawn from this study.

5.3 Managerial Implications

The results of this study offer valuable insights for sales managers and practitioners. Firstly, the significant impact of creative selling on customer interactions (H1 and H2) suggests that training sales-involved persons in creative selling techniques can enhance their engagement with customers, leading to better sales outcomes. Sales

managers should focus on developing creative selling strategies that align with customer needs and preferences. This aligns with the recommendations of Mullins et al. (2020) and Edwards et al. (2022) for fostering creativity in sales practices.

Secondly, the importance of sales innovativeness (H3 and H4) underscores the necessity of cultivating a culture of innovation within the sales team. Encouraging sales-involved persons to embrace innovative approaches can enhance customer interactions and contribute to impulsive buying behavior (H8). Sales managers should facilitate continuous learning and provide platforms for experimentation to drive innovation in sales practices. Edwards et al. (2022) highlight the critical role of innovation in adapting to market changes, while Rajabi et al. (2018) emphasize that salespeople with entrepreneurial motivation and innovative thinking are more effective in meeting customer needs and influencing purchasing decisions.

Thirdly, the findings emphasize the role of positive customer interactions in driving impulsive buying (H5 and H6). Sales managers should prioritize building strong relationships with customers through personalized and engaging interactions. This can be achieved by training sales-involved persons to be attentive, responsive, and empathetic towards customer needs. The work of Zablah et al. (2004) and Rapp et al. (2013) supports the importance of effective salesperson-customer interactions in influencing impulsive buying behavior.

Lastly, the rejection of H7 suggests that while creative selling is important for customer interactions, it may not directly lead to impulsive buying. Sales managers should ensure that creative selling efforts are complemented by strategies that enhance customer interactions to maximize impulsive buying opportunities. Burgelman and Hitt (2007) emphasize that creative selling primarily enhances customer engagement rather than directly driving impulsive purchases.

In summary, the findings of this study underscore the importance of integrating creative selling and sales innovativeness into sales strategies to enhance customer interactions and drive impulsive buying. Sales managers should focus on

training, fostering innovation, and building strong customer relationships to achieve better sales performance.

5.4 Limitations

In this study, several limitations need to be acknowledged. First, the reliance on self-reported data from sales-involved persons and customers may introduce biases related to social desirability or recall inaccuracies, which could affect the validity of the findings. Additionally, like the limitations highlighted in Mullins et al. (2020), the study's cross-sectional design limits the ability to infer causal relationships between variables. The study also focused on specific industries in Thailand, which may limit the generalizability of the findings to other contexts or regions. Lastly, while the study aimed to capture a comprehensive view of entrepreneurial selling actions and their impact on impulsive buying, it did not fully account for external factors such as market conditions or organizational culture, which could influence these dynamics.

5.5 Future Research Suggestions

Future research could expand the theoretical understanding of entrepreneurial selling actions (ESA) and their impact on impulsive buying by exploring additional frameworks, such as the Theory of Planned Behavior or Behavioral Economics, which could offer complementary insights into how sales strategies influence consumer behavior. Empirical studies are needed to test these theoretical extensions, particularly in diverse populations and contexts. For example, future research could examine how ESA affects impulsive buying across different cultural groups, considering how cultural dimensions might moderate these effects. Additionally, expanding the population scope by including various demographic groups and regions can provide a more comprehensive understanding of how ESA influences impulsive buying behavior in different contexts. By integrating theoretical, empirical, and context-related approaches, future research can offer a more holistic view of the relationship between sales strategies and consumer behavior, contributing to both academic knowledge and practical applications in sales and marketing.

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Appendix A: Questionnaire for Sales-Involved Persons in Thai

ชุดแบบสอบถามสำหรับกลุ่มตัวอย่างผู้เกี่ยวข้องกับการขาย

“การศึกษาพฤติกรรมกรรมการขายแบบผู้ประกอบการต่อผลกระทบของการซื้อแบบทุนหันหลังเล่น ผ่านปฏิสัมพันธ์ระหว่างผู้มีส่วนร่วมในการขายและลูกค้า ในบริบทหลังการแพร่ระบาดโควิด-19”

คำชี้แจง

เรียน ผู้ตอบแบบสอบถามทุกท่าน

ด้วยดีฉัน นางสาวจรรยา ขาวเงิน นักศึกษาปริญญาโทสาขาภาวะผู้ประกอบการและนวัตกรรม คณะวิทยาลัยการจัดการ มหาวิทยาลัยมหิดล มีความประสงค์ทำวิทยานิพนธ์เรื่อง “การศึกษาพฤติกรรมกรรมการขายแบบผู้ประกอบการต่อผลกระทบของการซื้อแบบทุนหันหลังเล่น ผ่านปฏิสัมพันธ์ระหว่างผู้มีส่วนร่วมในการขายและลูกค้า ในบริบทหลังการแพร่ระบาดโควิด-19” ซึ่งประโยชน์ที่คาดว่าจะได้รับคือ การศึกษานี้คาดว่าจะเพิ่มความเข้าใจในการขายแบบผู้ประกอบการที่ส่งผลกระทบต่อพฤติกรรมกรรมการซื้อแบบทุนหันหลังเล่นของลูกค้า ในบริบทหลังการแพร่ระบาดโควิด-19 และเข้าใจความสำคัญของการปฏิสัมพันธ์ระหว่างผู้เกี่ยวข้องกับการขายและลูกค้า ทำให้เกิดการพัฒนาแผนการขายและการตลาดภายในองค์กร อีกทั้งยังสามารถเป็นแนวทางการวิจัยเพิ่มเติมในอนาคตได้

ท่านได้รับเชิญให้เข้าร่วมการวิจัยนี้เนื่องจากท่านมีประสบการณ์ในการขายและการทำงานกับบุคคลที่เกี่ยวข้องกับการขายในอุตสาหกรรมต่างๆในประเทศไทย โดยจะเป็นประสบการณ์หลังจากการแพร่ระบาดโควิด-19 ในการนี้ผู้วิจัยมีความจำเป็นต้องเก็บรวบรวมข้อมูลโดยใช้แบบสอบถามออนไลน์ผ่าน Google Form เรื่อง “การศึกษาพฤติกรรมกรรมการขายแบบผู้ประกอบการต่อผลกระทบของการซื้อแบบทุนหันหลังเล่น ผ่านปฏิสัมพันธ์ระหว่างผู้มีส่วนร่วมในการขายและลูกค้า ในบริบทหลังการแพร่ระบาดโควิด-19” ซึ่งประกอบด้วยคำถาม 5 ส่วน ดังนี้

ส่วนที่ 1: แบบสอบถามคัดกรองผู้ตอบแบบสอบถาม

ส่วนที่ 2: แบบสอบถามข้อมูลของผู้ตอบแบบสอบถาม

ส่วนที่ 3: แบบสอบถามเกี่ยวกับพฤติกรรมกรรมการขายแบบมีความคิดสร้างสรรค์

ส่วนที่ 4: แบบสอบถามเกี่ยวกับพฤติกรรมกรรมการขายแบบมีนวัตกรรม

ส่วนที่ 5: แบบสอบถามเกี่ยวกับการปฏิสัมพันธ์ระหว่างผู้เกี่ยวข้องกับการขายและลูกค้า

จำนวน 27 ข้อ ใช้เวลาในการตอบไม่เกิน 15 นาที

เนื่องจากแบบสอบถามประกอบด้วยคำถามหลายส่วน จึงขอความกรุณาให้ท่านพิจารณาตอบตามความรู้สึกของท่านให้มากที่สุด โดยข้อมูลและคำตอบทั้งหมดจะถูกปกปิดเป็นความลับ และจะนำมาใช้ในการวิเคราะห์ผลการศึกษาค้นคว้าครั้งนี้โดยออกมาเป็นภาพรวมของการวิจัยเท่านั้น จึงไม่มีผลกระทบต่อใคร ๆ ต่อผู้ตอบหรือหน่วยงานของผู้ตอบ เนื่องจากไม่สามารถนำมาสืบค้นเจาะจงหาผู้ตอบได้ ท่านมีสิทธิ์ที่จะไม่ตอบคำถามข้อใดข้อหนึ่ง หากท่านไม่สบายใจหรืออึดอัดที่จะตอบคำถามนั้น



APPROVED
Mahidol University
Central Institutional
Review Board (MUCIRB)
Protocol No. 2024.217-1605

Digitally signed by Mahidol University
Central Institutional Review Board
DN: c=TH, o=Mahidol University Central
Institutional Review Board
Date: 2024.08.01 13:06:38 +07'00'

Appendix A: Questionnaire for Sales-Involved Persons in Thai (cont.)

หรือไม่ตอบแบบสอบถามทั้งหมดเลยก็ได้ โดยไม่มีผลกระทบต่อการทำงานใด ๆ ของท่าน ท่านมีสิทธิ์ที่จะไม่เข้าร่วมการวิจัยก็ได้โดยไม่ต้องแจ้งเหตุผล

หากผู้เข้าร่วมวิจัยมีข้อสงสัยเกี่ยวกับการวิจัยหรือแบบสอบถาม สามารถติดต่อสอบถามได้ที่ หัวหน้าโครงการวิจัย นางสาวจรรยา ขาวเงิน ในวันและเวลาดังกล่าว หรือ โทรศัพท์ 061-664-1423

โครงการวิจัยนี้ได้รับการพิจารณารับรองจาก คณะกรรมการจริยธรรมการวิจัยในคนของมหาวิทยาลัยมหิดล สำนักงานอยู่ที่ สำนักงานอธิการบดีมหาวิทยาลัยมหิดล ถนนพุทธมณฑล สาย 4 ตำบลศาลายา อำเภอพุทธมณฑล จังหวัดนครปฐม 73170 หมายเลขโทรศัพท์ 02-849-6224 ,6225 โทรสาร 02-849-6224 หากท่านได้รับการปฏิบัติไม่ตรงตามที่ระบุไว้ ท่านสามารถติดต่อประธานกรรมการหรือผู้แทน ได้ตามสถานที่และหมายเลขโทรศัพท์ข้างต้น

นิยามคำศัพท์เฉพาะ

1) ผู้เกี่ยวข้องกับการขาย (Sales-Involved Persons): ประกอบไปด้วยผู้ที่เกี่ยวข้องกับการขายโดยตรง และผู้ที่เกี่ยวข้องกับการขายทางอ้อม กล่าวคือ ใครก็ตามที่มีส่วนร่วมในกระบวนการขาย ซึ่งมีส่วนช่วยให้ลูกค้าเข้าใจสินค้า/บริการ ในขณะที่เดียวกันก็มีความสามารถที่จะส่งเสริมความสัมพันธ์และทำความเข้าใจถึงความต้องการของลูกค้าได้อย่างชาญฉลาด

2) พฤติกรรมการขายแบบผู้ประกอบการ (Entrepreneurial Selling Actions): เป็นพฤติกรรมการขายแบบผู้ประกอบการที่มุ่งดึงดูดลูกค้าใหม่และรักษาลูกค้าเก่า โดยสามารถแบ่งออกได้ ดังนี้

- พฤติกรรมการขายเชิงสร้างสรรค์ (Creative Selling): การใช้แนวทางที่เป็นนวัตกรรมและไม่เหมือนใคร ในการขายสินค้าหรือบริการ
- การขายแบบมีนวัตกรรม (Sales Innovativeness): ความเต็มใจของผู้เกี่ยวข้องกับการขาย ที่จะเปิดรับแนวทางแก้ไขปัญหาใหม่ๆ ปรับตัวให้เข้ากับการเปลี่ยนแปลง และใช้เทคโนโลยีเพื่อแนะนำสินค้า/บริการใหม่ๆ

3) การซื้อแบบหุนหันพลันแล่น (Impulsive Buying): การซื้อสินค้า/บริการโดยไม่ได้วางแผนว่าจะซื้อมาก่อน เป็นการตัดสินใจอย่างรวดเร็ว

หากท่านยินยอมเข้าร่วมการวิจัยโดยการตอบแบบสอบถาม ขอให้ท่านทำเครื่องหมาย ในช่องสี่เหลี่ยม และขอขอบพระคุณที่กรุณาใช้เวลาในการตอบแบบสอบถาม

ผู้เข้าร่วมวิจัย ขอยืนยันว่า ฉันทันเป็นผู้มีอายุ 18 ปีขึ้นไป และสมัครใจยินยอมเข้าร่วมโครงการวิจัยนี้

- ยินยอม
 ไม่ยินยอม (จบแบบสอบถาม)

Appendix A: Questionnaire for Sales-Involved Persons in Thai (cont.)**ส่วนที่ 1** แบบสอบถามคัดกรองผู้ตอบแบบสอบถาม

1. ท่านเคยมีประสบการณ์ทางการขายแบบใด

- เป็นผู้ที่เกี่ยวข้องกับการขายโดยตรง เช่น พนักงานขาย
- เป็นผู้ที่เกี่ยวข้องกับการขายทางอ้อม เช่น ประสานงานขาย การตลาด ผู้ประกอบการ/เจ้าของกิจการ อินฟลูเอนเซอร์ และอื่นๆ
- ไม่ได้เป็นผู้ที่เกี่ยวข้องกับการขาย (จบแบบสอบถาม)

ส่วนที่ 2 แบบสอบถามข้อมูลของผู้ตอบแบบสอบถาม

1. อายุ

- 18-24 ปี
- 25-34 ปี
- 35-44 ปี
- 45-54 ปี
- 55 ปีขึ้นไป

2. เพศ

- ชาย
- หญิง
- อื่นๆ

3. อาชีพ

- พนักงานขาย
- ฝ่ายสนับสนุนการขาย / Sales Support / Sales Coordinator
- ฝ่ายการตลาด / Marketing
- ผู้ประกอบการ / Entrepreneur
- อินฟลูเอนเซอร์ / Influencer
- อื่นๆ (โปรดระบุ) _____

4. จำนวนประสบการณ์การทำงานเกี่ยวกับอาชีพที่ท่านได้ระบุไว้

- มีประสบการณ์การทำงานน้อยกว่า 1 ปี
- มีประสบการณ์การทำงานตั้งแต่ 1 ปี แต่ไม่ถึง 3 ปี
- มีประสบการณ์การทำงานตั้งแต่ 3 ปี แต่ไม่ถึง 5 ปี
- มีประสบการณ์การทำงานตั้งแต่ 5 ปีขึ้นไป

Appendix A: Questionnaire for Sales-Involved Persons in Thai (cont.)**ส่วนที่ 3** แบบสอบถามเกี่ยวกับความคิดสร้างสรรค์ทางการขาย

	แบบสอบถาม	ระดับความถี่				
		5	4	3	2	1
		เป็นประจำ, มากที่สุด	บ่อยครั้ง, มาก	บางครั้ง, ปานกลาง	นานๆครั้ง, น้อย	ไม่เคย, น้อยที่สุด
ส่วนที่ 3 แบบสอบถามเกี่ยวกับความคิดสร้างสรรค์ทางการขาย						
1	ฉันมักจะนำเสนอการพัฒนาธุรกิจ/การขาย ในรูปแบบที่เป็นนวัตกรรมใหม่					
2	เพื่อให้งานขายของฉันสำเร็จลงไปด้วยดี ฉันมักจะใช้ความคิดสร้างสรรค์					
3	ฉันคิดหาวิธีใหม่ๆ อย่างต่อเนื่องเพื่อ ตอบสนองความต้องการของลูกค้า					
4	ฉันมักจะคิดและพิจารณาความเป็นไปได้ ต่างๆอยู่เสมอ เพื่อแก้ไขปัญหาเฉพาะของ ลูกค้า					
5	ฉันมักจะคิดหาวิธีใหม่ๆ ในการแก้ปัญหา เก่าๆที่ยังแก้ไม่ได้					
6	เมื่อไม่มีวิธีแก้ปัญหาที่ชัดเจน ฉันมักจะหา วิธีแก้ไขปัญหาด้วยตนเอง					
7	ฉันมักสร้างแนวคิดการขายที่สร้างสรรค์อยู่ เสมอ					

ส่วนที่ 4 แบบสอบถามเกี่ยวกับพฤติกรรมการขายแบบมีนวัตกรรม

	แบบสอบถาม	ระดับความถี่				
		5	4	3	2	1
		เป็นประจำ, มากที่สุด	บ่อยครั้ง, มาก	บางครั้ง, ปานกลาง	นานๆ ครั้ง, น้อย	ไม่เคย, น้อยที่สุด
ส่วนที่ 4 แบบสอบถามเกี่ยวกับพฤติกรรมการขายแบบมีนวัตกรรม						
8	ความคิดสร้างสรรค์ของฉันได้นำมาประยุกต์ใช้ ในการทำงาน มักจะเป็นที่ยอมรับจากทีม ผู้บริหาร					
9	องค์กรของฉันให้ความสำคัญกับความคิด สร้างสรรค์					

Appendix A: Questionnaire for Sales-Involved Persons in Thai (cont.)

	แบบสอบถาม	ระดับความถี่				
		5	4	3	2	1
		เป็นประจำ, มากที่สุด	บ่อยครั้ง, มาก	บางครั้ง, ปานกลาง	นานๆ ครั้ง, น้อย	ไม่เคย, น้อยที่สุด
10	ในองค์กรของฉันทัน พนักงานแต่ละคนมีอิสระในการลองใช้แนวทางที่แตกต่างกันออกไป ในการแก้ไขปัญหาเดียวกัน					
11	องค์กรของฉันทันถูกขนานนามว่า เป็นองค์กรที่มีความยืดหยุ่นและสามารถปรับตัวให้เข้ากับการเปลี่ยนแปลงได้อย่างต่อเนื่อง					
12	องค์กรของฉันทันมีความสามารถและความเต็มใจที่จะปรับตัวให้เข้ากับสถานการณ์ต่างๆ ได้ดี					
13	ระบบโครงสร้างการจ่ายค่าตอบแทนภายในองค์กรของฉันทัน ส่งเสริมให้เกิดการใช้ความคิดสร้างสรรค์และนวัตกรรม					

ส่วนที่ 5 แบบสอบถามปฏิสัมพันธ์ระหว่างผู้ที่เกี่ยวข้องกับการขายและลูกค้า

	แบบสอบถาม	ระดับความถี่				
		5	4	3	2	1
		เป็นประจำ, มากที่สุด	บ่อยครั้ง, มาก	บางครั้ง, ปานกลาง	นานๆ ครั้ง, น้อย	ไม่เคย, น้อยที่สุด
ส่วนที่ 5 แบบสอบถามปฏิสัมพันธ์ระหว่างผู้ที่เกี่ยวข้องกับการขายและลูกค้า						
14	ระหว่างการประชุมคุยกับลูกค้า ฉันทันสามารถค้นพบถึงปัญหาที่ลูกค้าพบเจอกับสินค้า/บริการนั้นๆ และสามารถนำเสนอวิธีแก้ปัญหาได้อย่างเหมาะสม					
15	ระหว่างการประชุมคุยกับลูกค้า ฉันทันรับฟังลูกค้าอย่างตั้งใจ เพื่อรับมือกับความกังวลของลูกค้าเกี่ยวกับสินค้า/บริการนั้นๆ					
16	ระหว่างการประชุมคุยกับลูกค้า ฉันทันรับฟังข้อกังวลของลูกค้าเกี่ยวกับสินค้า/บริการอย่างรอบคอบ เพื่อให้สามารถตอบสนองได้อย่างถูกต้อง					

Appendix A: Questionnaire for Sales-Involved Persons in Thai (cont.)

	แบบสอบถาม	ระดับความถี่				
		5	4	3	2	1
		เป็นประจำ, มากที่สุด	บ่อยครั้ง, มาก	บางครั้ง, ปานกลาง	นานๆ ครั้ง, น้อย	ไม่เคย, น้อยที่สุด
17	ระหว่างการพูดคุยกับลูกค้า ฉันมักจะถามคำถามเพื่อประเมินว่าลูกค้ายินดีซื้อสินค้า/บริการเพิ่มเติมหรือไม่					
18	ระหว่างการพูดคุยกับลูกค้า ฉันมักจะใช้โอกาสในการนำเสนอสินค้า/บริการที่อาจมีประโยชน์ต่อลูกค้า					
19	ระหว่างการพูดคุยกับลูกค้า โดยทั่วไปฉันมักจะแนะนำสินค้า/บริการเพิ่มเติมที่ตรงกับความต้องการของลูกค้าได้ดี					
20	ลูกค้าของฉันมักจะมีความคาดหวังสูงเกี่ยวกับการบริการการขายและการช่วยเหลือจากฉัน					
21	ลูกค้าของฉันมักจะคาดหวังให้ฉันนำเสนอสินค้า/บริการ สอดคล้องไปกับความต้องการของพวกเขาอย่างลงตัว					
22	ลูกค้าของฉันมักจะคาดหวังให้ฉันส่งมอบสินค้า/บริการที่มีคุณภาพสูงสุดให้แก่พวกเขา					

Appendix B: Questionnaire for Customers in Thai

ชุดแบบสอบถามสำหรับกลุ่มตัวอย่างที่เป็นลูกค้า
“การศึกษาพฤติกรรมการขายแบบผู้ประกอบการต่อผลกระทบของการซื้อแบบไม่คาดคิด ผ่านปฏิสัมพันธ์ระหว่างผู้มีส่วนร่วม
ในการขายและลูกค้า ในบริบทหลังการแพร่ระบาดโควิด-19”

คำชี้แจง

เรียน ผู้ตอบแบบสอบถามทุกท่าน

ด้วยดีฉันนางสาวจรรยา ขาวเงิน นักศึกษาปริญญาโทสาขาภาวะผู้ประกอบการและนวัตกรรม คณะวิทยาลัยการ
จัดการ มหาวิทยาลัยมหิดล มีความประสงค์ทำวิทยานิพนธ์เรื่อง “การศึกษาพฤติกรรมการขายแบบผู้ประกอบการต่อ
ผลกระทบของการซื้อแบบไม่คาดคิด ผ่านปฏิสัมพันธ์ระหว่างผู้มีส่วนร่วมในการขายและลูกค้า ในบริบทหลังการแพร่ระบาดโค
วิด-19” ซึ่งประโยชน์ที่คาดว่าจะได้รับคือ การศึกษานี้คาดว่าจะเพิ่มความเข้าใจในการขายแบบผู้ประกอบการที่ส่งผลกระทบ
ต่อพฤติกรรมการขายแบบไม่คาดคิดของลูกค้า ในบริบทหลังการแพร่ระบาดโควิด-19 และเข้าใจความสำคัญของการปฏิสัมพันธ์
ระหว่างผู้ที่เกี่ยวข้องกับการขายและลูกค้า ทำให้เกิดการพัฒนาแผนการขายและการตลาดภายในองค์กร อีกทั้งยังสามารถเป็น
แนวทางการวิจัยเพิ่มเติมในอนาคตได้

ท่านได้รับเชิญให้เข้าร่วมการวิจัยนี้เนื่องจากท่านเป็นลูกค้าที่เคยมีปฏิสัมพันธ์ต่อบุคคลที่เกี่ยวข้องกับการขาย โดยทำ
การคัดเลือกลูกค้าจากรายชื่อที่บุคคลที่เกี่ยวข้องกับการขายแต่ละคนให้มา ในการนี้ผู้วิจัยมีความจำเป็นต้องเก็บรวบรวมข้อมูล
โดยใช้แบบสอบถามเรื่อง “การศึกษาพฤติกรรมการขายแบบผู้ประกอบการต่อผลกระทบของการซื้อแบบไม่คาดคิด ผ่าน
ปฏิสัมพันธ์ระหว่างผู้มีส่วนร่วมในการขายและลูกค้า ในบริบทหลังการแพร่ระบาดโควิด-19” ซึ่งประกอบด้วยคำถาม 3 ส่วน

ส่วนที่ 1: แบบสอบถามคัดกรองผู้ตอบแบบสอบถาม

ส่วนที่ 2: แบบสอบถามข้อมูลของผู้ตอบแบบสอบถาม

ส่วนที่ 3: แบบสอบถามเกี่ยวกับการปฏิสัมพันธ์ระหว่างผู้ที่เกี่ยวข้องกับการขายและลูกค้า

ส่วนที่ 4: แบบสอบถามเกี่ยวกับพฤติกรรมของการซื้อแบบไม่คาดคิดของลูกค้า

จำนวน 15 ข้อ ใช้เวลาในการตอบไม่เกิน 10 นาที

เนื่องจากแบบสอบถามประกอบด้วยคำถามหลายส่วน จึงขอความกรุณาให้ท่านพิจารณาตอบตามความรู้สึกของท่าน
ให้มากที่สุด โดยข้อมูลและคำตอบทั้งหมดจะถูกปกปิดเป็นความลับ และจะนำมาใช้ในการวิเคราะห์ผลการศึกษาครั้งนี้โดย
ออกมาเป็นภาพรวมของการวิจัยเท่านั้น จึงไม่มีผลกระทบใด ๆ ต่อผู้ตอบหรือหน่วยงานของผู้ตอบ เนื่องจากไม่สามารถนำมา
สืบค้นเจาะจงหาผู้ตอบได้ ท่านมีสิทธิ์ที่จะไม่ตอบคำถามข้อใดข้อหนึ่ง หากท่านไม่สบายใจหรืออึดอัดที่จะตอบคำถามนั้น
หรือไม่ตอบแบบสอบถามทั้งหมดเลยก็ได้ โดยไม่มีผลกระทบต่อการทำงานใด ๆ ของท่าน ท่านมีสิทธิ์ที่จะไม่เข้าร่วมการ
วิจัยก็ได้โดยไม่ต้องแจ้งเหตุผล



APPROVED
Mahidol University
Central Institutional
Review Board (MU-CIRB)
Protocol No. 2024/217 1605

Digitally signed by Mahidol
University Central Institutional
Review Board
DN: c=TH, o=Mahidol University,
ou=02, cn=Mahidol University
Central Institutional Review Board
Date: 2024.08.01 12:59:20 +07'00'

Appendix B: Questionnaire for Customers in Thai (Cont.)

หากผู้เข้าร่วมวิจัยมีข้อสงสัยเกี่ยวกับการวิจัยหรือแบบสอบถาม สามารถติดต่อสอบถามได้ที่ วิทยาลัยการจัดการ มหาวิทยาลัยมหิดล ในวันและเวลาราชการ หรือ โทรศัพท์ 061-664-1423

โครงการวิจัยนี้ได้รับการพิจารณารับรองจาก คณะกรรมการจริยธรรมการวิจัยในคนของวิทยาลัยการจัดการ สำนักงานอยู่ที่ สำนักงานอธิการบดีมหาวิทยาลัยมหิดล ถนนพุทธมณฑล สาย 4 ตำบลศาลายา อำเภอพุทธมณฑล จังหวัด นครปฐม 73170 หมายเลขโทรศัพท์ 02-849-6224 ,6225 โทรสาร 02-849-6224 หากท่านได้รับการปฏิบัติไม่ตรงตามที่ระบุไว้ ท่านสามารถติดต่อประธานกรรมการฯหรือผู้แทน ได้ตามสถานที่และหมายเลขโทรศัพท์ข้างต้น

นิยามคำศัพท์เฉพาะ

1) ผู้เกี่ยวข้องกับการขาย (Sales-Involved Persons): ประกอบไปด้วยผู้ที่เกี่ยวข้องกับการขายโดยตรง และผู้ที่เกี่ยวข้องกับการขายทางอ้อม กล่าวคือ ใครก็ตามที่มีส่วนร่วมในกระบวนการขาย ซึ่งมีส่วนช่วยให้ลูกค้าเข้าใจในสินค้า/บริการ ในขณะที่เดียวกันก็มีความสามารถที่จะส่งเสริมความสัมพันธ์และทำความเข้าใจถึงความต้องการของลูกค้าได้อย่างชาญฉลาด

2) พฤติกรรมการขายแบบผู้ประกอบการ (Entrepreneurial Selling Actions): เป็นพฤติกรรมการขายแบบผู้ประกอบการที่มุ่งดึงดูดลูกค้าใหม่และรักษาลูกค้าเก่า โดยสามารถแบ่งออกได้ ดังนี้

- พฤติกรรมการขายเชิงสร้างสรรค์ (Creative Selling): การใช้แนวทางที่เป็นนวัตกรรมและไม่เหมือนใคร ในการขายสินค้าหรือบริการ

- การขายแบบมีนวัตกรรม (Sales Innovativeness): ความเต็มใจของผู้เกี่ยวข้องกับการขาย ที่จะเปิดรับ แนวทางการแก้ปัญหาใหม่ๆ ปรับตัวให้เข้ากับการเปลี่ยนแปลง และใช้เทคโนโลยีเพื่อแนะนำสินค้า/บริการใหม่ๆ

3) การซื้อแบบไม่คาดคิด (Impulsive Buying): การซื้อสินค้า/บริการโดยไม่ได้วางแผนว่าจะซื้อมาก่อน เป็นการตัดสินใจซื้ออย่างรวดเร็ว

หากท่านยินยอมเข้าร่วมการวิจัยโดยการตอบแบบสอบถาม ขอให้ท่านทำเครื่องหมาย ในช่องสี่เหลี่ยม และขอขอบพระคุณที่กรุณาใช้เวลาในการตอบแบบสอบถาม

ผู้เข้าร่วมวิจัย ขอยืนยันว่า ฉันเป็นผู้มีอายุ 18 ปีขึ้นไป และสมัครใจยินยอมเข้าร่วมโครงการวิจัยนี้

- ยินยอม
 ไม่ยินยอม (จบแบบสอบถาม)

Appendix B: Questionnaire for Customers in Thai (Cont.)

ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

1. อายุ

- 18-24 ปี
- 25-34 ปี
- 35-44 ปี
- 45-54 ปี
- 55 ปีขึ้นไป

2. เพศ

- ชาย
- หญิง
- อื่นๆ

ส่วนที่ 2 การระบุตัวตนของบุคคลที่มีส่วนร่วมในการขายที่ท่านได้ซื้อสินค้า/บริการ

1. โปรดระบุตำแหน่ง/หน้าที่รับผิดชอบ/ลักษณะงาน ของบุคคลที่มีส่วนร่วมในการขาย ที่ท่านได้ทำการซื้อสินค้า/บริการ

- พนักงานขาย (Salesperson)
- ผู้ประกอบการ (Entrepreneur)
- ผู้สนับสนุนการขาย (Sales Support, Sales Coordinator)
- นักการตลาด (Marketer)
- อินฟลูเอนเซอร์ (Influencer)
- อื่นๆ (โปรดระบุ) _____

ส่วนที่ 3 การปฏิสัมพันธ์ระหว่างผู้ที่เกี่ยวข้องกับการขายและลูกค้า

	แบบสอบถาม	ระดับความถี่				
		5	4	3	2	1
Salesperson-Customer Interactions						
1	พนักงานขาย/บุคคลที่มีส่วนร่วมในการขาย ที่ท่านได้ระบุไว้นั้น มีความคิดสร้างสรรค์					
2	พนักงานขาย/บุคคลที่มีส่วนร่วมในการขาย ที่ท่านได้ระบุไว้นั้น มักจะนำเสนอสินค้า/บริการใหม่ๆ เป็นประจำ					
3	พนักงานขาย/บุคคลที่มีส่วนร่วมในการขาย ที่ท่านได้ระบุไว้นั้น มักจะนำเสนอสินค้า/บริการใหม่ๆ เป็นประจำ					

Appendix B: Questionnaire for Customers in Thai (Cont.)

	แบบสอบถาม	ระดับความถี่				
		5	4	3	2	1
4	พนักงานขาย/บุคคลที่มีส่วนร่วมในการขาย ที่มีความเต็มใจในการช่วยเหลือ มีอิทธิพลในการซื้อสินค้า/บริการของฉัน					
5	ฉันมักจะมีความสนใจในการซื้อสินค้า/บริการมากขึ้น หากพนักงานขาย/ผู้ที่เกี่ยวข้องในการขายให้ความช่วยเหลือ					
6	พนักงานขาย/บุคคลที่มีส่วนร่วมในการขาย มีอิทธิพลในการซื้อสินค้า/บริการของฉัน					
7	พนักงานขาย/บุคคลที่มีส่วนร่วมในการขาย ที่ท่านได้ระบุไว้ มีความเต็มใจที่จะช่วยเหลือฉัน					
8	ฉันมีความพึงพอใจต่อพนักงานขาย/บุคคลที่มีส่วนร่วมในการขายที่ได้ระบุไว้					
9	พนักงานขาย/บุคคลที่มีส่วนร่วมในการขายที่ได้ระบุไว้ มีบุคลิกภาพที่ดี					
10	ฉันมีความรู้สึกในแง่บวกต่อพนักงานขาย/บุคคลที่มีส่วนร่วมในการขายที่ได้ระบุไว้					
Impulsive Buying						
11	ฉันมักจะใช้จ่ายมากเกินไปกว่าที่วางแผนไว้					
12	ฉันมักจะซื้อสินค้า/บริการ เกินความคาดหมายที่ตั้งใจไว้					
13	การซื้อสินค้า/บริการแบบโดยไม่ได้วางแผน ถือเป็นเรื่องที่น่าพอใจ					

Appendix C: Certificate of Ethical Approval

	COE No. MU-CIRB 2024/116.0108
<p>Mahidol University Central Institutional Review Board (MU-CIRB) <i>Certificate of Exemption</i></p>	
<p>Protocol No.: MU-CIRB 2024/217.1605</p> <p>Title of Project: Entrepreneurial Selling Action's Impact on Impulsive Buying through Interaction as Mediator: A Study in Post-Pandemic</p> <p>The criteria of Exemption: Research involving the use of survey procedures:</p> <ul style="list-style-type: none">- Recorded information CANNOT readily identify the subject (directly or indirectly/linked) OR- Any disclosure of responses outside of the research would NOT place subject at risk (criminal, civil liability, financial, employability, educational advancement, reputation) <p>Approval Includes:</p> <ol style="list-style-type: none">1) Principal Investigator: Miss Janya Khao-Ngern Affiliation: College of Management, Mahidol University Research Site: College of Management, Mahidol University2) Submission Form Version Date 19 July 20243) Protocol Version Date 24 June 20244) Self-Administered Questionnaire Participant Information Sheet Version Date 24 June 20245) Questionnaire Version Date 1 August 2024 <p>MU-CIRB is in full compliance with International Guidelines for Human Research Protection such as Declaration of Helsinki, The Belmont Report, CIOMS Guidelines and the International Conference on Harmonization in Good Clinical Practice (ICH-GCP)</p> <p style="text-align: center;"><i>Date of Approval: 1 August 2024</i></p> <p>Signature of Chairperson:  (Associate Professor Dr. Penchan Pradubmook Sherer) MU-CIRB Chair</p> <hr/> <p><small>* See list of Co-Investigators at the back page</small></p> <p style="text-align: center;"><small>Page 1 of 2</small></p>	

Appendix C: Certificate of Ethical Approval (cont.)

List of Co – Investigators

1. Triyuth Promsiri (PhD)

All MU-CIRB Approved Investigators must comply with the Following:

1. Conduct the research according to the approved protocol.
2. Conduct the informed consent process without coercion or undue influence, and provide the potential subjects sufficient time to consider whether or not to participate.
3. Use only the Consent Form bearing the MU-CIRB Approval stamp.
4. Obtain approval of any changes in research activity before commencing and informed research participants about the changes for their consideration in pursuing the research.
5. Timely report of serious adverse events to MU-CIRB and any new information that may adversely affect the safety of the subjects or the conduct of the trial.
6. Provide MU-CIRB the progress reports at least annually as requested.
7. Provide MU-CIRB the final reports when completed the study procedures.

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