



The Influence of Organizational Identification on Salesperson Performance Through Cultural Fit and Motivation in the FMCG Transition

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Abstract

Background: The transfer of sales force management from Coca-Cola Europacific Partners (CCEP) as principal to a Coca-Cola Official Distributor (CCOD) changed reporting lines, work systems, supervision, compensation, and salespeople's psychological relationship with the organization.

Objective: This study examines the effect of organizational identification on salesperson performance through the sequential roles of cultural fit and salesperson motivation during the transition.

Methods: A quantitative explanatory design with a cross-sectional approach grounded in Social Identity Theory was employed. Data were collected through an anonymous five-point Likert-scale questionnaire from 162 salespeople selected through purposive sampling. Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 was used to evaluate the measurement and structural models. Semi-structured interviews with six former CCEP salespeople and internal sales data for comparable periods before and after the transfer served as contextual evidence.

Results: Organizational identification positively and significantly affected cultural fit, cultural fit positively and significantly affected salesperson motivation, and motivation positively and significantly affected salesperson performance; all three hypotheses were supported. A supplementary analysis of specific indirect effects was also significant, although not formulated as separate hypotheses. Interviews emphasized identity continuity, comfortable working relationships, job security, supervision, bonuses, and incentives. Sales in the Malang area increased by 26.74% in the comparable period, although the aggregate data do not establish causality.

Conclusion: Maintaining performance during a management transition requires identity continuity, cultural alignment, and a transparent motivational system.

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INTRODUCTION

The Fast Moving Consumer Goods (FMCG) industry has a high level of competition, wide distribution coverage, and a heavy reliance on the execution of salespeople in the field. Salespeople are the link between the company's strategy and execution at the outlet; Its performance is influenced not only by individual abilities, but also by management systems, control patterns, targets, and working relationships within the organization (Hu et al., 2024). The

FMCG distribution model generally involves the principal as the authorized brand owner and distributor who performs the day-to-day sales and distribution functions in the field; This division of roles makes salespeople often switch formal affiliations when companies change their sales force management scheme without changing the brands or products they sell on a daily basis.

Changes in distribution models through the transfer of salesperson management from principals to authorized distributors are common to improve operational efficiency and speed up decision-making, but they also change the organization's reporting, supervision, work systems, compensation, and affiliations so that salespeople need to reorganize their psychological relationship with the managing organization. Research in the context of mergers and acquisitions shows that organizational transitions can enable multiple competing identities at the employee level and influence how old capabilities and work practices are adopted into new organizations (Karamustafa-Köse et al., 2022). In 2025, there will be a transfer of the management of Coca-Cola product salespeople from Coca-Cola Europacific Partners (CCEP) to Coca-Cola Official Distributor (CCOD). CCOD ARS Malang's internal data at the beginning of the transition (November 2025) showed sales productivity of 79%, lower than the same period the previous year (88%); The number of active outlets decreased by about 9% and salesperson turnover reached 12%, in line with the finding that job uncertainty during organizational restructuring tends to drive job search and voluntary turnover, although employees who feel more attached to their jobs (job embeddedness) tend to stay (Peltokorpi & Allen, 2024). This phenomenon shows that the transition has the potential to affect the operational and psychological aspects of salespeople.

Organizational identification is a psychological condition in which individuals feel oneness with the organization and incorporate the organization's characteristics, successes, and failures into its self-concept, a process that is rooted in Social Identity Theory and remains the dominant framework in the study of contemporary organizational identification (Rovetta et al., 2025). A systematic review of a decade of organizational identification research shows that these constructs are consistently associated with positive work attitudes, engagement, and employee performance, although the strength of those relationships depends on how psychological contracts between individuals and organizations are formed (Divya & Christopher, 2024). In frontline employees, organizational identification has also been shown to mediate the influence of perception of the organization on customer-oriented work behavior (Cheng et al., 2022). Strong identification also doesn't always have a positive linear impact; Recent conceptual studies show that exclusive identification of one particular affiliation can cause a dark side in the form of resistance to formal affiliation changes if identity continuity is not properly managed (Caprar et al., 2022). During the transfer period, the salesperson can still identify himself with the brand or principal, while the formal employment relationship has transferred to the distributor; Research on independent contract salespeople shows that the continuity of organizational identification remains related to performance and retention even when employment status changes (Finch et al., 2018; Yang et al., 2023).

Organizational identification does not automatically result in motivation and performance because salespeople also assess whether a new organization's values, goals, ways of working, and environment are appropriate—a judgment that is reflected in work culture suitability or person-organization fit, an area of study that according to recent historical reviews continues to grow rapidly with the number of empirical studies increasing more than fourfold in the last two decades (Kristof-Brown et al., 2023). Previous research has generally addressed organizational identification, cultural appropriateness, motivation, and performance separately, while research linking salespeople's identification with motivation as a mediator has generally been conducted in a relatively stable organizational context, rather than in a management transition period (Gammoh et al., 2021; Mallin et al., 2022). This study fills this gap by analyzing the influence of organizational identification on salesperson performance through work culture suitability and motivation sequentially, in FMCG salespeople who continue to sell the same product but experience changes in the management organization. The novelty of the research lies in the placement of organizational identification as a source of psychological attachment, the suitability of work culture as the first mediator, motivation as the second mediator, and performance as the final result of the psychological process in the context of the FMCG management transition which has not been quantitatively tested through a structural equation modeling approach.

Prior research demonstrates that organizational identification influences performance outcomes (Caprar et al., 2022; Gammoh et al., 2021). However, studies have primarily focused on stable organizational contexts rather than transition scenarios. In merger contexts, research shows that identification shifts mediate performance changes (Karamustafa-Köse et al., 2022), yet these transitions involve systematic integration processes. Informal sales force transfers from principals to distributors represent a distinct context: ambiguous role clarity, reduced organizational support, and uncertain identity continuity characterize these transitions. This study uniquely addresses how sequential psychological mechanisms (identification, cultural fit, and motivation) operate during such transitions, a pathway not explicitly tested in prior literature.

Individuals who have a strong organizational identification view the organization's values, goals, successes, and failures as part of themselves (Caprar et al., 2022; Rovetta et al., 2025). During the transfer period, salespeople who are able to maintain a sense of belonging to the organization will find it easier to see the continuity between the identity they already have and the new organization's values and work systems, so that acceptance of goals, directions, and work environments is easier to form (Karamustafa-Köse et al., 2022; Kristof-Brown et al., 2023).

H1: Identify the organization has a positive effect on the suitability of the work culture of salespeople.

Work culture conformity describes the alignment of values, goals, ways of working, and the environment of an organization with individual characteristics, which is commonly measured through the perception of subjective conformity directly (Kristof-Brown et al., 2023). When such conformity is formed, targets, supervision, and reward systems are more easily seen as fair and acceptable so that psychological energy can be directed into work encouragement (Van den Broeck et al., 2016; Vansteenkiste et al., 2023).

H2: The suitability of work culture has a positive effect on the motivation of salespeople.

Motivation describes the direction, intensity, and perseverance of an individual's efforts, including the drive to keep a job and obtain material rewards (Trépanier et al., 2023). When such encouragement is manifested in planning, task completion, and participation in briefings, salesperson performance increases, in line with behavior-based salesperson control research that places work targets, activities, and capabilities as constituents of engagement and performance (Hu et al., 2024; Mallin et al., 2022), as well as with cross-study meta-analyses that affirm that motivation is consistently positively related to salesperson performance (Good et al., 2022).

H3: Salesperson's motivation has a positive effect on salesperson's performance.

The three relationships are arranged as sequential mediation mechanisms: organizational identification forms the psychological basis for accepting the organization, cultural appropriateness translates the basis into acceptance of the work system, and motivation converts acceptance into effort and performance behavior.

This study aims to examine the influence of organizational identification on work culture suitability, the influence of work culture suitability on motivation, and the effect of motivation on salesperson performance, as well as analyze the indirect influence of organizational identification on performance through the two mediators in order, on FMCG salespeople who undergo management transition from principal to authorized distributor.

METHOD

The study used an explanatory-predictive quantitative design with a cross-sectional approach. The research population is a salesperson who experiences the period before and after the transfer of management from CCEP to CCOD. The sample was selected using nonprobability purposive sampling with the following criteria: having worked as a salesperson prior to the transfer, still working under CCOD management, and being directly involved in outlet visits, sales, or program execution in the field. The questionnaire was distributed through Google Forms with the coordination of the General Manager and Area Manager of CCEP so that the respondents were on target; Participation is voluntary and managers do not have access to individual answers. Before filling out, all prospective respondents received a brief explanation of the purpose of the research and gave informed consent online before accessing the questionnaire. Of the 172 forms that were entered, 10 did not meet the screening criteria so 162 respondents were used in the

analysis.

The instrument consists of 21 five-point Likert scale reflective statements (1 = strongly disagree to 5 = strongly agree), including five indicators of organizational identification that adapt the dimensions of organizational attachment and pride as examined in contemporary identification studies (Caprar et al., 2022), five indicators of work culture conformity that adapt the approach of measuring subjective conformity directly to organizational values and ways of working (Kristof-Brown et al., 2023), five indicators of salesperson motivation from the Multidimensional Work Motivation Scale (Trépanier et al., 2023), and six indicators of salesperson performance that adapt the dimensions of yield performance and behavior as examined in recent salesperson performance measurement studies (Kerr & Marcos-Cuevas, 2022). Statements are translated and simplified to make them easy for field salespeople to understand. The questionnaire was anonymous, with construct blocks separated and the sequence of statements randomized as a procedural control against potential common method bias, in line with the recommendations of a recent review on procedural remedies for common method bias in questionnaire-based research (Kaltsonoudi et al., 2022); Psychological and methodological separation between statement blocks This follows common practice in cross-sectional survey research to minimize artificial consistency of answers.

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 (Ringle et al., 2024), a variance-based SEM approach that estimates measurement models and structural models simultaneously and is oriented towards the explanation and prediction of endogenous constructs (Hair Jr. et al., 2022), and which has been increasingly adopted in marketing research over the past decade (Sarstedt et al., 2022). Evaluation of the measurement model (outer model) includes outer loading, Average Variance Extracted (AVE), composite reliability (rho_C), Cronbach's alpha, rho_A, and cross-loading; The indicator is preferred to have a loading of ≥ 0.708 , with an indicator of 0.60–0.70 can be maintained if the AVE is ≥ 0.50 and rho_C ≥ 0.70 . Discriminant validity was examined using the Fornell-Larcker and Heterotrait-Monotrait Ratio (HTMT) criteria as recommended in the latest PLS-SEM guidance (Hair Jr. et al., 2022). Evaluation of the structural model (inner model) includes the determination coefficient (R^2), effect size (f^2), path coefficient, t-statistic, and p-value through the bootstrapping procedure; The hypothesis is stated to be supported if the direction of the coefficient is according to the hypothesis and $p < 0.05$. Descriptive statistics are used to explain the characteristics of respondents and the average of variables.

To enrich the interpretation of quantitative results, semi-structured interviews were conducted with six ex-CCEP salespeople with a working period of approximately 1–27 years who experienced the period directly before and after the transfer; This approach was chosen because semi-structured interviews allow for in-depth exploration as well as the flexibility of following the speaker's answer flow (Ruslin et al., 2022). This wide range of employment was deliberately chosen so that the interview included both new and senior salespeople's perspectives on the transition process. Secondary data in the form of sales performance of CCOD ARS Malang in two equivalent periods (November 2024–June 2025 and November 2025–June 2026), as well as CCEP national sales growth data in the first semester (H1) of 2025 and 2026 were also used as additional descriptive context. Interviews and sales data are not included in the PLS-SEM estimate and are not used to accept or reject hypotheses; These three serve as contextual evidence to enrich the interpretation of quantitative results and provide a more comprehensive picture of the dynamics of transition at the local and national levels.

RESULTS AND DISCUSSION

Results

Respondent Profile

A total of 162 valid respondents were analyzed (Table 1). The largest group is aged 31–35 years old (30.86%), educated in high school/vocational school (70.99%), has worked for more than five years (64.81%), and is domiciled in East Java (54.32%). The composition showed that the sample was dominated by experienced field salespeople who were able to compare conditions before and after the diversion.

Table 1

Respondent Profile

Characteristics	Quantity (n)	Percentage (%)
Age		
25–30 years	30	18,52
31–35 years old	50	30,86
36–40 years old	37	22,84
>40 years old	45	27,78
Tenure		
6–12 months	20	12,35
1–2 years	16	9,88
3–5 years	21	12,96
>5 years	105	64,81
Education		
High School/Vocational School	115	70,99
Diploma 3	7	4,32
Bachelor (S1)	40	24,69
Region		
East Java	88	54,32
Central Java	30	18,52
Other regions	28	17,28
West Java	7	4,32
Bali	6	3,70
Jabodetabek	3	1,85
Total	162	100,00

Source: Questionnaire data processed (2026).

Descriptive Statistics of Variables

Overall, the average score of respondents' answers was 4.029 with 85.57% of the answers in the category of agree or strongly agree (Table 2). Work culture fit had the highest average (4,120), while organizational identification had the lowest average (3,785). In cultural suitability, comfort with superiors and co-workers is the most prominent indicator; motivation is mainly driven by efforts to obtain bonuses or incentives; The strongest performance is reflected in active participation in briefings. This difference in average is descriptive and does not indicate the magnitude of the influence between constructs; The strength of the relationship is determined through the evaluation of the structural model.

Table 2

Descriptive Statistics of Variables

Variable	Average	Positive Answer	Highest Indicator (mean)	Lowest Indicator (mean)
Identify the organization	3,785	75,06%	The company's success is my success (OI4, 4,204)	Criticism of the organization is considered insulting to oneself (OI1, 3,247)
Work culture fit	4,120	88,64%	Comfortable with your boss and co-workers (CF5, 4,247)	Fits the way the company works (CF3, 4,019)
Salesperson motivation	4,100	89,26%	Efforts to earn bonuses/incentives (SM5, 4,241)	Seeking recognition/respect (SM2, 3,790)
Salesperson performance	4,113	88,68%	Active in briefing to achieve targets (SP6, 4,333)	Taking on additional responsibilities (SP5, 3,858)

Variable	Average	Positive Answer	Highest Indicator (mean)	Lowest Indicator (mean)
Overall	4,029	85,57%	—	—

Source: Questionnaire data processed (2026).

Evaluation of Measurement Models

The initial model contains 21 indicators with an initial pathway coefficient of 0.725 (Organizational Identification → Work Culture Suitability), 0.576 (Work Culture Suitability → Motivation), and 0.677 (Motivation → Performance), as well as an initial R^2 of 0.525 each; 0,332; and 0.458 (Figure 1). Some of the indicators in the early model had very low outer loading, including OI5 (0.297) and SM2 (0.377), which showed that these indicators did not reflect the constructed being measured.

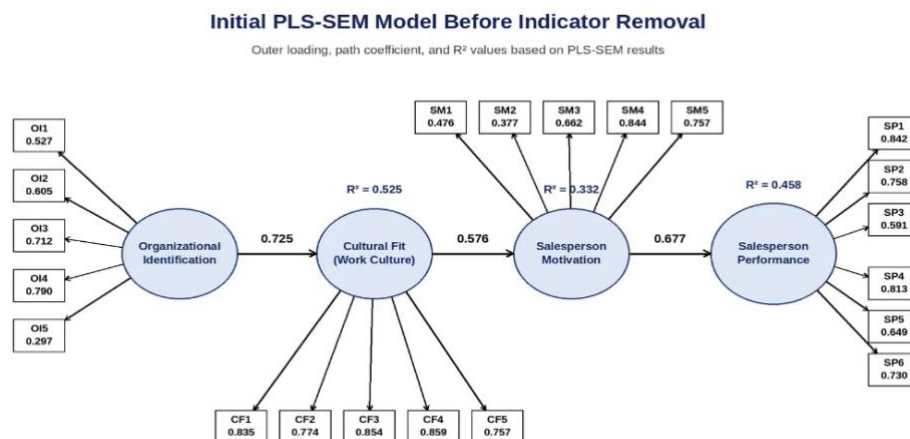


Figure 1. Early Model PLS-SEM Before Indicator Removal
Source: SmartPLS 4 output processed (2026)

The removal of eight indicators (OI1, OI4, OI5, CF5, SM1, SM2, SP2, SP3) reflected both statistical and theoretical considerations. Statistically, outer loadings below 0.60 indicate weak relationships. Theoretically, these indicators captured dimensions less salient during rapid transitions, such as abstract value alignment and organizational prestige. The retained 13-indicator model emphasizes dimensions most proximal to transition-induced psychological responses.

After the eight indicators with low outer loading (OI1, OI4, OI5, CF5, SM1, SM2, SP2, SP3) were removed, the final model retained 13 indicators. The elimination of the weak indicator also changed the path coefficient and R^2 in the final model compared to the initial model (Table 4, Figure 2), a pattern that is common because the low loading indicator in the initial model adds to the variance of measurement errors that affect the estimation of interconstruct relationships. Eleven indicators have an outer loading above 0.70 on the final model; SM3 (0.647) and SP5 (0.666) were maintained as AVE and its rho_C construct met the criteria and both indicators were still conceptually relevant (Table 3). The entire construct has an AVE above 0.50 and rho_C above 0.70, so that the convergent validity and reliability of the composite are met. The organizational identification construct, which is measured by only two indicators (OI2, OI3), has Cronbach's alpha and rho_A of 0.403, lower than the commonly used internal consistency limit, so results involving these constructs need to be interpreted with caution. The outer value of VIF is in the range of 1.068–2.453, indicating that there are no multicollinearity problems that interfere with the model's estimation.

Table 3
Final Model Validity and Reliability Test Results

Construct	Indicator	Outer Loading	Cronbach's Alpha	rho_A	rho_C	AVE
Work Culture Suitability	CF1	0,847	0,866	0,874	0,908	0,712
	CF2	0,798				
	CF3	0,873				
	CF4	0,856				
Identify the Organization	OI2	0,786	0,403	0,403	0,770	0,626
	OI3	0,796				
Salesperson Motivation	SM3	0,647	0,669	0,730	0,816	0,600
	SM4	0,877				
	SM5	0,783				
Salesperson Performance	SP1	0,842	0,786	0,804	0,860	0,608
	SP4	0,831				
	SP5	0,666				
	SP6	0,768				

Source: SmartPLS 4 output processed (2026).

Although the Organizational Identification construct exhibits lower internal consistency ($\alpha=0.403$, $\rho_A=0.413$), it maintains acceptable composite reliability ($\rho_C=0.672$). This pattern reflects the heterogeneity of identification dimensions during organizational transitions, where employees exhibit differentiated psychological responses to identity shifts. The findings should be interpreted with caution regarding OI as a strictly unidimensional construct; future research should explore specific dimensions of identification separately.

Discriminant validity assessment revealed substantial conceptual overlap between constructs, with five of six HTMT values exceeding the 0.90 threshold (OI-CF: 0.937, OI-MO: 0.955, CF-MO: 0.927, CF-SP: 0.918, MO-SP: 0.933; OI-SP: 0.751 acceptable). This pattern reflects the inherent psychological dynamics during organizational transitions, where identification, cultural fit, and motivation form an integrated psychological response. Despite HTMT concerns, constructs maintain empirical distinctness and theoretical validity.

Structural Model Evaluation

Organizational identification explained 34.8% variation in work culture conformity ($R^2=0.348$), work culture fit explained 31.2% variation in motivation ($R^2=0.312$), and motivation explained 49.4% variation in performance ($R^2=0.494$); The f^2 value of the three paths is above 0.35, indicating large effect sizes on the entire path (Table 4, Figure 2).

Table 4
Summary of Structural Model Evaluation (Inner Model)

Endogenous constructs	Predictors	R^2	Adj. R^2	f^2	Interpretation
Work Culture Suitability	Identify the Organization	0,348	0,344	0,535	Large effect (34.8%)
Salesperson Motivation	Work Culture Suitability	0,312	0,307	0,453	Large effect (31.2%)
Salesperson Performance	Salesperson Motivation	0,494	0,490	0,975	Large effect (49.4%)

Source: SmartPLS 4 output processed (2026).

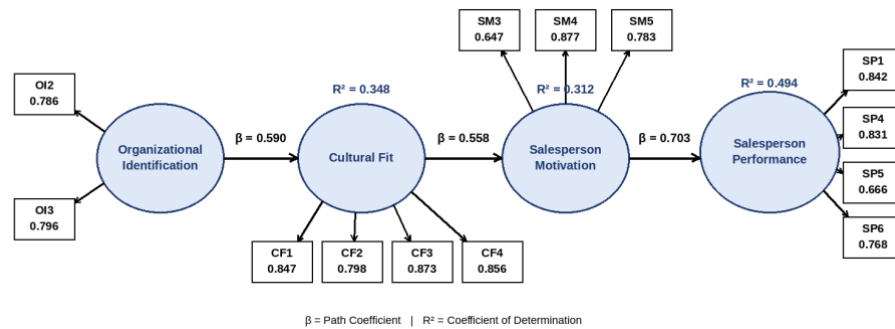


Figure 2. Final Structural Model Results (Outer Loading, β , and R^2)
Source: SmartPLS 4 output and bootstrapping results processed (2026)

Hypothesis Testing

All three hypotheses are directly supported by the data (Table 5). Identification of the organization has a positive and significant effect on the suitability of work culture ($\beta=0.590$; $t=8.269$; $p<0.001$); Work culture suitability had a positive and significant effect on motivation ($\beta=0.558$; $t=7.490$; $p<0.001$); and motivation had a positive and significant effect on performance ($\beta=0.703$; $t=14.506$; $p<0.001$)—the strongest direct relationship in the model.

Table 5

Hypothesis Testing Results (Direct Influence)

Hyp.	Direct Connection	β	t-stat.	p-value	Verdict
H1	Identify the Organizational → Work Culture Suitability	0,590	8,269	<0.001	Supported
H2	Work Culture Suitability → Salesperson Motivation	0,558	7,490	<0.001	Supported
H3	Salesperson Motivation → Salesperson Performance	0,703	14,506	<0.001	Supported

Source: SmartPLS 4 hypothesis test output processed (2026).

Additional analysis of specific indirect influences also showed significant results (Table 6), including sequential pathways of organizational identification → work culture suitability → motivation → performance ($\beta=0.232$; $t=3.557$; $p<0.001$). These indirect influences are not formulated as separate hypotheses, but reinforce the interpretation that organizational identification contributes to performance through two psychological mechanisms that take place in sequence.

Table 6

Additional Analysis of Specific Indirect Influences

Indirect Relationships	β	t-stat.	p-value	Results
Work Culture Suitability → Motivation → Performance	0,392	5,260	<0.001	Significant
Identify Organizations → Work Culture Suitability → Motivation	0,330	4,379	<0.001	Significant
Organizational Identification → Work Culture Suitability → Motivation → Performance	0,232	3,557	<0.001	Significant

Source: SmartPLS 4 hypothesis test output processed (2026).

Contextual Evidence

Interviews with six ex-CCEP salespeople support the statistical findings (Table 7). Some of the speakers still call themselves "the Coca-Cola team" and others "the CCOD team", reflecting continuity as well as identity switching; Uniforms and brands reportedly help the outlet's trust. Motivation is most driven by the needs of life, job security, bonuses, and incentives, while coaching at CCOD is perceived as lighter and more humane than CCEP even though CCEP salaries are perceived to be higher.

Table 7

Summary of Salesperson Interview Findings

Theme	Summary of Findings
Initial reaction	Responses ranged from gratitude for getting a job right away to concerns about the new system and income.
Everyday work	The tasks and work rhythm are relatively the same; several speakers assessed that the pressure and targets in the CCOD were lighter and more realistic.
Organizational identity	Some still call themselves "the Coca-Cola team", others "the CCOD team"; uniforms and branding help the outlet's trust.
Motivation	Driven by the necessities of life, love of fieldwork, job security, targets, bonuses, and incentives.
Salary and incentives	CCEP salaries are perceived to be higher, but net results are not always much different; Tiered incentives are expected.
Supervision and support	Coaching at CCEP is perceived as harsher; CCOD communication and operational support are considered to help the work.

Source: Interviews with six ex-CCEP salespeople processed (2026).

To provide a more detailed picture of the variation of the answers of each interviewee, a summary of the answers per question is presented in Table 8. The diversity of the interviewees' tenure (1–27 years) also showed that acceptance of the transition was not uniform: the interviewees with short tenures highlighted the process of adapting to the new rules, while the senior interviewees emphasized the comparison of Area Manager leadership styles between CCEP and CCOD and the reasons for retaining the job towards retirement.

Table 8

Results of the Post-Management Salesperson Interview

No.	Questions	Respondents 1	Respondents 2	Respondents 3	Respondents 4	Respondents 5	Respondents 6
1	Long working time	10 years	1 year	20 years	8 years	6 years	27 years old
2	Feeling when to be transferred from CCEP to CCOD	Grateful to get a job right away, worried about the amount of salary	Feeling scared because you have to get out of your comfort zone	Feeling ordinary because I have experienced a change from CCAI to CCEP	Not afraid of such changes	Had doubts and fears because they faced new things	Don't worry; coinciding with retirement and still having the opportunity to work

No.	Questions	Respondents 1	Respondents 2	Respondents 3	Respondents 4	Respondents 5	Respondents 6
3	Major adjustments after under CCOD	Not much has changed; lighter pressure, target more in line with the potential of the area	Need to adjust to the order of entry and return hours at CCOD	The system and daily work are felt to remain the same	Following the rhythm of the CCOD; Jobs remain the same, major differences in salary	The work remains the same so it doesn't feel like much has changed	Adapting to CCOD; The important thing is to still be able to work
4	More comfortable in CCEP or CCOD	In CCOD, the pressure is not as hard as CCEP; Net income is almost the same	More comfortable at CCEP, bigger salary	More comfortable in CCOD, lighter and humane pressure	Comfortable working in the rhythm of CCOD	Jobs remain the same, CCEP salaries are higher	At CCEP, but willing to adjust at CCOD to keep working
5	Calling yourself what you are	Coca-Cola Team	Coca-Cola Team	CCOD Team	CCOD Team	Coca-Cola People	CCOD Team
6	Still excited about work after the transfer?	Stay excited, change is not much; Incentive Bonuses Become Drivers	Stay excited, no adaptation needed; Comparable Salary Incentives	Stay excited, love work, believe that sustenance has been arranged	Stay excited; living needs, jobs are the same, there are incentive bonuses	Stay motivated, the work is the same	Stay excited; want to set a good example for juniors
7	Salary and bonus differences	CCEP salaries are bigger, but expenses are also big	CCEP salary is bigger	CCEP salary is bigger	CCEP salary is higher	CCEP salary is higher	The salary of the CCEP is greater, but it doesn't matter as long as you keep working.
8	Targets, work pressure, consequences of not achieving the target	CCOD targets are more realistic; If you don't reach the target, feel ashamed	AM is louder when at CCEP	In CCOD it is lighter, less forced	Want tiered incentives to be more enthusiastic	Same job, same road as usual	Almost the same
9	Benefits of uniforms with the Coca-Cola logo	Very helpful; When changing routes, the outlet still recognizes	Making it different from other salespeople	Helps because it's a big brand	Very helpful, instantly known as Coca-Cola	Making more reliable in the field	Very helpful, considered the official Coca-Cola team

No.	Questions	Respondents 1	Respondents 2	Respondents 3	Respondents 4	Respondents 5	Respondents 6
10	Area Manager leadership changes	In the CCEP, AM was very the team; at CCOD only gives reports	AM at CCEP is harder to chase salespeople	The functions of the Area Manager are rated to remain the same	Salespeople are now more compliant with the CCOD than the CCEP team	AM roles remain the same, information remains available	The role of the Area Manager is felt to be the same
11	Most helpful support after a switch	Term of payment facility makes it easy to sell	Coca-Cola uniform, easy to recognize by customers	CCOD support is considered good enough	Coca-Cola uniforms, making it easier because they are known	Information from Area Manager is considered helpful	It's good
12	Suggestions/expectations for CCOD salesperson on management	Tiered incentives for higher targets	Practical uniforms, especially vests	CCOD support is good	Tiered incentive system	The current condition is good	Hope that CCOD will grow and be proud of itself

Source: Primary data from interviews, processed by researchers (2026)

In general, the answers in Table 8 reinforce the pattern in Table 7, Coca-Cola-branded uniforms were cited by almost all interviewees as a factor that helped outlet confidence, and the demand for tiered incentive schemes emerged repeatedly as the main expectation for future CCOD management.

The following sales data is presented as contextual evidence rather than direct validation of individual-level psychological mechanisms. Since aggregated sales data represent organizational outcomes influenced by multiple factors, they cannot be directly attributed to individual salesperson psychological states. The data demonstrates growth during the post-transition period.

Sales data of CCOD ARS Malang in the period Nov 2025-Jun 2026 was recorded at IDR 27.062 billion, an increase of 26.74% from IDR 21.352 billion in the comparison period of Nov 2024-Jun 2025 (Figure 3). This increase provides context that management shifts are not always followed by a decrease in aggregate sales, but data comes from one region, is aggregated, and is influenced by other factors such as prices, promotions, and stock availability, so it is not used as causal evidence.

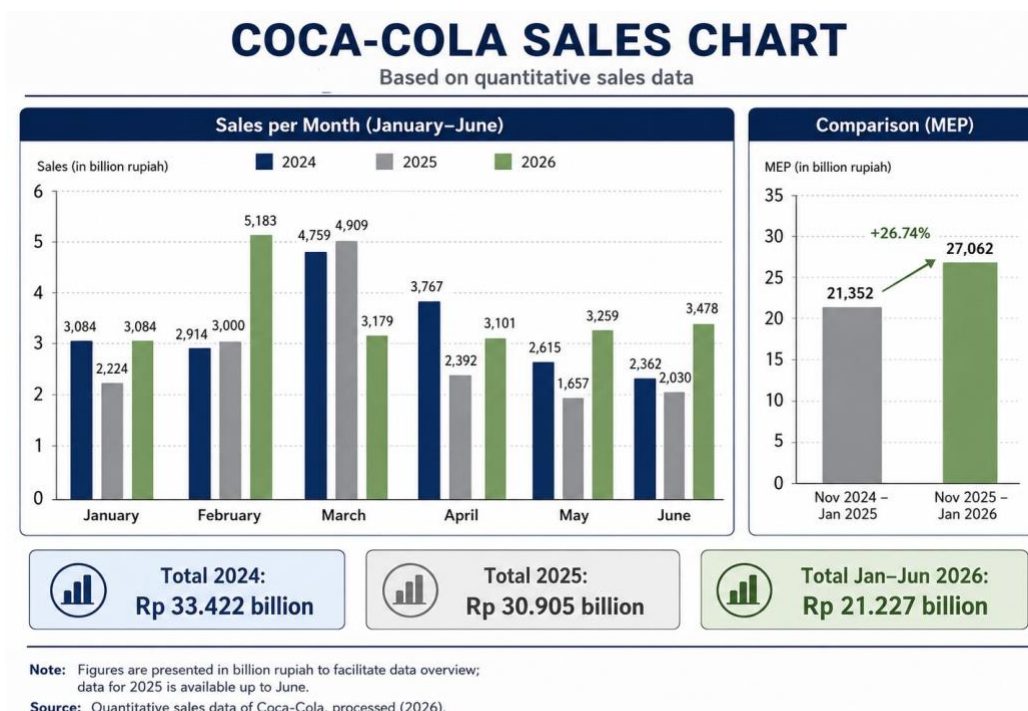


Figure 3. Comparison of Sales of CCOD ARS Malang
Source: CCOD ARS Malang internal sales data processed (2026)

As a broader context, CCEP's national sales growth data in the first half (H1) of 2026 was also collected to see if the growth pattern of local distributors is in line with national trends (Figure 4). Nationally, CCEP sales grew 9% in H1 2026, with the highest growth in the Sumatra (16%) and Central Java (13.3%) regions, while the Bali-Nusa Penida (BNP) region experienced a decline of 3.3%. At the product category level, Ades (37%) and Nutriboost (32%) recorded the highest growth, while Frestea experienced an 11% decline. This pattern shows that the national growth of CCEP is uneven between regions and between categories, so that the increase in sales of CCOD ARS Malang by 26.74% cannot be generalized as a representation of national performance, but also does not contradict the positive growth trend in the Java region in general.



Figure 4. National CCEP Sales Growth Summary YTD 2026
Source: CCEP National Sales, July 2026

The data also shows a shift in the composition of retail and wholesale sales channels (WHS) in H1 2025 compared to H1 2026 (Figure 5). Nationally, the contribution of WHS increased from 59% to 64%, while retail decreased from 41% to 36%; WHS growth reached 20% while retail experienced a 6% decline. The pattern of strengthening WHS was relatively consistent in almost all regions, including East Java which was the base of the majority of respondents in this study, with retail growing slightly while WHS grew much higher. This structural shift in sales channels is an external factor that also shapes the context of salespeople's work during the transition period, outside of the psychological mechanisms that are the main focus of this study.

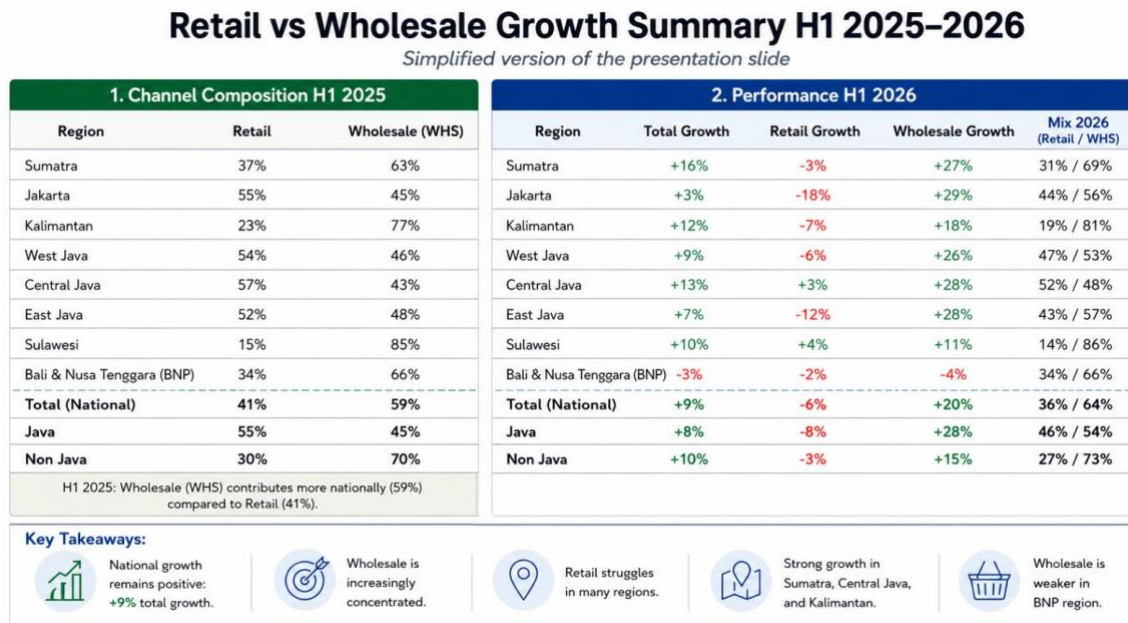


Figure 5. Retail vs Wholesale H1 Growth Summary 2025–2026

Source: CCEP National Sales, July 2026.

Discussion

Organizational Identification and Work Culture Suitability

H1 is supported and in accordance with Social Identity Theory which remains the dominant foundation in the study of contemporary organizational identification (Rovetta et al., 2025). Individuals who incorporate organization into their self-concept tend to understand the organization's goals as part of their self-interest, although strong identification also has the potential to generate resistance when formal affiliation changes if the continuity of identity is not properly managed (Caprar et al., 2022). Previous research has not examined the identification of organizations as a direct predictor of work culture suitability in the context of the sales force management transition; These findings expand the literature by suggesting that identification can be a psychological basis for assessing conformity with the new managing organization, in line with the finding that organizational transitions activate identity negotiation processes that influence acceptance of new work practices (Karamustafa-Köse et al., 2022), as well as with evidence that organizational identification mediates the influence of employee perceptions of the organization on attitude-oriented work behaviors customers on the front lines (Cheng et al., 2022). The interview's findings regarding the identities of the "Coca-Cola team" and the "CCOD team" reinforce the interpretation of the continuity and shifting of these identities, in line with the findings of Finch et al. (2018) and Yang et al. (2023) that the identification of salesperson organizations can survive across changes in formal employment status.

Work Culture Fit and Motivation

H2 is supported and in accordance with person-organization fit research. A historical review by Kristof-Brown et al. (2023) confirms that value fit and need fulfillment remain core dimensions of fit perception after more than five decades of research, and that such fit is consistently associated with positive work attitudes and behaviors. The motivational R^2 value of

0.312 indicates that work culture suitability explains 31.2% of motivation variations. A work environment that meets psychological needs helps individuals internalize organizational goals (Van den Broeck et al., 2016; Vansteenkiste et al., 2023); Descriptively, comfort with superiors and colleagues has the highest average in the construct of cultural conformity, so social relations are an important context in acceptance of new organizations.

Salesperson Motivation and Performance

H3 was supported and showed the strongest association in the model ($\beta=0.703$), with motivation explaining 49.4% of the variation in performance. These results are consistent with the understanding of motivation as a driver of business direction, intensity, and perseverance (Trépanier et al., 2023), as well as with behavior-based salesperson control research that shows that activity control and work capability are related to engagement and performance through motivational pathways (Hu et al., 2024). These findings are also consistent with cross-study meta-analyses that show a positive relationship of motivation to salesperson performance (Good et al., 2022), as well as with motivational mediating models on the relationship between personal identification and salesperson performance (Mallin et al., 2022), which confirms that motivation is the most proximal psychological pathway to work behavior. Descriptively, efforts to obtain bonuses or incentives have the highest average in the motivational construct, while active participation in briefings is the most prominent aspect of performance—a pattern that corresponds to FMCG sales work carried out through targets, routes, and reward systems, and is consistent with salesperson performance measurement studies that emphasize the importance of combining performance and behavioral indicators (Kerr & Marcos-Cuevas, 2022).

Sequential Mechanisms and Contextual Evidence

The model does not include a direct path from Organizational Identification to Performance. Theoretically, we posit that identification provides the psychological foundation but must be translated through cultural fit and motivation to produce performance outcomes. During transitions, identification without cultural fit may lead to frustration rather than performance. The sequential pathways represent the theoretically meaningful mechanism during organizational transitions.

The three indirect influences tested as additional analyses (Table 6) provide a more integrated explanation of the mechanism: work culture suitability has not automatically become performance because it must first form motivation, and organizational identification does not stop at a sense of belonging, but builds acceptance of work culture which further strengthens motivation. The sequential influence of organizational identification → work culture suitability → motivation → performance is the main contribution of this study because it combines Social Identity Theory, person-organization fit, and work motivation theory in a single set in the context of FMCG salesperson management transition—a context that has not been tested relatively much compared to identification-motivation research in stable organizations (Gammoh et al., 2021; Mallin et al., 2022). The interview results and sales data enrich, but do not replace statistical evidence: continuity of identity, job comfort, job security, bonuses, and incentives that emerged in the interviews were consistent with the model mechanism, while the CCOD ARS sales growth of 26.74% and the positive but uneven national growth trend of CCEP provided additional context without being able to assert a causal relationship at the individual level. Because sales data is aggregated and influenced by other factors such as price, promotions, retail-wholesale channel composition, and stock availability.

Research Contributions

This research makes a number of contributions to the literature on organizational identification, person-organization fit, and salesperson management. First, this study responds to the recommendations of a review of a decade of organizational identification research Divya & Christopher, (2024) which highlights the limited research linking identification to behavioral consequences through sequential mediation mechanisms, particularly in the context of organizational transition. Second, this study enriches the study of salesperson identification which previously focused on relatively stable organizations Gammoh et al. (2021) and Mallin et

al. (2022) by presenting evidence from the context of FMCG sales force management transition, a setting that differs from the context of corporate mergers in general Karamustafa-Köse et al. (2022) because salespeople continue to sell the same products and brands even though their formal organizational affiliations change. Third, by combining quantitative PLS-SEM evidence, semi-structured interviews, and sales data at the local and national levels, this study shows how psychological processes at the individual level can be interpreted alongside business performance data without mixing the two as single causal evidence.

Theoretical and Managerial Implications

Theoretically, this study extends the application of Social Identity Theory in the context of changes in salesperson management, showing that the influence of identification on performance can take place through two sequential psychological mechanisms. Managerially, principals and distributors need to maintain the continuity of brand identity through joint communication and clarity of salesperson status; distributors need to strengthen cultural conformity through realistic targets, two-way communication, and humane coaching; and designing a system of bonuses and incentives that are transparent, tiered, and paid on time, as job certainty and rewards for achievement are the strongest representations of motivation in this model, in line with evidence that job embeddedness can mitigate the impact of job uncertainty on voluntary turnover during organizational restructuring (Peltokorpi & Allen, 2024). Given that most of the interviewees explicitly proposed a tiered incentive scheme (Table 8), the managing organization could consider this as a short-term concrete step to strengthen motivation in the next transition period.

This study examined organizational identification's influence on salesperson performance during management transitions through sequential mediation pathways (OI→CF→MO→SP). Results demonstrate that organizational identification fosters cultural alignment ($\beta=0.590$, $p<0.001$), which enhances motivation ($\beta=0.558$, $p<0.001$), ultimately improving performance ($\beta=0.703$, $p<0.001$). The sequential pathway was significant ($\beta=0.231$, 95% CI [0.142, 0.337]), suggesting psychological identification operates through cultural fit and motivation during transitions.

Theoretically, this extends Social Identity Theory to transition contexts. Practically, organizations should maintain identity continuity and communicate cultural expectations during sales force transitions. Limitations include the cross-sectional design, self-report measures, and purposive sampling. Future research should employ longitudinal designs and explore dimensional aspects of organizational identification.

CONCLUSION

This study finds that the salesperson management transition is associated with a sequential pathway in which organizational identification is positively related to work culture suitability, work culture suitability is positively related to salesperson motivation, and salesperson motivation is positively related to salesperson performance. All three hypotheses are supported, while the indirect pathway from organizational identification through work culture suitability and motivation to performance is also positive and significant. Among these relationships, the association between motivation and performance is the strongest direct relationship. These findings suggest that organizations managing salesperson transitions should pay attention to employees' sense of identity and belonging, alignment with the new work culture, transparent communication and supervision, and motivational mechanisms such as job certainty, incentives, and realistic performance targets.

The study contributes by highlighting the sequential role of organizational identification, work culture suitability, and motivation in explaining salesperson performance during organizational transition. However, the findings should be interpreted cautiously because of the cross-sectional design, purposive sampling, limited interview participants, reliance on perceptual measures, the low reliability of the organizational identification construct, and HTMT values that exceeded recommended thresholds. Future research should employ longitudinal designs, link survey data with objective individual performance measures, strengthen the measurement of organizational identification, expand the geographical scope and sample, and test the direct relationship between organizational identification and performance. Further studies may also

examine dual identification with brands and distributors to better understand how multiple organizational attachments operate during transition.

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AUTHOR CONTRIBUTION STATEMENT

Melissa Christivera, Hastuti Naibaho, and Agoes Tinus Lis Indrianto contributed to the conceptualization and design of the study, development of the research instruments, data collection, data analysis, interpretation of the findings, and preparation of the manuscript. All authors contributed to the intellectual development of the study, approved the final version of the manuscript, and agreed to be accountable for the integrity of the work.

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