

Career advancement of marketing research managers: the role of professional marketing experience

Marketing research (MR) competencies are obtained through training and education and the acquisition of practical experience. It is useful, therefore, to examine the roles of various types of marketing experience in developing a person's self-perceived mastery (self-efficacy) of MR activities. The present study explored possible linkages between marketing experience and self-efficacy and hypothesised that the latter influences three career attainment variables: pay, status and self-assessed performance. A questionnaire covering relevant issues and constructs was emailed to a rented list of market research managers. 'Mindful' self-management of marketing and general business experience significantly moderated the effects of experience on self-efficacy, which itself was significantly associated with enhanced career progression.

Keywords: Marketing careers, marketing research, job experience, self-efficacy, mindfulness, training, financial knowledge.

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Introduction

This paper explores the contributions of a marketing research (MR) manager's past work experience to the person's ability to undertake a new and higher level MR role. Specifically it investigates possible links between (i) various types of marketing work experience and an individual MR manager's feelings of self-efficacy in relation to MR, and (ii) self-efficacy and pay, occupational status as an MR manager and self-assessments of performance in an MR position. The study questions the presumption that experience of marketing necessarily impacts directly and positively on job performance and pay and demonstrates the importance of introducing mediators and moderators to determine relevant relationships. Outcomes to the research contribute to the explanation of why the duration of a person's experience of marketing may not result in enhanced occupational status.

Although the investigation was completed in the United Kingdom, the outputs to the study have great relevance for the marketing research industry in Europe as a whole. By 2009 the global market research industry had a total income of £14 billion (Reid, 2009), and the largest MR firms in the world were European. This situation resulted in large part from the completion of the European Single Market in the 1990s, from the expansion of the European Union and from rising levels of competition across the European Continent. Britain is an excellent country in which to conduct a study of the marketing research profession. It has a higher ratio of MR firms to national income than France or Germany, and a total MR spend second only to the USA (Harrison, 2008).

Rerup (2005) reviewed a large amount of literature which concluded that managers benefit from past work experience. It has been argued that experience raises performance standards (Segers et al., 2008), productivity (Murphy and Welch, 1990); self-confidence (Dickmann and Harris, 2005); and adaptability (Segers et al., 2008). Experience can provide knowledge of the aspects of tasks or situations that are most important and those that are particularly difficult (Kahneman and Tversky, 2000); and of when it is useful to seek advice. A marketer's experience may be diverse or mainly within a specialist marketing function. According to Rerup (2005), a manager will be more likely to succeed the closer the individual's prior industry sector and functional experience to the demands of his or her current situation. Bowman (1999) argued that single sector and function specific experience is useful because 'executives derive confidence from implementing a familiar recipe drawn from their past experience' (p.558). On the other hand, similarity might hinder creativity and the development of new ideas by causing a person simply to replicate activities, approaches, plans, etc., that will not work in fresh environments (Woltz et al., 2000).

Conceptual Development and Literature Review

Three aspects of a marketing research manager's experience need to be considered, i.e., experience of (i) specific marketing functions, (ii) particular industry sectors, and (iii) business management in general.

(a) *Experience of a Specific Marketing Function*

A person who previously occupied marketing jobs that exclusively involved functional MR activities might be expected to perform better in a new and more senior MR role, although there is little empirical evidence supporting this view (Dokko et al., 2009). In principle, experience of a specific marketing function should provide opportunities to nurture competencies in methods relating to that function (Geletkanycz and Black, 2001). Previously learned techniques or concepts may be applied to new contexts and past mistakes can be avoided (Rerup, 2005). Conversely, heavy functional specialisation might result in the development of non-transferable competencies (Dickmann and Harris, 2005) and in 'a narrow mindset focused on familiar policies' (Geletkanycz and Black, 2001 p.6). Marketers with experience of a wide range of marketing functions may be able to bring fresh perspectives to an issue and offer more creative solutions (Haas and Hansen, 2005).

(b) *Experience of Marketing in Particular Sectors*

Career patterns in marketing are increasingly likely to involve several employing organisations (O'Mahony and Bechky, 2006). However a 2009 *Marketing Week* survey revealed that, in Britain at least, there was 'very little' mobility between sectors (p.3), suggesting that 'specialist knowledge built up during a career within specific vertical industries really pays off' (p.4). In contrast, Gregory (2005) claimed that recruiters of marketing staff typically looked for candidates with a range of sectors on their CVs. It could be that marketing managers hired from other sectors bring with them diverse prior experiences that translate into (i) fresh perspectives on the work of the organisation, (ii) innovation, and hence (iii) the capacity to improve a firm's marketing performance (Rao and Drazin, 2002).

Dokko et al. (2009) cited a number of studies that reported mixed findings concerning whether job performance improves or worsens as people change sectors, reflecting perhaps the complexity of the relationships among the variables involved. According to Rerup (2005), what mattered in this connection were the 'dimensions of similarity' of past experience that were most important for a new job.

(c) *Experience of General Business Management*

It has been alleged that marketers tend not to see the big picture (Doyle, 2000), and that they interpret their role

as being more to do with tactics than strategy (Baker and Holt, 2004). Thus, according to Bartram (2003), marketers needed to 'connect their thinking more with the overall objectives of the business and its stakeholders' and to be more 'commercial' in outlook (p.35). Experience of non-marketing functions might make an individual a better marketing manager through giving the person all-round business skills (Simms, 2003). The absence of overarching business experience might impede an individual's capacities to mature and progress as a marketing manager (McDonald, 2006; Bennett, 2009).

Experience of *financial management* has been said to be especially valuable for marketing staff (Bennett, 2009). Marketers with experience of financial planning, control and modelling are, according to Hadden and Duckworth (2005), better able to understand critical 'bottom line financial considerations' (p.30). Gregory (2005) argued that a basic knowledge of finance and accountancy enables a marketer to 'add value to information by focusing on the profitability of marketing activities, breaking down costs and factoring in the margins' (p.2). This should lead to an increased level of efficacy on the part of the individual marketer and thus enable the person to occupy more senior marketing roles (Baker and Holt, 2004; Bennett, 2009).

Development of Marketing Self-efficacy

The successful completion of occupational tasks can lead to competence and feelings of 'enactive mastery' (Wood and Bandura, 1989 p. 370). Overcoming challenging obstacles reassures the individual about his or her capabilities (Appelbaum and Hare, 1996), hence enhancing professional self-esteem. The term self-efficacy describes the 'conviction that one can successfully execute the behaviour required to produce successful outcomes' (Bandura, 1977 p.126). Managerial *self-efficacy* involves executives' beliefs in their being able to accomplish specific managerial tasks (Lu *et al.*, 2005), to 'execute the behaviours required for effective job performance', to fulfil competently all the demands attached to a job role (Rigotti *et al.*, 2008) and, in the words of Luthans and Peterson (2002), to 'mobilise cognitive resources and courses of action needed to successfully execute a specific task within a given context' (p.379). The higher a manager's occupational self-efficacy the more confident is the person in his or her ability to complete work assignments (Locke *et al.*, 1984).

Experience helps people learn how to perform more difficult tasks and this should lead to greater self-efficacy (Bandura, 1977). Thus, occupational self-efficacy changes over time as a person experiences events, reflects on these events, and compares outcomes with prior expectations. Appelbaum and Hare (1996) observed how

experience created information about a manager's capabilities and that the 'weighing, integrating and evaluation' of this information affected assessments of self-efficacy (p.35). It follows that the longer the period of a person's experience of a business function or an industry sector the greater should be the individual's feelings of self-efficacy in relation to the function or sector concerned (Gundlach *et al.*, 2003).

A large amount of research has revealed a strong positive relationship between self-efficacy and managerial performance (see Luthansa and Peterson, 2002; Schyns and Sanders, 2005; Rigotti *et al.*, 2008; Ryerson, 2008). A meta analysis undertaken by Stajkovic and Luthans (1998) found that, on average, published studies reported a 28% improvement in performance among employees with high self-efficacy. Studies have shown (see Luthans and Peterson, 2002) that the higher a manager's self-efficacy the more likely that the person will 'initiate tasks, sustain effort towards task improvement, and persist when problems are encountered' (p.379). People with high self-efficacy feel confident of their capacity to complete more complex and difficult assignments (Appelbaum and Hare, 1996), to assume greater responsibility (Orpen, 1999), and to tackle fresh jobs in different situations. Additionally, high self-efficacy has been found to relate to successful task leadership (Schyns and Sanders, 2005), higher levels of motivation, and the application of greater effort (Robbins, 1993).

Mindful Management of Marketing Experience

According to Luthans and Peterson (2002), learning from experience requires 'cognitive vigilance' and psychological involvement with tasks (p.378). Otherwise experience simply consists of 'effortless, automatic or robotic' behaviour from which little is gained (p.378). Experience of a business function does not *necessarily* generate a sense of mastery of the function (Quinones *et al.*, 1995), and two individuals may emerge from an identical experience with quite different levels of personal gain from the experience involved (Grant and Ashford, 2008). Bandura (1991), Brown and Ryan (2004), Baer *et al.* (2006), and others have argued that experience improves a person's occupational ability and self-confidence *only* when the individual exercises forethought in relation to lessons learned, reflects thoughtfully on past events, and proactively seeks to use experience to improve knowledge and skills.

Certain people have been found to be better at recollecting, analysing and recognising opportunities to learn from events, i.e., to use experience in 'mindful' ways (Brown and Ryan, 2004; Baer *et al.*, 2006). Mindfulness has been defined as an individual's ability to pay complete and careful attention to current experiences. Mindful

market research executives will codify the knowledge they have gained from experience and ask themselves 'what happened and what can I learn from it?' (Heuerman and Olson, 2009). Mindfulness is characterised, according to Rerup (2005), by the 'quality of careful attention' that enables a person to minimise errors and respond effectively to new working environments (p.460). A mindful individual notices more issues and processes them more diligently (Weick *et al.*, 1999) and is better able to anticipate and respond to unexpected events (Rerup, 2005).

It seems however that, in fact, 'most' people in organisations are not mindful (Heuerman and Olson, 2009). This is due to their being overloaded with tasks and to shortage of time. In general, mindful individuals (according to Bargh and Chartrand [1999]) only constitute a minority of the population, but they are supposedly better able to benefit from work experience. Mindful employees have been found, *inter alia*, to be curious and flexible (Segal *et al.*, 2002); to use experiences imaginatively (Barrick and Mount, 1991); to be proactive (Grant and Ashford, 2008), insightful (Baer *et al.*, 2006) and future focused (Frese and Fay, 2001); and to 'recognise and embrace a broader array of possibilities for action' (Grant and Ashford, 2008 p. 16).

A Suggested Model

A model reflecting the above mentioned considerations is shown in Figure 1. Mindfulness is assumed to represent a (positive) moderator of a link between (i) functional MR, sector, non-marketing, and financial experience, and (ii) occupational self-efficacy both in MR and in general marketing management. Self-efficacy is posited to exert a significant influence on a person's status as a marketing employee, on self-assessed quality of current performance, and on level of pay. Controls are included for an individual's gender, education and training and geographical location and for the size of an employing firm and its industry sector.

An individual's education and past training is regarded as a moderator of the connection between experience and self-efficacy. Also it is suggested that a person with a business qualification (e.g., a business degree or an MBA) may have a higher level of overall business knowledge (Hitt and Tyler, 1991). Attendance at short courses should also improve a person's ability to benefit from experience (Bassi, 1984). A direct connection between education and training and self-efficacy is hypothesised.

Gender, firm size and location are routinely reported to have major affects on marketers' salaries (see Marketing Magazine [2007a] and [2007b]). Large companies often have the resources to pay attractive salaries (see Marketing week, 2009) and, in Britain, there exist big

differences in salary levels for marketing staff located in different regions and industry sectors. Gender has consistently been found to influence the salaries of marketing managers. Marketing Week (2009) reported an average pay gap of around £10,000 per annum between males and females in many types of marketing management position.

Questionnaire Development

A questionnaire was developed that began with items concerning a firm's size (number of employees), location and sector. Seven generic categories of business sector were identified. Salary surveys of marketing jobs usually divide the UK into seven regions (for details see, for example, Simply Marketing Jobs [2009]). Hence binary variables were created to identify the specific region within which a respondent's firm was located. The next section of the questionnaire queried a participant's education and training, gender, and the number of years and/or months of experience the person had accumulated in each of his or her past job roles. Then the participants were requested to detail any significant and substantial financial work they had undertaken. Examples of what was meant by this were given in the email accompanying the questionnaire, e.g., financial planning, forecasting, modelling, use of financial metrics. During the estimations of the model, logarithmic values of the periods of an individual's experience were used as an alternative to the raw data to reflect possible diminishing returns to experience. However the employment of logged data did not alter the pattern of the results, so only the results involving raw scores are discussed in the remainder of the paper. The respondents were asked to indicate their occupational status according to descriptions of 'basic', 'middle management' and 'senior management' MR positions supplied in the questionnaire. These descriptions were derived from the web pages of relevant professional bodies (the Market Research Society and the Chartered Institute of Marketing) and from job advertisements appearing in the major marketing magazines.

To measure mindfulness, 12 items were adapted from The Freiburg Mindfulness Scale (Buchheld *et al.*, 2001), the Kentucky Inventory of Mindfulness Skills (Baer *et al.*, 2004) and Baer *et al.*'s (2006) 'inventory of inventories' of mindfulness questionnaire items. Marketing self-efficacy was evaluated by a nine-item scale adapted from the inventories of Jerusalem and Schwarzer (1992), Hartline and Ferrell (1996) and Rigotti *et al.* (2008). The strength of an individual's self-efficacy was assessed twice: firstly in relation to the person's functional MR role; secondly vis-_-vis his or her work as a marketing manager in general. Three dependent variables were employed: status, pay, and self-assessed on-job performance.

The Survey

A list of the opt-in email addresses of 2300 market research managers was rented from a list broking company. Three distributions of the questionnaire to the list (with free entry to a prize raffle included as an incentive) evoked 486 replies. Replies were received from a wide variety of industry sectors, and there was no statistical evidence of early response bias. As rented email lists inevitably contain a number of out-of-date and/or irrelevant addresses it is not possible to state precisely the percentage response rates that these numbers represent. However, assuming that around 10% of the addresses were irrelevant and taking into account the ten per cent or so of the addresses that bounced back the response rate would appear to be in the region of 26-28%. A follow-up emailing to non-respondents was undertaken asking (on a check list) for reasons for non-response, generating 66 replies. 'Too busy' was the most frequent response (42%) followed by 'our policy is not to complete questionnaires' (31%). This suggests the absence on non-response bias.

Principal components factor analyses were applied to the sets of items for the three constructs of mindfulness, marketing self-efficacy, and performance. As unidimensional solutions emerged in all cases, composite variables were created to reflect each of the three constructs. Because performance was self-assessed and since the data on self-efficacy and mindfulness were provided by the same individuals it was necessary to check the data for common method bias, i.e., the possible overstatement of the strengths of the relationships under investigation. Accordingly a joint factor analysis of the 25 items in the three constructs in question was completed to see whether their indicators loaded onto the same factor. The means and standard deviations of the variables were also examined (see Lindell and Whitney, 2001). Multifactor solutions emerged in both the model for functional self-efficacy and the model for general marketing management, with no single factor explaining more than 41% of the total variation in the data and no migrations of items occurring that would suggest significant common method bias. The mean values of each of the three composites fell within the central region for the measures and standard deviations displayed a reasonably wide range of responses. Also the pairwise correlations among variables not theoretically connected were insignificant ($p < .05$). Hence there was no evidence to suggest that the results were significantly affected by common method variance (Lindell and Whitney, 2001).

Results

The participants had occupied their current jobs for an average of 3.2 years (2.6 years for the lowest grade). (A study undertaken by Curtis [1997] found that MR

managers held down a specific job for an average of 2.2 years, compared with six years for other marketing specialisations.) Table 1 shows the characteristics of the sample members according to occupational status. People in higher grades, as anticipated, had longer periods of experience than their junior colleagues. Experience that involved financial management increased as a person's career developed to higher levels. A majority of the respondents had spent more time in sectors *other* than that in which an individual was currently employed, indicating a high degree of sectoral mobility (and hence a highly competitive job market) in the MR field. Participants seemed to have received around four or five days of training per year. The figures presented in Table 1 are broadly similar to those reported in previous surveys of marketing managers (for details see Clark [2008]; Bennett [2009]; plus various salary surveys). However the widespread mobility across sectors does not correspond with the finding of Marketing Week's (2009) survey that there was little intersectoral movement among marketing staff *in general*. Marketing Week (2009) observed nevertheless that sectoral differences in salary were much lower among MR managers in specific grades than among other specialisms, suggesting the existence of intense cross-sectoral competition for good quality staff in the MR domain.

Most of the variables shown in Figure 1 were not normally distributed, and binary variables and a four-item scale were included in the model. Thus Figure 1 was estimated using the technique of partial least squares (specifically the bootstrapping procedure of the PLS Graph package version 3 ([Chin, 2001]), as this makes no assumptions about the distributions of independent variables. The model was estimated firstly for self-efficacy in MR and then for an individual's self-efficacy as a general marketing manager. Certain variables consistently failed to exert significant influences on any of the dependent variables, irrespective of the model estimated. Industry sector did not affect pay levels to significant extents, due presumably to cross-sectoral competition for high calibre staff in the MR field, and hence to a convergence of remuneration levels across sectors. The durations of periods of experience spent in particular sectors failed to exert a significant influence on self-efficacy. Likewise for the period spent in an individual's current position or with the current employing firm. These last variables did not correlate significantly with a respondent's level of pay (Kendall's Tau = .09 and .11 respectively); an outcome that is unsurprising perhaps given that the all-grades all-sample average period spent in a current job was just three to four years, and that most of the sample members changed sectors on a regular basis. These results imply employment situations with high degrees of sectoral mobility where experience gained in one sector contributed as much

to self-efficacy and pay as did experience acquired in another.

Firm size was insignificant as a predictor of level of pay: smaller firms were as likely to remunerate marketing research managers at the same rates as in larger enterprises (a further indication of an intensely competitive job market). Neither education nor amount of training received significantly moderated the hypothesised link in Figure 1 between experience and self-efficacy. The effects of work experience on self-efficacy were basically similar for individuals of all levels of education and training. It is relevant to note in this connection that the sample members were generally well-qualified educationally, with more than 80% possessing a degree level qualification. Experience of non-marketing functions did not impact significantly on functional marketing self-efficacy, self-efficacy as a general marketing manager, pay, status as a marketer or self-assessed performance. Regressors that clearly did not influence any of the dependent variables were removed from the analysis and the model was then re-estimated.

Determinants of Pay, Status and Performance

The results for the main effects on pay, occupational status and self-evaluated performance for the estimated model that used functional self-efficacy as the mediating variable are given in Table 2A. Gender and geographical location exerted highly significant influences on pay and status. Exceptional on-job performance was associated with higher pay. Education level affected pay, due largely to premiums obtained by individuals with masters' degrees. In the present study, the amounts of training received (both function specific and general marketing management) were also positively associated with status and pay. This was anticipated a priori given that the occupants of senior posts will often have had more time in which to receive training. Self-efficacy was a highly significant determinant of pay, status and self-assessed performance.

Length of experience in the same function had a significant influence on the level of pay ($p=.05$) due presumably to the receipt of automatic increments and cost of living increases. However there were no significant direct impacts of other types of experience on grade or on-job performance. Dokko et al. (2009) reviewed a substantial body of literature that reported insignificant or even negative connections between prior work experience and performance, *in the absence of increased knowledge and skill attributable to experience*. Their own study found a significantly negative relationship between experience and performance once they had controlled for other influences. Long periods of experience that fail to enhance a person's performance could be associated,

Dokko et al. (2009) continued, with behavioural and cognitive rigidities that detract from performance, with inability to learn, and with boredom and burnout. The results of the current investigation also suggest that experience without improved self-efficacy in a role does not, of itself, generate better performance or lead to promotion. Table 2B shows the outcomes to the estimation of the model using self-efficacy as a general marketing manager as the mediating variable. It can be seen that a similar pattern of results applies to this estimation.

Determinants of Self-efficacy

Table 3A shows the significant influences on self-efficacy as a functional MR specialist, which increased substantially with respect to the amounts of both function specific and general marketing training received, though not with respect to level of general education. Self-efficacy was higher the longer the person had spent undertaking (i) MR, (ii) different marketing functions, and (iii) marketing and non-marketing work involving finance. On average the respondents reported that between five and ten per cent of their previous work had involved significant and substantial elements of financial management (range zero to 85%); with a majority (52%) stating that the amount was less than five per cent. However, individuals with larger amounts of experience of financial management clearly possessed higher levels of marketing self-efficacy. Thus, although length of experience of non-marketing functions did not significantly affect a person's self-efficacy as a marketer, the proportion of this experience that involved financial management most certainly did.

Mindfulness significantly moderated in a positive direction all four of the experience variables. Thus the degree of *mindfulness* with which a person's experience was self-managed contributed a great deal to the usefulness of the experience (especially experience of financial management) for improving performance and for obtaining higher status and better paid jobs. (Correlations between the moderators and the raw data on durations of experience were below .5 in all cases, i.e., well under the threshold at which multicollinearity might bias results in regression analysis with interaction terms - see Aiken and West [1991].)

Table 3B gives the results for the impacts of the significant determinants of a person's self-efficacy as a general marketing manager. The pattern of the results was the same as for the previous case. However the influence of training in general marketing management was (perhaps predictably) much stronger when self-efficacy as a general marketing manager was employed as the mediating variable.

Conclusion

A significant and substantial connection between self-efficacy and the performance variable was observed, corroborating the findings of many prior studies concerning this matter. It follows that measures designed to enhance an MR manager's self-efficacy are likely to be worthwhile. Company performance management systems need to nurture feelings of self-efficacy. Experience of marketing work had a positive impact on self-efficacy, but experience *of itself* did not have significant direct effects on status or self-assessed performance. Self-efficacy played a critical mediating role in the relationship. Experience improved a person's feelings of mastery over the MR function and this in turn related positively and significantly to higher pay, status and self-assessed performance. The more mindfully a manager had reflected upon (and hence learned from) his or her experience the greater the impact of experience on self-efficacy. The above implies that MR managers who aspire to progress to better paid and/or higher level positions should deliberate on their experiences mindfully and recognise that experience *of itself* is not sufficient for career advancement. Training programmes for MR managers should incorporate components designed to encourage the mindful contemplation of work experience and offer practical advice on how such contemplation might be executed.

The better trained an individual the more likely that the person would be well-paid, have a higher-status job, and report superior job performance. Training also had positive pay-offs for self-efficacy and this in turn had beneficial consequences *vis-à-vis* the dependent variables. The findings also substantiate the proposition that the possession of knowledge and experience of financial analysis greatly enhances a marketer's career prospects. A manager's overall self-efficacy was improved by financial experience, presumably through making the person better able to deal with strategic issues. Thus MR managers should seek actively to acquire knowledge and experience of financial management. In-house management development programmes should include training in financial matters. The results suggest strongly that knowledge and experience of financial modelling, analysing financial data, preparing financial reports, etc., contribute much to a manager's sense of mastery of his or her marketing role, both as a functional MR specialist and as a general marketing manager.

Limitations and Further Research

Only a minority of the sampling frame filled in the questionnaire. However, the response rate achieved was comparable to those normally attained for 'cold' unsolicited email questionnaire distributions to rented email lists. Respondents' performances could not be

measured objectively, and the information on degrees of mindfulness and self-efficacy was also self-reported. The ranges of values returned for these composites were nevertheless sufficiently wide to indicate that the participants' self-assessments were reasonably accurate. There was no statistical evidence of common method bias. It was impossible to explore in extensive detail the participants' total remuneration packages in terms of basic salary, bonuses, company healthcare, special pension benefits, incentive gifts, share options, etc. However, it seems reasonable to suppose that the members of the sample would know the meaning of the term 'total remuneration'. Numerous factors influence a marketing manager's pay and status; the present study could only incorporate a subset of potentially relevant variables. Future research might combine the constructs employed by the present study with additional variables. It would also be useful to replicate the study in relation to other marketing functions.

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FIGURE 1. THE MODEL

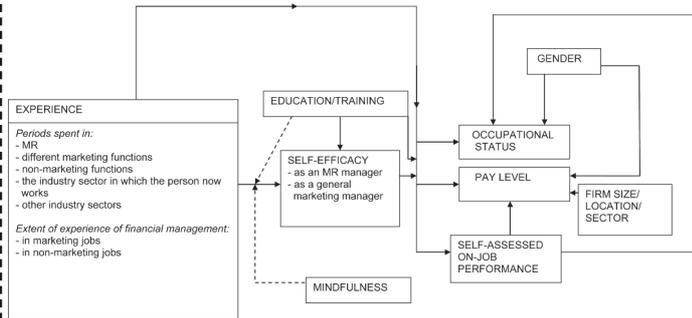


TABLE 1. THE RESPONDENTS

	Director Level N=75	Middle Manager N=201	Basic Level N=210
Average age (years)	42	36	33
Has a master's level qualification	10%	14%	10%
Has a degree level qualification	84%	85%	88%
Has a business degree or professional qualification	36%	30%	35%
Average number of days of training in a specific marketing function or general marketing management	80	65	38
Average number of years experience of:			
- the MR function	12	9	8
- other marketing functions	5	4	3
- non-marketing functions	4	2	1
- the industry sector in which the person was currently employed	7	6	6
- other industry sectors	14	11	9
Average percentage of experience that involved financial management:			
- in marketing jobs	7%	8%	5%
- in non-marketing jobs	14%	9%	7%
Percentage that were female	15%	38%	47%
Median number of employees	812	771	858

TABLE 2. MAIN EFFECTS ON PAY, STATUS AND SELF-ASSESSED PERFORMANCE

A. MODEL FOR MR FUNCTIONAL SELF-EFFICACY
B. MODEL FOR GENERAL MARKETING MANAGEMENT

T-values in parentheses. All coefficients are significant at the .05 level or below.

	A			B		
	Pay	Status	Self-assessed Performance	Pay	Status	Self-assessed Performance
Gender	.41 (4.94)	.26 (2.98)		.47 (7.07)	.31 (3.33)	
Location	.30 (4.77)			.39 (6.05)		
Self-assessed performance	.35 (3.96)			.36 (4.13)	.35 (4.13)	
Self-efficacy	.32 (3.88)	.31 (3.98)	.29 (3.51)	.33 (4.10)	.28 (3.82)	.34 (4.17)
Educational level	.25 (2.92)			.33 (4.02)	.29 (3.96)	
Training received (number of days):						
- MR function specific	.23 (2.11)	.30 (3.11)	.21 (2.06)	.29 (3.14)	.26 (3.03)	.29 (3.07)
- general marketing management	.25 (3.55)	.31 (3.08)	.22 (2.88)	.21 (2.22)	.26 (3.11)	.25 (3.16)
Duration of experience in the MR function	.20 (2.01)			.25 (3.11)		

TABLE 3. DETERMINANTS OF SELF-EFFICACY

A. FUNCTIONAL MR
B. AS A GENERAL MARKETING MANAGER

T-values in parentheses. All coefficients are significant at the .05 level or below.

	A	B
Training received (number of days):		
- MR function specific	.41 (5.33)	.35 (4.64)
- general marketing management	.39 (5.01)	.49 (8.01)
Durations of experience of:		
A. The MR function	.49 (6.67)	.46 (5.02)
B. Other marketing functions	.35 (5.55)	.40 (4.00)
C. Percentage of marketing experience that involved financial management	.28 (4.91)	.30 (3.88)
D. Percentage of non-marketing experience that involved financial management	.30 (5.00)	.28 (3.87)
Moderating influences:		
Mindfulness times A	.19 (7.02)	.08 (2.92)
Mindfulness times B	.13 (6.05)	.08 (2.31)
Mindfulness times C	.11 (4.49)	.07 (2.74)
Mindfulness times D	.10 (4.49)	.10 (2.68)