

Dissertation

Impact of Emotional Intelligence on Sales Performance of Sales People in Surgical Trading Firms in Pakistan: A Case Study Approach

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Declaration

I, Muhammad Ali, declare that this research is my original work and that it has never been presented to any institution or university for the award of Degree or Diploma. In addition, I have referenced correctly all literature and sources used in this work and this this work is fully compliant with the Dublin Business School's academic honesty policy.

Signed: Muhammad Ali

Date: 20th August 2018

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Abstract

Emotional intelligence is the ability to realize and understand one's own emotions to understand other people's emotional reactions which results in better, deeper and stronger relations. Establishing such relations with customers in a business to business environment would be hugely beneficial for the marketing efforts of such trading firms. In such business environments, sales people are generally responsible for maintaining a direct contact with the customers and if their emotional intelligence competencies have an impact on sales, it can improve the business. This research was conducted in Dublin, Ireland to see if there is any relationship of emotional intelligence of sales people with their performance. Three surgical trading firms from Sialkot, Pakistan participated in this research with a sample size of 50 professional sales employees mostly on higher positions in the firms. Primary data was collected based on a survey questionnaire of 75 questions and took on average 30-35 minutes to complete. Results were gathered and analyzed through IBM SPSS. Multiple linear regression was used to analyse the data. Results show a positive relationship between three emotional intelligence competencies and sales performance. Empathy (30.5% impact, $p < 0.05$) had the most impact. Social management (24.2% impact, $p < 0.05$) had the second most impact and then Self-management (27.5% impact, $p < 0.05$) also having a noteworthy impact on sales performance on employees. These results cannot be generalized everywhere but they are enough to suggest that emotional intelligence do have an impact on sales performance. These findings can be employed by corporations to seek and hire emotionally intelligent employees as well as inform and train current people about emotional intelligence competencies to improve their sales performance and overall outlook.

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Introduction

An Overview of the Topic

Organizations, in today's world, need to be competitive to sustain in the markets. Businesses are putting more emphasis on the services sector in today's marketing world. In order to be competitive, organizations utilize various resources to run the business functions smoothly. These resources include employees that play the most important role in the success of any organization. Employees represent the organization to the outside world. They play an important role in forming the image of the organization since they are the ones at the front end who actually go and deliver the product or service to the final consumer. If the offering is good enough, it will form a positive image of the organization in customers mind. Organizations spend millions on human resource to search, train & develop and recruiting for the right people who can do the job efficiently and effectively.

To grow, businesses form competitive strategies to gain an upper hand. Competition is getting strong as new businesses enter the markets with new and innovative ways and strategies. This growing competition calls for the need to recruit employees who are suitable for the specific job. High turnover rates can cause many problems as new employees need to be trained. Training and development of employees has also become an important strategy to make the employees competitive.

Sales personnel need to possess a competitive advantage to succeed in such a dynamic environment where sales require a continuous high growth rate. Obviously, the individual with the most capabilities will have more chances to be hired. Businesses not only try to retain customers but employees as well. For these reasons, individuals face a tough competition in the job market as well.

Organizations need certain procedures to filter out potential employees for sales performance. That is why the hiring processes of majority of the firms are becoming complex in nature requiring certain tests and screening interviews. The factors involved in sales performance are usually very difficult to identify. One of the factors, among many others, used to identify sales performance of employees is emotional intelligence. The concept of emotional intelligence has received a significant popularity in the past few years. There are many different definitions of the concept by various researchers. Combining them all, emotional intelligence can be referred to the ability to perceive, detect, interpret, regulate, enhance and utilize

emotions in a useful way (Goleman, 2006). Goleman further says that emotional intelligence is a skill that through practice and learning can be improved. This means that employees can be trained to develop emotional intelligence abilities and skills to cope with difficult situations at the front end of the service delivery.

Many researchers have shown a relationship of emotional intelligence with leadership and management (Goleman, 2013). A vast literature on the concept explains that emotionally intelligent employees find it easy to cope with difficult situations arising during service delivery. Moreover, they are more receptive to customer complaints and find it easy to work in teams and diverse environments as compared to other employees. If there comes to be a significant relationship of sales performance of employees and emotional intelligence, it can help develop training programs that can enable employees to develop emotional intelligence as a skill.

Now, emotional intelligence is the ability of individuals to sense their own emotions, control them and direct them to others while keeping sense of their emotions too. Now, to easily understand this, the statement can be broken into four parts. First, it is an ability that means it can be learned and adopted. Now, it's an ability of individuals to sense their own emotions. It is important in emotional intelligence as it is the very first step of getting aware of our own emotions. It can be associated to self-awareness of an individual. Some individuals are aware of themselves on a physical level. Some of them go beyond that up to an emotional level. If an individual can sense his own emotions, second thing he needs to do is control them. It means an ability of an individual to control emotions. The ability of individuals to control anger, happiness, sadness etc. is another component of emotional intelligence. Third part is the ability to sense the emotions in others. The ability of an individual to know if the other person is angry, happy or sad etc. will let him know how that person might be feeling now. Fourth part is the ability of an individual to direct emotions to others. It means the ability to make someone happy, or make someone angry, or making someone happy when he is angry etc. it is social management on an emotional level. These four parts are collectively responsible for making an individual emotionally intelligent. That's why it is an ability of an individual to sense their own emotions, control them and direct them to others while having sense of their emotions too.

In present times, businesses are growing more and more competitive within the market and workforce environment. It calls for the need of hiring and recruiting highly effective employees and staff that can achieve best possible results with appropriate training and promotions (Morehouse, 2006). Many studies carried on this field suggest incorporating emotional

intelligence into workplace environments and human resource training programs in order to increase efficiency of the staff. Michelle Morehouse studied the correlation of emotional intelligence and performance environments and top performers. A self-assessment test i.e. Bar-on Emotional Quotient inventory (EQ-i) was used to measure components of EI. These components were grouped in five subscales; 1) Intrapersonal which involves self-awareness, self-regard and assertiveness, 2) Interpersonal relates to social interaction and social responsibility, 3) Adaptability which covers the problem-solving abilities and flexibility, 4) Stress management responsible for managing impulse and tolerating stress, and 5) General mood (Morehouse, 2006). The study showed a positive correlation between EI and performance of employees in the workplace. The EI is recognized as the main important variable affecting the success of organizations and employees. Emotional intelligence training programs can result in higher efficiency and effectiveness of employees, improved organizational environments, and better leaders in the workplace and effective and improved decision-making abilities in managers (Morehouse, 2006). These things combined will improve the overall position and working of the organization with better interpersonal relationships and social interactions (Lopes, et al., 2004).

Emotional intelligence can also be usefully incorporated into banking sector. It can lead to higher performance of the employees. Emelia Danquah, a lecturer in Koforidua Polytechnic, Accra, did a research on banking sector. She examined the impact of emotional intelligence on organization performance in relation to the return on investment. Her study findings suggest that emotional intelligence applied on service delivery will lead to higher return on investment. Other than that, EI indirectly improves the customer satisfaction and experience in a positive way (Danquah, 2014). In another study carried by Nour-Mohammad Yaghoubi suggests that four dimensions of emotional intelligence i.e. self-awareness, self-management, social awareness and relationship management when combined will have a positive impact on relationship marketing efforts of an organization (Yaghoubi, 2011).

Emotional intelligence can be incorporated into work teams. Benchmark of Organizational Emotional Intelligence (BOEI) is a survey tool which compares the emotional intelligence competencies of an individual in relation to the overall team (Stein, 2005). It can be useful for managers to identify individuals who form an overall high emotional intelligent team. Teams with higher emotional intelligence can perform better in reacting to situations. They are good in stress management and decision making (Naseer, et al., 2011).

Emotions can be measured by an ability test known as Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT) in which respondents are asked to solve emotional problems of various degrees. This model is backed by solid empirical research. As a result many researchers use MSCIET as a tool of measure for emotional intelligence. (Mayer, 2002) The findings of this ability test suggest that people with higher EI have strong relations to others whereas people with lower EI tend to use aggressive or violent or inappropriate behaviors to solve the problems (Mayer, 2002).

Another tool of measurement for emotional intelligence is the Benchmark of Organizational Emotional Intelligence (BOEI) test. It is a survey having 143 items in total. These items are measured on five different levels from “strongly agree” to “Disagree”. A sixth response is “not applicable”. Responses are combined to form a total score. This test is designed to measure an individual’s level of emotional intelligence in relation to the teams, workgroups as well as the organization. It compares an individual’s scores with the scores of others in the team and forming a score for the whole team based on these individual scores. These scores of teams and individuals can be used to form an overall organization score which refers to how much an organization is responsible and sensitive to its employees while still achieving its purpose (Stein, 2005).

Emotional Competence Inventory (ECI) can also be a useful tool to assess and measure emotional intelligence competencies of an organization as well as an individual. ECI 2.0 is an upgraded form of ECI 1.0 which measures 18 competencies. These competencies are divided into four groups. These groups are self-awareness, self-management, social-awareness and relationship management (Wolff, 2005). The Bar-On Emotional Quotient Inventory (EQ-i) is another self-report inventory. It contains 133 items with five levels of responses starting from 1) Very seldom or not so true of me to 5) very often true of me. It can measure positive impression scale, negative impression scale, index for inconsistency and omission rate of respondents (Weerd & Rossi, 2012).

Literature on various researches shows that emotional intelligence is connected to the sales performance of an employee. It can influence customer relationships and customer satisfaction (OPUNI & ADU-GYAMFI, 2014). A research studied the telecommunication sector of Ghana, questioning the impact of emotional intelligence on relationship management efficiency in relation to service quality and customer satisfaction levels. According to the findings of this research, customer satisfaction is highly correlated to the quality of services. It

furthered the study to find the relationship of emotional intelligence and service quality. The results came out to be positive, showing that the more emotionally intelligent employees serve the higher quality as compared to those who scored low in-service delivery. Moreover, emotional intelligence of an employee has a significant relationship to customer satisfaction level. It means that customers would be more satisfied when served by highly emotional intelligent employees (OPUNI & ADU-GYAMFI, 2014).

The role of supervisors is important for an organizations success. Supervisors, managers or leaders are responsible for the job performance of employees in the organizations. The findings of a study carried by Ismail Azman and Lucy Loh Ching Sieng suggest the positive partial influence of leaders on the job performance of employees (Azman, et al., 2009). According to them, Supervisors support the organization by motivating employees to take training and apply learned knowledge within the organization. Moreover, they also used good communication skills to motivate employees.

Organizations aims differ from each other. Based on the mission and vision of an organization, performance measurement can be implemented in various ways. These ways can be like an employee's motivation and assistance to an organization, employee's willingness to work, productivity performance, promotions etc. (Shahhosseini, et al., 2012). According to the findings of a research, job performance has an influence from many factors including leadership, motivation, satisfaction and emotional intelligence (Shahhosseini, et al., 2012). In another study it is found that high performing sales representatives in call centers have high level of emotional intelligence competencies as compared to average sales representatives (NEL & VILLIERS, 2004).

Study Objectives

Purpose of this study was to identify and determine the relationship of emotional intelligence and sales performance of employees in surgical trading firms in Pakistan. A quantitative survey was used to examine the impact of emotional intelligence competencies on sales performance of employees. The independent variables studied in this research was emotional intelligence which further had five sub variables which were self-awareness, self-management, social-awareness, social management and empathy. The dependent variable was sales performance of employees in surgical trading firms. The population targeted in this study was sales employees of business to business surgical trading firms in Pakistan. The intended

business. The results were intended to develop sales training and recruitment programs that lead to better sales performance on an organizational level. This information will be useful not only for further research in the area but also for human resource personnel and sales executives in the service sector organizations. It can further help form training and development programs for employees and managers and may change the way managers and organizations see the recruiting or training and development processes.

Nature of the study

This study was done through a quantitative method based on a survey. Quantitative research is used to analyze and find the relationship between variable and interpret them through numerical findings and interpretations. This was done on purpose to analyze quantitative data collected from a small sample size and infer the findings from the study on a bigger population. Qualitative research was not done because it is used to analyze the attitudes of individual participants and similarities and differences in their responses to come up with a conclusion, but it would be not be possible for checking if emotional intelligence changed with respect to sales performance of the employees who participated in this research. An approach that involves both quantitative and qualitative methods of research would have been good as well which is normally done to get a deep and thorough understanding of an underlying problem, but this research was conducted in a period of three months and that would not have been possible due to the shortage on time. Therefore, mixed approach was not considered appropriate for this research. This research used only quantitative method to analyze the relationship between independent variables and dependent variable which are emotional intelligence and sales performance respectively.

No experimental designs were included in this research which include manipulating and controlling of the assignment done for data collection. So, in order to analyze the data, a correlational analysis was done called multi linear regression which is best suited in situations where there are multiple independent variables to be analyzed for having an impact on one dependent variable. This was chosen because in case of this research there are multiple independent sub variables i.e. self-awareness, self-management, social-awareness social management and empathy which are hypothesized to have an impact on sales performance of employees in surgical trading firms in Pakistan. Descriptive study designs were also not considered appropriate as they are used to study any existing situations.

Managerial Concerns

The purpose of this quantitative correlational study was to investigate the relationship between emotional intelligence competencies and sales performance of employees in surgical trading firms in Pakistan. There are some previous researches done on the subject, but no research has been done on a case sales performance of employees in surgical trading firms in Pakistan. If the results of this research show a significant relationship of emotional intelligence and sales performance of employees, the research can be further used to design a course of training for the employees of service sector organizations. The findings from this research can lead towards the development, training and recruitment of employees keeping in mind the overall organizational sales performance and emotional intelligence of employees. These training courses can help employees develop new skills related to emotional intelligence competencies and improve their sales performance which will directly impact on the overall performance of the firms. Moreover, further factors could be found that influence sales performance of employees more than emotional intelligence as well which can not only help in further study on the subject but also for business leaders to plan, control and develop strategies to improve the overall sales force performance of the businesses.

Apart from that, this training will also provide useful information about the five independent sub variables and their role in the sales performance and employees performance as well. Findings might lead towards promotion of positive social change within an organization where employees are informed about the feedback on their sales performance and emotional intelligence competencies. Employees can achieve desired sales performance levels if the organization implements effective successful training and development programs which might result in employees able to control and exert their emotions effectively and efficiently while dealing with customers and organizations. Such results can lead to higher overall sales performance, efficiency and effectiveness. By measuring emotional intelligence competencies scores, employees' performance evaluations can be improved as it can be the indicators of an employee's contribution to the company operations.

Problem Statement

The purpose of this research is to find out the relationship between emotional intelligence and sales performance of employees in surgical trading firms in Pakistan. Sales employees, merchandisers and managers are the ones who are on the front end dealing with

customers through multiple communication channels. Since they are the ones who interact with customers on behalf of the organizations, they are responsible for providing a high service, customer care, customer support and guidance. The application of emotional intelligence and its skills can be useful for sales employees for service delivery in certain situations. It cannot only help them improvise their sales performance scores but also to understand their own emotions for their own wellbeing and their overall outlook on life and people as well. The impact of emotional intelligence competencies on sales performance of employees in surgical trading firms is unknown. This relationship, if comes positive, can be beneficial for various organizations who want to improve their sales performance.

Research Questions

This study will examine following main research question:

Research Question: Is there a relationship between emotional intelligence and sales performance of employees in surgical trading firms.

Research Hypothesis

Following are the research hypothesis designed for this study. A null hypothesis is denoted by HX_0 where as an alternative hypothesis is denoted by HX_1 .

H1₀: There is not a significant relationship between self-awareness and sales performance

H1₁: There is a significant relationship between self-awareness and sales performance

H2₀: There is not a significant relationship between self-management and sales performance

H2₁: There is a significant relationship between self-management and sales performance

H3₀: There is not a significant relationship between social awareness and sales performance

H3₁: There is a significant relationship between social awareness and sales performance

H4₀: There is not a significant relationship between social skills and sales performance

H4₁: There is a significant relationship between social skills and sales performance

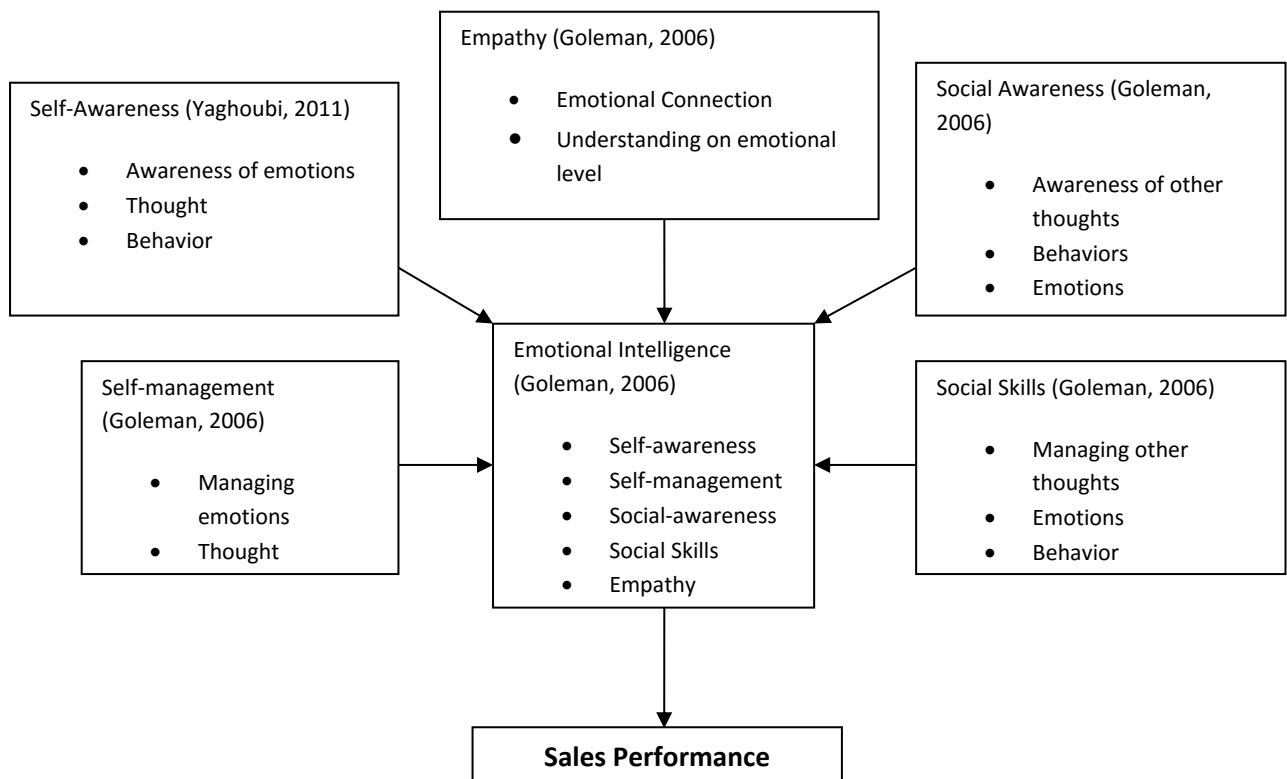
H5₀: There is a not a significant relationship between empathy and sales performance

H5₁: There is a significant relationship between empathy and sales performance

Theoretical Framework

Following is a theoretical framework designed for the purposes of this study. This theoretical framework provides a graphical representation of all variables involved in this research study and how they are assumed to be having a relationship based on the vast literature review done on the subjects. As it can be seen, there are five independent predictor variables or sub variables that together make what we call emotional intelligence according to the literature. These five variables i.e. self-awareness, self-management, social-awareness, social management and empathy together impact the emotional intelligence scores. This emotional intelligence score is assumed to have an impact on sales performance of employees who participated in this research. Each box represents a variable in the diagram below and arrows show the nature of relationship these variables are assumed to have for the purposes of this research.

Figure 1. Theoretical Framework



Operational Definition of terms

The concept of emotional intelligence has received much popularity in current years. A vast literature explains the concept in many ways but Salovey and Mayer were the ones who

introduced the term emotional intelligence. According to them, emotional intelligence involves three key areas. These include appraisal and expression of emotions, regulation of emotions and utilization of emotions (Mayer, et al., 2001).

Then later in 1995, Dr. Daniel Goleman, an internationally renowned psychologist came up with a theory on emotional intelligence. He also wrote a book naming “Emotional Intelligence”. According to him, emotional intelligence involves five dimensions naming self-awareness, self-management, self-motivation, empathy and social skills (Goleman, 2006). He also suggests that these five dimensions are crucial for leadership development and effectiveness in relation to utilizing full potential of managers (Goleman, 2013).

For the purposes of this study, *emotional intelligence* will be defined as “[a]n array of non-cognitive capabilities, competencies, and skills that influence one’s ability to succeeding coping with environmental demands and pressures” (Bar-On, 2004, p. 16).

The term *sales* will be defined in relation to service sector firms.

While *sales performance* is defined as the collected score of individual employees on sales questionnaire.

Sales personnel will be referred to as the front-end employees who participated in this study from the high contact customer services in surgical trading firms operating in Sialkot, Pakistan.

A vast literature on emotional intelligence shows the impact of age. *Age* of the participants will be checked to see if there is difference in emotional intelligence scores of aged participants and younger participants.

Literature also shows that females are more emotional intelligent as compared to males in most areas of life (Ahmad, et al., 2009). The *gender* of participants in this study will be checked to see if female employees score more on emotional intelligence as compared to men or not. The study will also examine the success rate of men and women who work as front-end employees in high contact service firms.

Assumptions and Limitations

Assumptions

Assumptions are the facts which are not verified but are included in the research and considered true regardless of the case if they can be controlled or not. The very first assumption for this study is that the participants of this research will provide accurate data and information while

attempting the survey questionnaires regarding their emotional intelligence and sales performance. Another assumption was that moods, attention spans and fatigue differences were assumed constant among all the participants of this research. The next assumption is that the data of participants in this research was normally distributed and can be able to represent population. Three surgical trading firms were chosen as samples among more than 100 in Sialkot, Pakistan which comprised of 50 sales employees. Last assumption but not the least was that multi linear regression and correlational analysis was the best analysis deemed appropriate for this type of quantitative research to interpret the findings from the outcomes of this research.

Limitations

The very first limitation in this research is that sales employees had different expectations of their sales performance attainments based on their employers. This is because a sales person might know different methods to improve sales, but employees are bound to stay in the limits of organizational ethics and methods followed by the company itself and sales people use methods that best meets the unique needs of the business, employers and overall job performance. This also makes it difficult to provide generalizations based on the findings of this research for other businesses and industries. Moreover, emotional intelligence can be measured through several well-known tools and instruments like Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) and EQ-I 2.0 but for this research these advanced tools and instruments were not used because of the low budget and high financial requirements. To cover up this limitation, an alternative survey questionnaire was made based on MSCEIT questions which were enough to measure the emotional intelligence scores for all the sub independent variables. It was measured through 50 Likert scale questions. 10 statements for each predictor variable for all five. In the end, the scores for each predictor variable are summed up to get the total score of that variable which is used to analyze the hypothesis and research questions.

One last thing about this research is that this research sampled only the surgical trading firms in Pakistan. So, the results and findings will only be generalizable to a population of business to business surgical trading firms in Pakistan. The findings from this research study cannot be generalized to any other businesses and industries. This research was carried on for two months. The very first limitation was time constraint in a way that there was not enough time to gather enough data from various segments in the market and industry. So, it was narrowed

down to the surgical trading firms with a small sample size of 50 employees. Because of this the findings and results would not be generalizable across other industries and markets. Other than that, there were some geographical constraints as this research gathered data from Sialkot, Pakistan so it might not show enough information regarding population of other cities or countries. Again, coming to the point that it will not be generalizable everywhere. There was also a budget constraint due to which professional procedures and programs were not available to be used or incorporated in this research such as bar-on emotional intelligence test or other emotional intelligence measurement tools which were not available to check the emotional stability levels of participants during survey sessions.

Literature Review

This chapter discusses academic literature of researches done in the fields related to this research. This research measures the impact of emotional intelligence competencies on sales performance of employees in surgical trading firms in Pakistan. The literature in the following headings cover emotions, emotional intelligence competencies, measuring emotional intelligence, emotional intelligence at work, emotional intelligence and gender differences, emotional intelligence and age differences and the role of emotional intelligence in sales performance. In the end, the literature is summarized towards the problem statement of this research.

Emotions

Emotions play an important role in our lives, in our work and daily routine. An emotion can be referred to as an organized mental response to an event based on some physiological, experiential, and cognitive aspects, among others. Normally they occur in relationships (Mayer, et al., 2001). Emotions are helpful in identification and understanding of thought patterns.

Emotions are manifested in verbal, facial and textual expressions and can have a key impact on decision making process (Consoli, 2010). Emotions can influence purchase decision of consumers hence the need of incorporating emotions in advertisements and marketing communications to achieve greater results (Khuong & Tram, 2015). The concept of emotional marketing and emotional intelligence in academic literature suggests that emotions do influence decision making process just like any other factors like product functionality or quality would do (Consoli, 2010). Marketing efforts on brand recall, perceived quality of product and brand recognition incorporating emotions are more effective and have a direct impact on consumer purchase decisions in consumer marketing (Khuong & Tram, 2015).

Emotions are a psychological phenomenon and influence humans in all situations including work and can also influence job performance according to the study in which emotions have a direct impact on the decision-making skills, working in a team, leadership and turnover (Perveza, 2010). However, it exerts a certain emotional labor from the people who enhance, fake or suppress emotions to express a modified emotional response and it involves organizational as well as emotional intelligence factors influencing how the person will exert emotional labor in a situation (Grandey, 2000).

Within the organization, emotions help to identify the existence and desire of work (Jackson, 2006). Many psychological, physiological and social environment factors influence emotions (Cacioppo & Gardner, 1999). Most of the time, people face uneasiness in relation to understanding their own feelings and moods. This uneasiness or discomfort may lead them to suppress their own feelings or deny them, failing to manage emotions in a more positive way (Barutcugil, 2004). There are many environmental and physiological factors within an organization that one cannot control. This may lead to the discomfort causing people to suppress feelings. This leads to an increase in negative feelings and behaviors. Instead of suppressing feelings which are the cause of discomfort, individuals should try to understand them on a deeper level in relation to the situations to get benefits out of it. The people who can easily manage to do this can be highly productive and efficient (Goleman, 2000). Positive and negative emotions within a working environment can influence decision making abilities and conflict management (Kafetsios, 2007). It is normally thought that business purchases are based on rational influences, but emotions often play a driving role for purchases in b2b firms (Meredith Xcelerated Marketing, 2016).

Given the role played by emotions in productivity, efficiency, decision making and conflict management benefits people a lot, but all these factors also play a role in job performance of an individual employee (Grandey, 2000). If emotions play a role in job performance of an individual, they might be the influencer of work motivation or demotivation and by employing emotional labor individuals can improve or change their job performance (Kafetsios, 2007). There have been plenty of studies done on the topic of emotional intelligence some of which discuss about its relationship with job performance as well as individual's self-control which will be discussed in the coming review of literature.

Emotional intelligence

The term emotional intelligence was popularized by Peter Salovey and John Mayer in 1990s. According to them it refers to our ability to understand our own emotions, explain them and utilize them for our motives (Mayer, 2002). The Mayer & Salovey model states four different dimensions of emotional intelligence. These are perception, facilitation, understanding and management of emotions. The first two dimensions i.e. perception and facilitation are 'experiential emotional intelligence' since they relate closely to feelings. The other two dimensions i.e. understanding, and management are stated as 'strategic emotional intelligence'. This involves planning and management of emotions (Mayer, 2002). Perception

is about how we perceive emotions in others. Facilitation involves using these emotions to enhance our own thinking patterns then we can understand emotions in relation to how they change our own behaviors or behaviors of others with the passage of time. Management of emotions refers to combining logic to our emotions to achieve effectiveness in decisions. These four dimensions are inter-related and independent in functionality as well. (Mayer, 2002).

A renowned psychiatrist, Daniel Goleman, wrote a book naming 'Emotional Intelligence' in which he explains his five-dimension theory of emotional intelligence. According to this theory, there are five dimensions of emotional intelligence. These dimensions are; self-awareness, self-management, self-motivation, social skills and empathy (Goleman, 2006). Self-monitoring can be referred to as our ability to consciously observe, understand and regulate our own behaviors. This ability varies in individuals as some individuals easily adapt to the new environment where others show a consistency in their behaviors. There are many mediating factors that play a role in generating stimuli that forms an overall situation in an individual's mind that may include environment and characteristics of individual (Rani, 2011). This self-monitoring can be helpful for self-awareness. Self-awareness means being aware of one's own thoughts, emotions and behaviors and the reasons behind them (Goleman, 2006). It means listening closely to your inner voice and urges rising from internal self. Gut feelings are signals that tell us if something is going on right or wrong around us (Goleman, 2013). Self-management means managing one's own thoughts, emotions and behaviors. This management leads to self-control. That means an individual can put his or her attention to where he wants without being affected much from the distractions. It comes with focus and will power (Goleman, 2013). This focus directs your attention and if it is directed outwards on others around us, it can be the base of empathy and social relations. Cognitive, emotional and empathy leads us to understand people on a deeper level. This basically leads to strong social relationships (Goleman, 2013).

The research conducted on the relation of emotional intelligence and self-monitoring suggests a significant relationship. Mark Snyder's self-monitoring scale was used in the research and findings suggest that emotionally intelligent people are also good in self-monitoring. People with greater self-awareness and awareness of other emotions tend to catch the situational clues better. Moreover, they tend to have a greater ability to change their feelings and behaviors according to the environmental or situational needs (Rani, 2011).

The impact of emotional intelligence competencies was measured in a research in relation to social interaction. It examined the quality of relationship with friends with the help of MSCEIT. The findings support that there is a significant relation of emotional intelligence to the quality of social interactions. Moreover, the subscales such as perceiving, using and understanding emotions seemed to have an indirect impact on social interactions. (Lopes, et al., 2004).

Emotional intelligence can lead to high performance of an individual. An emotionally intelligent individual can understand his self as well as others on an emotional level (Goleman, 2006). Moreover, he can manage his self under high stress situations and knows what will motivate or demotivate him and others. Emotionally intelligent people find it easy to manage complex interpersonal relationships (Naseer, et al., 2011). Recent studies in the field show a significant relationship of highly emotional intelligent teams and performance. Teams with a high emotional intelligence scores are likely to perform well in high stress situations as compared to teams which are not that much emotional intelligent (Naseer, et al., 2011). Emotional intelligence is crucial to the success of a work team. It can be highly useful for organizations and managers to identify teams that are more emotionally intelligent as they can perform better in complex situations and achieve better results. Most of the time employees are engaged in emotions that may have a positive or negative impact on certain situations. If employees are emotionally intelligent, it will be easy for them to perceive and analyze their emotions as well as the emotions of others. They know how to use these emotions to achieve better results in the workplace (Naseer, et al., 2011).

Measuring Emotional Intelligence

Emotions can be measured by an ability test known as Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT) in which respondents are asked to solve emotional problems of various degrees. This model is backed by solid empirical research. As a result many researchers use MSCEIT as a tool of measure for emotional intelligence. (Mayer, 2002) The findings of this ability test suggest that people with higher EI have strong relations to others whereas people with lower EI tend to use aggressive or violent or inappropriate behaviors to solve the problems (Mayer, 2002).

Another tool of measurement for emotional intelligence is the Benchmark of Organizational Emotional Intelligence (BOEI) test. It is a survey having 143 items in total.

These items are measured on five different levels from “strongly agree” to “Disagree”. A sixth response is “not applicable”. Responses are combined to form a total score. This test is designed to measure an individual’s level of emotional intelligence in relation to the teams, workgroups as well as the organization. It compares an individual’s scores with the scores of others in the team and forming a score for the whole team based on these individual scores. These scores of teams and individuals can be used to form an overall organization score which refers to how much an organization is responsible and sensitive to its employees while still achieving its purpose (Stein, 2005).

Emotional Competence Inventory (ECI) can also be a useful tool to assess and measure emotional intelligence competencies of an organization as well as an individual. ECI 2.0 is an upgraded form of ECI 1.0 which measures 18 competencies. These competencies are divided into four groups. These groups are self-awareness, self-management, social-awareness and relationship management (Wolff, 2005). The Bar-On Emotional Quotient Inventory (EQ-i) is another self-report inventory. It contains 133 items with five levels of responses starting from 1) Very seldom or not so true of me to 5) very often true of me. It can measure positive impression scale, negative impression scale, index for inconsistency and omission rate of respondents (Weerdts & Rossi, 2012).

There are other tools to measure emotional intelligence scores like questionnaires and surveys designed by different colleges who specialize in the field of marketing and psychology. Such tools, questionnaires and surveys can be used to measure emotional intelligence score of individuals in situations where other more advanced tools are not applicable or difficult to get access. One of the similar questionnaires are used in this research taken from (Leading Across London NHS, n.d.) and MESA San Diego City College research on the subject.

Emotional Intelligence at Work

In present times, businesses are growing more and more competitive within the market and workforce environment. It calls for the need of hiring and recruiting highly effective employees and staff that can achieve best possible results with appropriate training and promotions (Morehouse, 2006). Many studies carried on this field suggest incorporating emotional intelligence into workplace environments and human resource training programs in order to increase efficiency of the staff. Michelle Morehouse studied the correlation of emotional intelligence and performance environments and top performers. A self-assessment

test i.e. Bar-on Emotional Quotient inventory (EQ-i) was used to measure components of EI. These components were grouped in five subscales; 1) Intrapersonal which involves self-awareness, self-regard and assertiveness, 2) Interpersonal relates to social interaction and social responsibility, 3) Adaptability which covers the problem-solving abilities and flexibility, 4) Stress management responsible for managing impulse and tolerating stress, and 5) General mood (Morehouse, 2006). The study showed a positive correlation between EI and performance of employees in the workplace. The EI is recognized as the main important variable affecting the success of organizations and employees. Emotional intelligence training programs can result in higher efficiency and effectiveness of employees, improved organizational environments, and better leaders in the workplace and effective and improved decision-making abilities in managers (Morehouse, 2006). These things combined will improve the overall position and working of the organization with better interpersonal relationships and social interactions (Lopes, et al., 2004).

Emotional intelligence can be usefully incorporated into banking sector. It can lead to higher performance of the employees. Emelia Danquah, a lecturer in Koforidua Polytechnic, Accra, did a research on banking sector. She examined the impact of emotional intelligence on organization performance in relation to the return on investment. Her study findings suggest that emotional intelligence applied on service delivery will lead to higher return on investment. Other than that, EI indirectly improves the customer satisfaction and experience in a positive way (Danquah, 2014). In another study carried by Nour-Mohammad Yaghoubi suggests that four dimensions of emotional intelligence i.e. self-awareness, self-management, social awareness and relationship management when combined will have a positive impact on relationship marketing efforts of an organization (Yaghoubi, 2011).

Emotional intelligence can be incorporated into work teams. Benchmark of Organizational Emotional Intelligence (BOEI) is a survey tool which compares the emotional intelligence competencies of an individual in relation to the overall team (Stein, 2005). It can be useful for managers to identify individuals who form an overall high emotional intelligent team. Teams with higher emotional intelligence can perform better in reacting to situations. They are good in stress management and decision making (Naseer, et al., 2011).

Emotional Intelligence – Gender Differences

Many researchers have shown a significant impact of demographic factors like age and gender on the emotional intelligence performance of individuals (Fernández-Berroca, et al., 2012). Several researches give clear evidence that gender differences exist among men and women. Both genders are emotionally intelligent but in a very different way (Naghavi & Redzuan, 2011).

A research carried by (Fernández-Berroca, et al., 2012) clearly shows that women are more emotionally charged than men. Moreover, it shows how age mediates with the emotional abilities as a person grows. Women tend to be more empathic, self-conscious and good in socializing that result in greater emotional intelligence. But men can be more emotionally intelligent because they are generally good in self-motivation, stress management and social relations as well as self-awareness for those who have long term vision in mind (Ahmad, et al., 2009).

Females are more sensitive to emotions overall. This is because of the greater societal norms and their grooming. According to a research, there exist differences in emotions of males and females. Females feel emotions on a deeper level and on higher intensity as compared to men in general (Grossman & Wood, 1993).

Emotional intelligence scores vary by genders as in some cases males tend to possess higher emotional intelligence scores as compared to the females but it is not measured in similar environmental conditions as the participants were interviewed and surveyed in different situation for example at home and in the workplaces which might have an impact on variable results as suggested by a research study (Ahmad, et al., 2009). One study that shows the gender differences in emotional intelligence in the workplace suggests that females tend to have more emotional intelligence scores only in interpersonal skills than males while at work in a university teaching profession and all the other factors showed almost the same emotional intelligence scores in males and females during the work (Shehzad & Mahmood, 2013).

A research study done on gender differences in emotional intelligence measured effects of age on emotional intelligence suggesting that emotional intelligence scores can vary with age and such factors must be taken into consideration when doing research on emotional intelligence and gender differences (Fernández-Berrocal, et al., 2012) which leads to another

important subject of age and tenure of sales people which can impact on their emotional intelligence competencies and will be discussed next.

Emotional Intelligence – Age and tenure

Age can have significant differences on the emotional intelligence competencies of an individual. People become more emotional intelligent with age and experience (Fariselli, et al., 2006). According to a research by (Mayer, Caruso and Salovey 1999), older people scored high in emotional intelligence competencies as compared to younger people. Life Experience is an important factor in development of emotional intelligence. For example, people become more self-aware as they spend life and learn where they stand in the society. According to (Fariselli, et al., 2006), people will generally improve in emotional intelligence abilities as they get more life experience. A study shows clearly that age mediates the effect of emotional intelligence differences in genders and should be taken seriously while doing research on gender differences and emotional intelligence (Fernández-Berrocal, et al., 2012). Experience increases as an individual grows in age resulting in development and learning from the life experiences and people tend to learn and adapt new emotional responses to same situations as well as different situations through their emotional learning experiences (Fariselli, et al., 2006). As these studies show that experience might be associated with higher emotional intelligence competencies and skills, it is dependent on age as experience increases with time spent and experiences gained through different life situations (Fariselli, et al., 2006).

Emotional intelligence can be associated to age and gender but more than that it is associated with experience as the study finds out that emotional intelligence in same age adolescent males and females were almost equal but differentiated in adolescents belonging from rural and urban places which comes under a life experience category (Nayak, 2014). Age has direct relationship with emotional intelligence competencies of the individuals at work as a research suggests that emotional intelligence competencies in managers were high with higher age and develops a linear relationship (Bii, et al., 2012). The same surroundings of an individual over an extended period of time leads to certain learning behaviors associated with those surroundings which means that people born in rural areas might have different experiences from people living in urban areas that leads towards different impacts on emotional intelligence competencies of those individuals (Nayak, 2014). Therefore, age is proved to have a linear relationship with emotional intelligence scores of individuals (Bii, et al., 2012).

The relationship of age and emotional intelligence is significant according to the study on health care leaders in which participants were doctors, nurses and paramedical aging below 30 and above 30 and there was a huge difference in emotional intelligence competencies in health care leaders as participants above 30 showed a higher emotional intelligence score as compared to the participants below 30 (Sengupta & Jha, 2014). On the other hand, emotional intelligence in kids of both genders were high in older kids as compared to the kids under 10 years old while gender showed no difference in emotional intelligence competencies (Fili, 2016).

Literature and research on job performance shows that work experience and age can influence job performance of individuals (Ali & Davies, 2013). According to a research conducted by (Ali & Davies, 2013), work experience has a positive relationship to job performance. It has also been noted that age can play a slightly negative role in job performance (Fu, 2009). According to a research, individuals below 40 years of age had a better job performance scores as compared to older people (SHAFFRIL & ULI, 2010). Harnessing emotional intelligence skills is important for managers, leaders and employees. Emotional intelligence can better explain the performance of employees in the workplace. It can lead to better efficiency and job performance. (Shahhosseini, et al., 2012).

Emotional Intelligence and Sales Performance

Literature on various researches shows that emotional intelligence is connected to the sales performance of an employee. It can influence customer relationships and customer satisfaction (OPUNI & ADU-GYAMFI, 2014). A research studied the telecommunication sector of Ghana, questioning the impact of emotional intelligence on relationship management efficiency in relation to service quality and customer satisfaction levels. According to the findings of this research, customer satisfaction is highly correlated to the quality of services. It furthered the study to find the relationship of emotional intelligence and service quality. The results came out to be positive, showing that the more emotionally intelligent employees serve the higher quality as compared to those who scored low in-service delivery. Moreover, emotional intelligence of an employee has a significant relationship to customer satisfaction level. It means that customers would be more satisfied when served by highly emotional intelligent employees (OPUNI & ADU-GYAMFI, 2014).

The role of supervisors is important for an organizations success. Supervisors, managers or leaders are responsible for the job performance of employees in the organizations. The findings of a study carried by Ismail Azman and Lucy Loh Ching Sieng suggest the positive partial influence of leaders on the job performance of employees (Azman, et al., 2009). According to them, Supervisors support the organization by motivating employees to take training and apply learned knowledge within the organization. Moreover, they also used good communication skills in order to motivate employees. On one hand emotional intelligence competencies did not show any correlation with sales performance in a study in financial industries in Malaysia in which the mediating variable had an impact on emotional intelligence competencies on sales which was adaptive sales behavior which in itself is an emotional intelligence capability of empathy and relationship management and awareness (Wisker & Poulis, 2015). Self-management and adaptive behaviors in personality traits are also good predictors of sales performance of individuals (VERBEKE, 1994).

Emotional intelligence competencies are associated with job performance based on the skills of relationship management and self-management which holds the relationship between emotional intelligence and sales performance somewhat positive as two main sub variables have a direct relation to emotional intelligence competencies (Giorgi, et al., 2014). Better adaptive selling and positive emotional expression and behaviors come from greater emotional intelligence and these capabilities had a great positive impact on the perceived quality of service by customers and these are also the building blocks of empathy, another variable that improves the emotional intelligence competency in an individual (Kim, 2010).

Organizations aims differ from each other. Based on the mission and vision of an organization, performance measurement can be implemented in various ways. These ways can be like an employee's motivation and assistance to an organization, employee's willingness to work, productivity performance, promotions etc. (Shahhosseini, et al., 2012). According to the findings of a research, job performance has an influence from many factors including leadership, motivation, satisfaction and emotional intelligence (Shahhosseini, et al., 2012). In another study it is found that high performing sales representatives in call centers have high level of emotional intelligence competencies as compared to average sales representatives (NEL & VILLIERS, 2004).

Factors in Sales Performance

The personality characteristics like the ability to elicit information from others, to adapt oneself in situations and self-management are good predictors of sales performance of that individual (VERBEKE, 1994). Some researches show that emotional intelligence competencies do have a positive impact on sales performance of employees (NEL & VILLIERS, 2004) but some research studies also indicate a negative relationship of emotional intelligence with sales performance in car dealerships (AIDosirya, et al., 2016) and such contradicting results could be the use of extremely different models to measure the results of both emotional intelligence and sales performance.

Technical and marketing skills were proved to not have any impact on sales performance of employees but interpersonal skills which are used to maintain good interpersonal relationships showed up a very positive association with sales performance of individuals in the same study proving that good social management skills can improve sales performance (Basir, et al., 2010). The sales performance of individuals is also influenced by the perception of trust and empathy of one individual towards other which means that having an understanding on an emotional level and trustworthiness will improve the chances of sale success (PLANK & REID, 2010).

Emotional and social intelligence proved to be the predictor of sales leadership performance in a study of emotional, social and cognitive intelligence and personality as predictors of sales leadership performance along with the factors of adaptability and influence which also impact the sales leadership performance in the same study (Boyatzis, et al., 2012). Highly attributional style associates with sales and performance rankings as compared to low negative attributional styles of workers (Corr & Gray, 1996).

One study researched about the meta-analysis of evaluated predictor variables of sales performance both in an objective and subjective ways and the results showed that potency which is a dimension of big five personality traits in extraversion associated with the performance ratings of supervisors whereas conscientious abilities had achievement that predicted ratings for employees (Roth, et al., 1998). Another study proves the relationship of self-efficacy and effort with sales performance of employees in wholesale companies (Donassolo & Matos, 2014).

Literature Summary

The literature discussed in this chapter is summarized under this section to provide easiness in establishing an understanding of how it leads towards the research question of this study. The literature first of all evaluates the importance and role played by emotions of individuals in their everyday lives. Emotional intelligence competencies include self-awareness, social-awareness, self-management, social management and empathy (Goleman, 2006). Self-awareness means the ability to be aware of one's own thoughts, actions and emotions. Self-management means the ability to manage, control and direct one's own emotions. Social-awareness means the ability to be aware of social surroundings, other people's emotions and thoughts. Social management means the ability to manage, control and direct emotions of others through communication either verbal or nonverbal. Empathy means the ability to understand an individual on an emotional level. These competencies play an important role not only in lives of individuals but also corporate and organizational matters. These competencies are highly influential in creating, developing and keeping strong relationships with others.

Different methods to measure emotional intelligence were discussed in the literature first of which is Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT) in which respondents are asked to solve emotional problems of various degrees. The second tool to measure emotional intelligence is Benchmark of Organizational Emotional Intelligence (BOEI) test. It is a survey having 143 items in total. These items are measured on five different levels from "strongly agree" to "Disagree". A sixth response is "not applicable". Responses are combined to form a total score. These two were the main methods used generally including others as well. For this research, a questionnaire was designed based on these tests used in several academic researches to measure the scores for each individual emotional intelligence competencies i.e. self-awareness, self-management, social awareness, social management and empathy based on 50 statements, 10 for each individual emotional intelligence competency.

Gender differences exist in measuring emotional intelligence scores as some researches show females are highly emotionally intelligent competencies of empathy, social-awareness and self-awareness while males tend to have more emotional intelligent competencies of social management and social awareness. Gender differences cannot be ignored while doing a research that involves measuring emotional intelligence of individuals. Age differences also exist when emotional intelligence scores are measured. Age and experience are highly correlated in a linear way. The more aged an individual is the more life experiences he is going

to have which leads to learning and development of emotional responses of individuals to situations.

Business organizations spend billions to seek, hire and train sales force to increase sales and profits for organizational expansions. These sales employees are the ones who initiate, develop and maintain contact with customers on behalf of organizations. The sales employees are responsible for creating, developing and maintaining strong and profitable customer relationships. Emotional intelligence competencies impact sales performance of employees in some industries but also shows a negative impact with sales performance of employees in cases where different research methodologies were used with different operational definition of variables in the studies. As emotional intelligence is said to result in stronger relationships with other it can also be useful for sales employees to maintain stronger relations with customers as well.

Methodology

Methodology Introduction

This chapter describes and explains the methods employed to conduct this research, research design, philosophy, approach, type of research, required time and data type, theoretical framework, sampling, survey design, data collection methods, methods used to analyze results, ethical considerations undertaken, and the limitations faced by this research study. This is an applied quantitative research to find out the correlations between emotional intelligence and sales performance of employees in surgical trading firms in Pakistan, conducted on 3 surgical trading firms out of more than 100 in Sialkot, Pakistan. The sample size consisted of 50 employees from the participating organizations. The respondents are the sales employees of the organizations who make contacts to the customers and establish a customer relationship. The primary data will be collected based on a survey questionnaire of 70 – 75 questions design of which will be explained in detail further in this section. Google Forms were used to collect primary data and convert it into Microsoft Excel Data Sheet. This Excel sheet will be used as an input into IBM SPSS to analyze correlations and linear regression to check the relationship of dependent and independent variable and report that in the chapter of findings.

Research Design

Research Philosophy

This research is interpretive in philosophy recognizing that sales people are different and interpret different situations differently. It can be because of different variables having an impact on the performance including age, gender, emotional intelligence competencies and logical decision making as well as the conversational skills. So, it depends on people who interpret same situations differently based on the factors mentioned earlier.

Research Approach

This research has a deductive approach that is concerned with developing hypothesis based on the literature review from existing theory. This research will try to answer research questions formed by literature review based on the existing theory through analysing information gathered from the employees of surgical trading firms in Sialkot, Pakistan through

questionnaires. This research is going to take a case study approach on the topic in cooperation with three companies namely Sogex International, MZ Surgical and Surgicon.

Research Strategy

Sogex International, MZ Surgical Co. and Surgicon are surgical trading firms engaged in manufacturing and trading of surgical instruments in Europe. The companies are planning in evaluating emotional intelligence competencies of its sales people and train them if they find it suitable. This research will be conducted in cooperation of these companies by collecting data of the employees and analysing it to see if high performing sales people have higher emotional intelligence.

Data Type and research period

This study will be carried on for three months. The data type will be quantitative, collected for research purposes will be primary, based on the surveys taken from the employees of the participating organizations. Secondary data includes library research and journals that helped clarify the research gap and literature review.

The primary data for this research will be collected based on a survey questionnaire. The survey has three sections. The first section provides participants with the information necessary to read before participating in the survey including participant's consent agreement form. The second section consists of 50 Likert scale questions about emotional intelligence. 10 questions each for each sub variable of emotional intelligence i.e. self-awareness, self-management, social awareness, social management and empathy. These questions are shuffled into the questionnaire section 2. The third section is based on 21 true and false questions about sales performance. For each true statement, there is a positive mark, which in the end sums up to total score of perception of sales performance. This survey in total consists of 70-75 questions and takes approximately half an hour to complete.

Following research hypothesis will be analyzed in this research to come up with a conclusion.

Research Hypothesis

H₁₀: There is not a significant relationship between self-awareness and sales performance

H₁₁: There is a significant relationship between self-awareness and sales performance

H2₀: There is not a significant relationship between self-management and sales performance

H2₁: There is a significant relationship between self-management and sales performance

H3₀: There is not a significant relationship between social awareness and sales performance

H3₁: There is a significant relationship between social awareness and sales performance

H4₀: There is not a significant relationship between social skills and sales performance

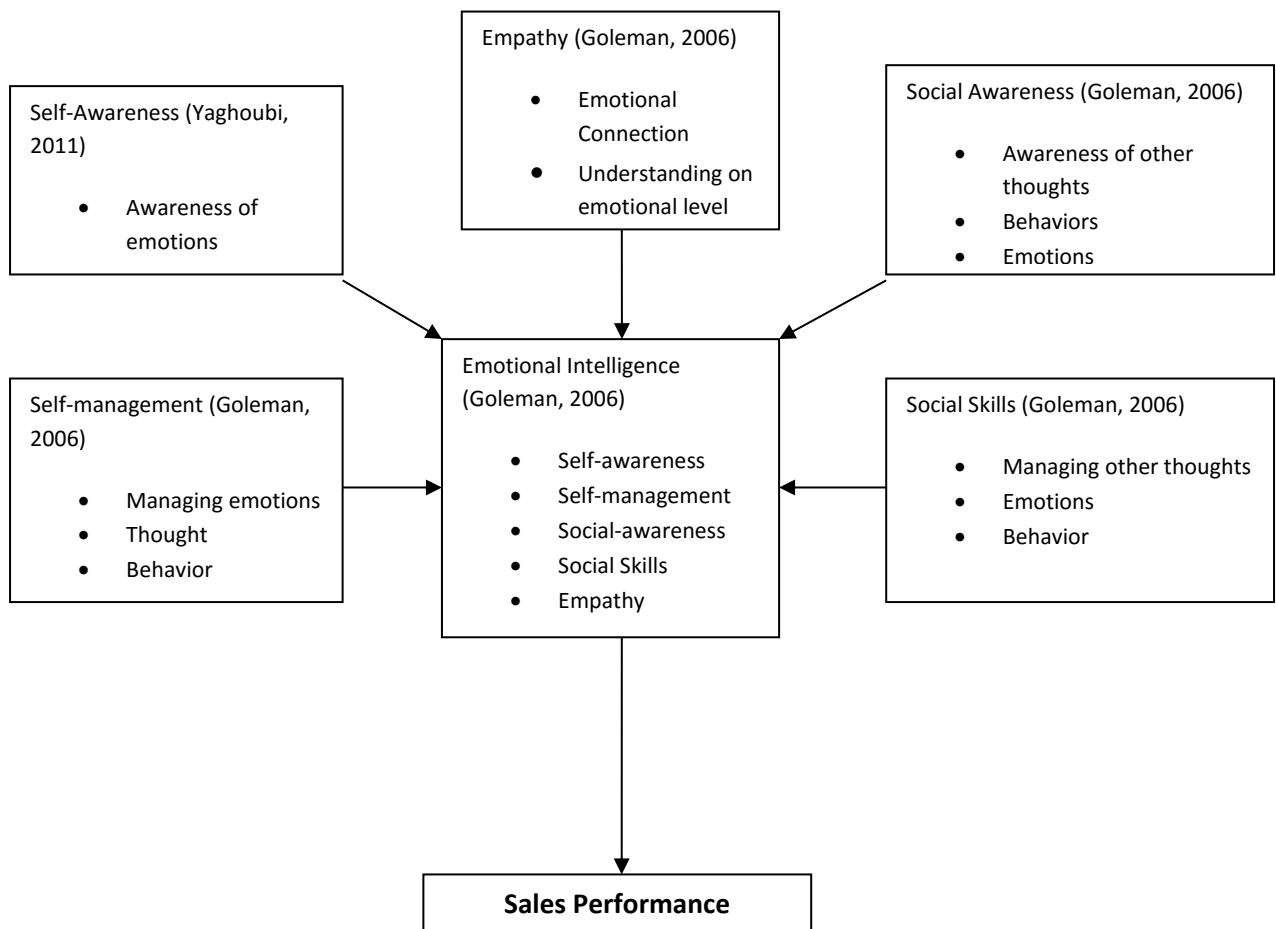
H4₁: There is a significant relationship between social skills and sales performance

H5₀: There is a not a significant relationship between empathy and sales performance

H5₁: There is a significant relationship between empathy and sales performance

Theoretical Framework

Following is a theoretical framework designed for the purposes of this study. This theoretical framework provides a graphical representation of all variables involved in this research study and how they are assumed to be having a relationship based on the vast literature review done on the subjects. As it can be seen, there are five independent predictor variables or sub variables that together make what we call emotional intelligence according to the literature. These five variables i.e. self-awareness, self-management, social-awareness, social management and empathy together impact the emotional intelligence scores. This emotional intelligence score is assumed to have an impact on sales performance of employees who participated in this research. Each box represents a variable in the diagram below and arrows show the nature of relationship these variables are assumed to have for the purposes of this research.

Figure 2. Theoretical Framework Used in Methodology

Sampling – Selecting Respondents

The criteria for eligibility of participants in this research was (a) living in Sialkot, Pakistan (b) being at least 18 years old (c) working as a sales professional in a business to business surgical trading firm and (d) working in the sales position for more than a year in same company. Participants who volunteered to contribute in this research were experienced sales professionals who well understood the purpose of this research. This research did not knowingly include any of the participants who were in a protected class of people and few pregnant women might have participated in this research, attempted the survey and assessment but none of the survey questions included this information, reducing the chances of any potential bias as well as taking care of privacy, anonymity and ethical considerations for this research and the participants.

The data was primarily collected from the employees of the participating firms based on a survey questionnaire of 70-75 Likert scale statements. The employees of the participating organizations were invited to participate in the research by their managers online. A link to

google forms was sent to the managers which directed the users towards the online survey questionnaire. The data and answers were collected through google forms and were easily able to be extracted in the form of Microsoft Excel sheet which was convenient and easy to make necessary calculations to prepare data for analysis in IBM SPSS.

The population of interest in this research was sales people in Surgical trading firms in Pakistan. A sample frame was not available. Therefore, non-probability sampling was used. Samples were chosen randomly based on the approved consents of organization who are willing to participate in this research study. The chosen method was selective sampling because three companies consented to be participants in this research. The expected sample size is 50 sales employees from the participating organizations which were based in the city of Sialkot in Pakistan.

Survey Design & Data Collection

This is a quantitative correlational research to measure the impact of emotional intelligence on sales performance of employees in surgical trading firms in Pakistan. The data was collected based on an online survey questionnaire adapted by San Diego City College MESA Program. All the research ethics, participants information and information consent forms were included in the very beginning of the survey questionnaire, so every participant had access to it and were well informed about what they are going to participate into and about their rights of information sharing and anonymity concerns regarding safety of identity. Participants filled in the questionnaire without any personal information like name, date of birth etc that can lead to identification of the participant except their age and gender. The survey questionnaire was designed to collect data which helped in measuring the emotional intelligence scores of employees as well as their sales performance scores. These scores were later converted into an excel sheet. Google forms were used to design the survey questionnaire and the online link were sent to the managers of the participating companies who made sure that all employees who agreed to participate in this research attempted the survey questionnaire. The responses were collected in the form of a downloadable excel sheet as the participants filled in the form. Microsoft Excel was used to calculate the scores for each sub variable i.e. self-awareness, self-management, social-awareness, social management and empathy. Than these scores were summed up to come up with a total of emotional intelligence scores. As far as sales performance is concerned, each true answer had a value of 1 while each false answer had a flue of 0. The total of all the 1's gives us the total score of the employee's perception of their own

sales performance. After all these calculations on the primary data collected, our data was ready for statistical analysis to measure and see if there is any relationship between our dependant variable i.e. sales performance and independent variables i.e. emotional intelligence competencies.

Data Analysis

The data was analysed to see the nature of relationship of emotional intelligence competencies with sales performance of employees who participated in this research. The data collected from the survey questionnaire was then calculated and processed into a form used as an input for analysis through IBM SPSS. This software was used to run different tests on the gathered data and then to run multiple linear regression for hypothesis testing.

Multiple linear regression is an analysis used in a situation where there are multiple independent variables supposed to have an impact on one dependant variable either positive, neutral or negative. There are few assumptions that need to be addressed and checked before conducting this analysis which are explained in the following paragraph.

First assumption for multiple linear regression analysis is that the data for dependant variable should be normally distributed. This assumption was tested to be true by running data normality analysis on IBM SPSS to see if the collected data is being normally distributed to be fit for further analysis of final model of this research. Then, there is a second assumption that was tested to be true i.e. the data for independent variables should be reliable enough which means that independent variables must have some correlation among each other. The Data for independent sub variables was analysed by running a data reliability test which shows the correlational figures among each independent variable.

After the assumption mentioned above were tested to be true, the collected data was ready for multiple linear regression analysis to see the correlations and importance of both dependant and independent variables. This regression analysis is best suited for the data type in which there are multiple independent variables assumed to be having an impact on a single dependant variable which is also true in case of this research and this is the reason to choose this type of test as its analyses leads to results with reliable enough and normal data distributions.

Research Ethics

This research has undertaken ethical concerns for the privacy and anonymity of the participants and the data provided by the companies which will never be shared to any third parties under any circumstances whatsoever. A participant consent form was included in the survey questionnaire before the participants were asked any questions about any of the variables. These consent forms and terms and conditions of this research were agreed by the participants before they could start answering the survey questionnaires. Moreover, participants were informed that they can leave the research whenever they want. No personal data was collected from the participants that may result in getting to know their identification. All privacy, anonymity and identity verification concerns were taken care of and were mentioned in the terms and conditions. The only questions related were age and gender which clearly does not indicate anything about the identity of the participants. Moreover it was made clear in the participant consent form and information form that all the primary data collected for this research purposes will be stored in a safe place and will not be disclosed to any third parties in any circumstances whatsoever. They were also informed that this data will be stored for a particular period of time until the results for this dissertation are not released and as well as the final degree competition letter is not received. After that, this data will be destroyed as per the information and participant consent sheet form.

Research Limitations

The very first limitation in this research is that sales employees had different expectations of their sales performance attainments based on their employers. This is because a sales person might know different methods to improve sales, but employees are bound to stay in the limits of organizational ethics and methods followed by the company itself and sales people use methods that best meets the unique needs of the business, employers and overall job performance. This also makes it difficult to provide generalizations based on the findings of this research for other businesses and industries. Moreover, emotional intelligence can be measured through several well-known tools and instruments like Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) and EQ-I 2.0 but for this research these advanced tools and instruments were not used because of the low budget and high financial requirements. To cover up this limitation, an alternative survey questionnaire was made based on MSCEIT questions which were enough to measure the emotional intelligence scores for all the sub independent variables. It was measured through 50 Likert scale questions. 10 statements for

each predictor variable for all five. In the end, the scores for each predictor variable are summed up to get the total score of that variable which is used to analyze the hypothesis and research questions.

One last thing about this research is that this research sampled only the surgical trading firms in Pakistan. So, the results and findings will only be generalizable to a population of business to business surgical trading firms in Pakistan. The findings from this research study cannot be generalized to any other businesses and industries. This research was carried on for two months. The very first limitation was time constraint in a way that there was not enough time to gather enough data from various segments in the market and industry. So, it was narrowed down to the surgical trading firms with a small sample size of 50 employees. Because of this the findings and results would not be generalizable across other industries and markets. Other than that, there were some geographical constraints as this research gathered data from Sialkot, Pakistan so it might not show enough information regarding population of other cities or countries. Again, coming to the point that it will not be generalizable everywhere. There was also a budget constraint due to which professional procedures and programs were not available to be used or incorporated in this research such as bar-on emotional intelligence test or other emotional intelligence measurement tools which were not available to check the emotional stability levels of participants during survey sessions.

Findings

This chapter reports a brief overview of this research and the findings after analysis of primary data gathered through survey for this research. This chapter also discusses about the professional implications of the findings as well as the individual implications that can help improvise the overall outlook of an individual. This chapter concludes this research and provides recommendations, gaps and direction towards future research ending up with personal reflection and closing remarks.

Overview of the Research

This research studies the relationship between emotional intelligence competencies of sales employees with their sales performance. Three companies participated in this research and a survey questionnaire was sent to the managers of the companies who made sure the participants were able to attempt the survey in a neutral comfortable environment. These questionnaires

were filled in by the participants of this research which were the sales employees of these companies. The data collected was processed further in the Microsoft Excel to calculate the scores of independent and dependant variables. The Primary data collected from the survey questionnaire was used to analyse the relationship between emotional intelligence competencies and the sales performance of employees. IBM SPSS was used to analyse the data. There were different statistical tests used to analyse the data which will be discussed in detail with each scenario and findings.

Three surgical trading firms in Pakistan naming Surgicon, Sogex International and MZ Surgical participated in the research and their managers were responsible to conduct surveys. They uploaded the survey in the internal portal of the firms. All sales representatives were the subjects of the research. Subjects were invited by their managers to participate in the online survey, setting aside 30 minutes that were enough to tell them the purpose and importance of this research with an explanation of the survey and then it took about 15 minutes for all subjects to fill the survey. Data was collected through google forms and exported In the form of a Microsoft Excel sheet used as an input for IBM SPSS for the analysis done which will be explained in the coming headings.

In this study, level of significance was 0.5 in all the conducted tests. It means that if results would have occurred by chance less than five out of hundred, differences in variables will be statistically significant. It is reported as $P < .05$. Results show that there is a significant relationship between emotional intelligence competencies and sales performance of employees who participated in this research. The p value for three variables social management, empathy and self-management showed a significant relationship between them and sales performance of employees. Other two variables self-awareness and social-awareness did not show any direct relationship with sales performance although they showed a significant relationship with self-management and social management respectively. This means they somehow impact the later variables which then have an impact on sales performance i.e. dependent variable.

Presentation of the Findings

As mentioned earlier in the methodology, this research study used multiple linear regression analysis to measure the relationship of emotional intelligence competencies with sales performance of employees in surgical trading firms in Sialkot, Pakistan. This analysis is done when there are two or more independent variables said to have an impact on one variable. For

this analysis there are few assumptions about the data that needs to be addressed and checked to be true before the data can be analyzed for the final model. These assumptions were tested to be true before the actual analysis and are explained in the following headings.

Assumption 1: Sales Performance Normality Tests

The collected data from survey questionnaires was analysed through running a linear regression test in IBM SPSS. It is a statistical test used to conduct an analysis of data when there are multiple independent variables having an impact on a single dependant variable as it is the case in this research. For this linear regression there are several assumptions that need to be taken care of before running the analysis to get clear results and findings. One of the very first assumptions for this test is that the data of our dependant variable needs to be normally distributed or near to it. Moreover, there must be a linear relationship between independent variables and dependant variables. This normality was checked through exploring the dependant variable data, which is sales performance, with normality plots analysis. Following is the result obtained after running this analysis in IBM SPSS.

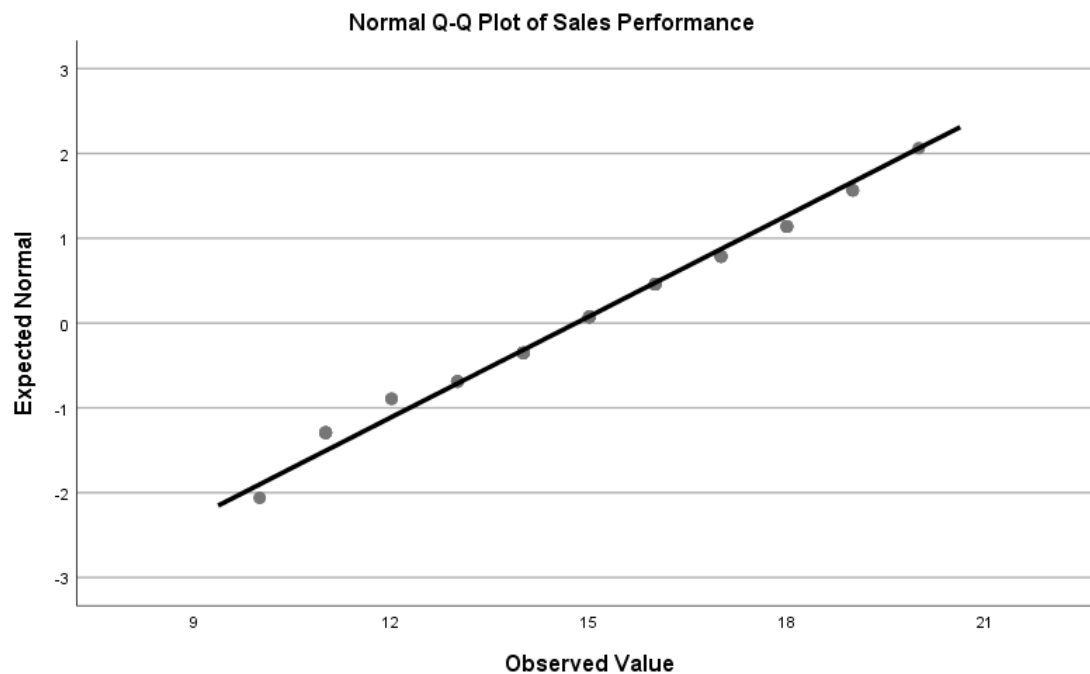
Table 1. Tests of Normality

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Sales Performance	.096	50	.200*	.964	50	.125
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

In the above results of data normality test, there are results from two different tests. First one is the Kolmogorov-Smirnov test which is used when the data set is greater than 2000 items. For this research, Kolmogorov-Smirnov test results will be ignored as our data items are less than 2000. The second one is Shapiro-Wilk test which is used when the data set is less than 2000 which is the scenario in this research. Here, the level of significance (Sig.) is also called

the P Value. This P value is supposed to be greater than 0.05 for the data to be considered statistically significant for the analysis. the level of significance is 0.125 which is more than 0.05. it shows that our sales performance data i.e. dependant variable data is normally distributed enough for the statistical analysis to be done on this data. This result makes it a positive indication to carry on with the analysis. The next stage was to check the reliability of the independent variables. Next is the Normal Q-Q Plot of Sales Performance which shows the linearity of sales performance data as it can be seen in the graph below. This here concludes that our data is clear for first assumption of carrying on the linear regression analysis on the collected data.

Figure 3. Normal Q-Q plot of Sales Performance



Assumption 2. Reliability Analysis

Now that sales performance data shows a valid level of significance, the data for independent variables was analysed to see the reliability of the data. For this purpose, IBM SPSS was used to run the reliability analysis of our independent variable components which were empathy, self-awareness, self-management, social-awareness and social management. The correlation analysis was also done as part of this analysis to see if any of these components have any correlation with each other as well. Following were the results of this analysis.

Table 2. Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.891	.896	5

The value of Cronbach's Alpha in the above results is 0.891 which is greater than 0.7. this is a good indication of our data to be reliable. The number of items is 5 which means the five number of variables empathy, self-awareness, self-management, social awareness and social management for which the data was analysed for this reliability test. The above table shows that the data for independent variable components is reliable and good for further statistical analysis. The Cronbach's Alpha on Standardized Items is an improvised figure by IBM SPSS where the result is measured after standardizing all the values in data of independent variables. For this research purposes, we can choose any of the two figures as both of them are greater than 0.7 which leaves less of a difference in the findings and results as well as their interpretation. Next is the Inter-Item Correlation Matrix in the following table.

Table 3. Inter-Item Correlation Matrix

Inter-Item Correlation Matrix					
	Empathy	Social Management	Self-Management	Social Awareness	Self-Awareness
Empathy	1.000	.591	.535	.650	.692
Social Management	.591	1.000	.648	.679	.710
Self-Management	.535	.648	1.000	.558	.460
Social Awareness	.650	.679	.558	1.000	.801
Self-Awareness	.692	.710	.460	.801	1.000

This test is measured to pass the second assumption of multiple linear regression which states that the independent variables must not be too much inter correlated with each other. This is best depicted by the correlational values in the above table. The correlational analysis was also done as part of this reliability analysis to find out if any of these variables inter relate with each other. If the correlational values of these variable are closer to 1 that means, there is high level of correlation between two variables. If the values are closer to 0 it means that there is a low level of correlation between two variables. In the above Inter-item Correlational Matrix, the figures in bold show inter item results. As we can see, the figures range from 0.460 to 0.801 which means that all these components are inter correlated and have a slight impact of each other. Any value which is below 0.3 is non-related to any of the other variables which is not the case in these results. Moreover, any value above 0.8 shows that two variables are highly correlated which points towards self-awareness and social awareness whose value comes out to be 0.801 showing that these two variables are highly correlated. So, self-awareness and social awareness will specially be checked in the coming tests to see if there is any relation with dependant variable and if so how much does each of these variables have an impact on dependant variable as percentage of all factors involved.

Final Models of Analysis

Multiple regression is a statistical analysis used in conditions where several independent factors are influencing one dependant variable as is the case in this research where five independent sub variables of emotional intelligence naming self-awareness, self-management, social-awareness, social management and empathy are hypothesized to have an impact on sales performance of employees in surgical trading firms in Pakistan. Multiple linear regression analysis requires some assumptions before the data can be analysed. First assumption is that the data of dependant variable must be linear in form and is normally distributed. The second assumption is that the data of independent variables must be reliable for the analysis which is checked by correlations of these variables. There must not be too much correlations between independent factors and they should be somewhat correlational. In terms of figures their correlational values should fall in between 0.3 – 0.7. Both tests were done on the data and they were clear enough to proceed with multiple linear regression which will provide all the necessary information to understand and draw conclusions of the findings from the analysis and research.

Multiple regression provides various figures which can be analysed in relation to each other to draw conclusions. It also provides various tables which are useful to draw conclusions as well. The very first table of concern for this research is the Model Summary as follows.

Table 4. Model Summary

Model Summary^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.948 ^a	.899	.888	.845	.899	78.518	5	44	.000	1.270
a. Predictors: (Constant), Self-Awareness, Self-Management, Empathy, Social Management, Social Awareness										
b. Dependent Variable: Sales Performance										

The table above provides the overall model summary of this research. Firstly, level of significance is 0.000 which is less than 0.05. It shows that independent variables do have an impact on dependant variable. The Adjusted R Square shows the percentage of impact an independent variable has on dependant variable. The adjusted R square is 88.8% that means that emotional intelligence has 88.8% impact on sales performance of employees. This shows a huge positive relationship between emotional intelligence competencies and sales performance of employees and the level of significance shows that this is a statistically significant finding. The ANOVA table coming next will explain more about this finding.

Table 5. Anova

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	280.556	5	56.111	78.518	.000 ^b
	Residual	31.444	44	.715		
	Total	312.000	49			
a. Dependent Variable: Sales Performance						
b. Predictors: (Constant), Self-Awareness, Self-Management, Empathy, Social Management, Social Awareness						

The above ANOVA table shows the analysis of the regression and the results. The point of concern is our P value which shows the level of significance. As the P value is 0.00 which is less than 0.05 our main research question gets answered that emotional intelligence do have an impact on sales performance of employees in surgical trading firms in Pakistan.

Next comes the hypothesis testing of the individual variables. So that we know we hypothesis is correct for this research study to move forward to next steps for further research in the area.

Hypothesis Testing

This section of the chapter describes the hypothesis which were driven after a vast literature review to check the results for this research. It also describes which hypothesis were accepted after the research findings which will set an overall result for other researchers to carry on with the research in the given subject.

The hypothesis for this research were driven from the vast literature review on the given variables. After all that secondary research, following hypothesis were driven.

H1₀: There is not a significant relationship between self-awareness and sales performance

H1₁: There is a significant relationship between self-awareness and sales performance

H2₀: There is not a significant relationship between self-management and sales performance

H2₁: There is a significant relationship between self-management and sales performance

H3₀: There is not a significant relationship between social awareness and sales performance

H3₁: There is a significant relationship between social awareness and sales performance

H4₀: There is not a significant relationship between social skills and sales performance

H4₁: There is a significant relationship between social skills and sales performance

H5₀: There is a not a significant relationship between empathy and sales performance

H5₁: There is a significant relationship between empathy and sales performance

Now Individual hypothesis will be tested to come up with academic results to move forward. The main question of this research has been answered but multiple regression provides us with a deeper analysis of variables on an individual level. The following table of coefficients provides this information in a way which further explains the role of variables in the study.

Table 6. Coefficients

Coefficients											
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations			
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	
1	(Constant)	-6.234	1.112		-5.606	.000	-8.475	-3.993			
	Empathy	.167	.039	.305	4.306	.000	.089	.245	.805	.544	.206
	Social Management	.115	.038	.242	3.046	.004	.039	.191	.818	.417	.146
	Social Awareness	.099	.053	.160	1.849	.071	-.009	.206	.798	.269	.089
	Self-Management	.136	.033	.275	4.089	.000	.069	.203	.755	.525	.196
	Self-Awareness	.087	.054	.151	1.617	.113	-.021	.194	.790	.237	.077
a. Dependent Variable: Sales Performance											

The above table of Coefficients shows figures for all individual independent variables naming empathy, social management, social awareness, self-management and self-awareness. The very first figures to explain are the significance value of individual variables, also called the P value. Empathy, self-management and social management have a level of significance below 0.05 which means they have an impact on the dependant variable which is sales performance of employees in surgical trading firms. Social awareness scores 0.071 which is greater than 0.05 shows that it might not have that much greater impact on sales performance. Finally, Self-

awareness scores the most at 0.113 which is far greater than 0.05 showing that it has the least impact on sales performance of employees.

The second important figures to explain in the above table of coefficients is the Standardized Coefficients Beta values. These values show the percentage of an individual variable having an impact on dependant variable which is sales performance. As we can see, Empathy has a 30.5% share of influencing sales performance of employees. Social-management and self-management have an impact on sales performance in percentage as 24.2% and 27.5% respectively. Social Awareness is at 16.00% and Self-awareness is the least at 15.1%. These figures show that Empathy, Self-management and social management have the greatest impact on sales performance of employees in surgical trading firms in Pakistan.

Now these two figures explain a lot about individual sub variable of emotional intelligence. Summing up the results from above figures, Empathy plays the most important role in sales performance among other factors. Then comes the self-management and social management skills of the sales employee. These three factors play an important role in sales performance of the employee. The other two factors that are self-awareness and social-awareness, they do not play much of an important role in influencing the sales performance of individual employees in surgical trading firms in Pakistan. Now that the relationship of all individual variables with sales performance have been justified, we know which individual factors have an impact on sales performance more than others.

Self-Awareness

As the level of significance for self-awareness is 0.113 which is greater than 0.05, we reject alternate hypothesis H_{11} and accept null hypothesis H_{10} .

H_{10} : There is not a significant relationship between self-awareness and sales performance

H_{11} : There is a significant relationship between self-awareness and sales performance

Its percentage of influence among other variables is 0.151 which is the least among all variables concluding that self-awareness might not have a noteworthy impact on sales performance of employees. Hence, there is no significant relationship between the two variables.

Self-Management

As the level of significance for self-management is 0.000 which is less than 0.05, we reject null hypothesis H_{10} and accept alternate hypothesis H_{11} .

H_{20} : There is not a significant relationship between self-management and sales performance

H_{21} : There is a significant relationship between self-management and sales performance

Its percentage of influence among other variables is 0.275 which is second highest among all the independent factors in this study concluding that self-management has a noteworthy impact on sales performance of employees. Hence, there is a significant relationship between self-management and sales performance.

Social Awareness

As the level of significance for self-awareness is 0.071 which is greater than 0.05, we reject alternate hypothesis H_{11} and accept null hypothesis H_{10} .

H_{30} : There is not a significant relationship between social awareness and sales performance

H_{31} : There is a significant relationship between social awareness and sales performance

Its percentage of influence among other variables is 0.160 which is second least among all the independent factors in this study concluding that social-awareness might not have a noteworthy impact on sales performance of employees. Hence, there is a not significant relationship between self-management and sales performance.

Social Management

As the level of significance for self-awareness is 0.004 which is less than 0.05, we reject null hypothesis H_{10} and accept alternate hypothesis H_{11} .

H_{40} : There is not a significant relationship between social skills and sales performance

H_{41} : There is a significant relationship between social skills and sales performance

Its percentage of influence among other variables is 0.242 which is quite high among all the independent factors in this study concluding that social-management has a noteworthy impact

on sales performance of employees. Hence, there is a significant relationship between self-management and sales performance.

Empathy

As the level of significance for self-awareness is 0.000 which is less than 0.05, we reject null hypothesis H_{10} and accept alternate hypothesis H_{11} .

H_{50} : There is a not a significant relationship between empathy and sales performance

H_{51} : There is a significant relationship between empathy and sales performance

Its percentage of influence among other variables is 0.305 which is the highest among all the independent factors in this study concluding that empathy has a huge impact on sales performance of employees. Hence, there is a significant relationship between self-management and sales performance.

Explanation of the Findings

The purpose of this research was to find out the relationship of emotional intelligence competencies on sales performance of employees in surgical trading firms in Pakistan. The data was analyzed through running normality tests, reliability tests and multiple linear regression test to measure the relationship of emotional intelligence competencies i.e. self-awareness, self-management, social awareness, social management and empathy with sales performance.

The assumptions required for conducting multiple linear regression were tested. All the assumptions proved to be true through data normality and data reliability tests. The correlational results show that self-management, social management and empathy had an association with sales performance of employees (). The results of the final model indicate that self-awareness and social-awareness does not directly associate with sales performance.

This leads us to another question of why these two emotional intelligence competencies does not impact sales performance directly when overall emotional intelligence impacts sales performance. This is explained after a deeper analysis of item correlational associations where it was found that self-awareness is highly associated with self-management. It means that self-management depends on self-awareness. In simple day to day terms, an individual cannot

manage his emotions unless he or she is aware of them. So, self-awareness leads to self-management which in turn leads towards better sales performance. Same is the case with social-awareness where it leads to social management which in turn leads to better sales performance as well. Now this fully explains that self-awareness and social awareness do have an impact on sales performance of employees, but the nature of relationship is indirect in a sense that these two variables impact other two variables which in turn impact dependent variable. This is a very interesting finding in a way that it provides an insight into further research questions which will be explained later in the coming headings.

After thorough analysis and hypothesis testing, the results come out to be positive.

The very first finding that emotional intelligence do impact sales performance comes from the test in which participants who had higher emotional intelligence scores also scored high in sales performance as well. This provides a clear answer for our research question. Secondly, the findings show that not all the emotional intelligence competencies have an impact or relationship with sales performance. Self-awareness and Social awareness do not have much impact on sales performance of employees. Empathy plays the most crucial role with social management and self-management on second and third important influencers of sales performance of employees in surgical trading firms. A thorough literature may be done to know more about these three individual variables having any impact on sales performance for further research.

Application to Professional Practice

In any b2b business, sales team is responsible for maintaining good customer relations and is considered an essential element of the marketing efforts of the business. Sales person is the one who initiates, directs and maintains contact with customers on behalf of the company. Billions are spent to train staff members and sales teams for achieving business goals in a progressive and profitable manner. There always exists a performance gap between individual sales employees as individuals are different. This performance gap can not only affect the development and income of those individuals but also can make a huge difference towards the success or failure of the company. This research helps fill that gap by understanding the reasons associated with their sales performance through their individual emotional responses in different situations.

This research was conducted to find out the relationship of emotional intelligence competencies on sales performance of employees in surgical trading firms in Pakistan. According to the data collected by (n=50) respondents half of which were males and other half were females, results were quite high for sales performance of the companies that participated in this research study. The participants of the research were highly professional sales people in Pakistan, mostly on semi-managerial levels who were working in the participated companies at the same position for at least more than 2 years. All of them were responsible for the same tasks i.e. developing new customers and manage good surgical instruments trading relations with customers.

Findings of this research indicate that emotional intelligence competencies do have an impact on sales performance of employees in surgical trading firms in Pakistan. As measured by the multi linear regression model and the item correlational chart, the skill of adapting to situations quickly had a huge impact on sales performance and included three predictor variables directly associated with it i.e. empathy, self-management and social management. This information can be used by business leaders and human resource professional to seek out and hire people who have better emotional intelligence scores which will lead to an improvised sales performance of overall organization. Company leaders can also use this information to train existing employees and inform them about the areas they need to improve which will not only help employees do better in sales and job but also in their personal dealings with other individuals on day to day basis.

Limitations of this Research

The very first limitation in this research is that sales employees had different expectations of their sales performance attainments based on their employers. This is because a sales person might know different methods to improve sales, but employees are bound to stay in the limits of organizational ethics and methods followed by the company itself and sales people use methods that best meets the unique needs of the business, employers and overall job performance. This also makes it difficult to provide generalizations based on the findings of this research for other businesses and industries. Moreover, emotional intelligence can be measured through several well-known tools and instruments like Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) and EQ-I 2.0 but for this research these advanced tools and instruments were not used because of the low budget and high financial requirements. To cover up this limitation, an alternative survey questionnaire was made based on MSCEIT questions which were enough to measure the emotional intelligence scores for all the sub

independent variables. It was measured through 50 Likert scale questions. 10 statements for each predictor variable for all five. In the end, the scores for each predictor variable are summed up to get the total score of that variable which is used to analyze the hypothesis and research questions.

One last thing about this research is that this research sampled only the surgical trading firms in Pakistan. So, the results and findings will only be generalizable to a population of business to business surgical trading firms in Pakistan. The findings from this research study cannot be generalized to any other businesses and industries. This research was carried on for two months. The very first limitation was time constraint in a way that there was not enough time to gather enough data from various segments in the market and industry. So, it was narrowed down to the surgical trading firms with a small sample size of 50 employees. Because of this the findings and results would not be generalizable across other industries and markets. Other than that, there were some geographical constraints as this research gathered data from Sialkot, Pakistan so it might not show enough information regarding population of other cities or countries. Again, coming to the point that it will not be generalizable everywhere. There was also a budget constraint due to which professional procedures and programs were not available to be used or incorporated in this research such as bar-on emotional intelligence test or other emotional intelligence measurement tools which were not available to check the emotional stability levels of participants during survey sessions.

Moreover, these findings suggest that empathy, social-management and self-management do increase overall emotional intelligence resulting in developing more meaningful and deeper interpersonal relationships. Business leaders can use this information to promote a positive social change within the organization by funding programs that promote the use of emotional intelligence competencies interpersonally in the workplace as well as customers and people outside organization. Emotional intelligence training programs, sales training programs and recruitment programs can be funded by the companies that promote overall well being of the employees. This will not only result in a highly skillful and personally satisfied sales force but also bring a positive outlook for the organization as well as the people who work in it.

The training programs advised above could lead towards sales professional developing and learning to control their emotions and use them more effectively towards customers and the organizations they are dealing. They could develop more meaning full and stronger ties with colleagues resulting in more effective teams because of the role played by empathy, along with

self-management and social-management. Highly emotionally intelligent people could even be perceived as natural leaders by subordinates, they could be perceived as a role model at work by their peers and these things lead to higher personal satisfaction. These changes could bring a positive outlook in a way as the benefits spread beyond the limits of workplace to employees' homes and civil organizations.

Conclusion

This research proves that people who are more emotionally intelligent are better sales personnel than less emotionally intelligent people. It also proves that emotional intelligence of employees play an important role in sales performance of the employees. Emotionally intelligent employees had more sales than less emotionally intelligent employees.

This research also proves that empathy is an important factor influencing sales performance of the employees. So, employees with higher empathy skills can have more sales than employees with little empathy skills. Moreover, self-management impacts sales performance of the employee. The more an employee can manage himself according to the situation the more his chances are to score higher sales. It comes as an adaptability skill where a person adapts himself to the environment. Apart from that, people who are good in social management also tend to score high in sales performance. The more people can manage, change and control their social environment, the better their chances of scoring higher in the sales.

The results also indicate that self-awareness and social-awareness does not have much impact on sales performance directly, but they influence other predictor variable such as social management and self-management. Self-awareness relates to self-management and social-awareness relates to social management and this is how a person adapts to the environment and people around to gain empathy.

All these things can be considered to develop an emotional intelligence training program for employees, which can improve their chances of sale.

Recommendations

This part will discuss about few recommendations from this research. The recommendations are for professional implications by companies and for the academic study for further research.

Recommendations for Professional Implications

This research shows that there is a very positive relationship between emotional intelligence and sales performance of employees. The findings of this research can be very useful for business leaders and businesses. Firstly, human resource department can check on the required emotional intelligence scores to see, look for, seek, hire and train people for the companies according to the job requirements and sales targets. Secondly, it can be very useful for developing emotional intelligence training and information programs for existing employees where they are informed about their emotional intelligence competencies and how they can improve on these competencies to improve their emotional intelligence scores as well as their sales performance. Moreover, the impact of age and gender on sales performance of employees should also be considered before designing any training programs. This information can be useful for sales managers, human resource managers and service sector firms where employees engage in long term customer engagements and managing the corporate relationships.

Recommendations for Further Research

This research measured the impact of five emotional intelligence competencies i.e. self-awareness, self-management, social-awareness, social management and empathy on sales performance of employees in surgical trading firms in Pakistan. There are so many interesting findings in this research that opens doors for further research in various directions that will be discussed in the following paragraphs.

First, this research proves that emotional intelligence has an impact on sales performance. Three emotional intelligence competencies i.e. self-management, social management and empathy have a direct impact on sales performance. Other two emotional intelligence competencies i.e. self-awareness and social awareness have an indirect impact on sales performance as they seem to be the predictors of self-management and social management respectively. This would change and modify the current model in this research and could come up with a new model of emotional intelligence competencies. Further research could be done to see the impact of self-awareness on self-management, the impact of social-awareness on social management, the impact of self-awareness and social awareness on sales performance. The findings from these gaps might help discover the skillsets needed to escalate the variables that highly impact sales performance, personal satisfaction, job satisfaction and many interesting facts.

Secondly, this research was conducted on a very small sample size as discussed in the limitations. This research was done on three small to medium scale surgical trading organizations with a participant sample size of 50. This is also one of the limitations of this research that it cannot be generalized to other industries and organizations in the world. So, it is recommended that a review of other related literature must be done to find out the facts before conducting any further research. It is also recommended that further research should be conducted on a bigger sample size by gaining approval of a sufficiently large corporation for a longer time. A continuous research on a same organization over an extended time leads towards the more credible facts. If there comes a case where emotional intelligence does not impact sales performance, there must be a further research conducted to see the reasons and factors involved that might lead to some new findings. Conducting a further research in a different industry might lead towards new facts that might be useful for corporate social change.

Moreover, this research only measured the relationship of emotional intelligence competencies with sales performance of employees in surgical trading firms in Pakistan. It did not account the two themes of age and gender associated with emotional intelligence. Further research could be done in this area to see if age and gender mediates the effect of emotional intelligence competencies in workplace. Relationship of emotional intelligence with age and gender could be studied to see how much difference these two variables make in emotional intelligence competencies as well.

Last but not the least, this research had a limitation of time constraints due to which only quantitative research method was used. A mixed approach that involves a quantitative as well as qualitative methods of research would result in more clear findings. This quantitative research only provided the correlational findings that show if a relationship exists between two variables. This type of research does not provide information about the causes behind the effects. A mixed method would provide a more thorough analysis with interesting findings that associate with causes and shows the relationships as well.

Self-Reflections

This part discusses about my own experience about going through this research process and the things I observed, learnt and adapted during this period. Firstly, I learnt a lot about how the academic research process is carried out which changed my overall perception of the academic researches done worldwide and the benefits derived from it. I also got to learn the reasons why

research is so expensive and time consuming and why there are so many academic scholarships and awards offered to academic researchers. It is all due to the importance of benefits that are derived from the findings of the academic research and the way it becomes the part of existing literature and provides directions for further research is an impressive system. It expanded my mindset towards the academic research process and the possibilities of opportunities lying ahead in this process as well.

Secondly, the vast literature review on emotional intelligence and sales performance not only expanded my knowledge in this area but also my interest in the marketing and advertising field which is my previous degree. I got to know a lot about how emotions influence our lives and environments and our performance at work as well. I also got to know different emotional intelligence competencies and the role they play in our social situations. These learnings provided me new perspectives to improvise myself as well.

Moreover, this dissertation now holds an important place in my life after gaining extensive experience working the field of marketing and surgical trading and then gaining extensive knowledge about managing projects. This dissertation was taken into consideration as a professional and academic project from the very beginning of the master's program in Dublin business school. I learnt various skills including time management, people management, working under pressure and meeting deadlines, academic writing skills and critical analytical skills. I had never given statistics any importance until I came to know how important, easy and useful it can be for such analysis as incorporated in this research. I got to learn to use IBM SPSS for statistical analysis of huge data.

This also made me realize all the marketing surveys I have attempted for companies in my life. I came to know what is done when all the marketing people gather data through online surveys, in the shops, restaurants and shopping malls. This made me realize how much social, corporate and cultural change can be brought through research process and how problems either social, corporate or individual can be solved. These are some things that can only be learnt going through the process and provide a perspective that helps not only in positive professional growth but also personal growth and development.

In the end, I would like to admit the fact that previously I used to underestimate the academic research processes may be because of a low understanding until I went through the process myself with the guidance and advise of Dr. Brid Lane and my supervisor David Duff. Now, I

have a completely different outlook of individual, social and corporate life which I believe will help empower me to discover the peak of my potential in life ahead.

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Appendices

Research Questionnaire

Emotional Intelligence

This form measures the scores for emotional intelligence competencies for individuals for research purposes only. All the information provided by individuals will be kept private and will not be disclosed to any third parties for any purposes what so ever.

* Required

Participant Information

PROJECT TITLE

Impact of Emotional Intelligence on Sales Performance of Sales People in Surgical Trading Firms.

You are being asked to take part in a research study on "The impact of emotional intelligence on sales performance" that aims to study the relationship of these variables which if comes positive will help employees better understand and perform in sales. This research is conducted by Muhammad Ali, an MBA candidate supervised by David Duff at Dublin Business School. This research has been approved by Research Ethics Committee at DBS.

WHAT WILL HAPPEN

In this study, you will be asked to fill in a survey provided by the management which will be analysed in contrast to the sales performance records of individuals. The survey will include only name, age and gender and no other personal information will be collected to keep this research and participant's information anonymous.

TIME COMMITMENT

The study typically takes 30 minutes at maximum to fill in the questionnaires.

PARTICIPANTS' RIGHTS

You may decide to stop being a part of the research study at any time without explanation required from you. You have the right to ask that any data you have supplied to that point be withdrawn / destroyed.

You have the right to omit or refuse to answer or respond to any question that is asked of you.

You have the right to have your questions about the procedures answered (unless answering these questions would interfere with the study's outcome. A full debriefing will be given after the study). If you have any questions after reading this information sheet, you should ask the researcher before the study begins.

CONFIDENTIALITY/ANONYMITY

The data collected does not contain any personal information about you except your name, age, gender and company's name.

FOR FURTHER INFORMATION

I or / and David Duff will be glad to answer your questions about this study at any time. You may contact my supervisor at david.duff@dbs.ie].

Informed Consent

PROJECT TITLE:

Impact of Emotional Intelligence on Sales Performance of Sales People in Surgical Trading Firms.

PROJECT SUMMARY:

This research will focus on sales performance of employees in surgical trading firms and the relationship of their emotional intelligence competencies with their sales performance, age and gender.

By agreeing below, you are agreeing that: (1) you have read and understood the Participant Information Sheet, (2) questions about your participation in this study have been answered satisfactorily, (3) you are aware of the potential risks (if any), and (4) you are taking part in this research study voluntarily (without coercion).

Note: If you do not agree to these terms, please leave this survey unanswered.

Do you Agree to the above conditions? *

Yes

No

Age *

Gender *

Female

Male

Emotional Intelligence

* Required

Research Survey

This survey has two sections. First section collects data for emotional intelligence while the second section is about the field of work.

1. I realize immediately when I lose my temper *

Does Not Apply

1

2

3

4

5

Always Apply

2. I can 're frame' bad situations quickly *

Does Not Apply

1

2

3

4

5

Always Apply

3. I am able to always motivate myself to do difficult tasks *

Does Not Apply

1

2

3

4

5

Always Apply

4. I am always able to see things from the other person's viewpoint *

Does Not Apply

1

2

3

4

5

Always Apply

5. I am an excellent listener *

Does Not Apply

1

2

3

4

5

Always Apply

6. I know when I am happy *

Does Not Apply

1

2

3

4

5

Always Apply

7. I do not wear my 'heart on my sleeve' *

Does Not Apply

1

2

3

4

5

Always Apply

8. I am usually able to prioritize important activities at work and get on with them *

Does Not Apply

1

2

3

4

5

Always Apply

9. I am excellent at empathizing with someone else's problem *

Does Not Apply

1

2

3

4

5

Always Apply

10. I never interrupt other people's conversations *

Does Not Apply

1

2

3

4

5

Always Apply

11. I usually recognize when I am stressed *

Does Not Apply

1

2

3

4

5

Always Apply

12. Others can rarely tell what kind of mood I am in *

Does Not Apply

1

2

3

4

5

Always Apply

13. I always meet deadlines *

Does Not Apply

1

2

3

4

5

Always Apply

14. I can tell if someone is not happy with me *

Does Not Apply

1

2

3

4

5

Always Apply

15. I am good at adapting and mixing with a variety of people *

Does Not Apply

1

2

3

4

5

Always Apply

16. When I am being 'emotional' I am aware of this *

Does Not Apply

1

2

3

4

5

Always Apply

17. I rarely 'fly off the handle' at other people (Loose temper suddenly & unexpectedly) *

Does Not Apply

1

2

3

4

5

Always Apply

18. I never waste time *

Does Not Apply

1

2

3

4

5

Always Apply

19. I can tell if a team of people are not getting along with each other *

Does Not Apply

1

2

3

4

5

Always Apply

20. People are the most interesting thing in life for me *

Does Not Apply

1

2

3

4

5

Always Apply

21. When I feel anxious I usually can account for the reason(s) *

Does Not Apply

1

2

3

4

5

Always Apply

22. Difficult people do not annoy me *

Does Not Apply

1

2

3

4

5

Always Apply

23. I do not prevaricate (act in evasive, ambiguous way) *

Does Not Apply

1

2

3

4

5

Always Apply

24. I can usually understand why people are being difficult towards me *

Does Not Apply

1

2

3

4

5

Always Apply

25. I love to meet new people and get to know what makes them 'tick' *

Does Not Apply

1

2

3

4

5

Always Apply

26. I always know when I'm being unreasonable *

Does Not Apply

1

2

3

4

5

Always Apply

27. I can consciously alter my frame of mind or mood *

Does Not Apply

1

2

3

4

5

Always Apply

28. I believe you should do the difficult things first *

Does Not Apply

1

2

3

4

5

Always Apply

29. Other individuals are not 'difficult' just 'different' *

Does Not Apply

1

2

3

4

5

Always Apply

30. I need a variety of work colleagues to make my job interesting *

Does Not Apply

1

2

3

4

5

Always Apply

31. Awareness of my own emotions is very important to me at all times *

Does Not Apply

1

2

3

4

5

Always Apply

32. I do not let stressful situations or people affect me once I have left work *

Does Not Apply

1

2

3

4

5

Always Apply

33. Delayed gratification is a virtue that I hold to *

Does Not Apply

1

2

3

4

5

Always Apply

34. I can understand if I am being unreasonable *

Does Not Apply

1

2

3

4

5

Always Apply

35. I like to ask questions to find out what it is important to people *

Does Not Apply

1

2

3

4

5

Always Apply

36. I can tell if someone has upset or annoyed me *

Does Not Apply

1

2

3

4

5

Always Apply

37. I rarely worry about work or life in general *

Does Not Apply

1

2

3

4

5

Always Apply

38. I believe in 'Action this Day' *

Does Not Apply

1

2

3

4

5

Always Apply

39. I can understand why my actions sometimes offend others *

Does Not Apply

1

2

3

4

5

Always Apply

40. I see working with difficult people as simply a challenge to win them over *

Does Not Apply

1

2

3

4

5

Always Apply

41. I can let anger 'go' quickly so that it no longer affects me *

Does Not Apply

1

2

3

4

5

Always Apply

42. I can suppress my emotions when I need to *

Does Not Apply

1

2

3

4

5

Always Apply

43. I can always motivate myself even when I feel low *

Does Not Apply

1

2

3

4

5

Always Apply

44. I can sometimes see things from others' point of view *

Does Not Apply

1

2

3

4

5

Always Apply

45. I am good at reconciling differences with other people *

Does Not Apply

1

2

3

4

5

Always Apply

46. I know what makes me happy *

Does Not Apply

1

2

3

4

5

Always Apply

47. Others often do not know how I am feeling about things *

Does Not Apply

1

2

3

4

5

Always Apply

48. Motivations has been the key to my success *

Does Not Apply

1

2

3

4

5

Always Apply

49. Reasons for disagreements are always clear to me *

Does Not Apply

1

2

3

4

5

Always Apply

50. I generally build solid relationships with those I work with *

Does Not Apply

1

2

3

4

5

Always Apply

Emotional Intelligence

* Required

Field of Work

a. Selling is not the type of job you'd rave about to your friends, but it can be a good entry point for a career in business. *

True

False

b. People do not always know when they need something. *

True

False

c. Most professional buyers rely heavily on sales people for advice on what to buy. *

True

False

d. If the customer becomes aware that the sales person is trying to exert control over the interview, they will usually start to express existence. *

True

False

e. Low cost is a feature, low price is a benefit. *

True

False

f. When the customer's response to a closing question is a flat refusal to buy, the sales person should accept it gracefully. *

True

False

g. Sales people should involve the customer in their presentation even if they are afraid that they may try to take control of it. *

True

False

h. The more experienced a salesperson becomes, the less preparation time they need for their sales phone calls and meetings. *

True

False

i. Most of the time people remember less than 20% of what they hear. *

True

False

j. People will ensure they satisfy their needs before spending money on satisfying their wants. *

True

False

k. The key to selling is relationship building verses asking quality questions. *

True

False

l. Genuine objections are those raised by customers who have decided they don't want to buy. *

True

False

m. The only really honest way for a salesperson to close a sale is with a direct request for the customer to buy. *

True

False

n. By presenting the main features of their product or service in detail, salespeople will usually provide their customers with the information they need on which to base their buying decision. *

True

False

o. The most important barrier to good listening is our attitude to the speaker. *

True

False

p. Features are facts, benefits are promises. *

True

False

q. By developing "Tension for Change" the salesperson increases the probability that the customer will concentrate on what they are saying. *

True

False

r. If sales people were to ask questions about objections before attempting to answer them it would appear to their customer that they were trying to avoid the issue. *

True

False

s. For most buyers there are other issues that are more important than the price issue. *

True

False

t. If the customer takes the initiative and asks to buy, then the salesperson has not done their job properly. *

True

False

u. A professional sales interview places equal emphasis on telling, showing and doing. *

True

False

v. Closed questions have little place in a well conducted sales interview. *

True

False

w. People buy similar things for similar reasons. *

True

False

Thank You for Your Participation

BACK

SUBMIT