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EMOTIONAL INTELLIGENCE, CUSTOMER ORIENTATION, ADAPTIVE SELLING AND MANIFEST INFLUENCE: A COMPLETE TOOL KIT IN MARKETING EXCHANGES FOR SALESPERSONS

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ABSTRACT

This research aims to find out factors that play their role in the individual's purchase decisions. This paper also attempts to identify the impact of emotional intelligence (EI), customer orientation, adaptive selling and manifest influence on business performance. Moderation effect of Emotional Intelligence of sales team on customer orientation, manifest influence, and adaptive was employed to check how these variables enhance business performance. The research concludes that customer orientation, manifest influence, adaptive selling with high levels of Emotional Intelligence is more likely to enhance the sales performance. Managers should organize such training programs, which would prove helpful for sales professionals to enhance their emotional intelligence abilities, customer orientation and adaptive selling. Literature significantly supports hypothesis of this study, but it also raises additional research issues, for instance emotional confidence that how much a salesperson is confident while using emotions.

KEYWORDS

Emotional Intelligence, Customer Orientation, Adaptive Selling, Manifest Influence, Sales Performance.

INTRODUCTION

Personal selling happens when a sales representative sells a service, product, or solution to a customer. Sales representatives match the benefits through their product, service or a solution to fulfill a customer's needs, wants, and desires. Sales are undoubtedly the chief goal of an organization for generating equitable revenue. They do so by fulfilling customer needs; which should be transformed into wants by harmonizing the Cultural, Social, Behavioral and Psychological aspects. Sales force may prove competitive edge over competitors, and can create real differences in company's success. Sales force is the chief contributor to a company's endurance in terms of a central hub between the company and its customers. The sales process becomes more complex, and the determination of the required measures of performance is correspondingly more difficult to identify (Jaramillo *et al.*, 2005). Salespersons' primary job is not just to make a sale, but to satisfy customers and create loyalty for the firm.

In such situations, it is quite difficult to assess salespersons' performance (Marshall & Johnston, 2009). As performance assessments become more complex, additional measures are required to cope up with these circumstances. Clear identification of the skill-sets, essentially required for successful job performance measures, has become more complex. Traditionally, firms have successfully designed criteria for salesperson who are enthusiastic, aggressive, self-motivated, extrovert and competitive (Spiro *et al.*, 2008).

Emotions comprise of powerful psychological influences that can strongly persuade sales professionals' behavior and performance (Slocum *et al.*, 1997), however understanding that how to effectively use emotions in marketing exchange is not yet explored (Nyer, Gopinath, & Bagozzi, 1999). In Emotional Intelligence (EI) specific emotions such fear, anxiety, cheerfulness, gratitude (Palmatier 2009; Rudolph & Wagner, 2009) and guilt and shame (Duhachek & Agrawal, 2010) have been examined but no research has been conducted that how salespersons' emotional intelligence can influence salespersons' own abilities and customers' emotions, and how these abilities and skills can influence or affect key marketing exchange variables. Research still lacks in this area that how salespersons interpret and react to their own and customers' emotions and how these emotions can influence marketing exchanges between buyers and sellers. Study proposes that salesperson' ability to understand emotions proves helpful in dealing with the customers, as emotional intelligence in marketing transactions.

In past few years, competition among salesperson is getting very high, salesperson need more mental and physical skills to cope up with competitor's strategies, and above all to influence purchase decisions of knowledgeable customers. To cope up with customers' awareness and knowledge about several brands and competitive products, salesperson needs to be customer oriented. Customer orientation is very important construct in marketing literature. The most concerned areas in which customer orientation of employees, individuals, chiefly salespeople (Park & Franke, 2006) are examined these days.

The salespersons' objectives are very different from traditional concepts. The salesperson's new motives are to build up relationships and value additions in selling concepts (Perreault & Hunter, 2007). In this new competitive era customer oriented behaviors such as identifying customers needs and wants, fulfilling their needs with value added product and service are the chief goals (Steenkamp & Scheer, 2007).

Study recommends salespersons to use emotions to better facilitate transactions with customers by using emotional intelligence in marketing exchanges. Emotional intelligence is the capacity to obtain and use knowledge from individual's emotions and those of others to fabricate valuable results. In the light of emerging challenges in businesses, more skills such as adaptive selling and manifest influence are required to better perform in this era of competitiveness. "Adaptive selling" framework, salespeople have ability to identify customer needs, gather information and then use this information to better satisfy each customer. Literature is also supportive that adaptive selling lead to beneficial business performance (Park & Franke, 2006) and Manifest influence is the change into the purchase decision of a customer due to the participation of salesperson (Zaltman & Kohli, 1988). Salespeople with better manifest influence capabilities are expected to be higher performers (Shervani, Challangalla, & McFarland, 2006). Study anticipates that manifest influence to be more directly related to sales performance at superior Emotional Intelligence levels.

The purpose of this research is to find out factors, which enhance sales-individual's ability to influence purchase decisions of customers. Furthermore, it also identifies the impact of Emotional Intelligence (EI), customer orientation, adaptive selling and manifest influence on business performance. In particularly, the research investigates the following research question: What attributes play vital role in influencing to customers' purchase decisions? It also provides the guidelines how to overcome these shortcomings, by incorporating Emotional Intelligence in marketing exchanges. Secondly, this study concludes that how moderation effect of Emotional Intelligence affects variables like, customer orientation, manifest influence and adaptive selling enhances business performance.

REVIEW OF LITERATURE

Emotional Intelligence (EI) initially introduced by Mayer and Salovey (1990), which reveals that it is kind of social sciences, which permits individuals to know about the body language, emotional capacity of other persons. Mayer and Salovey (1990) presented ability model called as MSCEIT (Mayer-Salovey-Caruso Emotional Intelligence test), which was based on four dimensions 1) Perceiving 2) Facilitating 3) Understanding 4) Managing.

The concept of Emotional Intelligence (EI) has been emerging since Goleman (1995) introduced Emotional Intelligence (EI) as Individual's ability to cope with several types of emotional states. For instance, how a person would able to motivate in the state of frustration how would he or she will compete with frustration state. Goleman (1990, 1995) competency model identified twenty-one Emotional capabilities to be more effective in each state of emotion. Furthermore, these twenty-one dimensions further divided into four major clusters including 1) self-awareness, 2) self-management, 3) social awareness and 4) relationship management.

The mental-ability framework of Emotional Intelligence is a combination of reasoning abilities, which allows people to better understand emotions related information (Caruso, *et al.*, 2000). Furthermore, we discuss dimensions of Emotional Intelligence. There are four dimensions of Emotional Intelligence, which are: 1) Perceiving Emotions, 2) Facilitating Emotions, 3) Understanding Emotions, and 4) Managing Emotions.

Perceiving emotions is the ability to recognize and interpret emotions accurately (Caruso & Mayer, 1999). Perceiving emotions is the ability to differentiate different types of emotions (Matthews *et al.*, 2001). Specifically it is very important for sales professionals to better perceive customers' emotions that is or she is bored or excited, confused or interested, such differentiation provide sales professionals to select strategies accordingly.

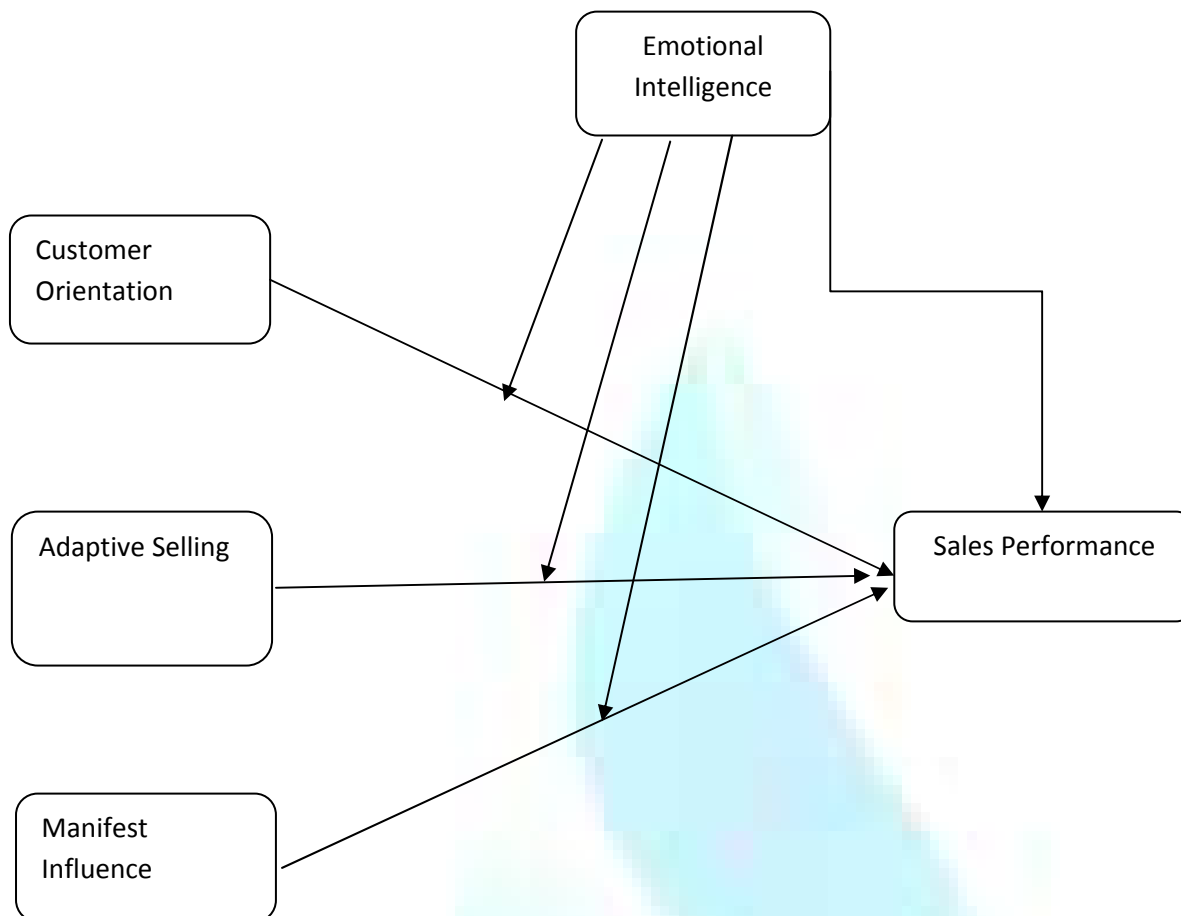
Once customer's state of emotions is successfully identified, sales persons can use their own emotions to facilitate customers' intentions (Salovey & Mayer, 1997). Facilitating emotions is the most important dimension because in first dimension salespeople are analyzing customers' emotions, then salespersons have to select his own emotion accurately (Matthews, Zeidner, & Roberts, 2001). Specifically in marketing exchanges it is foremost to differentiate emotions and identify that which emotion is suitable in that particular situation. Sales professionals with higher levels of emotional intelligence perceive emotions, and then understand how appropriate emotion can affect customers' purchase intentions.

Understanding emotions is to identify complex emotions and develop emotional knowledge (Salovey & Mayer, 1997). It involves understanding complex emotions, that how different emotions lead to anxiety or anger, and how these emotions change interactions with customers. In conclusion, managing emotion is the aptitude to control emotions of others and yourself to achieve profitable outcomes (Salovey & Mayer, 1997). In marketing exchange, salesperson with higher level of emotional intelligence better differentiate among positive and negative emotions. It depends on customers' state of mind and effective sales professionals have this ability to understand customers' complex emotions and then use their own emotions to make attached them towards their products and services.

The logic why ability based domain specific assessment of Emotional Intelligence is important. Study forecast the direct influences of Emotional Intelligence on performance in terms of customer retention and sales revenue, accentuate salesperson's skills to consider and use emotions sensibly. Study hypothesized to check Emotional Intelligence's moderation effect to sales performance between three key exchange variables: Customer Orientation, Adaptive Selling, and Manifest Influence. Furthermore, Study chooses an ability-based over a self-report measure of Emotional Intelligence in selling behaviors. Self-report measures most of the time insufficient because people are more likely to report their skills, abilities imprecisely (Lysy, Paulhus, & Yik, 1998).

In addition, they try to manipulate their reporting through impression motives and self-concepts (Mayer, Caruso, & Solvey 2002), which tend to encourage desirable outcomes. Expectedly, the links are low between self-report and ability-based model's scales (Brackett *et al.*, 2006), analyzing that both of these two scales quantify different results for same person (Mayer and Brackett, 2003). In conclusion, literature have identified people are biased in self-reporting (Dunning & Ehlinger, 2003). Furthermore, self-reporting scale is inadequate to measure Emotional Intelligence abilities (Brackett *et al.*, 2006). Thus, prior research used ability-based scale to quantify Emotional Intelligence skills that accurately relate in sales performance.

This study includes four variables to better assess emotional intelligence moderation role on business performance. Study anticipates significant impact of Emotional Intelligence on business performance. Sales professional with higher levels of emotional intelligence are more likely to satisfy customers and generate higher sales revenues. We also develop hypothesis to check the moderation effect of Emotional Intelligence between customer orientation, Manifest Influence, and Adaptive Selling.

CONCEPTUAL MODEL**CUSTOMER ORIENTATION**

Customer orientation involves sales professionals to “appoint those behaviors that lead to customer satisfaction and keep away from behaviors cause customer dissatisfaction” (Dotson, Chambers, & Dunlap, 1988). Initially, there were two approaches for customer orientation (Weitz & Saxe, 1982), which derived from SOCO, SO is called selling-oriented. In this particular situation, salesperson’s ultimate goal is to make a purchase. The second approach is CO, which is called customer-oriented. In this particular situation, here the motive of salesperson is very different he has not just to make a sale here but to build up long-term profitable relationship with the targeted customer.

Weitz and Saxe (1982) identified seven dimensions of customer orientation 1) help customer to make reasonable purchase 2) assessing customers’ needs 3) suggesting alternatives 4) explaining features of each alternative 5) suggesting those choices which shows customer’s interest 6) beware of manipulating customer 7) give open hand to select product

Salespeople having high Emotional Intelligence are more likely to show behaviors reliable with customer orientation for the reason that they efficiently understand, utilize, distinguish, and manage emotions in marketing activities. High Emotional Intelligence sales professionals are more expected to appraise consumers’ requirements better, propose products that would please them, explain products and their services more efficiently related to the customer’s existing emotional situation, and keep away from persuasive selling, which might result from low social abilities (Ryan, Soutar, & Thomas, 2001). Kumar and Ramani (2008) propose that a customer orientation depicts the aptitude to utilize information gathered through successive exchanges to attain profitable customer relationships.

ADAPTIVE SELLING

Adaptive selling is a one to one selling technique in which "selling activities and methods are utilized during a sales exchange, dependent on information about the environment of the selling situation" (Sharma, & Levy, 1994). Adaptive sales professionals will adapt their sales techniques, interpersonal skills and presentation, with relevant to the consumer type or selling situation.

For instance, an adaptive salesperson might use cost driven presentation when interacting to a hasty, economic buyer (e.g. purchasing agent). The same sales professional may choose a socially driven method that highlights the benefits and advantages of the product or service when communicating on a product operator who take pleasure in conversation. This apply of adaptive selling can have a significant effect on sales performance (Zolner, Howard, & Gengler, 1995). This result, though, does not happen through practicing alone. Adaptive selling should be engaged for it to give in constructive results successfully (Weitz & Spiro, 1990). In a precise manner, adaptive selling can be employ in an efficient, as well as an unproductive manner.

Efficient use of adaptive selling concerns on choosing the suitable level of adaptation and decide on to utilize the sales behaviors that match to this adaptation. This most favorable level of adaptation happens when the discrepancy in the sales circumstances equals the discrepancy in sales behaviors" (Weitz 1984). From this position, such attributes as sensing different cues from potential buyers and properly interpreting them are significant to adaptive selling and are a considerable link between sales professionals’ behaviors and selling efficiency (Keck, Grove, & Knowles, 1994).

MANIFEST INFLUENCE

Manifest influence refers to adjust customers’ purchase decisions and behaviors because of salespeople’s’ active contribution (Zaltman & Kohli, 1988). Sales professionals’ with higher manifest influence are more likely to be better performers (Shervani *et al.*, 2006). High Emotional Intelligence sales professionals persuade consumers more successfully because they distinguish and comprehend their needs and can give best solutions according to their needs, resulting in constructive outcomes for the firm, consumer, and sales professionals (Kidwell 2011). With no Emotional Intelligence, interpersonal skills undergo, and endeavor to manipulate may result disruptive. Kidwell (2011) proposed that manifest influence to be more significantly linked to sales performance at higher Emotional Intelligence stages. Furthermore, the two way relationships, predict that manifest influence would considerably have an effect on sales performance when sales

professionals are more likely to utilize customer orientation, but it will only happen if they got higher levels of Emotional Intelligence. Sales professionals who might have low Emotional Intelligence would try to employ customer orientation to persuade customers' purchase decisions, but their interpersonal skills will be less effective because they would be unable to incorporate emotional information.

For instance, customers may understand an inability to notice anxiety or annoyance as pointing a lack of concern when the sales professional is only able to interpret emotions. Otherwise, greater levels of Emotional Intelligence are likely to employ customer orientation look more convincing and honest because the salespeople also integrate consumers' emotions. Consequently, we anticipate customer orientation to temperate the relationship between manifest influence and sales performance.

EMOTIONAL INTELLIGENCE

Emotional intelligence is the capability to attain and use knowledge from individuals' emotions to produce better results. Modern research has proposed that salespeople's greater emotion identification during discussions with customers can be beneficial for both the seller and buyers (Elfenbein *et al.*, 2007). By higher joint value, salespeople generate higher outcomes and brighten the chances of future marketing exchanges (Martin *et al.*, 2008). Research in a service industry recommended that professionals' display of emotion could influence customers' emotional states and pleasure (Hennig-Thurau *et al.*, 2006). Therefore, Emotional Intelligence has the ability to get better sales performance and improve long-term customer relationships. An individual's ability to process and practice emotions can significantly affect marketing exchanges. Bornemann, Wieseke, and Homburg (2009) proposed that empathetic knowhow increases the ability of sales professionals to meet customers' needs and wants. Research has identified a particular emotional capability that gives an understanding how to interpret and utilize emotions in marketing exchanges to increase business performance (Palmatier *et al.*, 2009).

IMPORTANCE OF THE STUDY

This research provides insight that high level of Emotional Intelligence salesperson compares to medium and low level of Emotional Intelligence salesperson enhances sales revenue and maintains customer relationship. High level Emotional Intelligence salesperson, are more likely to understand how and what customer feels in different situations. Know how to use appropriate emotions in certain selling situations, recognize how main emotions might change given a customer's emotional state, and utilize emotions, which might result in ease of frustration and anxiety. Therefore, Emotional Intelligence can be beneficial to efficient customer relationship management (CRM).

Salesperson with high level of Emotional Intelligence not only facilitates the firm but also its customers. Salesperson with high level of Emotional Intelligence is more likely to better interpret customer's emotions, detailed information about alternatives, suggesting best option, which can best meet the required need of the customer. Consequently, this will create customer loyalty, which ultimately enhances repeat sales.

Effective sales force would lower the cost of sales processes and procedures by providing the best solutions to the target customers through meeting their needs and demands. As sales force grows to satisfy more customers, customer loyalty is more likely to be achieved. Furthermore, loyal customers would refer to other potential customers by sharing their experience with the company and its products.

This research study provides a framework to Sales Managers for selecting an emotionally sound candidate to be part of sales team, keep in mind that sales force turnover influences recruitment and selection costs. Furthermore, choosing people with high level of Emotional Intelligence would be beneficial in other aspects. For instance, it would result in less communication gap among colleagues and coworkers. People can polish their emotional abilities and skills, therefore emotionally sound candidates might share and train coworkers.

PROBLEM STATEMENT

Emotional Intelligence enhances sales performance, and improves customer relationships beyond self-report Emotional Intelligence and domain-general Emotional Intelligence. Moderating role of Emotional Intelligence in buyer-seller relationships improves the positive relationships among customer orientation, adaptive selling and manifest influence on sales performance.

OBJECTIVES

The purpose of this research is to find out factors, which enhance salesperson's ability to influence purchase decisions of customers. Furthermore, it also identifies the impact of Emotional Intelligence (EI), customer orientation, adaptive selling and manifest influence on business performance. In particular, the research investigates the following research question: What attributes play a vital role in influencing customers' purchase decisions? It also provides guidelines how to overcome these shortcomings, by incorporating Emotional Intelligence in marketing exchanges. Secondly, this study concludes that the moderation effect of Emotional Intelligence affects variables like, customer orientation, manifest influence and adaptive selling enhances business performance.

HYPOTHESIS

Study proposes that high Emotional Intelligence salespeople recognize customers' emotions more efficiently; understand which emotions are influential to customers' needs and wants; know how anxiety, fear, or annoyance might compose customers' sense; and handle emotions related to joint solutions. Consequently, study anticipates customer orientation with high level Emotional Intelligence is more likely to be positively related to sales performance. Manifest influence with high levels of emotional intelligence are more significantly enhanced customer relationships and would be able to create positive feelings in the minds of customers. Adaptive salesperson might use cost-driven presentation when interacting with a hasty, economic buyer. The same sales professional may choose a socially driven method that highlights the benefits and advantages of the product or service when communicating with a product operator who takes pleasure in such conversation. Therefore, study anticipates in a more precise manner, effective adaptive selling depends on individual's ability to properly interrupt the buyer and situations, and react suitably.

H-1: Emotional Intelligence in marketing exchanges moderates the relationships between (a) customer orientation (b) manifest influence (c) adaptive selling, sales performance gets higher if these relationships are more positive at higher levels of Emotional Intelligence.

RESEARCH METHODOLOGY

A research methodology consisting of quantitative research techniques has been adopted. Several industries like tobacco, telecommunication, home appliances, FMCG can be included, due to time constraints, only telecom companies, which are currently working in Pakistan, are being targeted. The selection of Telecom Industry is based on convenient basis out of ten industries (tobacco, telecommunication, home appliances, FMCG, sports goods, surgical instruments, food industry, banks, textile, and confectionery industry).

Telecom Sector of Pakistan is the fastest growing sector. The companies included in this sector are (PTCL, V Wireless, Wateen, Telcom, Mobilink, Mobilink PCO, Ufone, Zong, Telenor, Warid Telecom (Pakistan), Warid PCO, WorldCall Wireless, WorldCall PCO, ARY Cards, Hello Cards, PTCL calling cards, and Vision Telecom (Pvt) Ltd. A sample includes PTCL, Mobilink, Ufone, Telenor, Warid, and Zong, from Telecom Sector, since these Telecom companies have the largest sales revenue in all Telecom Companies. The sample size is 300 (6*50=300). Literature suggested that the ratio of parameters with respondents should be 10:1 or 15:1 in extreme case. According to this criteria and our model sample size should be around 100 is appropriate but we take 300 for the sake of more accuracy.

Sample consisted of Sales Managers of all six above-mentioned Telecom Companies. Fifty respondents will be from each company. Male and female Area Sales Manager, both are included in this sample on convenient basis. The population frame was the users of all telecommunication company's brands. Convenient sampling is used for this survey. The unit of analysis was company and in each brand unit of analysis was Sales Managers of that particular Company.

RESULTS & DISCUSSION

There were 300 questionnaires distributed among salesperson of six telecom companies based on convenient sampling. Among 300 questionnaires, 217 were usable for analysis purpose. Which show usable response rate of 72.6%.

The majority of respondents fall in the age group of 20-25 covering 86.2% of the data. The age group of 25-30 covered 13.1% of the data. 30-35 age groups cover the remaining 0.7%. These figures show that all telecom companies mostly have young salesperson as their employees. The majority of respondents were Male covering 91.1% of the data. The remaining 8.7% fall in the Female category. These figures show that all Telecom companies mostly have Male employees. The majority of respondents having the sales experience of below than 5 years, which covers 56.4% of the data. The second major respondents having 5-10 years experience, which covers 27.3%. The remaining respondents having the sales experience of 10-15 years, which covers 16.3% of the respondent's data.

Regression analysis was run through SPSS 17.0 version for windows to evaluate the model. The results reveal that all independent variables have positive impact on dependent variable. The **Model Summary** gives you the Adjusted R Square (R^2). Adjusted R Square (R^2) value is 0.873. This explains is that 87% of the variation in the dependent variable can be explained by variation(s) in the independent variable(s).

The main reason behind this research study is to investigate several salespersons' abilities and to find out how these abilities can play an influential part during sales encounters. First, Customer orientated sales professionals are key for creating long-term buyer-seller relationships. Customer orientation needs time and diverse complexity for the selling companies. By incorporating high level of customer orientation, the chances would be higher on salesperson performance (Park & Franke, 2006). By putting together the theoretical viewpoints that evaluate customer orientation at individual's levels of measurement, a comprehensive approach of the effects of customer orientation can be highlighted (Mark & Thomas, 2007). Assessments of market orientation have largely ignored the potential role of salesperson, have come up with a key predictor.

As organizations growing larger important factors regarding how to best communicate with the customers to aware them about organizational value creation, giving assurance, evaluating and offering best solutions to customer needs and wants, these ambitions cannot be done without including the vital frontier spanners, the salesperson (Mark & Thomas, 2007). Queries are still there that whether an optimal level of customer orientation is present and what factors are essential to get that optimal level of customer orientation. Second, sales professionals apparently consider adaptive selling as more important. Salesperson also feels that through adaptive selling training they would be highly successful to increase productivity.

Fullager *et al.*, (1995) proposed that individuals would learn more when they are encouraged with such training programs. Employees would perform better if they are provided with specialized training on a particular topic. Third, Manifest influence with high levels of emotional intelligence more significantly enhance customers relationships and enable the salesperson to create positive feelings in the minds of customers.

Fourth, Emotional intelligence gives an important factor for interpreting that how salesperson deals with customers in such ways that not only make easy the deals but also cause better outcomes for the firm (Goleman 1995). Therefore, being successful to understand customers' needs (customer orientation) and persuades them (manifest influence), is more significantly related to sales performance. Furthermore, we conclude that Emotional Intelligence moderates the relationship among customer orientation and sales performance, proposing that salesperson's emotional capabilities are crucial if they are to efficiently use strategies and procedures to deal with customers.

Consequently, Study anticipates that top managers only select highly talented applicants who have ability to control and express emotions while interacting with their target customers. Secondly, these selected candidates should be provided with specialized training programs that they might better polish these skills. Individuals can learn emotional intelligence. It is also suggested by Salovey & Mayer, (1997). Consequently, such training programs should be considered and given due priority in designing the training and development programs.

MANAGERIAL IMPLICATIONS

The findings of this paper imply certain thoughtful considerations for managers. This research provides several guidelines that those salespersons that have high emotional intelligence would influence higher sales and retain more clients than those who have low level of emotional intelligence. Customer orientated salespeople better estimate, understand, and interpret that what customers' feels in different circumstances, know which emotions and emotional states influence their purchase decisions. With greater manifest influence, salespeople would be able to ensure customers' purchase decisions with their active participation. Resultantly, more customers would be more attracted towards the products and services such salespeople offer. For meeting the objective of generating higher sales revenues, managers should focus on several areas. Those candidates who are good at interpreting and understanding customers' state of mind should be hired and their abilities be further polished through training and development. Managers should also organize such training programs which would prove helpful for sales professionals to enhance their emotional intelligence abilities, customer orientation and adaptive selling.

CONCLUSION

This study revealed that salespeople having higher Emotional Intelligence are more likely to perform behaviors reliable with customer orientation for the reason that they efficiently understand, utilize, distinguish, and manage emotions in marketing activities. With high Emotional Intelligence, sales professionals persuade consumers more successfully. They distinguish and comprehend their needs and can give best solutions according to their needs resulting in constructive outcomes for all the stake holders, i.e. the firm, consumer, and sales professionals. Adaptive sales professionals will adapt their sales techniques, interpersonal skills and presentation, with relevance to the consumer type or selling situation. Consequently, Study concludes that customer orientation, manifest influence, adaptive selling with high levels of Emotional Intelligence are more likely to play an important and considerable role in enhancing the sales performance of an organization's sales team.

SCOPE FOR FURTHER RESEARCH

However, literature significantly supports hypothesis of this study, but it also raises additional research issues which are yet to be explored, i.e. role of emotional confidence; how much a salesperson is confident while using emotions (Alba & Hutchinson, 2000). Future studies should include emotional confidence and calibration to more strengthen the relationships between salesperson and sales revenue.

Empirical Research is needed on these variables so we can better understand the extent of the effect of each variable on sales performance. Authors assume that this study will provide researchers with a guideline to better interpret the influence of emotions and feelings in marketing transactions. Understanding the impact of Emotional Intelligence might lead to a range of results, including knowledge of salespeople that how to deal with customers, and how to feel and use different emotions while marketing exchanges.

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