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THE EMPIRICAL INVESTIGATION BETWEEN EMOTIONAL COMPETENCE AND WORK PERFORMANCE OF INDIAN SALES PEOPLE

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ABSTRACT

The objective of this paper is to study; if any association exists between the emotional competence level of Indian salespeople with their performance. For this purpose, a questionnaire pertaining to emotional competence and performance were administered to 400 salespeople (representing 100 each from Insurance, Automobiles, Pharmaceuticals and Telecom Industries). We have used internal consistency for estimating the reliability of scale used in the present study for performance of sales people. Six emotional competence proficiencies have been identified by the technique factor analysis- Irony Perspective, Authentic Dealing, Empathy with Customers, Emotional Acceptability, Ethical Emotional Flexibility and Self Presentations. Further Cluster Analysis was run to group respondents into relatively homogeneous segments based on their emotional competence, using six proficiencies. Based on the two groups of sales people, the performance have been measured for selective salespeople. It was found that overall performance was significantly different between the MEC and LEC salespeople. This calls for improving the performance of LEC salespeople.

KEYWORDS

Authentic Dealing, Emotional Acceptability, Emotional Competence, Empathy with Customers, Ethical Emotional Flexibility, Irony Perspective, Salespeople, Self Presentations, Performance.

INTRODUCTION

The diverse and interdependent responsibilities frequently result in sales representatives facing work environments characterized by considerable uncertainty. The responsibilities of salespersons necessitate that they work effectively both within and outside the boundaries of their work unit. Therefore, although salespersons' performance is partly a function of their own abilities and effort their success is also contingent upon the behaviour of others.

Given their interdependence with others, it is critical that salespersons be sensitive to the expectations of the various persons with whom they interact. However, the very nature of the salespersons' task environment frequently leads to a lack of clarity regarding such expectations. The salespersons' work environment necessitates that they work in a complex role set and successfully manage the interdependent relationships comprising that role set. A first step in the direction of managing these interdependencies is to establish a clear understanding of mutual expectations. However, the very nature of salespersons' task environment makes this difficult to accomplish.

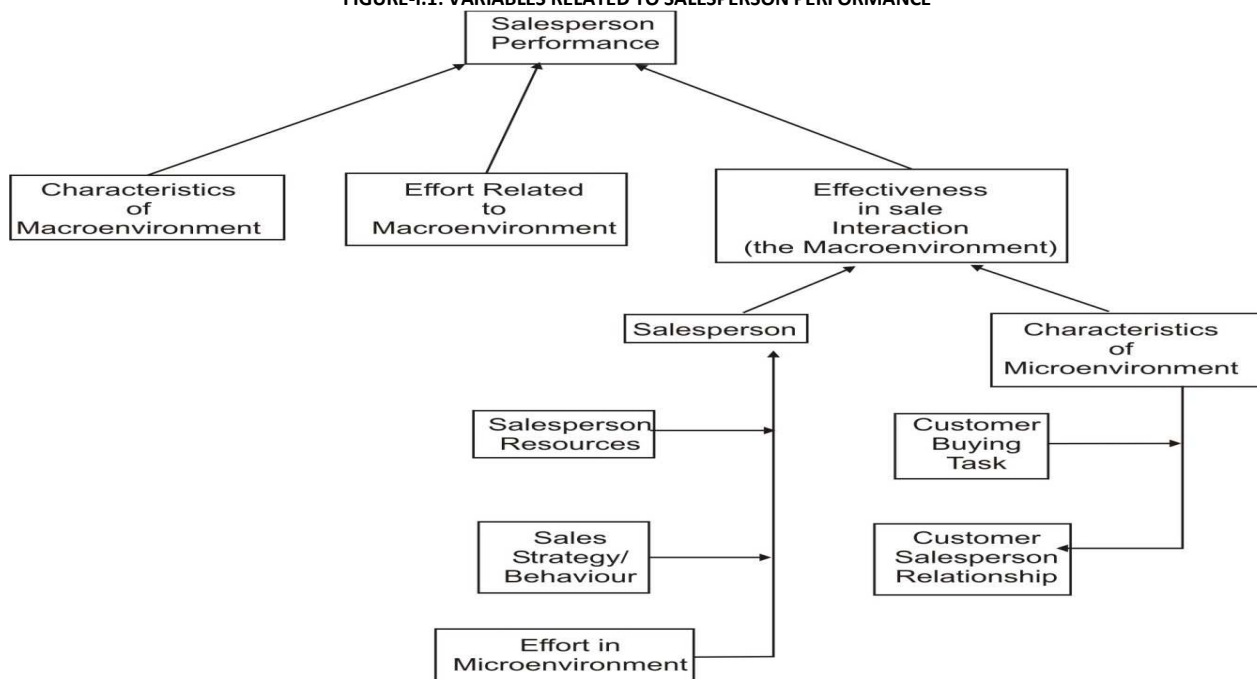
Even though millions of rupees are spent on annual sales training expenses, there is only limited knowledge about what is most effective in customer interactions. A conceptual framework for variable related to salesperson performance is shown in Figure-I.1.

Macro environmental variables include territorial characteristics such as potential and workload and the level of effort expended by the salesperson in covering the territory. However, the objective of the framework is to delineate factors related to the effectiveness of salespeople in influencing customers during interpersonal interactions. The framework focuses on the effectiveness of sales behaviours in the microenvironment of the sales interaction. Variables related to effectiveness in the microenvironment are further classified into those related to the salespersons. The fundamental idea behind the framework is that effectiveness in sales interactions can be understood best by examining the interaction between sales behaviours, resources of the salesperson, the nature of the customer's buying task, and characteristics of the salesperson-customer relationship. This framework provides a mechanism for integrating previous research and a direction for future research.

The way salespeople cope with emotions and their effects has a direct relationship to job performance (Bagozzi, 2006). Self-conscious emotions generally are triggered automatically; and salespeople who cannot control them may become aroused, angry, anxious or despondent during a sales call, which may cause customers to question their credibility. Sales-call anxiety, for example, is commonly accompanied by a protective urge to withdraw from the sales encounter — to avoid contact with customers or, when contact is made, to be submissive and avoid taking steps to close the sale.

Unquestionably, many factors affect sales performance, both controllable (e.g. skill level, territory quality) and uncontrollable (e.g. environmental and customer factors, luck). However, the one means to directly impact salesperson performance is for managers to ensure that their salespeople are provided with experiences and training that develop appropriate closing techniques as well as flexibility in handling different types of customers across different selling situations. Salesperson skills at using active listening, handling objections, and negotiating can instead be quite important in building relational factors (e.g. role performance, synergistic solutions) as well as the customer's perceptions of trust and credibility in that salesperson.

FIGURE-I.1: VARIABLES RELATED TO SALESPERSON PERFORMANCE



(Source: Journal of Marketing, Vol. 45, Winter 1981, p.86)

The evaluation of salesperson performance remains a critical and central issue in sales force management. The significance of the performance evaluation issue is underlined both by the need for information for effective control - to support decisions on salesperson termination, promotion, remuneration and in sales employment disputes (Lublin, 1994) - as well as the need for management to have some basis to facilitate decision making to improve salesperson performance and enhance sales organization effectiveness (Cravens, 1995; Cravens et al., 1993). Both types of management information requirements demonstrate a high priority for understanding the determinants or drivers of sales performance, as a highly significant issue for sales management.

Indeed, while effort has been expended in attempts to identify valid and reliable predictors of salesperson performance that would be useful to managers, the large number of studies conducted have made only a limited contribution to improving understanding of salesperson performance and have produced only relatively poor predictors of performance (Churchill et al., 1985). However, it remains unclear whether this shortfall reflects attention to inappropriate performance indicators, selecting the wrong dimensions or elements of performance, or simply the application of poor measures.

In terms of identifying the underlying drivers of salespeople performance, a promising approach based on theoretical and empirical studies, suggests that insights into salesperson performance come from evaluating salesperson work behaviour, rather than just the outcome results attributed to them (Anderson and Oliver, 1987; Challagalla and Shervani, 1996; Cravens et al., 1993). This approach suggests that salesperson behaviour performance in such activities as: planning sales calls, making sales presentations and involvement in team-based selling efforts; may be a highly significant contributor to salespersons' effectiveness.

Organisations can systematically enhance the emotional competence of salespeople by 1) assessing their current level of emotional competence; 2) improve their emotional competence by proper training for emotional competence skills; 3) evaluating sales performance for feedback purposes. By establishing a baseline, each individual salesperson will have an idea as to which aspects of emotional competence he/she needs to improve the most. A salesperson may be very strong in the intrapersonal dimensions of self-regulation and self-awareness, but may need to improve the interpersonal skill of perceiving others' emotions. By using an individual assessment, salespeople can tailor the program of exercises to most accurately fit their needs.

PREVIOUS STUDIES

There is supposed to be relation between job performance and the way salespeople cope with the emotions during sales interactions. The job performance of salespeople may depend upon many factors e.g. ability to adapt one's sales approach to fit the sales situation, effective listening skills, technical skills like customer knowledge etc. Ability to perceive, interpret and react to one's own and others' emotions is very critical skill that enables salespeople to enhance their sales performance. One of the objectives of the present study is to analyse the impact of emotional competence on the job performance of the salespeople. With this in mind, review of studies has been done to identify the factors determining the performance of salespeople.

The most important factors found by Barkar (1997) are building long-term relations, inter-departmental co-ordination, training for both salespeople and field managers and information capabilities. High performance firms and field managers consider team selling to be the most important determinant of sales force effectiveness. A search of the published and unpublished literature uncovered 116 articles that yielded 1653 reported associations between performance and determinants of that performance by Churchill et al. (1985). The results of meta-analysis of 116 studies indicate that the determinants can be ordered in the following way in terms of the average size of their association with sales performance: (1) role variables, (2) skill, (3) motivation, (4) personal factors, (5) aptitude, and (6) organizational/ environmental factors. The results indicate that the strength of the relationship between the major determinants and salespeople performance is affected by the type of products salespeople sell. A salesperson's aptitude, for example, has a stronger impact on that individual's performance when he or she is selling products rather than services. The differences in attitudes, motivation, and behavioural strategies should result in varying levels of performance across control system philosophies (Anderson and Oliver 1987). Spencer and Spencer (1993) claim that differentiating competencies distinguish superior performance from average performance. These can be developed through training and are relatively easy to identify. These include self-concepts, traits and motives and although hard to develop, can determine long-term success on the job. A 16-item scale to measure the degree to which salespeople practice adaptive selling. The ADAPTS scale by Spiro and Weitz (1990), with additional assessment of its predictive validity, it can be a useful diagnostic tool for sales management. In sales environments benefiting from adaptive selling, the measures can be used to indicate whether poor sales performance is due to a lack of flexibility in sales approaches. In addition, the scale can serve as a method for evaluating sales management programs. Relationships among job image, job satisfaction, and job performance are also investigated by Wotruba and Tyagi (1991). In another study by Boles et al. (2000) have examined the effect of relationship selling activities (includes interaction intensity, mutual disclosure, and cooperative intentions on salesperson's performance). In one more study by Lee and Dubinsky (2003) have examined potential precursors of customers' emotions that arise during interaction with retail sales personnel, as well as consequences of those emotions. Sales managers with a higher predisposition to self-monitoring (frequently when people are in unfamiliar situations they look to others for cues to determine appropriate behaviour, a process described as self-monitoring) were the higher performers according to a study by Conrad et al. (2007).

Hunter (2004) reports that a greater number of offerings increase sales performance, but the enlarged product line should result in increased information requirements for salespeople. Strategies of sales force specialization imply that too much information can reduce sales performance. Yet theoretical and practical guidance regarding when information becomes detrimental to sales performance is sparse. Information overload theory is used to identify when performance suffers because of large amounts of information. In the study by **Joshi (2010)** on 149 product managers in small manufacturing organizations suggest that two influence strategies - rationality and exchange - have a positive impact and that two influence strategies - coalition building and upward appeal - have an inverse impact on product modification implementation. The results also show that salesperson trustworthiness enhances the positive effects of rationality and exchange while mitigating the inverse effects of coalition building and upward appeal. Finally, the results show that product modification implementation has a positive effect on the product's performance in the marketplace. Collectively, the results suggest that salespeople should adopt the rationality and exchange strategies to get their desired product modifications implemented while also developing a reputation for trustworthiness and that it pays for organizations to listen to their salespeople.

The review of literature reveals that the impact of perceived organizational support (POS) on the relationship between boundary spanner role stressors (i.e., role conflict and role ambiguity) and both work attitudes (i.e., job satisfaction and intent to remain) and behavior (i.e., task performance). Results indicate that POS has strong effects on role ambiguity and role conflict, as well as job satisfaction and intent to remain. However, POS is not related to task performance (**Johlke, 2006**). Salesperson's customer orientation completely mediates the relationship between company customer orientation and salesperson performance. Thus, the influence of a company's customer orientation on salesperson performance acts through the customer orientation of the salespeople. The study by **Cross et al. (2007)** reinforced the importance of customer orientation and the role of salespeople in putting customer orientation into practice.

RESEARCH GAPS

The forgoing survey of literature reveals that emotional competence proficiencies have not been identified for the domain of salespeople in India. Though EC skills have been identified for the domain of salespeople in other countries, we cannot be sure if the same EC skills are applicable to the Indian sales force or not. There is need to explore the specific EC proficiencies of the Indian salespeople. There is also a need to identify the determinants of higher performance of salespeople. This study has endeavoured to fill these research gaps.

DATA BASE AND RESEARCH METHODOLOGY

The objective of this paper is to study; if any association exists between the emotional competence level of Indian salespeople with their performance. In other words, does higher emotional competence level of salesperson's effects their performance across various industry groups.

HYPOTHESES

In order to study the above objectives, following hypotheses have been framed on the basis of prior research and intuition:

H₀ : Performance of the salespeople is not significantly related to their emotional competence.

H₁ : Performance of the salespeople is significantly related to their emotional competence.

For this purpose, a questionnaire pertaining to emotional competence and performance were administered to 400 salespeople (representing 100 each from Insurance, Automobiles, Pharmaceuticals and Telecom Industries). The data was collected from field offices of various companies located in cities of Northern India- Lucknow, Delhi, Gurgaon, Panipat, Ludhiana, Ambala, Jalandhar, Amritsar, Chandigarh, Shimla, Dharamshala, Kangra and Jammu.

7 point Likert scale, salespeople performance scale, developed by Behrman and Perreault (1984) was used. This scale measures the performance vis-à-vis on 5 parameters.

1. Sales Objectives
2. Technical Knowledge
3. Providing Information
4. Controlling expenses
5. Sales presentations

The sales objectives were studied with the help of 7 variables, like producing a high market share for my company in my territory, selling products with the highest profit margins, generating a high level of rupee sales, quickly generating sales of new company products, identifying and selling to major accounts in my territory, producing sales or blanket contracts with long-term profitability, exceeding sales targets for my territory during the year.

The Technical Knowledge was studied with help of 6 variables, like knowing the design and specifications of company products, knowing the applications and functions of company products, being able to detect causes of operating failure of company products, keeping abreast of company's production and technological developments, acting as a special resource to other departments that need assistance, troubleshooting system problems and conducting minor field service to correct product misapplications or product failure. Same way Providing Information, Controlling expenses, Sales presentations are studied with help of carrying the company policies, procedures and programmes for providing information, providing accurate and complete paperwork related to order, expenses and other routine reports, recommending initiative how company operations and procedures can be improved, submitting required reports on time, maintaining company specified records that are accurate, complete and up to date, (Providing Information) operating within the budgets set by the company, using expense accounts with integrity, using business gift and promotional allowances responsibly, spending travel and lodging money carefully, arranging sales call patterns and frequency to cover the territory economically, entertaining only when it is clearly in the best interest of the company to do so, controlling costs in other areas of company when taking sales order, (Controlling expenses); listening attentively to identify and understand the real concerns of the customer, convincing customers that I understand their unique problems and concerns, using established contacts to develop new customers, communicating sales presentation clearly and concisely, making effective use of audio visual aids in improving sales presentation, working out solutions to a customer's questions of objections.

To measure the emotional proficiencies of salespeople that constitutes emotional competence, we have adopted a 17 item 5 point Likert scale (developed by Verbeke, Belschak and Bagozzi, 2004). The development of the items is mainly based on the work of Saarni (1999). The seventeen statements are listed below :-

I can easily put myself in the place of my customers and their needs, I can tune my emotions to those of the customer, I feel little or no guilt about the way I manage my emotions, I feel little guilt when showing my enthusiasm during a sales interaction, I feel that my expressed emotions are part of my sincere and deeper self, My expressed emotions are part of what I see as my truthful way dealing with people, I am acquainted with creating emotions to facilitate the process of a sales interaction, I can easily show a variety of emotions when the situation asks for it, Others have learned to accept the way I manage my emotions, People accept how I manage my emotions, I feel that people can quickly feel my emotions, When I laugh at myself - It helps me in not getting too emotional, When I laugh, I am relieved of the worry - if my emotions are adequate for the given social context, Whatever happens, I have learned to accept my emotions and look at them with some humor / irony, I can easily laugh at myself when my emotions get too strong, Although I am flexible with my emotions but only up to a limit, I manage my emotions keeping in mind certain societal / moral norms.

We have used internal consistency for estimating the reliability of scale (**Table-1**) for performance of sales people.

TABLE- 1: ESTIMATES OF INTERNAL CONSISTENCY RELIABILITY OF SCALES

S.No.	Scale	Cronbach's Alpha
1.	Performance	0.949
1.1	Sales Objectives	0.851
1.2	Technical Knowledge	0.841
1.3	Providing Information	0.795
1.4	Controlling Expenses	0.875
1.5	Sales Presentations	0.795
2.	Emotional Competence	0.674

Source: Sharma Ritika (2008), "A Study of Exploring Emotional Competence: Its Effect on Coping, Social Capital and Performance of Sales People", Unpublished Ph.D Thesis: Panjab University, Chandigarh (India).

All Cronbach's alpha values were significant and hence questionnaire was tested for both reliability and validity.

The Cronbach's alpha coefficient value for two scales used in the present study is listed in the **Table -1**. It clearly shows that two scales, though developed in different settings are reliable for Indian Salespeople as well.

Average scores have been used for measuring the degree of agreement or disagreement with particular variables / group / total of performance and emotional competence of Indian Salespeople.

Independent sample t-test has been applied for measuring the significance of differences between mean scores for performance (based on five dimensions) and emotional competence (high and low).

Factor analysis has been applied to the scale to identify few emotional competence proficiencies of Indian salespeople.

Hierarchical cluster analysis procedure has been used to identify the homogenous segments in the population.

Similarly, K means cluster analysis procedure has been used to identify relatively homogenous group of cases based on selected characteristics (identified by factor analysis), using algorithm method. In a nutshell, with the help of emotional competence scale, two groups of salespeople could be identified (on the basis of certain emotional proficiencies – as more emotionally competent (MEC) and less emotionally competent (LEC). Similarly, performance of Indian salespeople (measured on 5 parameters) could be identified for each industry group namely Insurance, Auto, Pharma and Telecom.

ANALYSIS AND RESULT

Table 2 shows the average score of the salesperson's performance. For four industry groups, it is seen that pharmaceutical sector's salespeople performance is relatively high, while for the telecom sector it is the lowest.

Pharma salespeople are the best in controlling expenses and making good sales presentations. The telecom salespeople, the technical knowledge is least amongst all the groups. Across the industry groups controlling expenses have maximum variance while, in providing information, the variance is least.

Within the 5 sub parameters of the performance indicators of the salespeople, a lot of variation does exist within the group and amongst the industry groups. But if we see the average score of emotional competence of salespeople, it is found that the variance across 4 industry groups is relatively quite low. But insurance salespeople are emotionally more competent; while pharma sector salespeople are least within the four industries. But amongst all the four groups, emotionally competence level is above average.

1. Ironic Perspective (X_1)
2. Authentic Dealing (X_2)
3. Empathy with Customers (X_3)
4. Emotional Acceptability (X_4)
5. Ethical Emotional Flexibility (X_5)
6. Self Presentations (X_6)

From the results of factor analysis for overall sample, it is revealed that following six factors explain the emotional

TABLE – 2: INDUSTRY WISE AVERAGE SCORES (AS) FOR PERFORMANCE

Construct / Variable	Insurance	Automobile	Pharma	Telecom	All	S.D.	C.V.
Performance**	5.52	5.44	5.76	5.09	5.45	0.28	5.09
Sales Objectives	5.55	5.25	5.66	5.05	5.38	0.28	5.18
Technical Knowledge	5.47	5.23	5.46	4.92	5.27	0.26	4.90
Providing Information	5.44	5.60	5.67	5.13	5.46	0.24	4.40
Controlling Expenses	5.54	5.51	6.03	5.12	5.55	0.37	6.72
Sales Presentations	5.61	5.60	5.97	5.25	5.61	0.29	5.24
Emotional*** Competence	3.81	3.75	3.69	3.77	3.76	0.05	1.33

*measure on a 7-point likert scale, Mean Value=4

*** measure on a 5-point likert scale, Mean Value=3

Source: Sharma Ritika (2008), "A Study of Exploring Emotional Competence: Its Effect on Coping, Social Capital and Performance of Sales People", Unpublished Ph.D Thesis: Panjab University, Chandigarh (India).

The relative contribution of each factor is explaining the variance across the emotional competence is 17.99%, 9.58%, 7.88%, 7.09%, 6.05% and 5.98% respectively. These four factors together explain 55% of variance in the level of emotional competence of Indian Salespeople.

Since the six dimensions (factors) identified above are independent; they can be used to identify the segments with distinguishing emotional competence profiles; within the given population group. A Cluster Analysis was run to group respondents into relatively homogeneous segments based on their emotional competence, using six dimensions, identified by factor analysis.

For Cluster Analysis, a composite measure (i.e. average summated scale) for each of these six factors was computed by averaging the scores for their constituent statements. Alternative approach of using factor scores was also considered but it had to be rejected because it captures variance from diverse sources (because of cross-loadings) which impedes conceptual clarity in case of defining the clusters.

In the first stage, to identify the number of existing clusters, hierarchical clustering procedure available in the "SPSS 10.0.1 for Windows" application program has been employed. The clustering procedure was applied with squared Euclidean distance¹ as the measure of between-groups similarity and the 'average linkage'² method as the clustering algorithm which combines clusters, based upon the average distance between members of the two clusters. This distance is reported as a coefficient for each iterative step, and an examination of the agglomeration schedule for this coefficient shows as to when the successive clusters are being combined into a larger group at an average distance.

¹ Euclidean Distance is the most commonly used measure of the similarity between two objects. It is a measure of the length of a straight line drawn between two objects.

² Average Linkage is the agglomerative algorithm using the average distance from all objects (or individuals) in one cluster to all objects in another. At each stage, the two clusters with the smallest average distance are combined. This approach tends to combine clusters with small variances.

It is clear from the **Table-3** that hierarchical cluster analysis suggests a 2-cluster solution because the largest increase (16.557%) in change in percentage of fusion coefficient was observed in going from two to one cluster.

Another choice could be 4-cluster solution as next highest change in percentage (10.37%) is for going from four to three clusters. we have decided in favour of 2-cluster solution for quick clustering procedure. Before deciding in favor of 2-cluster solution, we calculated constrained and unconstrained solutions for 2-cluster, 3-cluster and 4-cluster solutions. The chance corrected coefficient of agreement of the constrained and the unconstrained solutions (Kappa) were computed to identify an optimum number of clusters. A Maximum Kappa represents the solutions with the highest internal validity i.e. maximum stability and reproducibility. The Kappa for 2, 3 and 4 cluster solutions was 0.539, 0.429 and 0.329 respectively. Therefore, a 2-cluster solution was employed for k-means clustering.

TABLE- 3: ANALYSIS OF AGGLOMERATION COEFFICIENT FOR HIERARCHICAL CLUSTER ANALYSIS*

Stage	Number of Clusters	Fusion Coefficient	Change in Coefficient to Next Level	Percentage Change
392	8	6.58	.050	0.759
393	7	6.638	.202	3.043
394	6	6.840	.165	2.412
395	5	7.005	.254	3.625
396	4	7.259	.753	10.37
397	3	8.012	.516	6.44
398	2	8.528	1.412	16.557
399	1	9.494	-	-

Source: Sharma Ritika (2008), "A Study of Exploring Emotional Competence: Its Effect on Coping, Social Capital and Performance of Sales People", Unpublished Ph.D Thesis: Panjab University, Chandigarh (India).

In the second stage, K-means clustering (quick clustering), a non-hierarchical procedure, was employed using SPSS 10.0.1 for Windows with predetermined number of clusters (2-clusters) with the results given in **Table -4**.

TABLE- 4: RESULTS OF NON-HIERARCHICAL CLUSTER ANALYSIS (K-MEANS CLUSTERING)

Mean Values							
Clusters	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	Cluster Size
Final Cluster Centers (Total Sample, N=400)							
1	3.09	3.89	3.80	3.22	3.39	3.20	166
2	3.92	4.20	4.37	3.87	4.06	3.69	234
Final Cluster Centers (Sub-sample1, N=200)							
1	2.94	3.83	3.85	3.33	3.29	3.03	62
2	3.90	4.18	4.35	3.80	4.03	3.68	138
Final Cluster Centers (Sub-sample2, N=200)							
1	3.13	3.90	3.73	3.09	3.42	3.27	89
2	3.88	4.20	4.33	3.92	4.02	3.67	111

Source: Sharma Ritika (2008), "A Study of Exploring Emotional Competence: Its Effect on Coping, Social Capital and Performance of Sales People", Unpublished Ph.D Thesis: Panjab University, Chandigarh (India).

VALIDATION AND PROFILING OF CLUSTERS

Validation is required to assure that the cluster solution is representative of the general population and, thus, is generalisable to other objects and stable over time (**Hair et al. 1995; p.444**).

VALIDATION

For checking the validity of clusters, out of the total sample of 400 respondents, two sub-samples of equal size of 200 each were drawn. K-means clustering procedure was applied separately upon both of them with strikingly similar results (as shown in **Table – 3**), thereby establishing the validity of the clusters formed.

LABELLING OF SEGMENTS

A comparison of pro-factor mean scores, as shown in Table-4, reveals that cluster-1 scores low on all the emotional competence proficiencies and cluster-2 scores high on all emotional competence proficiencies. Based upon this observation, the two segments have been labeled as '**Less Emotionally Competent**' salespeople and '**More Emotionally Competent**' salespeople. In all 166 salespeople were clubbed on LEC while 234 were in MEC category i.e. 41.5% of salespeople are in the category of less emotionally competent while 58.5% are in more emotionally competent category.

TABLE- 5: T-TEST TEST FOR MEASURING THE DIFFERENCES IN EMOTIONAL COMPETENCE SEGMENT FOR PERFORMANCE

Test → PERFORMANCE Variable	t-test		
	Mean Score		p-value
	Less Emotionally Competent	More Emotionally Competent	
Sales Objectives	5.00	5.58	.000*
Technical Knowledge	5.05	5.43	.000*
Providing Information	5.31	5.56	.010*
Controlling Expenses	5.40	5.65	.007*
Sales Presentations	5.43	5.73	.001*

* Significant at $p < 0.05$

Source: Sharma Ritika (2008), "A Study of Exploring Emotional Competence: Its Effect on Coping, Social Capital and Performance of Sales People", Unpublished Ph.D Thesis: Panjab University, Chandigarh (India).

In this study, we have measured the self reported perception of salespeople about their comparative performance; in comparison with an average sales account manager. The performance has been measured on five performance parameters: sales objectives, technical knowledge, providing information, controlling expenses and sales presentation.

Bagozzi (2006) suggests that the way salespeople cope with emotions and their effects has a direct relationship to job performance. The results of this study also support this proposition. **Table-5** shows that more emotionally competent (MEC) salespeople achieve higher levels of performance than less emotionally competent (LEC) salespeople with respect to all the five performance indicators, significantly.

MEC salespeople (5.58) score higher than LEC salespeople (5.00) on **sales objectives**. MEC salespeople produce higher market share, sell products with highest profit margins, successfully sell the new products of the company and achieve the sales targets with ease. The difference between mean scores of emotional competence segments is significant at 5% level; for this variable.

MEC salespeople (5.43) score higher than LEC salespeople (5.05) on **technical knowledge**. It shows that MEC salespeople are comparatively sounder in terms of technical knowledge about the company products. They keep themselves abreast of company's product and technological developments.

MEC salespeople (5.56) score higher than LEC salespeople (5.31) on **providing information**. It indicates that MEC salespeople are more punctual in submitting their reports and take initiative in improving the company operations and procedures through efficient management of information.

MEC salespeople (5.65) score higher than LEC salespeople (5.40) on **controlling expenses**. It shows that MEC salespeople are better than LEC salespeople in operating within budgets set by the company, using expense accounts with integrity, using business gift and promotional allowances responsibly, spending travel and lodging money carefully, and saving company money wherever possible during the sales interactions.

MEC salespeople (5.73) score higher than LEC salespeople (5.43) on **sales presentations**. It implies that MEC salespeople are comparatively better in assimilating the real concerns of the existing customers, convincing and developing new customers. They achieve this feat by their comparatively effective communication skills.

Thus, MEC salespeople are higher on job performance also. MEC salespeople are comparatively higher on EC Proficiencies 'Empathy with Customers', and 'Management of Emotions'. These proficiencies are probably the reason for better customer satisfaction and higher job performance of more emotionally competent salespeople.

To address this question, we have compared the mean scores of MEC salespeople and LEC salespeople belonging to Insurance, Automobile, Pharma and Telecom industries separately for variable performance; by applying Independent samples t-test at 95% level of confidence.

Will emotional competence of salespeople belonging to different industries effect performance differently?

TABLE- 6: INDEPENDENT SAMPLES T-TEST FOR SIGNIFICANCE OF DIFFERENCES BETWEEN MEAN SCORES FOR PERFORMANCE OF EMOTIONAL COMPETENCE GROUPS (INDUSTRY WISE)

INDUSTRY VARIABLES	INSURANCE			AUTOMOBILE			PHARMACEUTICAL			TELECOM		
	Less Emotionally Competent	More Emotionally Competent	t-Value	Less Emotionally Competent	More Emotionally Competent	t-Value	Less Emotionally Competent	More Emotionally Competent	t-Value	Less Emotionally Competent	More Emotionally Competent	t-Value
Sales Objectives	5.19	5.74	-3.424*	4.93	5.45	-3.285*	5.46	5.87	-2.383*	4.73	5.28	-2.624*
Technical Knowledge	5.18	5.61	-2.477*	5.15	5.28	-.767	5.15	5.77	-3.462*	4.74	5.06	-1.412
Providing Information	5.18	5.57	-2.268*	5.64	5.56	.479	5.58	5.77	-1.017	4.80	5.38	-2.521*
Controlling Expenses	5.24	5.68	-2.901*	5.52	5.50	.196	5.82	6.25	-2.260*	4.91	5.26	-1.636
Sales Presentations	5.29	5.77	-3.134*	5.61	5.59	.189	5.83	6.10	-1.602	4.90	5.51	-2.800*

* Significant at $p < 0.05$

Table -6 shows the results of t-test for significance of differences between mean scores for performance of EC segments of salespeople of four industries. It shows that MEC salespeople of all the four industries are better than LEC salespeople in producing higher market share, selling products with highest profit margins, successfully selling the new products of the company and achieving the sales targets with ease, as mean difference are significant for the variable 'Sales Objective'. Salespeople of both segments of Automobile and Telecom industries are equally good in technical knowledge about the company products, as differences of their mean scores are not significant. MEC salespeople of Insurance and Pharma industries are better than LEC salespeople of these industries in keeping themselves abreast of company's product and technological developments, as mean differences are significant for the variable 'Technical Knowledge'. MEC salespeople of Insurance and Telecom industry are comparatively more punctual in submitting their reports through better information management, as compared with LEC salespeople of these industries. However, both segments of Automobile and Pharma industry are equally good in 'Providing Information', as mean differences are not significant. MEC salespeople of Insurance and Pharma industries are better than LEC salespeople in controlling expenses. But in case of Automobile and Telecom industries, both segments are equally good, as mean differences for 'Controlling Expenses' are not significant. MEC salespeople of Insurance and Telecom industries are better than LEC salespeople in sales presentations. However, both segments of Automobile and Pharma industries are equally good in effective communication and presentation skills, as there is no significant difference in their mean scores for variable 'Sales Presentations'. In fact, salespeople of Pharma industry are the best in sales presentations, as evident from the highest mean score (6.10).

CONCLUSION

The present study tries to investigate the association between emotional competence and performance of Indian sales people. It is quite clear that six factors - Ironc Perspective, Authentic Dealing, Empathy with Customers, Emotional Acceptability, Ethical Emotional Flexibility and Self Presentations have been identified as major components of emotional competence proficiencies. Based on the six proficiencies two group of sales people have been identified on MEC (254) and LEC (166). It was found that for the total sample, MEC sales people performed significantly much better in all the five indicators of performance. But, the industry wise analysis, clearly show that in insurance sector MEC sales people are significantly better than LEC salespeople. In case of automobile sector, significant difference existed for the factor sales objective. But the other indicators both MEC and LEC salespeople found equally well. This is due to the fact that all sales people are supposed to have uniform technical knowledge of information as well as same for controlling expenses and sales presentation. Both (controlling expenses and sales presentation) are more based on the mean aspect of industry level, rather than individual aspect. But in Pharma sector sales people performance is equal to MEC and LEC salespeople in respect of providing information and sales presentation. This is quite understandable as on both these parameter minimum benchmark is required in Pharma sector. But on sales objective, Technical knowledge and controlling expenses, significant difference do emerge between MEC and LEC salespeople. For Telecom sales people Technical knowledge and controlling expenses are uniformly distributed between MEC and LEC salespeople. But on sales presentation, sales objective and providing information, MEC and LEC salespeople differ significantly. Thus, efforts must be made to bridge the gap between proficiencies of emotional competence, which can be improved with training. This can go a long way on improving the performance of salespeople.

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