Research Paper Management

Relevance of Emotional Intelligence on Performance of Sales Professionals: An Empirical Study in Pune

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ABSTRACT

There has been an increase in interest in 'emotional intelligence' within the Indian organization system in recent years. This increase has been attributed to the popularization of the construct of emotional intelligence in the research area. The promotion of emotional development in corporate organizations assumes that the ability to regulate emotions is a positive trait, which is associated with positive workplace performance. There is however, currently, little evidence to support the existence of such a relationship.

So this study will focus on the impact of emotional intelligence on performance of sales professionals working in Pune.

KEYWORDS Emotional Intelligence, Sales Professionals, Performance

1. INTRODUCTION

This research undertaken to measure the emotional intelligence and its impact on performance for sales professionals presents the context of current research and then leads to an exploration of the purpose of the research by identifying the research problem, research aim, objectives and hypothesis.

Emotional intelligence is the awareness of use of emotions and their utilization within the parameters of individual cognitive styles to cope with situations and problems.

Emotional intelligence is a relatively new subject of study, though its roots go back to the time of Darwin, who posited that emotional expression was essential for survival. But what do we mean when we talk about emotional intelligence? The fact is that there are numerous ways of defining emotional intelligence. But for now, let's say that it is the ability to be aware of your emotions and the emotions of others and then to use that knowledge to help manage the expression of emotions so that they foster success instead of cause roadblocks.

Those who have high levels of emotional intelligence, or EI for short, are able to understand the physical, mental, and social impact that negative emotions have on their bodies, minds, relationships, and ability to pursue and achieve goals. They then are able to moderate their own emotions so that their emotions support their activities and enhance their quality of life.

Emotional intelligence involves a combination of competencies which allow a person to be aware of, to understand, and to be in control of their own emotions, to recognize and understand the emotions of others, and to use this knowledge to foster their success and the success of others.

People with highly developed EI are proven to be more successful in the workplace because they can understand their emotions and why they behave the way that they behave. They can use their emotions as clues to what their body and mind are trying to tell them. And they can use their EI to truly understand others and their points of view.

When they wield this kind of tool, they can overcome the kinds of emotional obstacles that tend to stop us all. They can understand why others feel the way that they feel and why they are doing what they are doing, and use that knowledge to help others perform at their best. They can resolve conflict quickly and recover from setbacks with aplomb. They are good in a crisis, strong at communicating and successful where others fail.

In this study we will find that if a person's emotional intelligence is high whether his performance is also high or not.

2. Review of Literature

Emotional Intelligence

The term emotional intelligence was in fact used in the 1950s but without particular scientific relevance. Most of the researchers and academics mentioned here researched aspects of "intelligence "rather than 'emotional intelligence'. In their time, they did not mention anything explicit about emotional intelligence or its measure. Some of these academics have made links between their early work and emotional intelligence. The history presented here is a list of the academics and theorists that the author believes provided the most significant study of what is now known as ' emotional intelligence'.

1920: The earliest studies on what has now come to be known as emotional intelligence date back to the 1920's, to research conducted by Robert Thorndike. His work focused on identifying what makes up' intelligence' and indicated that social intelligence was a part of general intelligence. He defined social intelligence as' the abilities to understand others and to act or behave wisely in relation to others'.

During his time, other researchers dismissed his suggestion that 'social intelligence' might be an important capability to develop in the school system.

1935: Edgar Doll, an Australian psychologist, devised a structure called the Vineland Social Maturity Scale to assess social competence, which gave an SQ (Social Quotient) score to indicate the level of social maturity of the individual. It was forty five years later that a clinical psychologist, Reuven Bar On, pursued this line of research.

1940: David Wechsler continued to challenge the traditional view on intelligence with his notion of 'non intellective intelligence' .He was the first researcher to indicate that there was a range of intelligences, other than traditional IQ , that were part of general intelligence.

In 1990, Salovey and Mayer drew together much of the material available on cognition (i.e. Capacity to carry out abstract reasoning) and emotion (defined as signals that convey regular, discernable meanings about relationships) and developed a theory of EI. There more recent refinement of their definition see EI as the "…ability to recognise the meanings of emotions and their relationships and to reason and problem-solve based on them" (Mayer, Caruso & Salovey, 1999, p. 267). EI is seen as the capacity to perceive emotions, assimilate emotion-related feelings, understand the information of those emotions, and manage them.

Definitions of Emotional Intelligence:
Robert cooper (1996):- Emotional intelligence is the ability to sense understand and effectively apply the power of and acumen of emotions as a source of human energy, information, trust, creativity and influence.

Reuven Bar-on(1997):-emotional intelligence reflects one's ability to deal with daily environment challenges and helps predict one's success in life, including professional and personal pursuits(bar on bad coined the term EQ i.e., emotional quotient ,in 1980.

The revised model of emotional intelligence by Denial Goleman is considered for the questionnaire preparation. Which are as follows.

A. Self-Awareness	C. Social Awareness
• Emotional Self- Awareness • Accurate Self-Assessment • Self Confidence	• Empathy • Organizational Awareness • Service Orientation
B. Self-Management	D. Relationship Management
• Emotional Self Control • Transparency • Adaptability • Achievement Orientation • Initiative • Optimism	• Developing Others • Inspirational Leadership • Change Catalyst • Influence • Conflict Management • Team Work and Collaboration

A. Self-awareness: The ability to recognize an emotion as it "happens" is the key to your EQ. Developing self-awareness requires tuning in to your true feelings. If you evaluate your emotions, you can manage them. In Goleman's competencies, self-awareness is the building block of all the others. Without recognizing what you are feeling, you cannot proceed to the other competencies.

B. Self-Management or self-regulation: refers to the act of taking responsibility for our emotions and how they impact or decisions and behaviours.

C. Social Awareness: is the ability to perceive and understand the social relationships and structures in which you and those around you are operating. It involves being able to understand how other people are feeling – and validating those feelings. It requires being able to recognize relationships and structures within your or your social networks. And it means understanding that individual happiness is dependent upon assisting others to achieve their own happiness as well.

D. Relationship Management: The development of good interpersonal skills is tantamount to success in your life and career. In today's always-connected world, everyone has immediate access to technical knowledge. Thus, "people skills" are even more important now because you must possess a high EQ to better understand, empathize and negotiate with others in a global economy. Whereas social awareness is the competency through which you become aware of emotions of others, how the organizational structure can affect them, and how you can have an impact on their feelings through service orientation, social skills are those that you have access to when participating in relationships with others. You could say that if social awareness offers understanding of others, social skills offer means of interacting with others that help boost productivity, improve relationships, and increase your general quality of life.

Performance
Performance is individual successful criteria in their work. And usually calculate person output rate (e.g., sales or production) or evaluate the success rate compared to expectations of organizational (Kazemi, Abbas 2002).Human performance is defined as a result of the actions set to achieve that goal based on a specific standard. That may include actions or behavior of all non-observable mental processing (e.g., problem solving, decision-making, program planning, reasoning) (Bailey, Robert W 2003). When talking of performance the result is obtained, imagine in mind. In comprehensive plan to staff performance evaluation mean of performance is the performance results and the process is working, i.e. Assess how doing work and results obtained of the process both consider as performance (Soltani, Iraj 2003).

Job performance can classify into two groups:
The first group is those who for a particular job or profession have been developed. Second are those are applicable for all jobs and professions. The first group classifications for the specific jobs are very rich, but the second type classifications with expansion capabilities are beneficial. However, research shows that there is positive correlation between these two types of classification and confirmed general factor is in job performance (Viswesvaran ,c. Schmidt, F.L.,& ones 2005). Functional performance versus conceptual performance: Researchers for the performance present researches over the years, different patterns. One of the most common patterns is the pattern distinguish between functional performance and conceptual performance. While more research know is important only one component of performance for organizational strategies such as selection and training and were neglected another component, Borman & Motowidlo (1993) distinguish between functional performance and conceptual performance because it believed conceptual performance in the field of effectiveness is very effective. This distinction between functional performance and conceptual performance in many other researches also express (Motowidlo ,J.S 2003) functional performance as defined by the skill of employees for do specific thing that they are duty at work and are the organizational technical core.

3. Objectives
- To study the relevance of emotional intelligence on performance of sales professionals.
- To study the degree of relationship between the emotional intelligence and the Performance of the sales professionals.
- To study how to increase emotional intelligence.

4. Hypothesis
From the research aims and objectives, following hypothesis is developed through the literature review as set out below.

Hypothesis: There is a positive relationship between emotional intelligence and job performance.

5. Significance and Need of the Study:
This study helps us to identify that how emotional intelligence plays a vital role in affecting the performance of an individual. The sales professionals play a vital role in increasing the sales and in making profits for the organization. Making sales is not an easy task. The experienced sales professionals are more confident about achieving his /her targets.

Explaining benefits of various products available to the client, convincing him is a Himalayan task. After all, this is dealing with people their aspiration and fulfillment of desires. Front

line force work hard to make a living. In course of this if he or she fails to get results and client does not raise to the occasion, he/she (front line force) does he not get emotionally disturbed?

Sales professionals& their performance are the major important drivers in building a strong community of insured people. Performance of the front line sales force has to be above average irrespective of the mental, physical and cultural barriers.

6. Research Methodology

6.1 Data Collection: The data is collected from the sales professionals of the prominent consumer durable companies, FMCG companies insurance companies situated in Pune.

Data collection is the very primary stage of the study. It can be done through two types primary data collection and secondary data collection. In this study data is collected in the following ways.

- **Primary data**

The, primary data has been collected through administration of QUESTIONNAIRE. All the information about, the emotional intelligence, and individual job performance and other information are collected through Questionnaire. The views of the employees were ascertained on 5 point scales.

Where 1 = strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

- **Secondary data**

Secondary data for the study has been collected through: Websites, Books, Magazines, Research papers in journal, Publications etc

6.2 Sample and Sampling Techniques:

Type of Research	Descriptive.
Data Source	Primary Data & Secondary Data.
Data Collection Instrument	Structured Questionnaire.
Sample design	Convenience sampling.(Non-Probability)
Sample Size	105 Respondents.

Convenience Sampling:

A statistical method of drawing representative data by selecting people because of the ease of their volunteering or selecting units because of their availability or easy access. The advantages of this type of sampling are the availability and the quickness with which data can be gathered. The convenience sampling is used for this study.

7. Data Analysis &Data Interpretation

7.1 Reliability Test

Independent variables	Cronbach's Alpha
1. Emotional Self Awareness	0.703
2. Accurate Self-Assessment	0.716
3. Self-Confidence	0.70
4. Emotional Self-Control	0.70
5. Transparency	0.743
6. Conscientiousness	0.812
7. Adaptability	0.769
8. Achievement Drive	0.840
9. Initiative	0.827
10. Optimism	0.723
11. Empathy	0.787
12. Service Orientation	0.749
13. Organisational Awareness	0.846
14. Developing Others	0.763
15. Influence	0.849
16. Inspirational Leadership	0.708
17. Change Catalyst	0.856
18. Conflict Management	0.864
19.Team work and Collaboration	0.913
Dependent Variable	
20. Job performance	0.825
21. Contextual Performance	0.912

The Cronbach's Alpha value of all the independent variables lies between 0.7 to 0.96 so the design of the questionnaire is reliable and dependent variable i.e Job Performance is 0.821 and contextual performance is 0.955 which is more than 0.7, so we can say that the questionnaire prepared for the study is reliable.

7.2 Correlations

The value of Pearson Correlation is 0.935 so we can say that there is a strong relationship between emotional intelligence and job performance. Correlation is significant at the 0.01 level (2-tailed). So the Hypothesis is accepted.

7.3 Regression

The value of R is 0.935 and R square is 0.875. The value of adjusted R^2 is 0.869 it means that 86.9% performance is explained by Emotional Intelligence. The significance value is 0.000. This also supports the hypothesis that 86.9% performance is defined by emotional intelligence, it means that there is a strong positive relationship between emotional intelligence and performance.

8. Findings

The Cronbach's Alpha value of all the independent variables lies between 0.7 to 0.9 so the design of the questionnaire is reliable and dependent variable i.e Job Performance is 0.821 and contextual performance is 0.955 which is more than 0.7, so we can say that the questionnaire is reliable.

The value of Pearson Correlation is 0.935 so we can say that there is a strong relationship between emotional intelligence and job performance. Eg.if a person has high emotional intelligence his/her performance will also be high and if emotional intelligence is low the job performance would also be low.

The value of adjusted R^2 is 0.869 it means that the performance 86.9% performance is explained by Emotional Intelligence.

So we can say that there is a strong positive relationship between emotional intelligence and job performance.

9. Suggestions

Emotional Intelligence is absolutely essential in the formation, development, maintenance, and enhancement of close personal relationships. Unlike IQ, which does not change significantly over a lifetime, our EQ can evolve and increase with our desire to learn and grow.

Following Below are the keys to increase one's emotional intelligence:

I. The Ability to Reduce Negative Emotions

Perhaps no aspect of EQ is more important than our ability to effectively manage our own negative emotions, so they don't overwhelm us and affect our judgment. In order to change the way we feel about a situation, we must first change the way we think about it. Here are just two examples:

A. Reducing Negative Personalization. When you feel adversely about someone's behavior, avoid jumping to a negative conclusion right away. Instead, come up with multiple ways of viewing the situation before reacting. For example, I may be tempted to think my friend didn't return my call because she's ignoring me, or I can consider the possibility that she's been very busy. When we avoid personalizing other people's behaviors, we can perceive their expressions more objectively. People do what they do because of them more than because of us. Widening our perspective can reduce the possibility of misunderstanding.

B. Reducing the Fear of Rejection. One effective way to manage your fear of rejection is to provide yourself with multiple options in important situations, so that no matter what happens, you have strong alternatives going forward. Avoid putting all of your eggs in one basket (emotionally) by identifying

a viable Plan B, and also a Plan C, should Plan A not work out. For example:

Increased fear of rejection: "I'm applying for my dream job. I'll be devastated if they don't hire me."

Decreased fear of rejection: "I'm applying for three exciting positions. If one doesn't pan out, there are two more I'm well qualified for."In order to enhance the emotional intelligence the sales professionals need to let go off their negative emotions.

II. The Ability to Stay Cool and Manage Stress
Most of us experience some level of stress in life. How we handle stressful situations can make the difference between being assertive versus reactive, and poised versus frazzled. When under pressure, the most important thing to keep in mind is to keep ourself cool. The sales professionals need to be calm and composed in order to manage the stress.

III. The Ability to Be Assertive and Express Difficult Emotions When Necessary
There are times in all of our lives when it's important to set our boundaries appropriately, so people know where we stand. These can include exercising our right to disagree (without being disagreeable), saying "no" without feeling guilty, setting our own priorities, getting what we paid for, and protecting ourselves from duress and harm. The sales professionals should be firm on their stand and express their opinion in a polite and assertive manner.

IV. The Ability to Stay Proactive, Not Reactive in the Face of a Difficult Person
A. When you feel angry and upset with someone, before you say something you might later regret, take a deep breath and count slowly to ten. In most circumstances, by the time you reach ten, you would have figured out a better way of communicating the issue, so that you can reduce, instead of complicate the problem. If you're still upset after counting to ten, take a time out if possible, and revisit the issue after you calm down.

B. Another way to reduce reactivity is to try to put yourself in the difficult individual's shoes, even for just a moment. For example, consider the person you're dealing with, and complete the sentence: "It must not be easy….".

V. The Ability to Express Intimate Emotions in Close, Personal Relationships
The ability to effectively express and validate tender, loving emotions is essential to maintaining close personal relationships. In this case, "effective" means sharing intimate feelings with someone in an appropriate relationship, in a manner that's nourishing and constructive, and being able to respond affirmatively when the other person does the same.

VI. Become more self-aware
One of the core areas of emotional intelligence is self-awareness. In many ways, this area is the cornerstone of all the other areas. In order to be aware of others' emotions, for example, you need to be aware of your own emotions.

VII. Know your strengths and weaknesses
Some people seem to think that they're good at everything. Others constantly underestimate their strengths. The ideal situation, of course, is to accurately know your strengths and weaknesses. Knowing yourself helps you make choices in life. For example, by focusing on your strengths you can get more of what you want out of life.

VIII. Be socially responsible
Social responsibility is one of the highest levels of emotional experience. It demonstrates that you really care about others, especially those less fortunate. Being socially responsible isn't about personal gain — it's about what you can contribute to help other people.

IX. Be more flexible
Everyone has routines and set ways of doing things. For a society to run efficiently, it needs a certain amount of rules and regulations. However, you can experience problems when you get stuck in a rut and become inflexible to change. By being too rigid you miss out on opportunities, fall behind in learning new techniques and approaches, and tend to deal with personal and work problems in the same, sometimes unproductive, ways.

10. Conclusion
Emotional Intelligence (EQ or EI) can be defined as the ability to understand, manage, and effectively express one's own feelings, as well as engage and navigate successfully with those of others. According to Talent Smart, 90% of high performers at the work place possess high EQ, while 80% of low performers have low EQ.

There is positive relationship between emotional intelligence and job performance. It has been found that if the sales professionals are experienced their emotional intelligence is quite high. They know how to tackle different situation in a proper manner. They have the capability to understand the situation and react accordingly whereas this is not there in case of fresher's. People those who are not experienced find it difficult in order to handle the situation.

If the organization hires the experienced sales professionals the organization will find easy to achieve the goals. The individual performance will also increase if they are experienced and they would definitely do well. From the above data it is proved that the emotional intelligence plays a vital role in one's life. Sales professionals whose emotional intelligence is high their performance is also high. From the above study it has been found that there is a strong relationship between emotional intelligence and job performance.

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