

**A Study on Impact of Emotional Intelligence on Sales
Performance of Selected Pharmaceutical Companies of
Gujarat**

A synopsis

Submitted in partial fulfillment of the requirements for the award of the degree

of

DOCTOR OF PHILOSOPHY

in

MANAGEMENT

by

Ms. Shraddhaba Shailendrasinh Gohil

(FOMs/17)

Under the Guidance of

Prof.(Dr.) Jayrajsinh D. Jadeja

Research Guide



THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA

M.S PATEL INSTITUTE OF MANAGEMENT STUDIES

FACULTY OF MANAGEMENT STUDIES

Vadodara -390002

July -2023

Index

Sr. No	Name of Topic	Page No
1	Introduction	1
1.1	Introduction of Global Pharmaceutical Industry	1
1.2	Market for pharmaceuticals: Global Sales 2001–2022	2
1.3	Introduction of Indian Pharmaceutical Industry	3
1.4	Market Size of Indian Pharmaceutical Industry	4
1.5	Export Data of Indian Pharmaceutical Industry	6
1.6	Pharmaceutical Industry Association	6
1.7	Major states for Pharmaceuticals	7
1.8	Introduction of Gujarat Pharmaceutical Industry	8
1.9	Introduction of Emotional Intelligence	9
1.10	Concept evaluation of Emotional Intelligence	10
1.11	Models of Emotional Intelligence	13
1.12	Scale of Emotional Intelligence	17
1.13	Definition of Sales Performance	18
1.14	Sales Performance Management	18
1.15	Different measurement ways of Sales Performance	19
1.16	Impact of Emotional Intelligence on Sales Performance.	20
1.17	The Role of Emotional Intelligence in increase sales performance	20
1.18	How to learn emotional intelligence to salespeople	21
2	Literature Review	23
2.1	Literature Gap	29
3	Research Methodology	30
3.1	Overview	30
3.2	Purpose of Study:	30
3.3	Objectives of Study	30
3.4	Research Design	31
3.5	Sampling Techniques	31
3.6	Selection of the Sample	31

3.7	Sample Size	31
3.8	Data Collection Method	31
3.9	Source of Data	32
3.10	Statistical Test	32
3.11	Scope of the Study	32
3.12	Variables used for the study	32
3.13	Scale adopted for study	32
3.14	Hypothesis of the Study	33
3.15	Limitation of the Study	34
3.16	Pilot Study	34
3.17	Chapter Scheme	34
4	Data Analysis and Interpretation	35
4.1	Demographic Variable Analysis	35
4.2	Mean Score Analysis:	37
4.3	Reliability Test	43
5	Hypothesis Testing	44
5.1	Correlation – Coefficient between Emotional Intelligence and Sales Performance	44
5.2	One-way Anova.	45
6	Findings	48
7	Conclusion	49

Chapter 1 Introduction

1.1 Introduction of Global Pharmaceutical Industry

The pharmaceutical industry will be worth USD 1.57 trillion by 2023. Based on a variety of factors, including market drivers, existing and projected trends, current growth patterns, and industry challenges, growth in this market is anticipated.

This growth is fuelled by the growing and ageing population in key markets. As per World Population Prospects by United Nations, the worldwide population is likely to cross 9.3 billion by 2050 and around 21% of this population is expected to be aged 60 and above. Apart from ageing and rising population the improvements in purchasing power and access to quality healthcare and pharmaceuticals to poor and middle-class families worldwide also is driving the growth of global pharma industry.

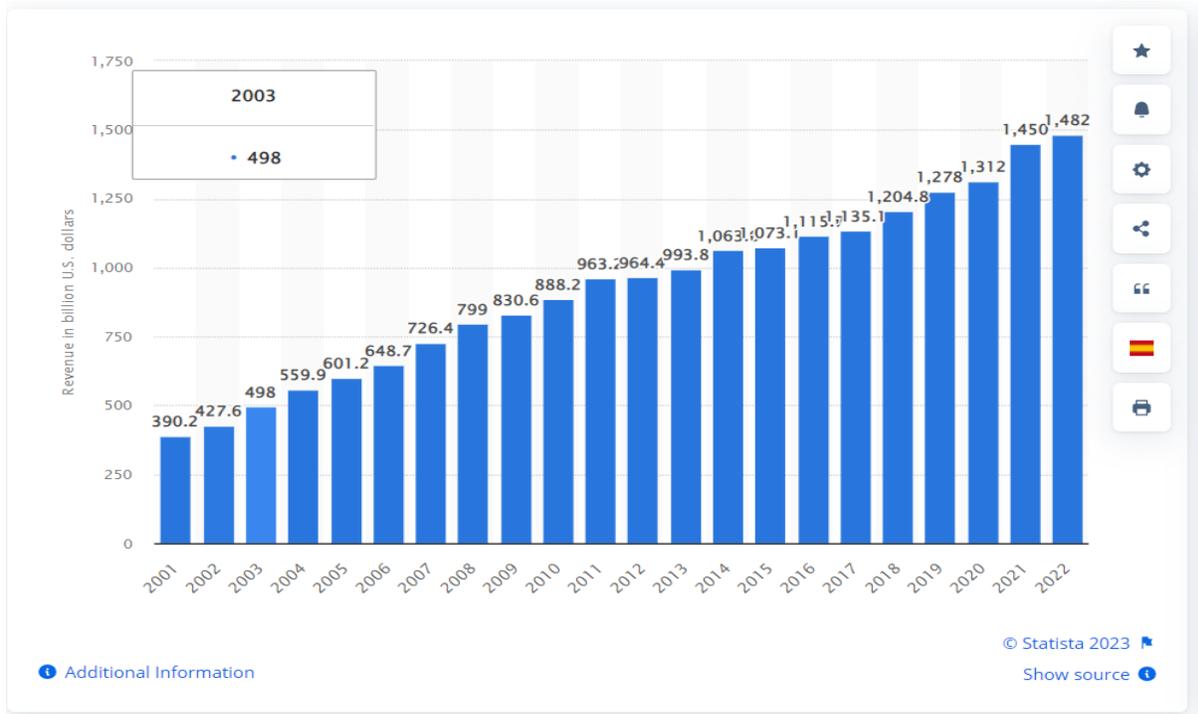
The population in important markets is ageing and rising, which is what drives this growth. By 2050, the world's population is projected to reach 9.3 billion, with around 17% of that population being 60 years of age or older, according to the United Nation World Population Prospects. In addition to population growth and ageing, the global pharma sector is expanding as a result of increased purchasing power, better access to affordable healthcare, and an ageing population.

The growing emphasis of pharmaceutical companies to target the market for rare and specialty diseases is another factor driving this increase. Even non-pharma firms like Facebook, Qualcomm, and others have invested in the industry due to advancements in advanced biologics, nucleic acid therapeutics, cell therapies, and bioelectronics & implantables, which is also fueling the rise of the global pharmaceuticals industry. 1

¹ <https://www.skyquestt.com/report/pharmaceuticals-market>

1.2 Market for pharmaceuticals: Global Sales 2001–2022

Global pharmaceutical market revenue from 2001 to 2022 (in billion U.S. dollars)



(Source: Statista Report 2023 - Global pharmaceutical market revenue from 2001 to 2022 (in billion U.S. dollars))

The pharmaceutical industry has grown significantly worldwide in recent years. The entire global pharmaceutical market was valued at 1.48 trillion dollars in 2022. This represents a marginal increase from the market's 2021 valuation of \$1.42 trillion USD. How people obtain pharmaceuticals and how much they pay for medications are significantly influenced by the pharmaceutical business.

2

² <https://www.statista.com/statistics/263102/pharmaceutical-market-worldwide-revenue-since-2001>

1.3 Introduction of Indian Pharmaceutical Industry

The Indian pharmaceutical business has developed over time into a thriving sector, rising at a CAGR of 9.43 percent over the past nine years, and is currently ranked third in pharmaceutical output by volume. Some of the key sectors of the Indian pharmaceutical business include generic drugs, over-the-counter medicines, bulk meds, vaccines, contract research & manufacturing, biosimilars, and biologics. India is the country with the greatest number of US Food and Drug Administration (USFDA)-compliant pharmaceutical production facilities, with 500 API makers accounting for around 8% of the global API industry.

Over 50% of the world's demand for various vaccines is met by the Indian pharmaceutical industry, as is 40% of the US market for generic drugs and 25% of the UK market for all medicines. A total of 10,000 manufacturing facilities and 3,000 medicinal businesses make up the domestic pharmaceutical industry. India holds a significant place in the world's pharmaceutical industry. The nation also possesses a sizable pool of scientists and engineers that might propel the sector forward to new heights. Currently, Indian pharmaceutical companies provide more than 80% of the antiretroviral medications needed to treat AIDS (Acquired Immune Deficiency Syndrome) worldwide. India has earned the title of "pharmacy of the world" thanks to the affordable prices and superior quality of its pharmaceutical products.

The generic drugs and inexpensive vaccinations produced by the Indian pharmaceutical industry are well-known internationally. Indian Pharma has evolved over the years into a thriving industry and currently ranks third in pharmaceutical manufacturing by volume. India's pharmaceutical sector ranks third globally in terms of volume and fourteenth globally in terms of value. Currently, the pharmaceutical industry makes up about 1.72 percent of the GDP of the nation.

According to a recent EY FICCI analysis, the Indian pharmaceutical market is predicted to reach US\$ 130 billion in value by the end of 2030 due to a rising consensus over the provision of new, innovative therapies to patients. In the meantime, it is predicted that the size of the global market for pharmaceutical products would surpass US\$ 1 trillion in 2023.

1.4 Market Size of Indian Pharmaceutical Industry

The pharmaceutical market in India is predicted to be worth US\$ 65 billion by 2024 and US\$ 130 billion by 2030. The Indian pharmaceutical market is estimated to be about \$50 billion by official estimates, with over \$25 billion of the value coming from exports. India supplies about 20% of the generic medication exports worldwide.

India is the third-largest biotechnology destination in Asia Pacific and one of the top 12 biotechnology locations worldwide. India's biotechnology sector reached US\$ 80.12 billion in 2022, up 14% from the previous year.

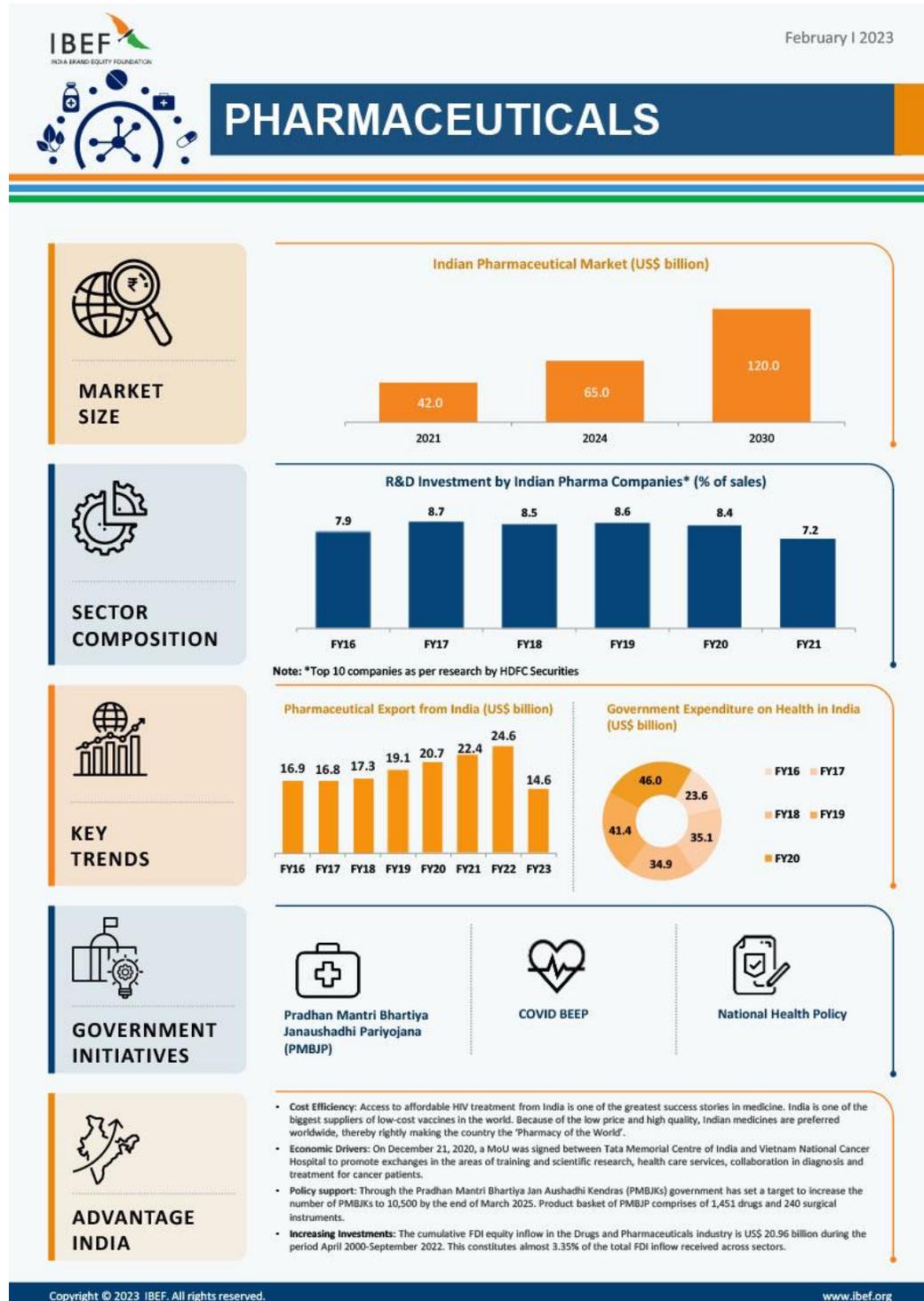


(Source: Indian Brand Equity Foundation – Pharmaceutical Industry Report -February -2023)

By 2025, the market for biosimilars in India is anticipated to expand at a compound annual growth rate (CAGR) of 22% and reach US\$12 billion. This would account for nearly 20% of India's whole pharmaceutical market. The medical device market in India is currently worth an estimated US\$ 11 billion, and its share of the worldwide medical device market is projected to be 1.5%.

In both the US and the EU, prescription drug sales are dominated by Indian pharmaceutical corporations. India has the most FDA-approved plants outside of the US.

The domestic market is anticipated to increase three times during the following ten years, according to the Indian Economic Survey 2021. The domestic pharmaceutical market in India was valued at \$42 billion.



(Source: Indian Brand Equity Foundation – Pharmaceutical Industry Report -February -2023)

1.5 Export Data of Indian Pharmaceutical Industry

One of India's top ten industries for foreign investment is pharmaceuticals. More than 200 countries around the world get Indian pharmaceutical exports, including the heavily regulated markets of the USA, West Europe, Japan, and Australia. India provided around 114 nations with 400 million tablets and 45 tonnes of hydroxychloroquine.

The 12th largest exporter of medical supplies worldwide is India. Indian pharmaceuticals are exported to more than 200 countries worldwide, with the US serving as the largest market. The top exporter of generic medications in the world accounts for 20% of global exports.

Exports of Drugs & Pharmaceuticals value at US\$ 2,052.78 million in September 2022 and shares 6.29% of the total exports of the month.

India is the world's No. 12 exporter of medical supplies. More than 200 nations throughout the world receive Indian medications for export, with the US serving as the main market. The country is the world's leading supplier of generic medications with a 20 percent share of worldwide exports in terms of volume. In FY22 and FY21, Indian medication and pharmaceutical exports totaled US\$24.60 billion and US\$24.44 billion, respectively. In September 2022, Indian exports of drugs and pharmaceuticals totaled \$2,196.32 million USD.

1.6 Pharmaceutical Industry Association

- The Indian Pharmaceutical Association
- Organisation of Pharmaceutical Producers of India
- Indian Drug Manufacturers' Association
- Bulk Drug Manufacturers Association

1.7 Major states for Pharmaceuticals

- Karnataka
- Maharashtra
- Gujarat
- Uttar Pradesh
- Delhi NCR
- Tamil Nadu
- Telangana³



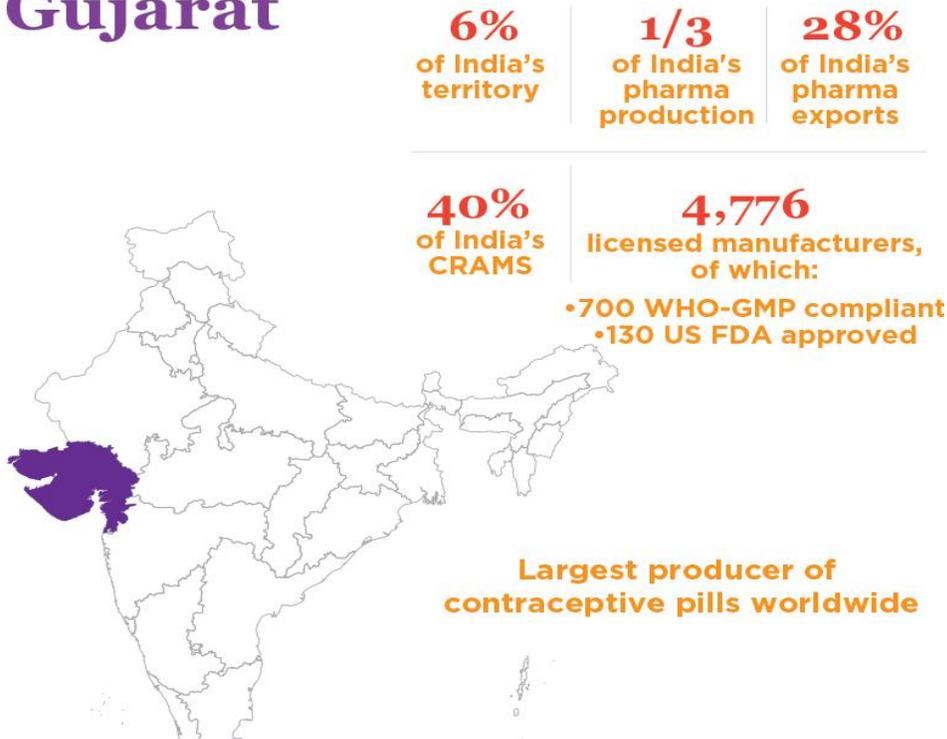
(Source: Indian Brand Equity Foundation – Pharmaceutical Industry Report -February -2023)

³ <https://www.ibef.org/industry/pharmaceutical-india>

1.8 Introduction of Gujarat Pharmaceutical Industry

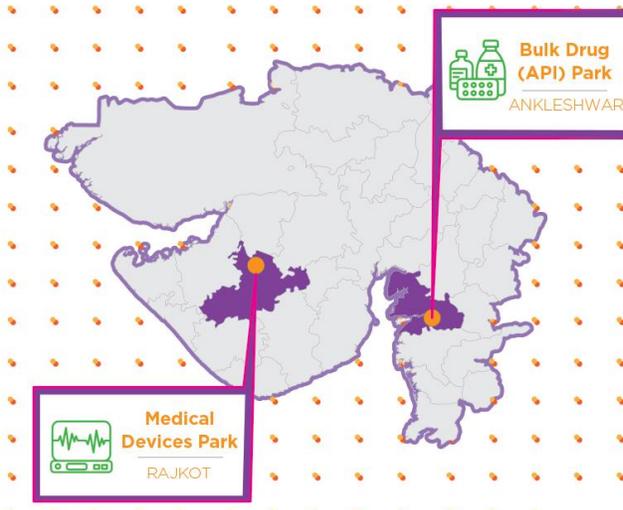
Gujarat's pharmaceutical industry is already in good shape, which makes development potential even more appealing for businesses. Gujarat accounts for one-third of all pharmaceutical output in India despite making up only around 6% of the total land area. Additionally, according to FDCA data, practically all medical equipment, half of India's intraocular lenses (IOL), and 35% of the nation's diagnostics kits are produced in the state. Gujarat is also proud of its history as the first country in the world to manufacture contraceptive pills and the fact that it now houses 40% of all CRAMS (Contract Research and Manufacturing Services).

Gujarat



(Source: FDCA, Gujarat Pharmaceutical Industry report 2020)

New Industrial Parks Projected



(Source: FDCA, Gujarat Pharmaceutical Industry report 2020)

Gujarat continues to be one of the top industrial centres for companies wishing to invest in India, building on their industry's successful past and supportive policies from the state. The playing field was levelled in Gujarat's favour with the introduction of the Goods and Service Tax (GST) and the impending expiration of tax breaks given by several northern Indian states. Tax havens and non-exempt states like Gujarat no longer differ significantly in pricing or cost. Some of the top pharmaceutical companies are considering to relocate or develop their production units in Gujarat as a result of local legislation that lowered the number of rules and regulations that business in Gujarat had to follow.⁴

1.9 Introduction of Emotional Intelligence:

Let's not forget that the little emotions are the great captains of our lives and we obey them without realizing it. ~Vincent Van Gogh, 1889.

Emotions are those that define a person. Emotions shape a man's destiny and define the way he perceives life. As the famous Sanskrit saying goes – Mano Matram Jagat; Mano Kalpitam Jagat -

⁴ <https://projects.gbreports.com/gujarat-pharma-2020/gujarat-indias-pharma-hub/>

("the world is as the mind sees and feels it; the world is as the mind thinks of it" (as said by T.N.Sethumadhavan, 2010).

Early on, The Harvard Corporate Review lauded emotional intelligence as one of the most important business concepts that is "ground-breaking and paradigm-shattering." The phrase is now proudly located at the nexus of management and psychology and has developed into one of the most crucial abilities in the toolkit of every professional.

1.10 Concept evaluation of Emotional Intelligence

In 1920, an article titled "Intelligence and its uses" in Harper's monthly magazine, Edward Thorndike first used the term "Social Intelligence." It must have been a fascinating journey for someone who initially detested his first psychology course to eventually become recognized as the founder of contemporary educational psychology. After reading William James's landmark work *The Principles of Psychology*, he became more interested in psychology. It is described as "**the ability to understand and control men and women, boys and girls—to act sensibly in human connections**" by Thorndike, a professor of educational psychology at Columbia University.

When various elements started to have an impact on intelligent **behaviour in the 1940s**, researcher **David Wechsler proposed** that models of intelligence wouldn't be complete until all of those components were fully understood. "The aggregate or global capacity of the individual to act purposefully, to think rationally, and to interact successfully with his environment," was how he described intelligence. He made a strong case for the importance of "non-intellectual" factors like emotive, personal, and social factors in determining a person's likelihood of succeeding in life.

While these researchers had been laying the groundwork for the term's creation, **Michael Beldoch, a clinical professor of psychology in psychiatry at Cornell University**, is credited with using the phrase for the first time in his 1964 research paper, "**Sensitivity to Expression of Emotional Meaning in Three Modes of Communication.**" A study by German psychiatrist Hanscarl Leuner titled "Emotional intelligence and emancipation" was later published in the psychotherapeutic journal *Practice of Child Psychology & Child Psychiatry* in 1966.

Howard Gardner marked the next significant turning point in the development of "Emotional Intelligence." Although the idea was first introduced in Gardner's 1975 book *The*

Shattered Mind, the hypothesis of multiple intelligences was only fully developed in his 1983 book *Frames of Mind*. Gardner talked about two "personal intelligences" in the group of seven, and these "personal intelligences" turn out to have a very similar scope to "Emotional & Social intelligence." Interpersonal intelligence is the capacity to recognize and distinguish between the emotions, temperaments, motivations, and intents of other people. Intrapersonal intelligence is the capacity to access and use one's own feelings.

After that, in 1985, an unpublished doctoral dissertation by American researcher Wayne Payne with the title "A study of emotion: developing emotional intelligence - self-integration; relating to fear, pain, and desire (theory, structure of reality, problem-solving, contraction/expansion, tuning in/coming out/letting go)" is where the term "emotional intelligence" (EI) first appeared. Furthermore, a significant advance occurred in 1987 when Keith Beasley coined the acronym "EQ" (Emotional Quotient) in a piece for *Mensa Magazine* (though Reuven Bar-On claims to have used the term in an unpublished version of his graduate thesis).

But 1990 marked a turning point for "emotional intelligence" when Yale professor Peter Salovey and University of New Hampshire professor John Mayer published their seminal piece "Emotional Intelligence" in the magazine "Imagination, Cognition, and Personality." Since they concentrated on a set of talents rather than attributes, it was the first significant academic investigation of the word.

Four components of **emotional intelligence—perception, identification, assessment, and expression of emotion; using emotion to support thought; understanding and comprehending emotions; and reflective regulation and control of emotion—were covered by Mayer and Salovey in their model.**

Then, in the 1990s, psychologist and New York Times science writer Daniel Goleman, who was aware of Mayer and Salovey's work, asked their permission to borrow their model and use the name "emotional intelligence" for a book. This event proved to be a watershed in the history of emotional intelligence. Goleman previously published two books and maintained a regular column on psychology for readers of the New York Times.

Emotional intelligence, on the other hand, only really caught the attention of the management fraternity and laypeople alike after the publication of his book "Emotional Intelligence: Why It

Can Matter More Than IQ.” in 1995. It played a crucial part in spreading the idea and became a classic bestseller. **He provided an emotional intelligence framework with four parts: self-awareness, self-management, social awareness, and relationship management.**

Later, Daniel Goleman led yet another significant advancement in the history of emotional intelligence by the publication of his second seminal work, "Social Intelligence: The New Science of Human Relationships," in 2006. He proposed that while emotional intelligence is about self-awareness and self-management, social intelligence is about social awareness and relationship management (which he gave the alternate term "social facility" for). He divided the four components of his former concept of emotional intelligence into two sets.

This led to the formal formulation of *Emotional & Social Intelligence* – the parent concept (and skillset) which evolved into its current mature construct as its two constituting-concepts (and terms) journeyed through the annals of psychology & management and finally came together for good.⁵

⁵ <https://www.linkedin.com/pulse/models-emotional-intelligence-ei-research-education-nicolae-sfetcu>

1.11 Models of Emotional Intelligence:

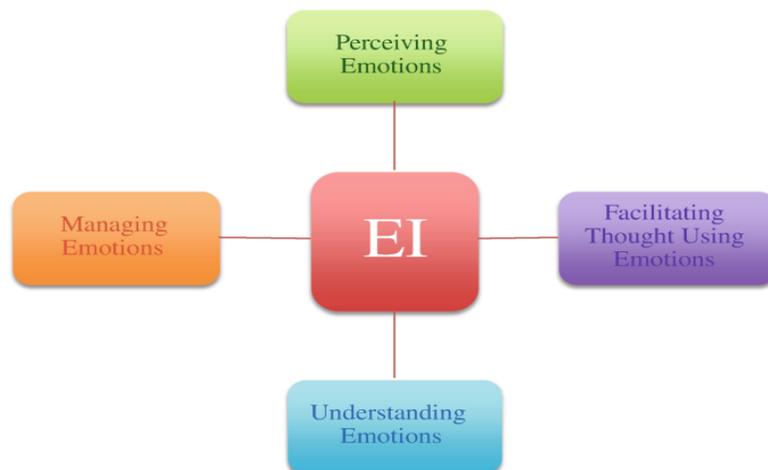
Mayer and Salovey Ability Model:

Emotional intelligence (EI) is the "ability to reason about emotions, and of emotions, to increase thinking," according to John D. Mayer and Peter Salovey. It includes the abilities required to accurately detect emotions, access and produce emotions to support thought, understand emotions and emotional knowledge, and control emotions introspectively in order to promote both emotional and intellectual development. (2004) Salovey, Mayer, and Caruso.

Emotions are information sources that support social networking. Four categories of model are included in the model:

1. Perception of emotions
2. Use of emotions
3. Understanding emotions
4. Emotional management

Ability model: Ability Models: Mayer and Salovey Four-Branch Model of EI



(Source: The Mayer and Salovey (1997) four-branch model of emotional intelligence (EI) abilities)

According to Mayer and Salovey's model, specific exercises are used to evaluate each ability (Brackett and Mayer 2003) The Mayer-Salovey-Caruso Emotional Intelligence Test is based on the ability-based IQ tests (MSCEIT).

Some of the criteria for a new intelligence, including operationalization as a set of abilities, objectivity in response, correlation with other intelligences, distinctive variation, and age-related score increases, are said to be satisfied by emotional intelligence as measured by the ability framework. 2003: Mayer and others (2004) Brown and Stys

The MSCEIT is a consensus metric that evaluates responses against a sample of respondents. The responses were only considered emotionally "clever" if the vast majority of the sample gave the same answers.

The ability model's additional metrics include:

- An examination of nonverbal accuracy for diagnosis
- Rapid recognition test for Caucasian and Japanese people
- Scale of level of emotional intelligence

There are numerous studies that cast doubt on the validity of these tests. Unlike self-reported EI scores, which are based on how people view themselves, the ability model is not ambiguous and makes no predictions about the workplace.

Goleman's mixed model

Emotional intelligence is "the ability to recognise our own feelings and those of others, to motivate ourselves, and to manage emotions well in ourselves and in our relationships," according to Daniel Goleman. (1998, Goleman) The twenty-five competencies required for effective leadership, including the five main EI components, are the subject of Daniel Goleman's first model.

1. Self-awareness
2. Self-regulation
3. Social ability
4. Empathy
5. Motivation

In their 2002 study of Richard Boyatzis, Goleman, Boyatzis, and McKee reduced the number of skills to twenty and the geographic areas to four: (2000) Boyatzis, Rhee, and Goleman

	SELF Personal Competence	OTHER Social Competence
Recognition	<u>Self-Awareness</u> Emotional Self-Awareness Accurate Self-Assessment Self-Confidence	<u>Social Awareness</u> Empathy Service Orientation Organizational Awareness
Regulation	<u>Self-Management</u> Self-Control Trustworthiness Conscientiousness Adaptability Achievement Drive Initiative	<u>Relationship Management</u> Developing Others Influence Communication Conflict Management Leadership Change Catalyst Building Bonds Teamwork and Collaboration

(Source: Daniel Goleman Model of Emotional Intelligence)

On these criteria, Goleman's model can be evaluated:

1. The Emotional Competency Inventory (ECI) created in 1999, revised as the Emotional and Competency Inventory (ESCI) in 2007.
2. Emotional Intelligence Appraisal developed in 2001 as a self-report.

This notion has been referred to as "popular psychology."

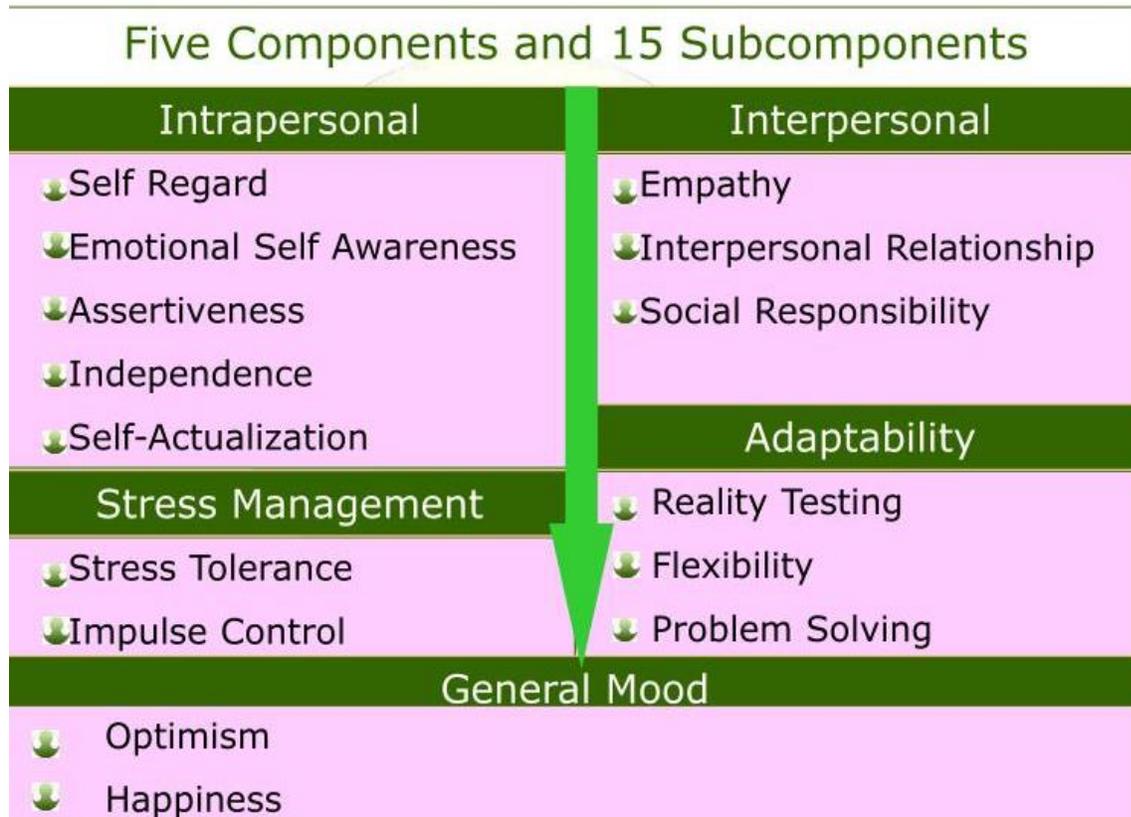
The Mixed Model of Bar-On

Reuven Bar-On asserts that training, programming, and therapy can all improve emotional intelligence. "A cross-section of interrelated emotional and social competencies, skills, and facilitators that determine how well we understand and express ourselves, understand others and relate to them, and cope with daily demands, challenges, and pressures," is how Bar-On (2004) defines emotional-social intelligence."

The Bar-paradigm of emotional intelligence emphasises process over product and speaks of performance potential rather than actual performance. (Bar-On 2004) EI highlights.

1. A group of emotional and social skills
2. The ability to cope and adapt

this mixed model includes five components of emotional intelligence.



(Mixed Model of Emotional Intelligence)

Bar-On has created various iterations of the Emotion Quotient Inventory based on the groups and circumstances. (Bar-On 2004) However, compared to the Mayer-Salovey-Caruso Emotional Intelligence Test and the Emotion Quotient Inventory, the Self Report Emotional Intelligence Test and another self-report test of emotional intelligence show stronger relationships. different authors (Schutte, 1998)

Petrides model of traits:

Described as "a constellation of emotional self-perceptions located at the lower levels of personality," Konstantinos V. Petrides created this paradigm. (2000) Petridis and Furnham The

trait model is also known as trait emotional self-efficacy, relates to an individual's judgments about his or her emotional skills. It is a concept that is not categorised under human cognitive ability.

For self-report purposes, the EQ-i can take the role of the Swinburne University Emotional Intelligence Test (SUEIT), the EI Schutte model, and other somewhat limited measures of emotional intelligence. The first emotional intelligence self-report exam, EQ-i 2.0, formerly BarOn EQ-i, has the best scoring criteria, reliability, and validity of all self-report tests. By including elements of the Big Five personality traits, the TEIQue assessment instrument operationalizes the Konstantinos V. Petrides model.

Other models and measurements:

- The emotional awareness scale (LEAS) levels (Lane and Schwartz 1987)
- SREIT, the Self-Reporting Emotional Intelligence Test (Petrides and Furnham 2000)

The many EI models have common theoretical and statistical characteristics. Each model is based on core intelligence traits and aims to enhance the understanding and development of emotional intelligence (such as awareness or perception of emotions and management of emotions as key elements). The Mayer-Salovey-Caruso and Bar-On models have numerous similarities, according to Brackett and Mayer (Brackett and Mayer 2003).

1.12 Scale of Emotional Intelligence

According to (O'Connor & Andrew Hill, 28 May 2019) **we can summarize following emotional intelligence scale.**

- Mayer-Salovey-Caruso Emotional Intelligence Tests (MSCEIT) (Mayer et al., 2002a,b).
- Self-report Emotional Intelligence Test (SREIT) (Schutte et al., 1998)
- Trait Emotional Intelligence Questionnaire (TEIQue) (Petrides and Furnham, 2001)
- Bar-On Emotional Quotient Inventory (EQ-i) (Bar-On, 1997a,b)
- The Situational Test of Emotional Management (STEM) (MacCann and Roberts, 2008)
- The Situational Test of Emotional Understanding (STEU) (MacCann and Roberts, 2008)
- Emotional and Social competence Inventory (ESCI) (Boyatzis and Goleman, 2007)

1.13 Definition of Sales Performance

Definition of Sales Performance:

The effectiveness of your sales staff over a given time period is referred to as sales performance. One of the most popular methods for monitoring and managing the activity of sales reps from the start to the end is to implement sales performance management.

Your sales team's performance is measured by its sales performance. It relates to how well your sales staff performs over a predetermined time period, such as monthly and quarterly.

Depending on your industry and business objectives, there are many different ways to measure sales performance. However, typical measurements frequently take into account sales income, client acquisition, and retention rate (more on this later).

You can monitor your sales reps' productivity and ensure they constantly meet sales targets by tracking and measuring sales performance.

1.14 Sales Performance Management

- A systematic method of managing sales representatives in an organisation is called sales performance management (SPM). It may involve a series of actions that result in:
- Articulating and communicating goals, targets, and strategies for sales.
- establishing roles and sales procedures that are compatible with the way a business plans to provide value to its clients.
- establishing roles and sales procedures that are in line with the company's goals for client value delivery.
- establishing quantifiable, clear, actionable, and connected with business needs standards for sales performance.
- motivating and rewarding salespeople for exceptional achievement.
- Sales performance management is often used by sales, human resources, and finance departments. However, it can be implemented across your organization if that helps you maximize sales performance.

- The departments of sales, human resources, and finance frequently employ sales performance management. It can be applied to your entire firm, though, if doing so will assist you increase sales performance.
- Sales representatives may clearly see what needs to be done, the sales procedures they must adhere to, and how their performance may affect their overall compensation thanks to sales performance management.
- Sales performance management is a helpful tool for sales managers to create effective sales plans, establish reasonable expectations for their salespeople, and execute accurate sales analytics.

1.15 Different measurement ways of Sales Performance

When there are no standards by which to measure your efficacy and efficiency in sales, judgments are based more on feelings than on data. When evaluating the skills of sales representatives, this causes ambiguity and bias.

You should develop a data-driven sales performance assessment with precise measuring criteria to prevent such a predicament. You may accurately assess how your sales people performed over time and create well-informed opinions about their performance by doing that.

1.16 Sales Performance Metrics:

For an SPM process to be successful, sale performance indicators are essential. The measures you need to use to gauge your sales performance should be decided upon up front.

Three common forms of sales performance measures are as follows:

- **Performance metrics:** Consider conversion rates, sales revenue, the volume of completed transactions, the quantity of fresh leads, and customer acquisition rates. These aspects of sales measurements are conventional.
- **Operational metrics:**
- Consider variables such as the length of the sales cycle, meeting attendance rates, lead cost per lead, and other sales productivity indicators.

- **Professional development criteria:** Consider how effectively your sales professional applies what they learn in training sessions, how receptive they are to changes in their immediate environment, etc.⁶

1.17 Impact of Emotional Intelligence on Sales Performance.

Report given by (Stanley, 2022) suggested that emotional intelligence can improve leadership abilities, job performance, and mental wellness. Sales executives must possess EQ because it is crucial to sales talks. The significance of emotional intelligence in sales and sales leadership is highlighted by the following noteworthy facts.

Emotional intelligence, also known as EI or EQ, Emotional Intelligence is the ability to perceive, use, understand, manage, and handle our emotions. It primarily involves self-awareness to observe and recognize one's emotions, and empathy, as the ability to view and understand things from another person's perspective. It might be difficult to react effectively in stressful or unpleasant circumstances, so emotional intelligence helps us do so.

1.18 The Role of Emotional Intelligence in increase sales performance

Having emotional intelligence facilitates the development of deep connections with others. It's a talent that we may use in both our personal and professional life. Sales discussions heavily rely on EQ since success in sales depends on our ability to relate to and earn the trust of our customers. The effectiveness of salesmen could be greatly enhanced by developing their EQ capabilities. Our ability to listen intently to those we interact with and truly comprehend their concerns is made possible by emotional intelligence.⁷

The following are importance of Emotional Intelligence on Sales Performance.

- It assists in resolving client issues.

⁶⁶ <https://www.opensymmetry.com/what-is-sales-performance-management-spm/>

⁷ <https://www.pdagroup.net/en/featured-insights/spotlight/expert-talk-the-importance-of-emotional-intelligence-in-sales-and-sales-leadership#:~:text=Improving%20the%20EQ%20skills%20of,to%20be%20seen%20and%20acknowledged.>

- Emotional intelligence is the ability to identify and understand customers' thoughts and feelings and act accordingly.
- Putting that into context, you would expect your sales representative to go above and above to assist you if you were the customer. True emotional intelligence centres on carefully listening to your consumers' concerns rather than pressuring them into making a purchase.
- It aids in reducing employee turnover.
- Staff hiring and firing is a difficult process.
- It not only squanders time that you could be using to train your team, but it may also affect the quality of the sales service you provide to your clients. It is necessary to train and then acclimate each new hire.
- But choosing salespeople based on their emotional intelligence really leads to a 63 percent lower turnover rate in the first year!
- Additionally, the more employees you can retain by enhancing their emotional intelligence, the less time you'll need to spend recruiting and onboarding new employees.
- It aids in increasing revenue
- However, they can bring your company even more money if they receive EQ training. According to studies, sales representatives with high emotional intelligence scores generated twice as much income as those with ordinary or lower ratings.
- In fact, one business investigated if EQ training enabled its salespeople to close more deals.

1.19 How to learn emotional intelligence to salespeople

Emotional intelligence has always been seen as a soft ability that some people are naturally gifted with while others are not.

Daniel Goleman, who contributed to the popularisation of EQ, asserted that it can be developed and described in five EQ categories:

- Self-awareness
- Self-regulation
- Social skills

- Empathy
- Motivation

Sales training that focuses on all five areas can help your sales representative to build emotional intelligence.

Chapter 2 Literature Review

(Kannaiah & Dr. R. Shanthi, 2015) A Study on Emotional Intelligence At Work Place: 150 respondents from the organisation were surveyed using a random sampling method to gather data. A systematic questionnaire with two parts was used to collect the data. In the first section of the questionnaire, respondents were prompted to provide information about their age, education, income, and marital status.

The second section of the questionnaire, developed by Goelman, asked respondents to rate their level of emotional intelligence.

Conclusion: For employees in the firm, emotional intelligence is crucial. For an HR to be successful, they must be able to manage their own and the employees' emotions. This will strengthen organisational commitment, boost output and efficiency, retain top talent, and inspire staff to perform at their highest level. This investigation demonstrates that emotional intelligence plays important role to increase workplace performance.

(Amjad, June 2018) Emotional Intelligence, Organizational Commitment and Job Performance in Pakistan : The study's focus was only on academic staff at Quetta, Baluchistan's teaching institutions. There were 358 responders in the sample size. Age, education, work history, marital status, and gender were used as demographic variables in this study. regression analysis test was performed to established the relationship. According to the findings, organisational commitment is more strongly predicted by emotional intelligence than by job performance.

Conclusion: During the hiring process for new employees, businesses should assess applicants' emotional intelligence. They should also provide workshops and seminars on emotional intelligence for their staff.

(Dr.B.Radha & A.Bhavani Shree, December-2017)Impact of Emotional Intelligence on Performance of Employees and Organizational Commitment in Software Industry

The two variables in our study are employee performance (JP), which is a dependent variable, and emotional intelligence (EI), which is an independent variable. Target samples were gathered from the middle management level using descriptive research design. The sample size was 50 people.

Correlation and regression were used as the statistical test.

Conclusion: The study's findings show that there are causal relationships between these trait-based EI components and contextual and task performance. In conclusion, this study offers proof that there is a meaningful connection between nursing professionals' contextual performance and emotional intelligence (EI). In addition, emotional intelligence aids in boosting employees' levels of commitment, which in turn aids in improving performance. The influence is beneficial, but not to the degree that is necessary for performance at a standard level.

(Wisker & Athanasios Poulis, July - September 2014) **Emotional Intelligence – Sales Performance Relationship: A Mediating Role of Adaptive Selling Behaviour:**

The WLEIS emotional intelligence scale and the ADAPTS adaptive selling behaviour scale were used to collect data from 281 salespeople in Malaysia's financial industries. The results were statistically analysed using structural equation modelling (SEM). The outcomes were consistent with the model. Three EI domains were discovered to have an indirect effect on sales performance through ASB.

(Ali, August 2018) **Impact of Emotional Intelligence on Sales Performance of Sales People in Surgical Trading Firms in Pakistan: A Case Study Approach**

This study's goal was to find and evaluate the association between employees' sales success and emotional intelligence in surgical trade enterprises in Pakistan. Emotional intelligence was one of the independent variables examined in this study. It further included five sub variables: self-awareness, self-management, social awareness, social management, and empathy.

Test : Multiple linear regression was run. According to this study, those with higher emotional intelligence make better salespeople than those with lower emotional intelligence. Additionally, it demonstrates how crucial emotional intelligence is to an employee's ability to perform well in sales. The findings also show that self-awareness and social awareness don't directly affect sales performance as much as other predictor variables like self-management and social awareness do.

Self-awareness and social awareness are related to self-management and social management, respectively, and are the means by which a person adjusts to their surroundings and the people around them to develop empathy. All of these factors can be taken into account when creating an employee emotional intelligence training programme that will increase their sales prospects.

(Reid, 2015) **Sales Performance and Emotional Intelligence of Technology Sales Professionals:**

This quantitative correlational research study's goal was to investigate the connection between sales effectiveness of American-based sales professionals and emotional intelligence. undertook a quantitative correlational research study to investigate the link between sales performance of American-based sales professionals and emotional intelligence. Emotional intelligence, self-perception, self-expression, , interpersonal skills, decision-making, and stress management were the independent variables.

The sales success of technology sales professionals headquartered in the United States was the dependent variable. chosen the EQ-i 2.0® online version (Multi-Health Systems, Inc., 2011). Since 2011, authorization has been permitted and made available by MHS.

Demographic Variable : Gender, Age, Role. Test: selected Pearson's coefficient to test and standard multiple regression analysis was conducted.

Conclusion: Results showed no violations of assumptions. The findings of the correlation analysis revealed a link between decision-making and sales performance. The outcome from this investigation is that decision making is significant in achieving sales performance. The linear regression model was a significant predictor of sales performance by merely considering decision making.

(Rahman, Fayaz Ali Shah, & Shahid Jan Kakakhel, March -2019)**The Moderating Role of Supervisory Support in the Relationship of Emotional Intelligence and Job Performance of Pharmaceutical Sales Representatives:**

This study's goal is to determine how the job performance (JP) and emotional intelligence (EI) of pharmaceutical sales representatives (PSRs) from diverse Khyber Pakhtunkhwa-based pharmaceutical companies relate to one another (Pakistan).

Verifying Supervisory Support's (SS) moderating influence on the EI-JP relationship is another goal of this research project. Utilizing the convenience sampling technique, information was gathered from 400 PSRs of businesses operating in Pakistan. For data analysis, a structural equation model (SEM) was used. The study's findings showed that PSRs with high EI also had excellent performance. Furthermore, the EI-JP link is not moderated by SS. Existing scales were applied to measure the EI, SS, and JP of PSRs.

The 33-item measure developed by Schutte et al. (1998) was employed to gauge the emotional intelligence (EI) of PSRs. "I expect that I will perform well on most things I try" is a frequent response. DeConinck and Johnson's (2009) four-item scale was used to measure the SS of PSRs. Hur et al. employed a four-item test to measure the criteria variable, which is the JP of PSRs (2015).

On a five point Likert scale, from "strongly disagree" to "strongly agree," responses were gathered and recorded. Finding the connection between EI and JP of PSRs was the first goal of this research investigation.

Conclusion: Finding out how SS affected the link between EI and JP was the second goal of this research project. The results show a positive relationship between PSRs' EI and JP. A high level of EI teaches PSRs how to employ particular emotions to comprehend client wants, hit sales goals, grow market share, and improve JP. It was discovered, however, that SS does not modify the suggested relationship between EI and JP. One could also add that many do not anticipate SS. In order to perform better and avoid stress, those who are anticipating SS must actively engage in using EI to recognise and comprehend their own emotions as well as those of others.

(Shaban & Dr. Ruchika Yadav, April 2018)**Impact of Emotional Intelligence on Sales Performance:** Both primary and secondary data have been gathered for this study in order to give a thorough review of several Indian automobile companies. Finding: According to the current

study, Indian industries have a high prevalence of the impact of emotional intelligence on sales performance.

(AlDosiry, Othman H. Alkhadher, & Elsayed M. AlAqraa, July 2014) **Relationships between emotional intelligence and sales performance in Kuwait:** The target sample consisted of sales professionals working in the Kuwait automotive industry. The researchers met with and submitted formal proposals to managers of all 30 car dealerships in Kuwait. Twenty-four managers (80% of those approached) agreed to participate, resulting in a total of 218 sales employees who participated in this study. All participants sold cars or related services.

Salespeople who work in the automotive sector in Kuwait made up the target sample. All 30 Kuwaiti vehicle dealership managers were contacted by the researchers, who also presented them with written suggestions. A total of 218 sales personnel took part in this study, thanks to the participation of 24 managers (or 80% of those contacted). Every participant offered auto sales or related services.

(Pandya, Dr. Anjali Kalse, & Dr. Mona Sinha, 2022) **The Study Of Emotional Intelligence And Job Performance In The Pharmaceutical Sector With Respect To The Mumbai Region:**

The pharmaceutical sector in India is currently operating in a VUCA environment. Volatile, uncertain, complex, and ambiguous is referred to as VOCA. To succeed in this dynamic market, businesses need to be flexible as well as routinely monitor global trends and take prompt action as necessary. The biggest challenge facing the industry and the company is finding, developing, and retaining top executives.

Conclusion: Businesses require managers with strong emotional intelligence in order to perform at a better level due to the complexity of the commercial environment. Managing work-related stress is essential for obtaining good performance. As a result, developing emotional intelligence is essential. The corporation values its people resources because the Indian pharmaceutical industry is a knowledge-based one. This study explores the relationship between emotional intelligence and increased employee productivity.

Also investigated is whether organisational role stress mediates the relationship. A theoretical model and a hypothesis were constructed to understand the linkages. A survey of executives, or managers, working for all divisions of Indian pharmaceutical businesses was conducted in Mumbai. In order to find out whether a link exists and how significant it is, hypotheses were tested using correlation and regression. The effect of mediation was evaluated using R square. Kolmogorov-Smirnov tests were done to see if the data were normal. The study's p-value was less than 0.05. The demographic hypotheses were evaluated using non-parametric tests like the Kruskal-Wallis test and the Mann-Whitney U test. Emotional intelligence includes self-awareness, self-regulation, and social management.

(Z.Kasapi & A. Mihiotis, 2014) **Emotional Intelligence Quotient and Leadership Effectiveness in the Pharmaceutical Industry: A New Template:**

The target audience for the study was seniors, middle managers, and supervisors in pharmaceutical organisations. In order to extract and elaborate the following material, this study was concentrate on developing a theoretical communication model. It is suggested that the relationship between EQ, communication model, leadership, and organisations' decision-making processes be researched in diverse industries and professions in order for researchers to draw comparative results.

(Jameson & Aiden Carthy, July 2016) **Emotional intelligence and graduates – employers' perspectives:** Research has demonstrated that employers favour graduates who possess higher levels of emotional intelligence. Many initiatives to increase students' levels of EI have involved 'whole school' approaches, whereby generic EI skills programmes are delivered to all students in a third level institute.

According to research, employers favour graduates with greater levels of emotional intelligence. The delivery of general EI skills programmes to all students in a third-level institution has been a common strategy used to raise students' levels of emotional intelligence.

The importance and current state of graduates' social and emotional competences were discussed in this study based on results of a preliminary survey of employers (n = 500). Five industries that

have been highlighted as growing in Ireland were covered by the survey: engineering, IT/computing, professional services (including accounting, business, finance, HR, legal, and retail), science (including pharmaceutical and life sciences), and social science.

Conclusion: It aimed to investigate employers' viewpoints in order to ascertain whether different career sectors have varied expectations for graduates in terms of social and emotional competencies. Initial survey results showed a significant gap between the level of significance employers place on emotional intelligence competencies and the levels currently expressed by graduate employees. This might be a huge opportunity for students to learn the exact skills that are most valued by companies in their chosen fields of study, thereby improving their employability and career success. Qualitative interviews with a sample of top managers from all five sectors will wrap up phase one.

The creation of specially crafted modules for use with students in their final year of study in courses related to each of the five aforementioned areas will comprise phase two. Each of the five disciplines will choose a voluntary sample of final-year students and conduct EI testing on them. The intervention (i.e., the customised emotional competency modules) will subsequently be given to the students, who will then be divided into a control or an experimental group. Each student will participate in a competency-based interview with a professional in their field as part of this EI coaching in order to evaluate its efficacy. In phase three, employers will be surveyed again or interviewed to gather information.

2.1 Literature Gap:

On the term “emotional Intelligence” vast research was conducted in different industries Like, Financial services, Education, IT and Automobile and all mentioned industries show positive relationship between Emotional Intelligence and Sales Performance. Very few research was conducted in Pharmaceutical Industry and specifically in Gujarat. So, this is one attempt to conduct research in selected pharmaceutical companies of Gujarat and try to check Impact of Emotional Intelligence on Sales Performance of Sales Employees. This research covered some of the less study demographic variable also like, Type of Family, Marital status etc.

Chapter -3 Research Methodology

3.1 Overview

This chapter brief out about research methodology to identify the Impact of Emotional Intelligence on Sales Performance. This chapter covered purpose of study, research objectives, data sources, hypothesis of the study, data analysis, sample and sampling size and limitations of the study.

3.2 Purpose of Study

Main purpose of this study was establishing relationship between Emotional Intelligence and Sales Performance. Emotional Intelligence includes- Self Awareness, Self-Regulation, Social Awareness and Relationship Management. Emotional Intelligence is independent variable for study and Sales Performance is dependent variable for study. This research study also wanted to identified relationship between emotional intelligence with different demographic variables.

3.3 Objectives of Study

Primary Objective:

To Identify Impact of Emotional Intelligence on sales Performance in selected Pharmaceutical Companies of Gujarat.

Secondary Objectives:

- To find the relation between self-awareness and demographic details of respondents from selected pharmaceutical companies of Gujarat.
- To find the relation between self-management and demographic details of respondents from selected pharmaceutical companies of Gujarat.
- To find relationship between social awareness and demographic details of respondents from selected pharmaceutical companies of Gujarat.
- To find relationship between Relationship Management and demographic details of respondents from selected pharmaceutical companies of Gujarat.
- To find the impact of emotional Intelligence on sales performance on selected pharmaceutical companies of Gujarat.

3.4 Research Design

Descriptive Research Design

(Business Research Methods by Naval Bajpai, Pearson, pp. 33)

3.5 Sampling Techniques

Non-probability sampling techniques was used. sample was decided on the basis of two criteria;
1) Sample must be from selected from mentioned geographical area of Gujarat Like, Ahmedabad, Baroda, Ankleshwar, Bharuch and Valsad 2) The Sample must be from sales department of Pharmaceutical Industry.

3.6 Selection of the Sample

Sample selected from major pharmaceutical hub of Gujarat.

Location:

- Ahmedabad – 80 Respondents
- Baroda -80 Respondents
- Bharuch -80 Respondents
- Valsad – 80 Respondents
- Ankaleshwar -80 Respondents.

3.7 Sample Size

Primary data collected from five major pharma hub of Gujarat – including Ahmedabad, Baroda, Valsad, Ankleshwar and Bharuch. Total 400 sales employees data collected.

3.8 Data Collection Method

Structural questionnaire

3.9 Source of Data

The secondary data was collected from different reliable websites and other resources. The secondary data collected from the sources which contain the websites, magazines, software, books and Electronic database. Primary data collected through interview by using structural questionnaire.

3.10 Statistical Test

- Mean score analysis
- One way Anova
- Independent sample t test
- Regression Analysis

3.11 Scope of the Study

This research was carried out to establishing the relationship between Emotional Intelligence and Sales Performance .

3.12 Variable used for the study

- **Independent Variable:**
- Emotional Intelligence
- **Dependent Variable**
- Sales Performance
- **Demographic Variable:** Age, Gender, Marital Status, Experience, Income , types of Family and Location.

3.13 Scale adopted for study

Goleman Scale of Emotional Intelligence:

	SELF Personal Competence	OTHER Social Competence
RECOGNITION	<u>Self-Awareness</u> Emotional Self-Awarness Accurate Self-Assessment Self-Confidence	<u>Social Awareness</u> Empathy Service Orientation Organizational Awarness
REGULATION	<u>Self-Management</u> Self-Control Trustworthiness Conscientiousness Adaptability Achievement Drive Initiative	<u>RelationshipManagement</u> Developing Others Influence Communication Conflict Management Leadership Change Catalyst Building Bonds Teamwork and Collaboration

3.14 Hypothesis of the Study

Following null hypothesis developed for the study.

H0: There is no relationship between Self- awareness with Sales Performance. (correlation coefficient)

H0: There is no relationship between Self- regulation with Sales Performance. (correlation coefficient)

H0:There is no relationship between Social – awareness with Sales Performance.(correlation coefficient)

There is no relationship between Relationship Management with Sales Performance. (correlation coefficient)

H0: There is no significance difference in Self- Awareness of sales employees among various demographic factors(Like, Level of Income, Different experience group, Marital status, Type of Family, Designation of Employees and Location)(One way Anova)

H0: There is no significance difference in Self- Regulation of sales employees among various demographic factors(Like, Level of Income, Different experience group, Marital status, Type of Family, Designation of Employees and Location)(One way Anova)

H0: There is no significance difference in Social - Awareness of sales employees among various demographic factors(Like, Level of Income, Different experience group, Marital status, Type of Family, Designation of Employees and Location)(One way Anova)

H0: There is no significance difference in Relationship Management of sales employees among various demographic factors(Like, Level of Income, Different experience group, Marital status, Type of Family, Designation of Employees and Location)(One way Anova)

H0: There is no relationship in Sales Performance of sales employees among different demographic factors. Like, Level of Income, Different experience group, Marital status, Type of Family, Designation of Employees and Location) (One way Anova)

3.15 Limitation of the Study

The sample was selected only from major pharmaceutical hubs of Gujarat.

3.16 Pilot Study

Pilot study was completed with help of 50 respondents from Ahmedabad city, Gujarat.

3.17 Chapter Scheme

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Data Analysis and Interpretation

Chapter 5: Hypothesis Testing

Chapter 6: Finding

Chapter 7: Conclusion

Chapter -4 Data Analysis and Interpretation

4.1 Demographic Variable Analysis:

Sr. No	Designation of Employees	Frequency	Percentage
1	Trainee	78	19.5
2	Medical Representative	247	61.75
3	Other	75	18.75
Sr. No	Experience of Employees	Frequency	Percentage
1	Less than 2 Years	76	19
2	2 -3 years	39	9.75
3	4- 5 years	72	18
4	6 - 7 years	115	28.75
5	8- 9 years	30	7.5
6	10 -11 years	24	6
7	More than 11 years	44	11
Sr. No	Gender	Frequency	Percentage
1	Male	298	74.5
2	Female	102	25.5
Sr. No	Location	Frequency	Percentage
1	Ahmedabad	80	20
2	Baroda	80	20
3	Ankleshwar	80	20
4	Valsad	80	20
5	Bharuch	80	20
Sr. No	Monthly Income	Frequency	Percentage
1	Less than 15,000	16	4
2	15,000 – 30,000	67	16.75
3	30,001– 45,000	173	43.25
4	45,001 - 60,000	76	19
5	More than 60,000	68	17
Sr. No	Marital Status	Frequency	Percentage
1	Married	244	61
2	Unmarried	128	32
3	Widow	15	3.75
4	Divorced	13	3.25
Sr. No	Type of Family	Frequency	Percentage
1	Nuclear	309	77.25
2	Joint	91	22.75

Interpretation:

Demographic variables:

Designation: Designation of employees included, trainee, Medical Representative and others. 19.5 % of sales employees were having trainee job title. 61.75 % of sales employees were having medical representatives job title. 18.75 % of sales employees were having any other job title.

Experience of employees: 19 % of sales employees were having less than two years of experience. 9.75 % of sales employees were having 2- 3 years of experience. 18 % of sales employees were having 4-5 years of experience. 28.75 % of sales employees were having 6-7 years of experience. 7.5 % of sales employees were having 8 -9 years of experience. 6 % sales employees were having 10 -11 years of experience. 11 % of sales employees were having more than 11 years of experience.

Gender: 74.5 % of sales employees were male and 25.5 % of sales employees were female.

Location: 20 % respondents were taken from all five-location including, Ahmedabad, Baroda, Ankleshwar, Valsad and Bharuch.

Monthly Income: 4 % of sales employees were having less than 15,000 Income. 16.75 % respondents were having income between 15,000 -30,000. 43.25 % respondents were having income between 30,001-45,0000. 19 % of sales employees were having income between 45,001 - 60,000. 17 % of sales employees were having more than 60,000 income.

Marital Status: 61 % of sales employees were married and 32 % of employees were unmarried. 3.75 % of sales employees were window and 3.75 % of sales employees were divorced.

Type of Family: 77.25 % of employees were having nuclear family and 22.75 % of employees were having joint family.

4.2 Mean Score Analysis:

Mean Score Analysis of Sales Performance:

	Mean	Std. Deviation
I can surpass all business targets and goals during the year.	2.32	.782
I can easily produce sales with long term profitability.	1.70	.822
I am able to generate a high level of rupee sales.	2.62	.722
I can easily identify and sell to major accounts in my territory.	1.60	.723
I am able to make sales of high-profit margin products/services.	2.59	.723
I am able to generate the sale of company new products/services.	3.26	.948
I am able to produce a high market share.	2.20	.922

Interpretation:

- All above questions asked to check sales performance of sales employees. The Respondents agreed on statements “I can surpass all business targets and goals during the year.”(M=2.32, SD=.782), “I can easily produce sales with long term profitability.”(M= 1.70, SD =.822),“I can easily identify and sell to major accounts in my territory.”(M=1.60, SD.723), “I am able to produce a high market share”(M=2.20, SD=.922)
- Sales employees gave neutral responses on statements, “I am able to generate high level of rupee sales.”(M=2.62, SD=.722), “I am able to make sales of high-profit margin product/services(M=2.59, SD.723), “I am able to generate the sale of company new product/services.”(M= 3.26, SD=.948)

Mean Score Analysis of Self-Awareness.

	Mean	Std. Deviation
I am aware of the physical reactions (twinges, aches, sudden changes) that signal a “gut reaction.”	1.87	.903
I always know which emotions I am feeling and why.	2.10	.884
I have a guiding awareness of my values and goals.	1.99	.880
I am open to candid feedback, new perspectives, continuous learning and self Development	2.05	.934
I am decisive, and able to make sound decisions despite Uncertainties and pressures.	2.85	.908
I consider my emotional temperature before I make important decisions.	2.10	.896
I can identify the emotion I am feeling at any given moment.	1.93	.857
I am aware of my strengths and weaknesses.	1.98	.857
I recognize how my feelings affect my performance.	1.81	.780
I realize the links between my feelings and what I think, do, and say.	2.00	.909
I am reflective and try to learn from experience.	2.13	.967
I am able to show a sense of humour and perspective about myself.	2.11	.830
I can voice views that are unpopular and go out on a limb for what is right.	3.21	.869

Interpretation:

- This questions asked to know self- Awareness of Sales Employees. Sales employees agreed on statements, “I am aware of physical reactions(twinges, aches, sudden changes) that signal as a gut reaction”(M=1.87, SD=.903), “I am always know which emotions I am feeling and why(M= 2.10, SD=2.10), “I have guiding awareness regarding my values and goals”(M=1.90,SD=.880),” I am open to candid feedback, new perspectives, continuous learning and self development.”(M=2.05, SD=.934), “I consider my emotional tempura before I make important decisions”(M=2.10, S.D=.896), “I can identify emotion I am

feeling at any given moment.” (M=1.93, SD=.857), “I am aware of my strengths and weakness.” (M= 1.98, SD=.857), “I recognise how my feeling affect my performance”(M=1.81, SD =.780), “I realize the link between my feeling and what I think, do, and say.”(M=2.0, SD=.909), “I am reflective and try to learn from experience”(M=2.13, SD=.967), “I am able to show a sense of humour and perspective about myself(M=2.11, SD= .830),

Sales Employees gave neutral response on statements, “ I am decisive and able to make sound decision despite uncertainty and pressure.”(M= 2.85, SD=.908), “I can voice a view that are unpopular and go on of limb for what is right.”(M=3.21, SD= .869)

Mean Score Analysis of Self – Regulation.

	Mean	Std. Deviation
When I feel angry, I can still stay composed.	2.40	.832
I think clearly and stay focused under pressure.	2.11	.820
I build trust with other by being reliable and authentic.	2.12	.787
I take tough, principled stands even if they are unpopular.	3.24	.887
I can keep going on a project, despite obstacles.	2.03	.794
When I feel a strong impulse to do something, I usually pause to reflect and decide whether I really want to act on it.	1.61	.793
I am good at managing my moods, and I refrain from bringing negative emotions to work.	1.57	.891
I meet commitments and keep promises.	2.00	.857
I am organized and careful in my work.	2.30	.855
I smoothly handle multiple demands, shifting priorities, and rapid change	1.23	.698
I seek out fresh ideas from a wide variety of sources	2.38	.731
I entertain original solutions to problems, generate new ideas.	2.05	.849

Interpretation:

This question asked to know self-regulation ability of sales employees. Respondents agreed on statements, “When I feel angry, I can still stay composed” (M=2.40, SD.832) “I think clearly and stay focused under a pressure.” (M=2.11, SD=.820) “I build trust with others by being reliable and authentic”(M=2.12, SD.787), “I can keep going on project despite obstacles” (M=2.03, SD=.794),

“When I feel strong impulse to do something, I usually pause to reflect and decide whether I really want to act on it(M=1.61, SD= .793), “I am good at managing my moods, and I refrain from bringing negative emotions to work.”(M=1.57, SD=.891), “I meet commitments and keep promises” (M=2.00, SD=.857), “I am organized and careful in my work.” (M=2.30, SD=.855), “I smoothly handle multiple demands, shifting priorities and rapid change.(M=1.23, SD=.698), “I seek out fresh ideas from a wide variety of sources”(M= 2.38, SD=.731), “ I entertain original solutions to problems, generate new ideas.”(M=2.05, SD=.849)

Sales Employees gave neutral response on statements, I take tough principled stand even if they are unpopular(M=3.24, SD=.887)

Mean Score Analysis of Social – Awareness.

	Mean	Std. Deviation
I generally have an accurate idea of how another person perceives me during a particular interaction.	3.42	.920
I can engage in an interaction with another and pretty well size-up that person’s mood based on non-verbal signals.	2.17	.931
I can show empathy and match my feelings with those of another person in an interaction.	1.08	.949
I watch how others react to me to understand which of my own behaviors are effective and which are not.	3.25	.921
It’s easy to understand why other people feel the way they do.	2.22	.954
I understand customers’ needs and match them to services or products.	2.15	.868
I grasp a customer’s perspective, acting as a trusted advisor and seek ways to increase customer’s satisfaction and loyalty.	2.19	.910
I acknowledge and reward people’s strengths, accomplishments, and development.	2.04	.842
I offer useful feedback and identify people’s needs for Development	2.10	.875
I try to understand diverse worldviews and be sensitive to group differences and also respect and relate well to people from varied backgrounds.	1.44	.903
I see diversity as opportunity, creating an environment where diverse people can thrive	2.38	.879
I am good at accurately read key power relationships and detect crucial social networks.	1.36	.877

I have a good understanding of the forces that shape the views and actions of clients, customers, or competitors.	1.90	.897
I usually accurately read situations and organizational and external realities.	1.89	.898

Interpretation:

- The objective of asked this question was to know social awareness ability of sales employees. Respondents agreed on statements, I can engage in one interaction with another and are pretty well size-up that person’s mood and based on-verbal signals.(M=2.17, SD=.931), “I can show empathy and match my feelings with those of another person in an interaction.”(M=1.08, SD=.949), **“It is easy to understand why other people to understand feeling of other people. (M=2.22, SD=.954), “I Understand customer need’s and match them to services or products” (M=2.15, SD=.868), “I grasp a customer’s perspective, acting as a trusted advisor and seek ways to increase customer’s satisfaction and loyalty.”(M=2.19, SD=.910),”I acknowledge and reward people’s strengths, accomplishments, and development.” (M= 2.04, SD=.842), “I offer useful feedback and identify people’s needs for Development”(M= 2.10, SD=.875), “I try to understand diverse worldviews and be sensitive to group differences and also respect and relate well to people from varied backgrounds.”(M=1.44, SD=.903), “I see diversity as opportunity, creating an environment where diverse people can thrive.”(M= 2.38, SD=.879)**
- Respondents gave neutral Response on the statements, “I generally have accurate idea of how other person precise me during particular interaction. (M=3.24, SD=.920),” I watch how others reacted to me to understand which of my own behaviors are effective and which are not” (M= 3.25, SD=.921),

Mean Score Analysis of Relationship Management.

	Mean	Std. Deviation
I readily admit mistakes and apologize.	2.07	.874
I can deal calmly, sensitively, and proactively with the emotional displays of others and others feel encouraged after talking to me.	2.02	.895
I am respected and liked by others, even when they don’t agree with me.	1.98	.912

I handle difficult people and tense situations with diplomacy and tact.	2.12	.954
I spot and nurture opportunities & collaboration and orchestrate win-win solutions.	2.01	.922
I cultivate and maintain extensive informal networks and build rapport and keep others in the loop.	2.80	.889
I seek out relationships that are mutually beneficial.	1.92	.902
I balance a focus on task with attention to relationships and promote a friendly, cooperative climate.	2.02	.845
I model team qualities like respect, helpfulness, and cooperation and commitment.	2.05	.912
I draw all members into active and enthusiastic participation. I protect the group and its reputation, and share credit with the group.	2.31	.896
I step forward to lead as needed, regardless of position and also guide the performance of others while holding them accountable.	2.97	.889
I am good at give-and-take, and am able to attune my message according to the emotional cues I pick up.	1.34	.876
I listen well, foster open communication, seek mutual understanding, and stay receptive to bad news as well as good.	2.32	.890

Interpretation:

This question asked to know Relationship Management ability of Sales Employees. Sales Employees agreed on statements, “I readily admit mistakes and apologize.”(M=2.07, SD= .874). “I can deal calmly, sensitively, and proactively with the emotional displays of others and others feel encouraged after talking to me.” (M= 2.02, SD=.895). “I am respected and liked by others, even when they don’t agree with me.” (M=1.98, SD=.912)“I handle difficult people and tense situations with diplomacy and tact.”(M=2.12, SD=.954) “I spot and nurture opportunities & collaboration and orchestrate win-win solutions.” (M=2.01, SD=.922)“I seek out relationships that are mutually beneficial.” (M=1.92, SD=.902), “I balance a focus on task with attention to relationships and promote a friendly, cooperative climate.” (M=2.02, SD=.845) “I model team qualities like respect, helpfulness, and cooperation and commitment.”(M= 2.05, SD .912), “I draw all members into active and enthusiastic participation. I protect the group and its reputation,

and share credit with the group.”(M= 2.31, SD=.896), “I am good at give-and-take, and am able to attune my message according to the emotional cues I pick up.” (M= 1.34, SD=.876), “I listen well, foster open communication, seek mutual understanding, and stay receptive to bad news as well as good.” (M=2.32, SD=.890)

Respondents gave neutral response on statements, “I cultivate and maintain extensive informal networks and build rapport and keep others in the loop.”(M=2.80, SD=.889), “I step forward to lead as needed, regardless of position and also guide the performance of others while holding them accountable.”(M=2.97, SD=.889).

4.3 Reliability Test:

Sr. No	Particular	Reliability test Value
1	Self – Awareness	.739
2	Self- Regulation	.764
3	Social – Awareness	.740
4	Relationship Management	.789
5	Sales Performance	.714

Interpretation.

If Cronbach alpha value is >0.7 that scale is considered as reliable for further study. All scale of Emotional intelligence (self – awareness, self- regulation, social awareness and relationship management) and sales performance are considered as reliable for the further analysis.

Chapter -5 Hypothesis Testing

5.1 Correlation – Coefficient between Emotional Intelligence and Sales Performance.

Sr. No	Hypothesis	Pearson Correlation Value	Significance Value	Output
1.	H0: There is no relationship between Self - Awareness and Sales Performance.	0.785	0.036	Rejected
2.	H0: There is no relationship between Self-Regulation and Sales Performance.	0.456	0.068	Fail to reject
3.	H0: There is no relationship between Social – Awareness and Sales Performance.	0.742	0.046	Rejected
4.	H0: There is no relationship between Relationship Management and Sales Performance.	0.750	0.028	Rejected

Correlation – Coefficient

Sr. No	Hypothesis Interpretation
1.	Ho: There is no relationship between Self – Awareness with Sales Performance.
	Interpretation: A Person Correlation coefficient was computed to assess the liner relationship between Self- Awareness and Sales Performance. There was a positive correlation between the two-variable $r(398) = 0.78, p=0.036$.
2.	H0: There is no relationship between Self- Regulation and Sales Performance.
	Interpretation: A Person Correlation coefficient was computed to assess the liner relationship between Self Awareness and Sales Performance There was a no correlation between the two variable $r(398) = 0.456, p= 0.068$.
3.	H0: There is no relationship between Social – Awareness and Sales Performance.

	Interpretation: A Person Correlation coefficient was computed to assess the liner relationship between social – Awareness and Sales Performance. There was a positive correlation between the two-variable $r(398) = 0.74, p= 0.046$.
4.	H0: There is no relationship between Relationship Management and Sales Performance.
	Interpretation: A Person Correlation coefficient was computed to assess the liner relationship between Relationship Management and Sales Performance. There was a positive correlation between the two-variable $r(398), =0.75, P= 0.028$

5.2 One-way Anova.

Sr. No	Hypothesis	Value	Output
1.	H0: There is no significance difference in self - awareness of sales employees among various experience group of sales employees.	0.047	Rejected
2.	There is no significance difference in self -regulation of sales employees among various experience group of sales employees.	0.047	Rejected
3.	There is no significance difference in social – awareness of sales employees among various experience group of sales employees.	0.064	Rejected
4.	There is no significance difference in relationship management of sales employees among various experience group of sales employees.	0.752	Fail to Reject
5.	There is no significance difference in self-Awareness of sales employees among various income group of sales employees.	0.045	Rejected
6.	There is no significance difference in self-regulation of sales employees among various income group of sales employees.	0.297	Fail to reject

7.	There is no significance difference in Social Awareness of sales employees among various income group of sales employees.	0.028	Rejected
8.	There is no significance difference in Relationship Management of sales employees among various income group of sales employees.	0.0369	Rejected

Sr. No	Hypothesis
1.	H0: There is no significance difference in self-awareness of sales employees among various experience group of sales employees.
	One way Anova conducted to check the significance difference in self – Awareness of sales employees among various experience group of respondents. There is significance difference in self- awareness of sales employees among various experience group of sales employees at the $p > 0.05$ level for three conditions $[F(6,393) = 2.148, p = 0.047]$.
2.	There is no significance difference in self -regulation of sales employees among various experience group of sales employees.
	One way Anova conducted to check the significance difference in self -regulation of sales employees among various experience group of respondents. There is significance difference in self- regulation of sales employees among various experience group of sales employees at the $p > 0.05$ level for three conditions $[F(6, .229) = 2.152, p = 0.047]$.
3.	There is no significance difference in social – awareness of sales employees among various experience group of sales employees.
	One way Anova conducted to check the significance difference in social- awareness of sales employees among various experience group of sales employees. There is significance no difference in social- awareness of sales employees among various experience group of sales employees at the $p > 0.05$ level for three conditions $[F(6, .365) = 2.006, p = 0.064]$.
4.	There is no significance difference in relationship management of sales employees among various experience group of sales employees.

	One way Anova conducted to check the significance difference in relationship management of sales employees among various experience group of respondents. There is no significance difference in relationship management of sales employees among various experience group of sales employees at the $p > 0.05$ level for three conditions [F(6, .130) =.573, $p=0.752$].
5.	There is no significance difference in self-Awareness of sales employees among various income group of sales employees.
	One way Anova conducted to check the significance difference in self- awareness of sales employees among various income group of sales employees. There is no significance difference in relationship management of sales employees among various income group of sales employees at the $p > 0.05$ level for three conditions [F(4, 395) =.2.155, $p=0.045$].
6.	There is no significance difference in self-regulation of sales employees among various income group of sales employees.
	One way Anova conducted to check the significance difference in self- regulation of sales employees among various income group of sales employees. There is no significance difference in self- regulation of sales employees among various income group of sales employees at the $p > 0.05$ level for three conditions [F(4,395) =1.230 $p=0.297$].
7.	There is no significance difference in Social Awareness of sales employees among various income group of sales employees.
	One way Anova conducted to check the significance difference in social -awareness of sales employees among various income group of sales employees. There is no significance difference in social - awareness of sales employees among various income group of sales employees at the $p > 0.05$ level for three conditions [F (4,395) =2.158 $p=0.048$].
8.	There is no significance difference in Relationship Management of sales employees among various income group of sales employees.
	One way Anova conducted to check the significance difference in relationship management of sales employees among various income group of sales employees. There is no significance difference in social - awareness of sales employees among various income group of sales employees at the $p > 0.05$ level for three conditions [F (4,395) =2.162 $p=0.042$].

Chapter -6 Findings

1. Sales employees agreed that they were able to achieve target and goals.
2. To sale new product in market was difficult for them. Sales employees were able to identify major accounts from their territory.
3. Sales employees are having good social – awareness and relationship Management ability compared to self- awareness and self – regulation.
4. There is a correlation between self – awareness, social awareness and relationship management with sales performance of sales employees.
5. This research study concluded that there is no correlation between self-regulation and sales performance of sales employees.
6. There is a significance difference in self – awareness and self- regulation of sales employees among various experience group of respondents.
7. There is no significance difference in social – awareness and relationship management among various experience group of respondents.
8. There is scope to improve Emotional Intelligence and increase sales performance of sales employees.

Chapter 7 – Conclusion

Emotional intelligence in sales is frequently undervalued.

The capacity to control one's emotions and respond to those of others is one of many soft talents that are now more crucial in sales than hard abilities like overselling the product, assertiveness, dependence on facts and data, and swift movement down the sales funnel.

Soft skills, such as the capacity to control one's own emotions and react to those of others, are now more crucial in sales than hard skills, such as overselling a product, assertiveness, reliance on facts and figures, and swift movement down the sales funnel.

This research work established the positive correlation between Emotional Intelligence and Sales Performance in selected pharmaceutical companies of Gujarat and suggested some of the techniques for sales employees to increase emotional Intelligence of sales employees, Like, include emotional Intelligence test in recruitment process, need to give time to time training to sales employees related to Emotional Intelligence.

References

- AlDosiry, K. S., Othman H. Alkhadher, & Elsayed M. AlAqraa. (July 2014). Relationships between emotional intelligence and sales performance in Kuwait. *Journal of Work and Organizational Psychology*, 39-45.
- Ali, M. (August 2018). *Impact of Emotional Intelligence on Sales Performance of Sales People in Surgical Trading Firms in Pakistan: A Case Study Approach*. Dublin Business School.
- Amjad, S. (June 2018). Emotional Intelligence, Organizational Commitment and Job Performance in Pakistan. *Market Forces ollege of Management Sciences*, 56-69 .
- DOPSON, E. (2021, March 11). *Super Office*. Retrieved from <https://www.superoffice.com/blog/emotional-intelligence/>
- Dr.B.Radha, & A.Bhavani Shree. (December-2017). Impact of Emotional Intelligence on Performance of Employees and Organizational Commitment in Software Industry. *International Academic Research Journal of Business Management*, 17-28.
- Foundation, I. B. (2023, February). *Indian Brand Equity* . Retrieved from <https://www.ibef.org/industry/pharmaceutical-india>
- Foundation, I. B. (2023, February). *Indian Brand Equity Foundation*. Retrieved from <https://www.ibef.org/industry/pharmaceutical-india>
- Jameson, A., & Aiden Carthy. (July 2016). Emotional Intelligence and Graduates – Employers’ Perspectives. *Procedia - Social and Behavioral Sciences*, 515-522.
- Kannaiah, D. D., & Dr. R. Shanthi. (2015). A Study on Emotional Intelligence At Work Place. *European Journal of Business and Management* , 147-154.
- O'Connor, P. J., & Andrew Hill. (28 May 2019). The Measurement of Emotional Intelligence: A Critical Review of the Literature and Recommendations for Researchers and Practitioners. *Front. Psychol.*
- Pandya, D. J., Dr. Anjali Kalse, & Dr. Mona Sinha. (2022). THE STUDY OF EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE IN THE PHARMACEUTICAL SECTOR WITH RESPECT TO THE MUMBAI REGION. *JOURNAL OF PHARMACEUTICAL NEGATIVE RESULTS*, 2384–2398.
- Quest, S. (April , 2023). *Global Pharmaceutical Market*. Sky Quest .
- Shaban, M., & Dr. Ruchika Yadav. (April 2018). Impact of Emotional Intelligence on Sales Performance. *Journal of Business and Management*, 8-13.
- Stanley, C. (2022, December 7). *PDA Group Enabling best Performance*. Retrieved from <https://www.pdagroup.net/en/featured-insights/spotlight/expert-talk-the-importance-of-emotional-intelligence-in-sales-and-sales-leadership>

Wisker, Z. L., & Athanasios Poulis. (July - September 2014). Emotional Intelligence – Sales Performance Relationship: A Mediating Role of Adaptive Selling Behaviour. *International Journal of Management and Economics*, 32-52.

Z.Kasapi, & A. Mihiotis. (2014). Emotional Intelligence Quotient and Leadership Effectiveness in the Pharmaceutical Industry: A New Template. *International Journal of Business Administration*.

Annexure

Dear Respondent,

I, Shradhaba Shailendrasinh Gohil Research Scholar of M.S. University, Baroda. I would like to conduct survey on **“Impact of Emotional Intelligence on Sales Performance of selected pharmaceutical companies of Gujarat.”** Give your valuable response. Thank you!!

Demographic Information

Name :

Name of your company

Location:

- a) Ahmedabad
- b) Baroda
- c) Ankleshwar
- d) Valsad
- e) Bharuch

Designation:

- a) Trainee
- b) Medical Representative
- c) Other _____.

Experience:

- a) Less than 2 years
- b) 2- 3 years
- c) 4-5 years
- d) 6-7 years
- e) 8-9 years
- f) 10-11 years
- g) More than 11 years

Gender:

- a) Male
- b) Female

Income: (Monthly Income)

- a) Less than 15,000
- b) 15,000 – 30, 000
- c) 30,001– 45,000
- d) 45,001 - 60,000
- e) More than 60,000

Marital status:

- a) Married
- b) Unmarried
- c) Widow
- d) Divorced

Type of Family

- a) Nuclear
- b) Joint

Q1. Show your level of agreement for the following statements of **Self-Awareness**

(1 = Strongly Agree 2= Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree)

Sr. No	Statements	1	2	3	4	5
1)	I am aware of the physical reactions (twinges, aches, sudden changes) that signal a “gut reaction.”					
2)	I always know which emotions I am feeling and why.					
3)	I have a guiding awareness of my values and goals.					
4)	I am open to candid feedback, new perspectives, continuous learning, and self-development.					
5)	I am decisive, and able to make sound decisions despite Uncertainties and pressures.					
6)	I consider my “emotional temperature” before I make important decisions.					
7)	I can identify the emotion I am feeling at any given moment.					
8)	I am aware of my strengths and weaknesses.					
9)	I recognize how my feelings affect my performance.					
10)	I realize the links between my feelings and what I think, do, and say.					
11)	I am reflective and try to learn from experience.					

12	I am able to show a sense of humour and perspective about myself.					
13	I can voice views that are unpopular and go out on a limb for what is right.					

Q2. Show your level of agreement for the following statements of **Self-Management** (1 = Strongly Agree 2= Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree)

Sr. No.	Statements	1	2	3	4	5
1)	When I feel angry, I can still stay composed.					
2)	I think clearly and stay focused under pressure.					
3)	I build trust with other by being reliable and authentic.					
4)	I take tough, principled stands even if they are unpopular.					
5)	I can keep going on a project, despite obstacles.					
6)	When I feel a strong impulse to do something, I usually pause to reflect and decide whether I really want to act on it.					
7)	I am good at managing my moods, and I refrain from bringing negative emotions to work.					
8)	I meet commitments and keep promises.					
9)	I am organized and careful in my work.					
10)	I smoothly handle multiple demands, shifting priorities, and rapid change.					
11)	I seek out fresh ideas from a wide variety of sources					
12)	I entertain original solutions to problems, generate new ideas.					

Q3. Show your level of agreement for the following statements of **Social Awareness** (1 = Strongly Agree 2= Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree)

Disagree)

Sr.No	Statements	1	2	3	4	5
1)	I generally have an accurate idea of how another person perceives me during a particular interaction.					
2)	I can engage in an interaction with another and pretty well size-up that person's mood based on non-verbal signals.					
3)	I can show empathy and match my feelings with those of another person in an interaction.					
4)	I watch how others react to me to understand which of my own behaviors are effective and which are not.					
5)	It's easy to understand why other people feel the way they do.					
6)	I understand customers' needs and match them to services or products.					
7)	I grasp a customer's perspective, acting as a trusted advisor and seek ways to increase customer's satisfaction and loyalty.					
8)	I acknowledge and reward people's strengths, accomplishments, and development.					
9)	I offer useful feedback and identify people's needs for Development					
10)	I try to understand diverse worldviews and be sensitive to group differences and also respect and relate well to people from varied backgrounds.					
11)	I see diversity as opportunity, creating an environment where diverse people can thrive					
12)	I am good at accurately read key power relationships and detect crucial social networks.					
13)	I have a good understanding of the forces that shape the					

	views and actions of clients, customers, or competitors.					
14)	I usually accurately read situations and organizational and external realities.					

Q4. Show your level of agreement for the following statements of Relationship Management

(1 = Strongly Agree 2= Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree)

Sr. No	Statements	1	2	3	4	5
1)	I readily admit mistakes and apologize.					
2)	I can deal calmly, sensitively, and proactively with the emotional displays of others and others feel encouraged after talking to me.					
3)	I am respected and liked by others, even when they don't agree with me.					
4)	I handle difficult people and tense situations with diplomacy and tact.					
5)	I spot and nurture opportunities & collaboration and orchestrate win-win solutions.					
6)	I cultivate and maintain extensive informal networks and build rapport and keep others in the loop.					
7)	I seek out relationships that are mutually beneficial.					
8)	I balance a focus on task with attention to relationships and promote a friendly, cooperative climate.					
9)	I model team qualities like respect, helpfulness, and cooperation and commitment.					
10)	I draw all members into active and enthusiastic participation. I protect the group and its reputation, and share credit with the group.					
11)	I step forward to lead as needed, regardless of position and also guide the performance of others while holding them accountable.					
12)	I am good at give-and-take, and am able to attune my message according to the emotional cues I pick up.					
13)	I listen well, foster open communication, seek mutual understanding, and stay receptive to bad news as well as good.					

Q5. Give your Opinion regarding following statements of Sales Performance (1 = Strongly

Agree 2= Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree)

Sr. No	Statements	1	2	3	4	5
1)	I am able to produce a high market share.					
2)	I am able to make sales of high-profit margin products/services.					
3)	I am able to generate a high level of rupee sales.					
4)	I am able to generate the sale of company new products/services.					
5)	I can easily identify and sell to major accounts in my territory.					
6)	I can easily produce sales with long term profitability.					
7)	I can surpass all business targets and goals during the year.					

Thanking you for your valuable response.....