

Factors Influencing Salespeople's Consistency to Enhance Sale Performance: A Moderating Role of Self-Efficacy

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Abstract

The purpose of this analysis is to examine the impact of emotional intelligence (EI) and market orientation (MO) as an antecedent of sales performance (SP). Furthermore, this paper investigates the moderating role of self-efficacy on the relationship between EI, MO, and SP. To achieve this, 285 questionnaires were sent to ten pharmaceutical companies' top, middle, and low-level managers in two Pakistani cities. The choice of these companies was dependent on simple random sampling methods and minimal sample size estimation techniques. Structural equation modeling (SEM) is then applied to analyze the model and hypothesis, and partial least squares regression is used for data processing in Smart-PLS. The findings presented here suggest that the two dimensions – emotional intelligence and market orientation – positively impact the performance of sales staff. The results also support the moderation effect of self-efficacy on the relationships between EI, MO, and SP. Both EI and MO are identified as vital influencers of sales results concerning return on revenue and future industry insight, evident market patterns, and business predictions. Sales staff behavior needs to adjust based on these changes, especially considering large differences in the competitive trade and market climate and due to the severe rivalry between businesses and client usage habits. This research adds to the literature by identifying the unexplored moderation impact of self-efficacy on EI, MO, and SP. Furthermore, it expands the literature on self-efficacy effects, currently limited to attitudes and performance.

Keywords: Self-Efficacy, Emotional Intelligence, Market Orientation, Sales Performance.

Introduction

In any dynamic market with an unpredictable and challenging business climate, an organization's market orientation (MO) intensity is critical to its success (Rao, Raju, & Anjum, 2020). The service industry has been among the largest contributors to the economy of Pakistan, as it accounted for 53.86% of the country's GDP in 2019. And the pharmaceutical service industry as such can be seen as one of the main contributors to the country's economy (Economic Survey of Pakistan, 2018; Ikhsan et al., 2018). In order to attain Pakistan's 2030 goal of taking the pharmaceutical industry to the top five largest industries in Pakistan, pharmaceutical industry needs to establish emotional intelligence (EI) and MO abilities for higher sales performance (SP) (Shariq et al., 2019). Therefore, the Emotional indicators during encounters at work may have a substantial effect on the behavior of employees. Workplaces require emotionally intelligent people, who are willing to efficiently recognize, control, and concentrate their emotions, and can cope with the challenges of everyday life efficiently (Adly & El, 2019). Unintentionally, a manager who is unable to identify emotions could ignore major emotional signals from their colleagues. Similarly, a manager who is unfit to control their feelings could create conflict due to inappropriate behavior (Zampetakis et al., 2011). EI is therefore seen as a variable for influencing a manager's decisions of improving both organizational and individual performance (Heléna, 2020).

A large number of additional studies serve as a point of reference for the research implementation that explored MO and its impact on SP in different countries and on different industries (Lee et al., 2015; Pattanayak, 2017; Šályová et al., 2015). The authors conducted primary research and gathered data from companies' responses from an online questionnaire. While a few studies demonstrate an unfavorable or non-significant correlation among MO and SP, most research implies a positive relationship between these (Hamzah & Othman, 2020; Kohli & Jaworski, 1990; Terho et al., 2017). Based on the results of Rao et al., (2020), it has been apparent that there are choices for marketing policy makers to select value-enhancing dimensions of MO due to the multidimensional essence of MO. Nevertheless, empirical data on the relationship of MO and its dimension to SP must still be considered by research, supported by the moderating influence of other context-related factors (Hamsal, 2018).

Self-efficacy applies to the assumptions of individuals regarding their own ability to coordinate and execute acts and behaviors necessary to achieve a certain

performance(Bandura, 1986). The simple concept is that avail triggering self-regulatory mechanism, such as self-efficacy, one's personal dispositions influences one's actions. Many EI researchers have indicated that instead of its ties to emotional self-efficacy, the EI attribute can have a positive effect on performance(Cohen, 2015). However, there is no complete analysis of the relationship between the principles of EI, MO and SP. A few researchers have found only a significant association among the EI trait and self-efficacy, while others have indicated the EI variable measured expectations of self-efficacy relative to a neutral one in a stress situation(Mikolajczak & Luminet, 2008). Self-efficacy applies to people's level of confidence in the completion of job behaviors based on the abilities they have developed(Ajzen, 2011). Self-efficacy in general affects work stress, job burnout, and job satisfaction. Studies have shown that self-efficacy is linked to competency in EI and MO. A method of defining motivation is the Self-Efficacy Theory(Bandura, 1977) and research findings have shown that self-efficacy also a good indicator of high-performance (Bandura, 1986). We can increase our confidence and performance by growing our self-efficacy, or that of our teams. EI and MO are therefore positioned to influence SP, but the self-efficacy relation among EI, MO, and SP was not looked at in these studies. This paper explores the significance of EI, MO and self-efficacy as a moderator that can result in high sales where a dependent variable is taken as SP. The following three main goals are established for this research analysis:

- Is a salesperson's EI positively related to their SP?
- Are a salesperson's MO skills positively related to their SP?
- Does self-efficacy have an impact in moderating the relationship between EI, MO, and SP?

Theoretical Background and Hypotheses Development

In addition to being the primary driver of revenue generation, sales staff is also an important source of potential market intelligence, predefined timeframe dynamics, and industry forecasting. Organizations need to provide a more comprehensive knowledge of the market, consumers and salespeople with the unique demands of consumers and the complexity of the market in emerging economies(Hughes et al., 2013). It is therefore necessary to further explain the performance structure of salespeople in an organization. The performance of categories and rapidly competitive pressures in various industries have garnered the interest of

professionals in the industry(Kim & Lee, 2020).

Existing studies indicate that EI and MO have a positive relationship with company performance. However, available research generally neglects the effects of personal salesperson variables – such as self-efficacy –on their performance. Salespeople in business-to-business markets (B2B) serve companies as clients to provide solutions to the business problems they are confronted with (Itani et al., 2017). In recent decades the core of the problem-solution function has radically changed though: Clients now have access to a wealth of company intelligence, overcoming asymmetry of knowledge (Kanwal et al., 2020).

It is identified that over the past 4 years, the cumulative average growth rate (CAGR) of domestic pharmaceutical companies in Pakistan was 13.1%, which surpassed the 9.34% CAGR of multinational corporations (MNCs) (Mirza, 2020). The quarterly revenue of domestic pharmaceutical firms went up significantly by 200 billion USD as of March 31, 2020, along with 130 billion USD approximately as of March 31, 2016, making it comparable to MNCs (Mirza, 2020). Medicines continued operational and increased dramatically during the Covid-19 pandemic. The Pakistani Market Outlook for the fiscal year of 2019-2020 indicates that the pharmaceutical industry's growth rate may have slowed significantly, as the growth rate dropped by 5.38% from July 2019 to March 2020, compared to 8.66% over the same time spanning 2018-2019 (Zandi et al., 2020).

There are few studies on sales staff results, particularly for the Pakistani pharmaceutical industry. Salespeople of any organization are under the highest pressure to ensure a company's going concern while also maximizing margins. Establishing a company's sales efficiency falls on the salespeople in these organizations. Therefore, it seems important to concentrate on ways of enhancing sales staff performance, which will significantly contribute to a company's longevity and profitability. This research paper aims to examine the moderating effect of self-efficacy along with the effect of sales staff's emotional intelligence and market orientation on an organization's sales performance.

Emotional Intelligence and Sales Performance

Emotional Intelligence (EI) has become a key subject for research in the fields of human resource management, psychology, and organizational behavior. The understanding of oneself and of others' thoughts and emotions, and the use of this knowledge on how to

behave(Asrar-ul-Haq et al., 2017). The three forms of EI as 1) the ability to communicate and measure emotions, 2) emotional laws, and 3) the efficient use of emotions. As such, EI can be found to be a different sort of intelligence compared to analytical intelligence (IQ), with either having an influence on work performance (Sabie & Apostol, 2020). Two primary factors of emotional intelligence are interpersonal relationships and personal inner intelligence, making it more essential to living well than IQ (Asrar-ul-Haq et al., 2017). EI skills can be enhanced, while IQ has been found to remain stable (Goleman, 1998). These and many other studies help scholars to investigate the correlation between job performance and emotional intelligence, which is described as the skill of a person to fulfill the company's objectives (Adly & El, 2019; Rao, Tahir Anees, Valliappan, Raju, Muhammad, 2019).

The results demonstrate that the association ranges from 24 to 30 between these three streams of job performance, and is related to extraversion, awareness, neuroticism, openness, and cognitive ability. Streams 2 and 3 have the highest incremental performance of the Five-Factor Model (FFM). Using payoff analysis to predict job performance, has found that these three EI components are perhaps the most relevant depending on investigative mission and intelligence. In review, they concluded that all findings support the efficacy of EI. It is very significant and positively linked to the relationship between job performance and emotional intelligence. All three streams of EI are at the same stage relevant to job performance. EI's effect on job performance was found to be higher than the impact of personality or cognitive ability (Anees, Raju, Cavaliere, et al., 2020).

Salespeople want to work at a company because emotional skills and social skills are highly rated in this work environment. If their social and emotional capacities are properly controlled when facing challenges, they will retain a high degree of motivation and resolve adverse criticism and disappointment, with their performance being higher (Miao & Wang, 2016). Salespeople with a high degree of emotional intelligence are extremely adaptable to changing circumstances in sales. Schwepker and Schultz (2015) conducted in-depth research with salespeople, during which they discovered that sales staff was using emotional intelligence to increase productivity without their knowledge. Salespeople who were aware of the situation even claimed they were deploying EI (Schwepker & Schultz, 2015). They also considered the significance of other emotions, which influenced the way they meet with consumers. They built their own impression on the clients' self-image. A significant aspect of this is often perception. Self-regulation is considered necessary in order to solve

client problems and consideration must be paid to critical issues (Schwepker & Schultz, 2015). The study reflects several interactions as well as the relevance of job performance and emotional intelligence. Therefore, the following hypotheses are proposed:

H1 A sales person's EI is positively associated with their SP.

Market Orientation and Sales Performance

Today's economy has seen a shift from seller-controlled marketplaces to buyer-controlled marketplaces. To insure their continued survival and profitability, this trend induces businesses to increase their pursuit of economic benefit despite tougher competition. Practitioners and researchers have been giving importance to the idea of market orientation since the groundbreaking work of Narver and Slater (1990). They claim that this has led to three organizational behaviors, namely "getting information about buyers and competitors in the target market and spreading this information throughout the business (Narver & Slater, 1990)." Therefore, three behavioral elements reflect market orientation: consumer orientation, competitor orientation, and inter-functional coordination. The analysis of market positioning as a cultural function enables researchers to expand the idea to new behavior trends. For this reason, a new dimension was proposed by Gatignon and Xuereb (1997): the technological orientation of a firm, which they described as a company's technical expertise to create new technical processes that address and meet new consumer needs. Its three primary aspects – customers, competitors, and technological direction – are treated separately (Gatignon & Xuereb, 1997).

The aim to assess and enhance the perception of the phenomena of market orientation, simply by focusing on various indicators of how corporate performance is influenced by market orientation (Kohli & Jaworski, 1990). The absence of information about market positioning influences how market positioning affects employee-related factors, especially those related to sales staff (Kirca, 2005). Sales staff plays a significant role in the regulatory oversight of suppliers and consumers. They are in direct contact with buyers to create revenue. Since it is known that the interaction between a seller and buyer has a direct effect on sales, the seller's personal market positioning geared towards the buyer is interesting (Kirca et al., 2005). Researchers continue to concentrate on hypotheses focused on selling companies and believe that now the transmission of data within an enterprise is a type of flow of information that can speed up the market positioning of the organization and regard its variations as an

impacting factor. People have a clear knowledge of market positioning within the specific period of time. Researchers seek to develop a better understanding of its more dynamic relationships (such as creativity, entrepreneurship, and learning organizations) between market positioning, business results, and other departments (Anees, Raju, & Anjum, 2020; Anjum, Ramzani, et al., 2018).

Market and value co-creation is a process that not only involves internal resource alignment to highlight particular benefits, but also requires time, attention, and resources to engage with consumers to capture and explore opportunities (Cronk, 2017). From a market orientation perspective, with growing demand from pharmaceutical firms for sustainability, managers need to become much more involved and concentrate on meeting market demand, create strategies to increase productivity and ensure market improvement. Sales staff should have adequate capacity to consider customers' preferences and needs in order to schedule or supply goods according to their customers' requirements. According to market dynamics and environmental dynamics, the sales force must not only consider the entire customer value chain today, but also how this chain continues to evolve (Anees et al., 2020). Organizations committed to higher customer value often provide creative business processes in contrast to goods and services (Fallah et al., 2018). Finally, by concentrating clearly on customers, competition, and technology, this conceptualization involves multiple types of factors that affect salesperson performance. The market positioning of sales staff can also be seen to have a direct positive effect on sales performance.

H2 A sales person's MO is positively linked to their SP.

2.3.1. Self-Efficacy as a Moderator

Emotional Intelligence and Market Orientation offer little benefit for sales staff who are not paying attention to customers' long-term desires, and in return, would have had no influence on sales performance. Self-efficacy according to (Albert Bandura, 2010) is someone's perceived capability to execute an activity with the goal of attaining an anticipated performance level. This association between self-efficacy and performance is highly suggested by social cognitive theory (Albert Bandura, 2010). Several other researchers have found that self-efficacy and the performance of sales staff have a significant link. A seller's self-efficacy is an individual level state and is described as "believing that one has the ability to perform and coordinate the necessary steps to achieve the required achievements" (Farrukh et al., 2017;

Groza & Groza, 2018; Zreen et al., 2020). The theoretical structure states that the role of the moderator related to SP plays a significant role in self-efficacy. Previous researchers have found that individuals with similar abilities can gain high or low performance levels on the basis of self-efficacy, thereby decreasing or improving their activities and motivation. Self-efficacy is described as the understanding of the abilities of sellers to sell their services and goods. Previous findings have demonstrated that SP and self-efficacy are positively correlated (Moon & Hur, 2011; Verbeke et al., 2010).

The self-efficacy of sales staff not only allows handling complexity, but also plays a significant role in stress generation. Their research also shows that self-efficacy plays a mediating role among complexity and performance (Susetyo & Lestari, 2014). The effect of personality traits on academic performance was examined by some other research by Fosse et al. (2015) where the mediating role of self-efficacy was examined. Their findings indicate that to some degree, self-efficacy mediates the relationship between responsibility and performance. Monteiro and Vieira (2016) utilized information gathered from 290 salespeople to demonstrate that the potential of salespeople has a significant effect on their self-efficacy and adaptability. We concentrate on personal and job self-efficacy as a core dimension of personal competence, which is, the confidence in individual competence and work ability (Bandura, 1997).

Efficacy is linked to self-directed motivation, energy, and positive performance goals based on self-ability and capacity beliefs (Farrukh, Rehman, et al., 2016). Employees with work-related self-efficacy might have enough motivation and mental ability to survive an aggressive work environment; otherwise, by handling stressors as less dangerous, they might absorb emotional resources and energy (Anjum, Nazar, et al., 2018). A higher degree of EI will give individuals a better understanding of the origins of especially powerful emotions and allow individuals to reflect on specific emotions to facilitate the appropriate thinking process. This skill can assist salespeople to follow different viewpoints and decide the best emotional state to concentrate on while communicating with clients (Chena & Jaramillo, 2014).

By affecting the causal reasoning framework and the emotions engaged in reacting to significant results at the workplace, EI may influence the production of individual self-efficacy (Bande et al., 2015). The views on efficacy arise from applying critical thinking to

the knowledge of different psychological and emotional conditions. They apply explicitly to the understanding that an entity has of their own emotions and mental state (Bandura, 1977; Bandura, 2010). The degree to which sellers can successfully address their own feelings and that of others represents their EI. Entrepreneurs appear to get a strong sense of self-efficacy and motivation that can drive them to set targets that are unrealistic. Entrepreneurs who may not even reach these goals seem to be dissatisfied and depressed (Baron et al., 2016).

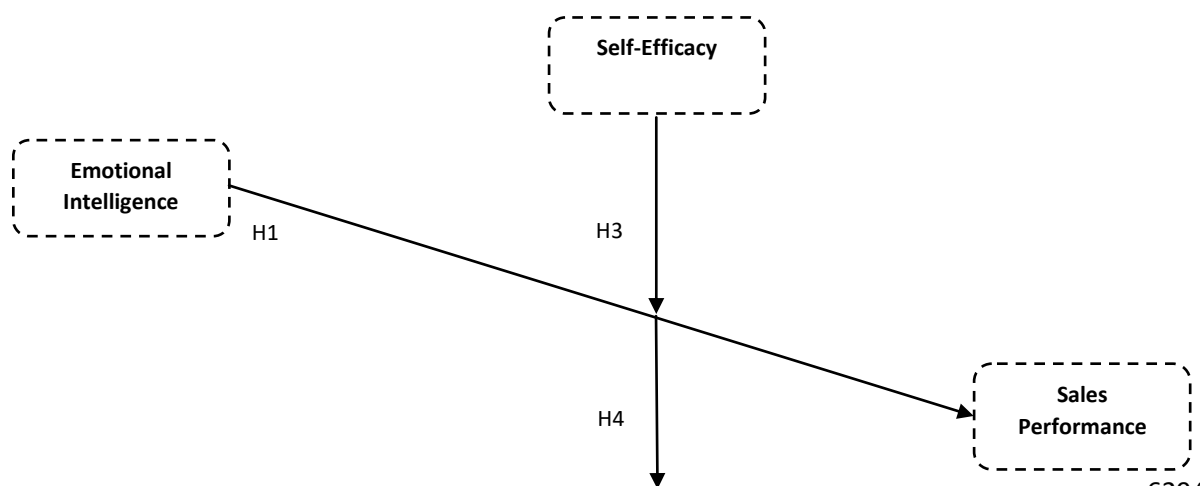
As a consequence, this decreases performance discovered in a meta-analysis on the correlation among individual differences and self-efficacy that it is one's emotional well-being that has an impact on oneself (Judge et al., 2007). Performance improvement has an immense effect. The important elements of emotional intelligence are self-awareness and self-regulation. Emotional intelligence is indeed an important factor which through emotional self-awareness and self-regulation, contributes to the development of self-efficacy. Thus it is needed to raise an understanding on self-efficacy so that individuals are able to control the emotional state (Issah, 2018). We are therefore suggesting the following presumptions:

Hypothesis 3: Self-efficacy moderates between EI and SP.

Hypothesis 4: Self-efficacy moderates between MO and SP.

Proposed Theoretical Framework

The framework developed here is based on earlier studies on the self-efficacy model. Some changes have been made to make it applicable to this analysis. In order to predict the effect of EI on SP the impact of MO on SP and the moderating role of self-efficacy between EI, MO, AND SP, the following framework was established (Figure 1).



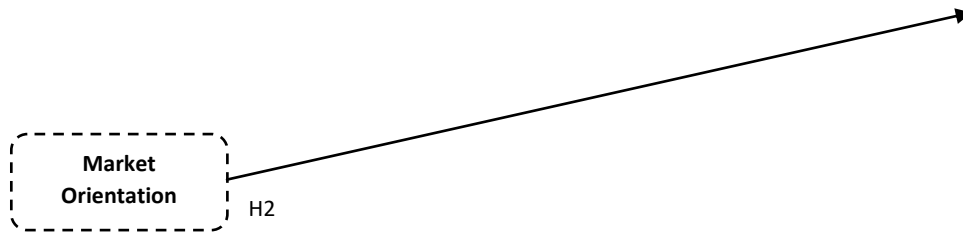


Figure 1: Own Depiction for Variable Relationships

In this proposed model, sales staff performance demonstrates the willingness of the customer to the sales goals and actions taken at workplace by the company that can be calculated and analyzed. We suggest a conceptual framework to better understand how interdependent variables (EI and MO) influence sales performance under self-efficacy control, based on an in-depth analysis of the literature.

Research Methodology

A preliminary analysis of 20 randomly selected respondents from pharmaceutical companies (national and multinational) in Lahore and Multan, Pakistan was undertaken prior to collecting the data to insure the reliability and validity of the questions. The data collection procedure follows the approach of convenience sampling, as it is not easy to access the total number of pharmaceutical vendors across Pakistan. In the metropolitan cities of Lahore and Multan a total of 285 questionnaires were sent to top, middle and low-level executives of the following five large pharmaceutical companies: Getz Pharma, Sami Pharmaceutical, Pfizer Pakistan, The Searle Company, and Hilton Pharma. The choice of these firms is dependent on simple random sampling methods and minimal sample size estimation techniques (Luck et al., 1987), including the selection of five additional pharmaceutical companies from the Ministry of Health (2020). The intended audience contains the work supervisors' subordinates and the middle and lower level managers' direct supervisors. The authors decided to test their research hypothesis with a two-stage equation modeling technique in Smart-PLS software: In SEM, the first stage is to test the measuring model which includes analyzing the reliability and validity of the scale used. The second stage involves testing the structural model itself (Anjum et al., 2019; Anjum, Amoozegar, et al., 2020; Anjum, Ramani Bai, et al., 2020; Nazar et al., 2020).

To quantify all variables for data collection, a five-point Likert scale was used in the questionnaire, and the questionnaire will be adopted to measure the variables. The Scale for Emotional Intelligence was adopted from (Wisker & Poulis, 2015). This scale was recently validated by Rao et al. (2020) in the context of Pakistani culture with a CR value of 0.713. The Sales Performance Scale was adopted from (Groza & Groza, 2018). This scale was also recently validated by Rao et al. (2020) in the same context with a CR value of 0.789. Both scales are consisting of six and five items respectively. Market Orientation adopted was from (Šályová et al., 2015) and Self-Efficacy was adopted from (Groza & Groza, 2018). Both scales are consisting of five items.

Data Analysis & Results

Descriptive analysis of the data is performed through IBM SPSS which includes the respondent's gender, age, education, and experience as shown in Table I.

Characteristic		Frequency	Percent
Gender	Male	266	93.33 %
	Female	19	6.67 %
	Total	285	100.0
Age	20-25	28	9.82 %
	26-30	58	20.36 %
	31-35	72	25.26 %
	36-40	95	33.33 %
	41≥	32	11.23 %
	Total	285	100.0
Qualification	Graduate	157	55.09 %
	Master	124	43.50 %
	PhD	4	1.40 %
	Total	285	100.0
Designation	Director Sales and Marketing	15	5.26 %
	Business Unit Manager	10	3.50 %
	National Sales Manager	4	1.40 %
	Sales Manger	119	41.75 %
	Area Sales Manger	137	48.07 %
	Total	285	100

PLS-SEM is a two-step process that involves evaluation measurement and structural models (Anderson & Gerbing, 1988; Anjum et al., 2021). The model of measurement is the part of the entire model in which latent constructs are prescribed. Unobserved variables implied by the covariance between two or more indicators observed are latent constructs. The structural equation modeling

of partial least squares was utilized in Smart-PLS to estimate the hypothesis. In past studies, this method has seen widespread use (Farrukh, Ying, et al., 2016; Anjum et al., 2019; Anjum et al., 2018; Farrukh et al., 2019; Nazar et al., 2020; Nazar et al., 2018a, 2018b; Zreen et al., 2019). PLS-SEM was used for the following reasons: Due to an incremental character in this study, the study focused on the prediction of endogenous variables secondly (Hair et al., 2017). In terms of analysis, PLS-SEM is a two-step method involving measurement and structural model assessment. First the measurement model should be evaluated by examining the reliability of internal consistency, convergent validity (CV) and discriminant validity (DV) (Chin, 1998). Internal reliability of consistency measures the extent to which the items measure the latent construct (Hair Jr et al., 2017), this evaluation was performed by composite reliability (CR) scores. The findings show that all constructs' CR scores exceeded the 0.7 threshold criterion, demonstrating high internal consistency of the scales used in this study.

Next, to evaluate the CV of the constructs, factor loadings and average variance extracted (AVE) were measured. CV is the degree to which a variable is positively associated with alternate measurements of the same construct. The loading factor should be 0.708 or greater, and 0.7 should be deemed similar enough to be appropriate (Hair et al., 2017). However, where other factors have strong loads, indicators with lower factor loadings (i.e. 0.40–0.70) should be maintained, and at least 50% of the difference (AVE / 4 0.50) can be clarified by the overall build. The threshold value of 0.5 was also met by the AVE scores of all constructs, suggesting an acceptable CV. The factor loadings, CR and AVE scores are presented in Table II (Hair et al., 2017).

DV is another criterion for testing the construct's validity. DV is the extent to which a construct by empirical standards is truly distinct from other constructs (Hair et al., 2017). DV is tested in this analysis with the aid of Fornell and Larcker's guidelines (1981), which notes that the AVE meaning square root should be greater than the square association with other constructs (Fornell & Larcker, 1981). The following results in Table III show that DV was achieved.

Table II: Measurement model (FL, Cronbach's α , CR & AVE)

Latent Variables	Factor Loading	Cronbach's α	CR	AVE
Emotional Intelligence		0.959	0.961	0.781
EI 1	0.785			
EI 2	0.758			
EI 3	0.715			
EI 4	0.811			
EI 5	0.825			
EI 6	0.759			
Market Orientation		0.857	0.902	0.720
MO 1	0.756			
MO 2	0.714			
MO 3	0.825			
MO 4	0.854			
MO 5	0.729			

Self-Efficacy		0.917	0.929	0.708
SE 1	0.718			
SE 2	0.799			
SE 3	0.714			
SE 4	0.816			
SE 5	0.850			
Sales Performance		0.953	0.951	0.685
SP 1	0.751			
SP 2	0.723			
SP 3	0.741			
SP 4	0.749			
SP 5	0.814			

Table III: Discriminant validity (Fornell and Larcker Criteria)

Constructs	EI	MO	SE	SP
EI	0.884			
MO	0.654	0.848		
SE	0.658	0.458	0.841	
SP	0.451	0.652	0.611	0.828

Structural Model Assessment

As proposed by Hair et al. (2017), the importance of the indirect impact study was tested next by utilizing the Smart-PLS bootstrapping feature. To produce t-values and standard errors to validate the statistical validity, a bootstrapping procedure of 5,000 interactions was carried out. Bootstrapping provides no claim as to the sampling distribution of data or the distribution form of variables; in comparison, it can also be used with certainty with a limited sample size. The bootstrapping methodology for indirect impact testing is therefore ideally suited for the PLS-SEM process.

Table IV: Direct Effect

Hypothesis	Path	Path coefficient	t-statistics	p-values
H1	EI → SP	0.325	4.125	0.000
H2	MO → SP	0.215	2.987	0.002

Moderation Analysis

In Smart-PLS the moderation test was analyzed by generating an interacting variable and its influence was evaluated through the PLS algorithm using the same method. Moderation defines a condition in which the relationship is not constant between two constructs, but depends on the value of a third variable, called the moderator variable. The variable of the moderator changes the intensity or course of the connection in the model between two structures. To run the PLS moderation study on the relationship between variables, a substance predictor methodology was used (Hair et al., 2017). The results of the moderation study revealed the constructive linkages are seen in table V. The effect of restraint must then be contrasted with the direct effects, which identifies that self-efficacy has been greater.

Table V: Moderation Effect

Hypothesis	Path	Path coefficient	t-statistics	p-values
H3	Moderating Effect 1 -> SP	0.415	2.970	0.000
H4	Moderating Effect 2 -> SP	0.305	3.107	0.001

Coefficients of Determination (R^2)

For the structural model, the next step is to determine the causal relationships between EI, MO, and SP. The decision coefficient (R^2 values) and direction coefficients (beta values) were criteria for evaluating how well the hypothesized relationships were supported by the evidence (Hair et al., 2017). As described by the independent variables in the formula, R^2 calculates the statistical precision of the model and represents the percentage of variation in the dependent variables, while direction coefficients reflect the degree of variation in the dependent variable for each independent variable (Hair et al., 2017). R^2 is rated as .25 (weak), .50 (moderate) and .75 (substantial). R^2 was identified as a moderate value of .512. Therefore, the outcomes should be considered important to revenue success.

Table VI: R^2

Variable	R^2	Range
Sales Performance	.512	Moderate

Discussion and Conclusion

The purpose of this analysis is to examine the impact of EI and MO as an antecedent of SP on the pharmaceutical industry in Pakistan. The findings regarding H1 showed that EI has a significant and positive impact on SP. H2 was also supported as the MO showed a significant and positive impact on SP. H3 and H4 were supported as well, as Self-Efficacy showed a significant and positive moderating impact on SP in the course of EI and MO. From these findings, it can be concluded that Sales Performance can be enhanced through EI and MO as well as self-efficacy. But these two are not the only determinants of SP; common literature identifies many other factors such as leadership, market intelligence, and knowledge. EI is a very effective way to improve growth and foster beliefs in self-efficacy through a causal reasoning process. When people control their emotions, make correct attributions to past organizational incidents, and critically consider how their emotions and attributions impact their perceptions, feelings, and assumptions regarding potential events in the professional career, they are better able to improve their beliefs in self-efficacy. In the other hand, when salespeople are not market-oriented, it is possible that their capacities will be underestimated and their expectations of self-efficacy will suffer. Taking into consideration that self-efficacy is correlated with number of employees and organizational performance.

With regard to the huge role of EI in pharmaceutical companies, this is the result of an increase in SP. EI plays a significant role in identifying the tactics and needs of any market. For 2020, Covid-19 is the best example. In a creative environment, creative sales staff develops ideas and innovations, leading to an increased self-efficacy and consequently an improved SP. This, in turn, increases customer satisfaction, sales and, profits. In general, and specifically in organizations, emotions and feelings play an important role. The way humans experience work determines their motivation, creativity, and performance. Our findings reveal that feelings not only have an effect on the individuals' emotions, but also on activities at work as well as in other areas of life. EI is a significant variable contributing to the formation of beliefs in self-efficacy among individuals, which is aligned with the concept that emotional experiences can affect the views of salespeople on their own levels of capability (Belén et al., 2015). This study retrieves multiple influences on MO and proposes that companies create a MO with regard to its various dimensions. The pivotal result is that the industry target can be grasped only by foraging and evaluating a large variety of different

intra-organizational functions. It may be claimed that several perceptions of MO could be undermined by the minimal exposure to the dimensional challenges exposed by companies. On the other hand, the results show that MO has a significant relationship with SP, thus providing a creative environment in the company. It directly impacts SP, which can increase a company's sales and profit. Our findings indicate that EI and MO support a positive atmosphere and the salesperson's flexibility to enhance the sales performance.

Further, sales jobs are known to be stressful since sales staffs are often faced with conflicting and ambiguous situations while simultaneously trying to meet increasingly demanding customer needs. However, in the current competitive and strenuous sales environment, salespeople are obliged to deliver more while using fewer resources, and are thus likely to experience work overload. In addition, interpersonal conflicts may be considerably more prevalent than is presently recognized.

These insights were found to be a common thread across the research presented here, including the developed research model and its results. The model we have proposed leads to significant implications for both academia and business organizations.

Contribution, Limitations, and Future Research

The research presented here contributes to the current state of literature in three ways: First, the research provides a thorough analysis of the relationship of EI, MO, and SP using Pakistan's pharmaceutical industry as a sample source (N=285). Second, it was found that the relationship between EI, MO, and SP shows evidence of self-efficacy as a moderator. After that, the study extends the literature on salespersons in the pharmaceutical industry and the perception of their behaviors and decisions. Based on the data analysis presented in this paper, the moderating role of Self-Efficacy on EI, MO, and SP is examined for the very first time for publication. This study is of a cross-sectional nature. Data was collected at one point in time, making it difficult to arrive at any conclusions regarding the causal effects of the relationships examined in this study.

The research was confronted with a range of limitations. First, a sample of 285 sales people from five pharmaceutical companies in Pakistan was used as respondents. These sales people covered the two cities of Lahore and Multan, meaning no other metropolitan regions were included. However, all pharmaceutical industry sales in Pakistan are affected by the findings

of this review. Therefore, future studies could aim to duplicate this study in other regions to verify the findings. Second, it would be interesting to further analyze which sales factors – especially organizational support and self-leadership – influence salesperson resilience. Another possible area of interest in relation to future research would be to analyze the relationship between resilience and sales performance. It would also be interesting to analyze the effect of resilience on salesperson identification with the organization. As a final suggestion, future research could explore the relationship between EI and marketing exchange variables in relation to adaptive selling or self-efficacy.

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