

## Salespersons as Boundary Spanners: Moderating Role of Salespersons' Emotional Intelligence in the Pharmaceutical Industry

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**Cite this Paper:** Rafi, A., & Saeed, T. (2019). Salespersons as boundary spanners: Moderating role of salespersons' emotional intelligence in the pharmaceutical industry. *Paradigms*, 13(1), 32-39.

Salespersons' function is to build trust among customers by providing them better solutions to their problems. Salespersons require additional skills including adaptive selling and emotional intelligence to cope with the modern behavioral challenges of customers. This research examines the impact of salespersons' skills on customers' behaviors in terms of repeat purchase and word-of-mouth. Furthermore, it explores the mediating role of salespersons' relational behavior besides examining emotional intelligence as a contingent factor between skills-set and customer behavior. The population of this research is national and international pharmaceutical companies in Pakistan. The top ten companies were selected based on market share, highly talented sales force, and a reward system. For inferential statistics, Pearson's Correlation, Simple Regression, and Moderating Regression are applied through SEM using SPSS and AMOS. The results revealed a significant positive impact of skills-set on customer behavior (repeat purchase, word-of-mouth). Moreover, the moderation effect of emotional intelligence is that salespersons possessing emotional abilities are more likely to identify customers' needs and alter their selling strategies accordingly. In high-pressure selling techniques, the salespersons' emotional intelligence improves the skills-set by adaptive behaviors of being customer oriented. These findings have implications for improving interactions in buyer-seller relationships and salespersons selection and training.

**Keywords:** Customer Behavior, Adaptive Selling, Emotional Intelligence, Word-of-Mouth, Repeat Purchase, Pharmaceutical Industry

### INTRODUCTION

Customers bring value in terms of innovative ideas to the table. The salespersons' duty is not only selling but to broaden the horizons by educating the organization about the customers' need and buying trends. Salespersons know that buyer is very educated and that they gather knowledge before buying a product. Customers do carry competitive analysis on the basis of features of the products. Salespersons' duty has changed now if you tell your customers what they already know they become irritated and might switch to another brand. Salespersons need to educate prospects about the innovative features that their company is working in their next products, which they would not find on the Internet (Pekovic & Rolland, 2016). As a matter of fact, customers/buyers want to be part of the product/solutions and therefore, customers/buyers want to be part of the products/solutions. Salespersons must engage themselves with customers to make solutions to accomplish mutual disclosure.

Salespersons must have this ability to demonstrate to the customers for their awareness the potential return on customers' investment (Zablah, Franke, Brown, & Bartholomew, 2012). In the pharmaceutical industry, the salespersons should educate customers about the clear benefits they would get, after using that particular drug. Before educating the prospects, salespersons must be prepared to take

queries and provide the relevant information needed during that sales encounter. In addition to this, salespersons should always listen to the prospects (Jasmand, Blazevic, & Ruyter, 2012). Consistent follow-ups and asking engaging questions can be helpful in demonstrating understanding and ultimately building trust with the prospects.

As a matter of fact, the salespersons must always adopt the mantra of, "always be helping". The salesperson must make categories of highly active trusted customers by answering personalized customers' queries (Anaza, Nowlin, & Wu, 2016). Furthermore, honesty should be the top priority of salespersons. Salespersons must avoid manipulative tactics even though he/she is losing that particular sale. In order to win customers' trust, the salespersons must help prospects avoid obstacles and for the convincing, your prospect must be the top priority.

Foregoing considerations in view, the salespersons must have a clear demonstration that how this product will help the prospect to achieve his/her desired outcome. Being unfaithful to the customers would bring unhappiness, and he/she, as a result, may hurt your company's image by spreading negative word-of-mouth. Salespersons must treat their targeted customers with maximum value. Lowering your price or margins is not the only solution to giving value to your customers. Value is something in the eye of the customer

which can be given only when he/she is treated like a king (Delmas & Pekovic, 2015).

## **LITERATURE REVIEW**

Studying customer behaviors is the prime focus of any organization. This is an era of competition where customers have multiple options in terms of brands and products. Numerous customer behavior models are available but still, this research area needs further detailed investigation. Therefore, the salespersons' job is getting more competitive and newly selling techniques are regularly required to be incorporated. The implications of such required measures have become more difficult to identify as sales processes are becoming multifaceted (Huhtala et al., 2014). As much as the sales complex, the salesperson responsibilities also become very demanding. Therefore, to say the salesperson role is not only to sell the product but to answer the problem/issue of the customer in a way that the customers become loyal towards your company for the repeat purchases (Horbach & Rennings, 2013).

### **Repeat Purchase**

When a customer decides to purchase a product once again is known as customer repurchasing, along with the choice of taking part with specialist co-op in future and the shape in which the movement molds. There are many parts of repurchase intentions concentrated by the analyst. According to the depiction of Bhattacharjee (2001a, 2001b), on the fundamental rationale of ECT, the intention and making of mind for repurchasing have essential model sets of fulfillment and affirmation. Exchanging obstructions are directly influential on intentions for repurchase. Hence, past purchasing or exchanging, like rivalry, cost contemplations, suitable execution criteria, are the basis of the intention of a customer to repurchase an item (Wathne et al., 2001).

The dependence of repurchasing of an object is upon the purchasing of the same service or item which clearly indicates the future of purchasing decisions. For the storage of productivity, basics require repeat-purchase intention of a client. It can be said instantly that Reichheld and Sasser (1990), about 25 to 85 percent increase in profits can be determined with just a 5 percent change in the maintenance of client as sticking to one client is five times less costly rather than drawing a new one. Benefits can be built viably by organizations for products or services to lessen the costs for effective handling of customers along with the initiation of repeat-purchase intentions.

These repeat-purchase intentions are influenced by a lot of components. Customer retention is a worrying job for many services or product suppliers due to rivalry and the race of gaining new clients. Reviews show that through client's switching behavior comprehension of repeat-purchase determinants can be done (Bansal et al., 2005). With the help of merchandising stores, the observation was done related to repeat purchases. With respect to a laundry detergent purchasing, 120 subjects were observed. Time taken for reaching to a single decision was noted for a single person, along with the product chosen, and before its selection of the

number of brands a consumer went through was also brought under consideration. Therefore, this is concluded to retain old customers, the companies should provide them with both functional and social benefits. The salespersons that provide better purchasing solutions to customers are more likely to retain customers. By getting both functional and social benefits, the old customers not only repurchase but also do cross buying from the same brand. The next section will discuss word-of-mouth (WOM) and word-of-mouth as the best marketing strategy.

### **Word of Mouth**

The assessment of benefits among social private events is represented by WOM (Anderson, 1998), withstanding from an exchange between the firm and its customer and formal contacts, e.g., level of classes and progress. For instance, WOM is either extremely negative or positive looking from a clear perspective, direction, and suggestions. According to WOM correspondence is "the correspondence between a man and individual who receives data concerning an organization, brand or thing from the eye of a communicator who sees it as non-business". At the time of advancing, this is a critical point as the customers become dependent on the course of another choice (Cheema & Kaikati, 2010).

The WOM turns out as a reasonable influence upon buying rehearses rather than regular channels and after some time withholding clients (Villanueva et al., 2008). Similar is the WOM's central part in publicizing particular sort of correspondence, e.g. buzz displaying need to use imperativeness along these lines does viral advancing (Gruber, 2004). Bringing beneficiaries to the message along with straightforwardness are the focal points of promoting, bringing them straight towards WOM (Ahuja et al., 2007).

According to Baltes and Leibing (2008), WOM has two types: yield and information. The WOM gotten from the outsiders and yield is known as pre-buy WOM and WOM given to Pariahs is known as post-buy WOM. These depend on the playing of activity by clients, which in-terms is dependent on the tie (relationship) the sort of relationship one has with associates, family, and relatives (Chung and Tsai, 2009). This delicacy recommends unconcerned sources, e.g. step by step papers, untouchables, and magazines (De Matos & Rossi, 2008). Customers gain the energy to play their WOM improvement through methods like intervening in message genuineness. The guarantee of data WOM can provide is various WOM in the surroundings. It is still a fact to verify whether the persons benefitted by WOM who lead it themselves, have encountered things, and are more prone to give their encounters to others or not. With respect to these lines, this action has been emphasized by WOM to the correspondent of the one opposing it.

### **Adaptive Selling and Customer Behavior**

The definition of adaptive selling is explained as changing behavior according to situations during marketing exchanges (Sujan & Weitz, 1986). Whereas it can be deduced that salesperson with a low level of adaptive selling skills sticks to the same old methods rather than improvising new methods.

Adaptive selling is considered to be cost savior as compared to the other selling techniques. Salespersons with a high level of adaptive behaviors can save time (revisit), money and resources.

This technique outweighs other marketing techniques especially when it comes to huge business deals in large volumes. Adaptive behaviors minimize the issues in deals that result in long term buyer-seller relationships. When this technique works it proves to be profitable for both parties. It also allows improving ones' ability to collect relevant information from customers and then utilized the same type of selling tactics in the same of deal settings. Hence, adaptive selling enables a representative to learn through different sales encounters and uses if necessary. Even the toughest business deals can be effectively managed through adaptive behaviors. Prior researches have recommended that a sales representative's performance can be enhanced through adaptive behavior (Boorum, Ramsey, & Goolsby, 1998). There would be more win-win chances if these adaptive behaviors are utilized accurately and timely (Keillor et al., 2000). Adaptive behaviors are considered to be very effective in current ways of marketing (Weitz & Bradford, 1999). Now adaptive selling has become more prominent solutions to each customer's problem (Cannon & Perreault, 1999). As the positive effect on sales person's attitude and behavior, adaptive selling has proved to be key to the success of organizations (Park & Holloway, 2003). Adaptive selling's fundamental theme is that the best sellers use the technique of contingency for selling whereas, it changes with respect to the situation. While using various approaches, the sellers tend to use adaptive selling behavior which depends on the type of scenario they face, as they make changes on the observed information according to the state of selling.

Better performance has been observed as the part of the representatives that use adaptive selling as compared to those who don't, they also excel in their work with time. With the passage of time, sales representatives gain experience and become experts in productive knowledge designing which positively affect their work Leigh and McGraw (1989), as well as their adaptive selling abilities (Sujan, 1989; Sujan & Weitz, 1989). This proves that experience is also a key factor in gaining command over adaptive behaviors. Therefore, adaptive behaviors can be learned and developed with experience (Robinson et al., 2002). For bringing loyalty among targeted customers, being adaptive in several situations can be beneficial in many ways. Adapting appropriate behaviors during sales encounters cannot only save time, money and resources but it also results in creating loyalty. Therefore, this research study hypothesizes as follow:

**H1:** The better the salespersons' adaptive selling the higher will be the repeat purchases and positive word-of-mouth by the customer

### **Emotional Intelligence and Customer Behavior**

Firms demands from its sales representative to adopt behaviors that result in customer satisfaction and avoid those which result in the customer's dissatisfaction. These sorts of

traits are likely to be found in salespersons with high emotional intelligence with customer orientation due to their better understanding, management, comparison and utilization of emotions in marketing services (Chan, He, Chan, Wang, 2012). The sales representatives which have emotional intelligence of high level, are expected to raise the level of betterment of fulfilling consumers' requirements, offer them with product which better suit their needs, efficiently provide details regarding products proposed to them, to avoid low social ability as a consequence sales professionals should avoid persuading consumers on a is concerned product.

According to a proposal given by Kumar et al., (2008), the usage of the information collected from different exchange for getting profitable customer relationship is shown by highly emotional intelligent salespersons. It has been shown through studies that customers' emotions are efficiently and better understood by sales representative with high Emotional Intelligence; deal with emotions connected to joint solutions; judge that which emotion is better suitable for which customer; figure out the effects on customer by fear, annoyance or anxiety (Dong, Zhang, Hinsch, & Zou, 2015).

The influence of emotions on daily decisions is a source of tension for people nowadays. Since past years, it is a growing concern among people. International focus has also turned towards it, within the past fifteen years (Roberts, Matthews, & Zeidner, 2001). Significant importance has been gained by customers and salespersons due to this phenomenon. This is achieved by using emotions for marketing and customizing products according to customer requirements. Emotional intelligence is apparently the top priority for development in multi-national companies according to facts and figures, and working on the emotional abilities of their sales representatives. Many other companies step in the game of organizing emotional intelligence enhancing programs. Therefore, making it essential for companies to get a clearer perspective regarding the abilities of their sales representatives.

Reasoning abilities are a key part of the framework of mental abilities related to emotional intelligence which enhances representative's abilities to understand emotions (Caruso et al, 2000). As far as dimensions of emotional intelligence are concerned, there are four dimensions: a) Understanding of Emotions b) Perceiving of Emotions c) Management of Emotions d) Facilitating Emotions. In the mentioned dimensions, perceiving emotions means having the ability to differentiate among types of emotions Roberts et al., (2001) and perceiving emotions refers to the ability to interpret and recognize emotions efficiently (Mayer & Caruso, 1999). Perceiving emotions is one of the most important aspects required in a sales representative so that he can judge the emotion of customer and then improvise strategies likewise.

The use of emotional intelligence is to get better results with the help of knowledge gained with the help of Emotional Intelligence. Research currently reveals that the representatives that have emotional identification are fruitful

for both seller and buyer due to their ability to effectively do discussions. In terms, this increases chances of future marketing and provides high yield in outcomes. According to research in the area of the service industry, it has been concluded that when some representative shows emotions, it could be effective on pleasure and emotional state of customers (Hennig-Thurau et al., 2006).

Hence, the attributes of emotional intelligence include better customer buyer relationship, outcome and sales performance. Whereas, being capable to use and identify emotions is majorly helpful in market exchanges. According to the proposal of Homburg, Borneman and Wieseke (2009), which stated that being in touch with empathy the customer's needs are better met by an increase in the ability of sales. Another emotional attribute has been found through researches that enable us to process and use emotions for increased business performance (Palmatier et al., 2009). For better facilitation of transactions with customers, it is good for sales representatives to utilize emotions, it can also be helpful in marketing exchanges.

In this modern competitive era, there are advanced skills like adaptive selling required to become challenging in the business field. Within these techniques "Adaptive selling" is the ability of a sales representative to observe customer needs and accordingly provide him options, which are better suited to his needs. The art of changing customer's purchasing decision with the help of sales representative's participation Kohli and Zaltman (1988), on the other hand, adaptive selling leads to the fruitful performance of the business (Franke & Park, 2006). High performance is yielded from representatives with more manifest influence (McFarland, Shervani, & Challangalla, 2006). At superior and higher emotional intelligence level the sales performance is said to be directly related to higher levels. Therefore, this research study hypothesizes as follow:

**H2:** The higher the level of emotional intelligence of a salesperson, the better the moderating effect among adaptive selling and customer behavior in terms of repeat purchase and word-of-mouth

Modernization and rapid changes in psychological behaviors of customers, has led researchers to take interest in the development of an understanding of special kinds of skill-set needed for the salespersons to cope with these modern challenges.

The objective of this study is to investigate such a pattern, this particular research study aims at exploring the importance of salespersons' skills in marketing exchanges. Therefore, it also intends to investigate the moderating role of emotional intelligence between salespersons' skills and customer behaviors in terms of repeat purchase and positive word-of-mouth.

## RESEARCH METHODOLOGY

Quantitative research technique is used to measure social phenomena by gathering and dissecting numerical information, and concentrating on the connection among the more modest number of properties crosswise over many cases

(Tuli, 2010, p.106). In quantitative research methodology deductive approach is utilized to discover a connection amongst hypothesis and research, in which the fundamental stress is put on the testing of theories. Quantitative methodology joins the acts of natural science models and the positivist position of epistemology and objectivism position of ontology (Bryman, 2012, p.36).

As specified before the research strategy is chosen by coordinating research philosophies, procedure, and research problem. The way of our research question is to test the current hypothesis (deductive) as opposed to growing new speculations. We additionally chose positivism position of epistemology and objectivism position of ontology; which coordinates with quantitative research strategy. Since the researcher is concerned about a connection between adaptive selling and customer behavior by gathering quantifiable information through questionnaires and dissecting it by utilizing measurable instrument i.e., SPSS and AMOS, accordingly, it is proper to take after quantitative research strategy.

This studies' target population is the pharmaceutical industry of Pakistan, which is considered to be the most progressive sector in Pakistan. There are a total of 759 manufacturing units in different parts of Pakistan. Out of these 759 units, only 27 belong to multinational companies. On the other hand, there are around 645 Pakistani companies operating in Pakistan. The report was given by Quintile (IMS) there was a total of 304 pharmaceutical units in 1999 and now these numbers are around 759 in 2018. The salespersons working in pharmaceutical companies in Pakistan make the population of this research study.

The pharmaceutical industry in Pakistan is very competitive and fast-growing industry. Around 800 pharmaceutical manufacturing plants are being installed and they are fulfilling 70% of the finished medicines demands of Pakistan. Many of these 759 pharmaceutical manufacturing units are controlled by 25 multinational companies operating in Pakistan. Therefore, a huge competition has been seen between domestic and multinational pharmaceutical companies in Pakistan.

Both national and international pharmaceutical companies make the sample of this current study. The major companies included in this sector are (GSK (Glaxo SmithKline), Sanofi, Merck, Hilton Pharma, Stand Pharm, Searle, Getz, Abbott, Warrick, and Willson. The scale of this research study is based on 54 items. It is recommended that if an item gets 10 responses it is considered to be suitable (Hair, Ringle, & Sarstedt, 2012). It makes  $29 \times 10 = 290$  hence for more accuracy a sample size of 617 is included for this research study. Questionnaires are distributed in different units of above-mentioned pharmaceutical companies located in major cities of Pakistan like Islamabad, Rawalpindi, Lahore, Sialkot, and Gujranwala. The respondents were the employees of the marketing and sales department of these above-mentioned pharmaceutical companies.

For this research study, the main focus is on primary data. The tool of research was a close-ended questionnaire. The questionnaires were personally distributed in different branches of these selected companies. To make sure a good response rate of questionnaires a reminder was given to the top management of these pharmaceutical companies. It was made sure that the information collected from these questionnaires will be kept confidential and findings of this empirical investigation will be shared with the top management in order to improve their expertise in this field.

The research instrument is divided into two parts. First part is consisting of demographic information regarding age, gender, qualification. In the second part, questions were asked in a way that construct name is given on the top of the table that a respondent may easily understand the concept and its questions. There is a total of 3 variables and 29 items for these variables. A sample questionnaire is attached in Appendix A for reference. Respondents were asked to rate each statement on 5-Likert scale (1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agreed, 5 = Strongly Agreed).

**FINDINGS OF THE STUDY**

Firstly, the demographic details of the respondents have been discussed. The second part of the study encompasses the descriptive analysis of the variables of the conceptual model and the reliabilities of the variables. Third and last part highlights the technical analysis of the variables, which shows the impact of independent variables on the dependent variable.

**Table 1: Gender-wise Demographics (N-450)**

	Frequency	Percent	Cumulative Percent
Male	379	84.2	84.2
Female	71	15.8	100.0
Total	450	100.0	

Table 2 explains the gender-wise demographics. The majority of respondents of this research study are male. 379 respondents which are 84% of the total sample size fall in the male category. Remaining 16% of respondents are female. This shows that most pharmaceutical companies have more male salespersons as compared to female salespersons. In other words, it can be assumed that the pharmaceutical industry prefers to hire male salespersons as compared to female salespersons.

**Table 2: Age-wise Demographics (N-450)**

	Frequency	Percent	Cumulative Percent
20-29	297	66.0	66.0
30-39	117	26.0	92.0
40-49	25	5.6	97.6
50-59	11	2.4	100.0
Total	450	100.0	

The majority of respondents of this research study fall into the age bracket of 20-29 years and they represent 66% of the total sample size. Second major age bracket is 30-39 and they represent 26% of the total sample size. This shows that most pharmaceutical companies have more young salespersons. In other words, it can be assumed that the pharmaceutical industry prefers to hire young salespersons to fall into the age bracket of 20-29 years.

The data collected from the survey respondents through the instrument/questionnaire must be reliable in aspects of its contents and constructs. An instrument is considered legitimate and genuine if its reliability is attained. The legitimacy of the instrument provides facilitation to the researcher and experts in lieu of research design and ultimately justifies for what they are looking into

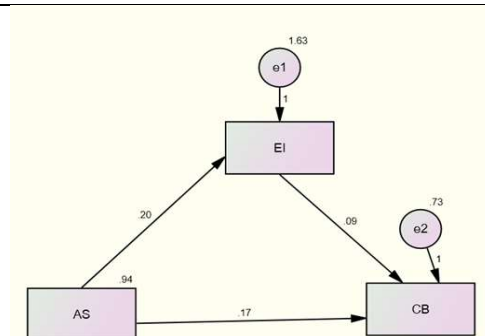
**Table 3: Items & Reliability of Variables (N-450)**

Variables	Items	Reliability
Emotional Intelligence	15	0.950
Adaptive Selling	07	0.957
Customer Behavior	07	0.970
Total	29	0.875

Structural equation modeling (SEM) is a statistical methodology that takes a confirmatory (i.e., hypothesis-testing) approach to the analysis of a structural theory bearing on some phenomenon. Typically, this theory represents “causal” processes that generate observations on multiple variables. Structural equation modeling conveys two important aspects of the procedure: (a) that the causal processes under study are represented by a series of structural (i.e., regression) equations and (b) that these structural relations can be modeled pictorially to enable a clearer conceptualization of the theory under study. The hypothesized model can then be tested statistically in simultaneous analysis of the entire system of variables to determine the extent to which it is consistent with the data. If goodness-of-fit is adequate, the model argues for the plausibility of postulated relations among variables; if it is inadequate, the tenability of such relations is rejected.

**Table No 4: Structural Equation Modeling Estimates**

Label	Estimate	S.E.	C.R.	P
CB <--- AS	-.253	.602	-.419	.675
CB <--- EI	.139	.311	.447	.655
CB <--- RB	.673	.559	1.205	.228



**Figure 1: Model Testing (SEM)**

**Table No 5: Model-Fit Indices for Structural Equation Modeling**

Model Fit	Values
RMR	0.043
RAMSEA	0.083
GFI	0.993
CFI	0.906
AGFI	0.946
NFI	0.892
IFI	0.916

The table mentioned above signifies some of the other model fit indices which measures the goodness of model suggested by Albright, Jeremy, and Hun, (2009) in their research study like Goodness of fit (GFI), Adjusted goodness of fit (AGFI), Comparative fit index (CFI), Tucker-Lewis index (TLI), NFI, Root Mean Square Error of Approximation (RMSEA) and Root Mean Square Residual (RMR).

This model summary explains the impact of moderating variables on the outcome variable (customer behavior). R square is also known as coefficients of determination. This explains variance in outcome variables due to predictor variables. In simple words that how much change in outcome variable explained by moderator variables. The R square value is .043 which means that a 4% variance is explained by moderating variables.

**Table 6: Model Summary Moderation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.217 <sup>a</sup>	.047	.043	.86082

a. Predictors: (Constant), COEI, ASEI

**Table 7: Beta Coefficients Moderation**

Model	Un.Coeff		Stan. Coeff	t	Sig.
	B	Std. Error			
1 (Constant)	3.02	.090		33.71	.00
ASEI	.015	.012	.090	1.20	.22

a. Dependent Variable: ZCB

In the table above which explains the variance caused by each moderating variable, the significance level explains whether the value of this standardized coefficient is statistically significant or not. The standardized coefficients value for the first moderating variable is .090. Which explain the variance or positive change caused in outcome variable customer behavior. Buffering moderating has occurred because the relationship between predictor and outcome variable is decreased when moderating variable is added. Predictor variable (adaptive selling) and moderator (emotional intelligence) are not significant with the interaction term added, therefore complete moderation has occurred.

## DISCUSSION

The first hypothesis of this research study is "the better the salespersons' adaptive selling the better will be the customer behavior in terms of repeat purchase and word-of-mouth". Being adaptive is something which gives you knowledge and edge in several selling techniques. Therefore, it is recommended when a salesperson choose any selling technique he/she should be confident while applying that particular selling technique (Keillor et al., 2000). In addition to this, salespersons should have this capability to alter their selling strategy according to the given situation (Marshall et al., 2003). Adaptive selling techniques give salespersons a knowledge structure of different selling techniques in different selling encounters (Park & Holloway, 2003). However, before applying appropriate selling technique a salesperson should collect all relevant information which can assist him in

applying that particular selling strategy. After collecting all the required information about the target customer and command over knowledge structure of being adaptive, the implementation phase is still the most critical phases of all. As it is said, selling strategy cannot consider the best strategy only, until and unless it is implemented timely and accurately (Park & Deitz, 2006).

The second hypothesis of this research study is "the higher the level of emotional intelligence of a salesperson the better the moderating effect between adaptive selling and customer behavior in terms of repeat purchases and word of mouth". This current study proposed that emotional intelligence has contingency effects on salespersons abilities while being adaptive. Salespersons with better knowledge about emotions can better identify customers' emotional state during sales encounters. Ultimately, emotional intelligent salespersons would have more knowledge about customers' needs and wants would give him the edge to better evaluate and recommend a product or solution to better assists his/her buying needs. Hence, this will lead to better outcomes for customer, salesperson and the company.

Although salesperson has successfully identified customer need but less emotionally intelligent salespersons will be unable to cope with customers' emotional state which may lead to disruptive outcomes. Being emotionally intelligent is having manifest influence in several different techniques one may exhibit accurate emotions that can effectively change the customers' original buying decision. Highly emotional intelligent salespersons so actively participate in that particular sales encounter, as they have the ability to change buying decisions of targeted customers. Therefore, this study recommends that salesperson would be more customer oriented if he/she has this ability to perceive, understanding, facilitating and managing emotions according to the given situation.

## CONCLUSION

Higher sales are the ultimate goal of any business organizations. For this reason, every organization should have the best chunk of a sale force. To cope with this critical part, modern businesses have some pre-requisites of hiring potential salespeople and hence, they are the boundary-spanners between the organization and its customers. Those salespeople who are good in identifying customer needs and wants are more likely to perform well in the field. Additional skills like adaptive during sales encounters is also very important. The salesperson's role is different now: they are not hired to sell a product or service or solution to any problem; they are hired to create a strong bond between the organization and customer, through being customer oriented and adaptive in the field.

## Recommendations

This bond will have manifold benefits. Firstly, the customer will do repeat purchases. Secondly, if a customer is satisfied with one product of the company then he/she will do cross-buying too. Thirdly, the most effective marketing tool is word of mouth (WOM), eventually, if a customer is satisfied he/she

will spread a positive word of mouth for that particular brand. Therefore, researcher believes that, for this particular study all the variables (adaptive selling, emotional intelligence, and customer behavior) have objective characteristics in organizations like pharmaceutical as this study is investigating reality of relationship between salespersons' skill set and customer behavior in terms of repeat purchase and word of mouth; therefore, researcher has selected objectivism. Moreover, this particular research study researcher has discussed salespersons' skills (adaptive selling) and their impact on customer behavior (repeat purchase and word of mouth) with the role of emotional intelligence (moderator) which have tangible realities.

#### Future Research

Additional empirical research with different sample size and industry is needed on these variables so we can better understand the extent of the effect of each variable on the customer-salesperson relationship. The researcher assumes that this study will provide researchers with a guideline to better interpret the influence of emotions, relations, and feelings in marketing transactions. Understanding the impact of salespersons' relational behavior and emotional intelligence might lead to a range of results, including knowledge of salespeople that how to deal with customers, and how to feel and use different emotions while marketing exchanges. Emotional intelligence was tested on Mayer' four dimensions' model of emotional intelligence, another model provided by Goleman can also be selected and empirically tested in different business settings.

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