

Research Article**Pathways towards Sales Performance: Empirical Evidence on the Role of Field Managers' Monitoring, Emotional Intelligence and Interpersonal Mentalizing Skills****Nabeel Iqbal Baloch**

Department of Management Sciences,
Shaheed Zulfikar Ali Bhutto Institute of
Science and Technology (SZABIST),
Islamabad Pakistan
Email: nabeeliqbal.baloch@gmail.com

Correspondence

Nabeel Iqbal Baloch Department of
Management Sciences, Shaheed Zulfikar
Ali Bhutto Institute of Science and
Technology (SZABIST), Islamabad
Pakistan
Email: nabeeliqbal.baloch@gmail.com

Citation

Baloch, N. I. (2023). Pathways towards sales performance: Empirical evidence on the role of field managers' monitoring, emotional intelligence and interpersonal mentalizing skills. *Administrative and Management Sciences Journal*, 1(2), 103-111

This is an open access article distributed under the terms of [Creative Commons Attribution License \(CC BY\)](https://creativecommons.org/licenses/by/4.0/).



The reproduction, distributions and use in other forum is permitted provided copyright owner(s) and original author(s) are credited and original publication is cited

ABSTRACT

Sales performance, field management is one of the main issues of manufacturing, profit oriented, customer centered and marketing firms. In this regards sales workers act as a bridge between customers and top management of the firms. Managers have to keep their work force motivated and pay special attention to build high level of emotional intelligence and interpersonal mentalizing skills among their workers. This study has investigated the parallel mediating effects of emotional intelligence and interpersonal mentalizing skills on the relationship between field managers monitoring and sales workers performance. Population of the study was 800 pharmaceutical firms in Pakistan. Non-probability convenience sampling technique was used for selecting sample size. Self-administered questionnaire was adapted from past studies. 400 questionnaires were distributed after getting permission from relevant and concerned officials in national and multinational pharmaceutical firms operating in Pakistan. Medical representatives (med-rep) were contacted to fill the survey. Aim of the study was explained to the med-rep prior obtaining the data. They were made assured that data would be kept confidential. Total 308 completed questionnaires were used in the final analyses. SPSS and AMOS-SEM were used for data analyses. Percentage, frequency, confirmatory factor analysis, correlation, regression and mediation analysis were run. Findings revealed that scales used in the study were found reliable and valid. AVE, CR and Cronbach alpha values met threshold. All predictors and criterion variables such as field managers monitoring, emotional intelligence, interpersonal mentalizing skills, and sales workers performance were positively and significantly related with each other. It was also identified in regression that field managers' monitoring and emotional intelligence do not predicted sales performance significantly. Only interpersonal mentalizing skills have significant impact on sales performance. Moreover emotional intelligence and Interpersonal mentalizing skills significantly partially mediated between field managers' monitoring and sales performance. it is concluded that managers, practitioners should pay due attention to build emotional intelligence and interpersonal mentalizing skills among their workforce.

KEYWORDS

Field Managers Monitoring, Emotional Intelligence, Interpersonal Mentalizing Skills, Sales Workers Performance, Social Exchange Theory

1 | INTRODUCTION

In this competitive era where numerous companies are operating in the market and difficult to survive is a challenge for business firms. In this difficult time sales workforce plays its important role. Sales workforce not only helps the firms to earn profits but also informed the companies about inside stories and real problems about the market. Getting information from sale work force not only helps the firms to retain their employees but also help the firms to formulate such strategies to handle challenges efficiently and effectively. According to Schwepker and Schultz (2015) due to rapid change in demands of consumers, patterns of purchasing and advancement in technology, sales work force should aligned themselves to meet the consumers and market needs. Business firms and their sales work force should keep long term relationships with their stakeholder. It will help firms in difficult times. Therefore field managers' can play their role to influence the sales workers through monitoring. Managers can motivate the sale people through their knowledge experience and leadership style. However, it is also essential for salespersons to understand the demands and requirements of customers and consumers which depend on their interpersonal skills and emotional intelligence (Karimi, Gilbreath, Kim & Grawitch, 2014). However little is known and reported about emotional intelligence and interpersonal skills of sales workforce. Business firms need to give adequate attention to field management of sales workforce. Kanat-maymon, Mor, Gottlieb and Shoshani (2017) profit oriented companies want to have long term relationships with their stakeholder especially customers so that they get recent updates about market trends and customers requirements and for this purpose they have to rely on the sales workforce. For this purpose field managers have to equip their workforce with leadership qualities and give them the authority to make decision in the field because sales workforce continuously facing tough competition, rapidly change in customer demands and technology. Emotional intelligence is overlooked in marketing research and literature. As per Landers, Bauer and Callar (2017) it has four facets "perceiving, understanding, using and regulating the emotions at right time. In sales and marketing research emotional intelligence is getting attention. Emotional intelligence enhances performance and helps all stakeholders to get benefits through it (Xiao, 2016). Likewise, productive and independent thinking, creative problem solving methods, talent and personality traits are the attributes of interpersonal mentalizing skills of sales persons. The objective of this study is to investigate the indirect effects of emotional intelligence and interpersonal mentalizing skills on the relationship between field managers' monitoring skills and sales people's performance in pharmaceutical industry in Pakistan using social exchange theory (SET). SET explained the reciprocity of individuals. Sales persons reciprocate positively to a positive action and negative to a negative action. Thus monitoring of supervisors is perceived by sales persona differently. A sale is a difficult task and achieving sales target given by management is definitely difficult and challenging for sale person. Moreover SET also explained the involvement of sales team in decision making as well (Liao & Chun, 2016).

1.1 | Gap Identification

Through monitoring, managers can gather information about sales, market, and evaluate performance of sales workforce and announce rewards on the basis of performance. Monitoring helps managers to identify the deviations and correct these deviations on time. Managers can influence the sales performance through their leadership styles and encourage their sales workforce to develop interpersonal mentalizing skills and emotional intelligence to make better relationships with market, customers, and consumers. Therefore it is concluded that in social exchange theory emotional intelligence and interpersonal skills were overlooked and this study has tried to fill this gap by adding these two variables.

1.2 | Research Questions

The following research questions were raised:

1. Is there any relationship between field managers' monitoring, emotional intelligence, interpersonal mentalizing skills and sales person performance?
2. Does emotional intelligence, interpersonal mentalizing skills mediates between field managers' monitoring and sales persons' performance?

1.3 | Significance of Research

This study is beneficial for pharmaceutical firms, sales workers and their respective managers. Policy makers of pharmaceutical companies and manufacturing sector of pharmaceutical can also take benefits from the findings of

the current study. Research scholars and academicians can also take advantage of this model used in the existing study. See Figure 1

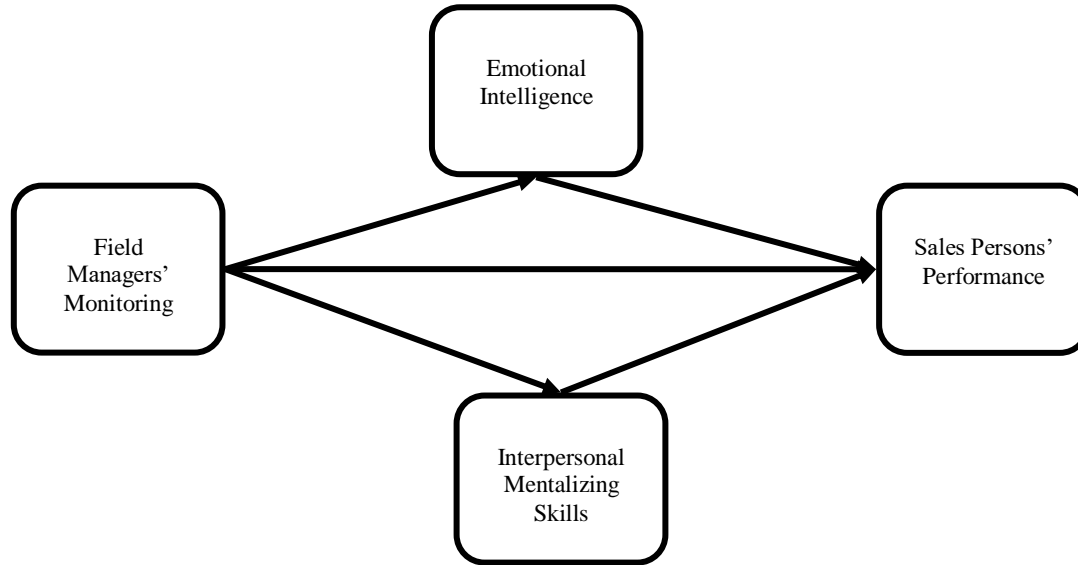


Figure 1 Theoretical Framework

2 | LITERATURE REVIEWFIELD MANAGERS' MONITORING

Monitoring served the purpose of investigating the effectiveness of sales work force as well as progress of the sales team. According to Nechita (2012) recording of regular activities in a program is called monitoring. In addition Seyal and Rehman (2014) added that monitoring reflects leadership style of field managers which help them to create better relationship with their team, customer and market, improvise the quality and encourage sales team to come up with novel and creative ideas. In pharmaceutical firms field managers can control their sales team if they have complete and accurate information of their team. Top management and their adaptation strategies mainly depends on the first hand information provided by the field monitoring managers then top management decided the mechanism for rewards for their sales team. Hersey and Blanchard (1969) introduced situational leadership theory. They argued that single leadership style adopted by the managers is not beneficial all the times. They further claimed that leadership style vary with the situation especially in sales. It is recommended that in sales managers must know the level of capabilities of their team then decides a specific leadership style. Through monitoring firms can get early and timely information about the sales, market and sales performance. This information helps the management to set strategy for the future. All firms have to strictly abide by the ethics but as sales team works in a stressful environment most of the times they avoid ethics and break rules, the reason for this unethical behavior is lack of management and administration support to sales team. As monitoring is the important area in sales firms therefore management team and sales person must encourage new and creative ideas for increasing sales (Schwepker, 2017).

2.1 | Emotional Intelligence

An ability of an individual to control others' and own emotions and use the information as per the situation to guide action and thinking is called emotional intelligence (EI) (Salovey & Mayer, 1990). Sojka, and Deeter-Schmelz (2002) insisted sales work force to adopt emotional intelligence. Bagozzi (1992) introduced the goal directed behavior theory in which author stated that an individual use number of tools to attain desired goals. Sales persons first try to understand customers' emotions then make actions. For negotiation with customers sales team use emotional intelligence then make decision. Emotional intelligence first used in psychology literature later on in mid 80s it gained attention of scholars and researchers in management and marketing research. As per Boss and Sims (2008) emotional intelligence was overlooked in marketing, human resource and organizational behavior. It has four facets perceiving, understanding, using and regulating emotions at right time (Landers *et al.*, 2017; Xiao, 2016). According to Maamari and Majdalani (2017) for sales persons emotional intelligence helps them to make quick

decisions and communicating with customers and consumers and convincing them. EI is the art of controlling others' and own emotions. Controlling emotions and getting information using EI help the sales persons to use this information when required. Sales person must have the capability to handle the situation and behavior as per the situation. Controlling emotions also shows the attachment of sales person with social, cultural, and traditional norms.

2.2 | Interpersonal Mentalizing Skills

According to Holland and Baird (1968) capability of sales person to interact effectively with customer is called interpersonal mentalizing skill. Later on Franke and Park (2006) also added that interpersonal mentalizing skill help sales people to study mind of customer then make decision and set strategy to fulfill the need of customer. As per theory of mind understanding mental status like desire and belief through knowledge is called interpersonal mentalizing belief. Performance of sales people depends on their interpersonal skills how they understand requirements of customers and satisfy them. According to theory of mind understanding and reading customers' mind is the main aim of the sales work force to obtain their sales targets. Sales persons have to work smarter and with planning. Research also believed that sales persons have to satisfy the needs of the customers. The sales persons have the ability to read face reading, body language, verbal and nonverbal cues of the customers. It would help them to understand that customer is ready to buy the product or not. According to Homburg and Stock (2005) adaptive selling and customer oriented sales are the two main aspects of sales performance; however, sales persons can get assistance form theory of min to increase the selling behavior of these two aspects.

2.3 | Sales Workforce Performance

A set of activities carried out by sales work force to sell different things as per situations is called sales performance. For field managers two things are more important one is how to satisfy their sales team and second factors affecting sales performance. How to retain the sales employees is a big challenge for field managers. This can easily explained by social exchange theory in which someone reaction mainly depends on the others behaviors whether positive or negative this also explained the field managers; monitoring style and their leadership style how they treat their sales team. According to Jaramillo, Mulki and Solomon (2009) this concept is also explained by goal theory and path goal theory. Some scholars though that personality of the sales person, communication skills, experience and training play vital role in enhancing the sales performance. There are two ways to measure the sales performance one is objective and other subjective. Subjective measure is considered more authentic.

2.4 | Hypotheses Development

According to Komaki (1986) in sales firms performance of sales team mainly depends on the strategies made by the field managers and their first hand primary information which they provide it to top management about the sales work force performance. Karimi et al., (2014) mentioned that field managers kept a close monitoring on their team which some time irritate their sales people and firms also want to follow ethical practices which sometimes makes hindrances in way of sales team but overall fourty four percent sales workers show their satisfaction from the cooperation got from field managers. Therefore field monitoring creates a relationship between managers and their sales team to obtain common objective i.e. increase profit through sales and to have evaluation system on merit basis which enhances performance. In addition Schwepker (2017) added that when field managers closely observed the activities of their sales team it has different influence on sales workers emotions as well as sales workers feel comfortable when each activity is monitored by their supervisor it has positive effect in emotional intelligence. Moreover Maamari and Majdalani (2017) raised the importance and significance of emotional intelligence for sales workers because the sales team is in direct face to face interact with customers and they can better understand the emotions of customers and on the basis of information they get they can negotiate and make decision for the sales. They further recommended to become successful sales person, one must change their emotions with the situations and changing emotions of customers this not only help workers to obtain their aim but to maintain better relationships with their customers in future (Iseline *et al.*, 2008). Likewise Kumar et al (2018) stated that sales workers with high level of emotional intelligence have high sales performance because they are in position to handle the difficult situations as well as they are able to handle effectively their managers monitoring styles easily. On the other hand Kidwell *et al.*, (2011) also added that sales workers with lower level of emotional intelligence have weak relationship with customers and managers. Similarly Flaherty *et al.*, (2009) observed the improvement in sales performance if managers properly and adequately guide, motivate and cooperate with sales workers and help them

to develop interpersonal skills. Past studies found transformational monitoring style as more effective in sales firms. There are three approaches in transformational monitoring style one focus on enhancing interpersonal skills of sales workers which is called capability approach, second activity approach in which managers keep sales workers involved in presentations, keeping record of customers, how many customer contacted per day on average basis third is end results approach in which how many products sold out and how to enhance sales volume. According to Agnihotri et al (2016) sales workers have to read mind of customers and try to understand their wants this idea introduced the interpersonal mentalizing skills and it has strong effect on performance of sales. Yet it is unclear that what skills are best to measure performance of sales it might be training, communication or something else it depends on situation. As per Chakrabarty *et al.*, (2014) interpersonal skills mediates between field managers' monitoring and sales workers performance. These skills identify the factors for failure and success of sales team. On the basis of above detailed discussion following hypotheses are developed.

H₁: Field managers' monitoring positively predicts sales performance

H₂: Emotional intelligence positively predicts Sales performance

H₃: Interpersonal mentalizing skills positively predicts sales performance.

H₄: Emotional intelligence and interpersonal mentalizing skills mediates relationship between field managers' monitoring and sales performance.

3 | RESEARCH METHODS

3.1 | Population and Sampling

This existing study is quantitative in nature and deductive approach is used. Self-administered questionnaire was used to collect primary data from pharmaceutical firms. According to Pakistan pharmaceutical manufacturing association there are eight hundred firms with adequate marketing setup are operating in Pakistan. Non-probability convenience sampling technique was used to select sample size. Total 400 firms were selected and questionnaires were distributed. Out of 400 questionnaires and discarding incomplete questionnaire 308 completed questionnaires were used in the analysis.

3.2 | Measures

Liao and Chun (2016) developed five items questionnaire for field managers' monitoring (FMM), in addition questionnaire of emotional intelligence was developed by Schutte *et al.*, (1998) it also has five items, while interpersonal mentalizing skills was measured on seven items questionnaire developed by Dietvorst et al (2009) similarly sales workers performance is also measured on seven items scale by Behrman and Perreault Jr (1982). All items were measured using five point likert scales.

3.3 | Data Collection and Analyses Techniques

Managers of different pharmaceutical firms were contacted for permission to collect the data from their respective sales workers. After permission sales workers were contacted. Questionnaires were handed over to sales representatives as well as their managers. SPSS was used to analyze the data. Reliability and validity of the questionnaires was checked using Cronbach alpha test and confirmatory factor analysis test in AMOS-SEM. correlation and mediation analysis was also checked in bootstrapping using process file in SPSS.

4 | RESULTS

From Table 1 analysis of results revealed that majority of respondents were working in national firms 223 (72.4%) followed by multinational firms sales representatives 85 (27.6%). Moreover most of the respondents were male 307 (99.7%) and only 1 female participated in the survey. Majority of the respondents have D.Pharm degree 148 (48.1%) followed by those holding arts degrees 130 (42.2%) and only 30 respondents were holding other degrees (9.7%). Most of the respondents belong to younger age i.e. 20 to 30 years 183 (60.7%) followed by those having age between 31-40 years 100 (32.5%) and only 21 respondents belong to age group more than 40 years. Most of the respondents have experience of less than five years i.e. 281 (91.2%).

Table 1
Demographic Characteristics of Respondents

Demographics	Variables	N	Percentage
Sector	National	223	72.4
	Multinational	85	27.6
Gender	Female	1	0.3
	Male	307	99.7
Qualification	D.Pharm	148	48.1
	Arts	130	42.2
	Others	30	9.7
Age	20-30	183	60.7
	31-40	100	32.5
	Above 40	21	6.8
Length of Services	<5 Years	281	91.2
	6-15 Years	24	7.8
	16-25Years	1	0.3
	25 Years Plus	2	0.6

Table 2
Reliability Analysis

Variables	AVE	Alpha	CR
FMM	0.60	0.89	0.88
EI	0.67	0.90	0.84
IMS	0.59	0.91	0.82
SP	0.68	0.92	0.83

Reliability of the questionnaires was checked in Cronbach alpha and confirmatory factor analysis (CFA) findings in Table 2 has revealed that criteria given by Hair et al (2017) for AVE >0.50, Alpha >0.70 and CR>0.70 has met the threshold and thus researchers assumed that questionnaires used in this study are found reliable and valid.

Table 3
Correlation Matrix

Variables	1	2	3	4
FMM	1			
EI	.448**	1		
IMS	.370**	.687**	1	
SP	.298**	.466**	.469**	1

** and * Correlation is significant at the 0.01 & 0.05 level (2-tailed).

Relationship among predictors and criterion variables is also identified using bivariate correlation. Relationship between FMM and EI is found positive and significant (0.448**, p<0.01); FMM and IMS (0.370**, p<0.01); FMM and SP (0.298**, p<0.01) respectively. Moreover; EI and IMS (0.687**, p<0.01); EI and SP (0.466**, p<0.01) and IMS and SP (0.469**, p<0.01) respectively. See Table 3

Table 4
Regression Results (Direct Effects Testing)

Criterion	Predictor	R ²	F	B	S.E	β	T	P
SP	Constant	0.27	29.00	16.30	1.11		13.8	0.000
	FMM			0.06	0.065	0.05	0.97	0.33
	EI			0.19	0.05	0.24	1.95	0.05
	IMS			0.20	0.054	0.26	3.84	0.000

Regression analysis was run to test direct effects. It was found that impact of FMM on SP is insignificant (0.05, $p > 0.05$) EI on SP is also insignificant (0.24, $p > 0.05$) while impact of IMS on SP is found significant (0.26, $p < 0.01$). All predictors shows variance upon sales person performance upto 27%, goodness of fit $F=29$, $p < 0.01$ level. Thus H_1 and H_2 are rejected and H_3 is accepted. See Table 4

Table 5
Indirect Effects

Criterion	Predictor	R ²	F	β	Sobel	p
SP	Constant	0.88	30.00	24.00	5.6	0.000
	FMM			0.33		0.005
SP	Constant	0.22	45.00	18.3		0.000
	EI			0.044		0.000
	FMM			0.124		0.048
EI	Constant	0.20	77.0	16.00		0.000
	FMM			0.63		0.000
SP	Constant	0.88	30.0	24.00	5.1	0.000
	FMM			0.33		0.000
SP	Constant	0.24	48.00	18.00		0.000
	IMS			0.331		0.000
	FMM			0.16		0.007
IMS	Constant	0.14	49.00	18.00		0.000
	FMM			0.51		

From the table 5 mediation analysis shows significant mediating effects of emotional intelligence and interpersonal mentalizing skills on the relationship between field managers' monitoring style and sales persons' performance. All the effects are significant thus showing the partial mediating effects of emotional intelligence and interpersonal mentalizing skills.

5 | DISCUSSION AND CONCLUSION

The existing study has tried to investigate the factors affecting sales workers performance. For this purpose pharmaceutical firms in Pakistan were selected for study. Medical representatives were contacted through their field managers and supervisors. This study has found that field managers' monitoring style, emotional intelligence, interpersonal mentalizing skills and sales performance are positively and significantly related with each other. This shows that high level of emotional intelligence and interpersonal skills enhanced the sales performance moreover, close monitoring of all sales activities also improve the sales performance. On the other hand direct effect revealed that FMM and EI do not significantly predicts sales performance but IMS significantly predicted sales performance. The findings of this study for H_1 and H_2 are not in line with Xiao (2016), on the contrary H_3 is consistent with findings of Landers *et al.*, (2017). Indirect effects of emotional intelligence and interpersonal mentalizing skills show significant mediating results on the relationship between field managers' monitoring and sales performance. Thus H_4 is also substantiated. It is concluded that through high emotional intelligence and better interpersonal mentalizing skills sales workers can make quick and better decisions as per the situation and satisfy their customers and their wants. Moreover, managers through closed monitoring keep record of all sales activities and motivate their workers to have better relationships with stakeholders especially customers. From the above discussion it is concluded that sales persons can get help from the theory of mind, social exchange theory and emotional intelligence to make quick decisions, easily understand the body language, non-verbal cues of the customers, use

information and act accordingly to the situation would help them to better manage their sales, and keep long term relationships with their customers.

6 | THEORETICAL AND PRACTICAL CONTRIBUTIONS

Theory of mind, goal directed behavior social exchange theory have been extensively used in the past studies. The current study has extended the body of knowledge by testing these theories, managers monitoring styles, emotional intelligence and interpersonal mentalizing skill perceived by the sales representatives. The existing study endorsed these theories in sales perspective. In addition this study also offers significant contributions towards situational leadership theory offering new insights in sales environment. Managers in pharmaceutical industry can change their leadership style as per the situation and encourage their workers to have high level of emotional intelligence and skills. Sales workers act as mediating mechanism between firms and customers so managers pay full attention to their sales persons.

7 | LIMITATIONS AND FUTURE RESEACRH DIRECTIONS

This study has offered several contributions which are discussed in the above section but it is necessary to highlight the limitations and future directions. First limitations of this study is single method of data collection which may cause bias so it is recommended that future studies collect qualitative data along with quantitative data or longitudinal data can also be used to reduce the biasness. Second this study has chosen only pharmaceutical sector for data collection so one must be careful while generalizing the findings to other sectors.

Conflict of Interest: There is no competing interest

REFERENCES

- Agnihotri, R., Vieira, V. A., Senra, K. B., & Gabler, C. B. (2016). Examining the impact of sales person interpersonal mentalizing skills on performance: the role of attachment anxiety and subjective happiness. *Journal of Personal Selling & Sales Management*, 36(2), 174–189. <https://doi.org/10.1080/08853134.2016.1178071>
- Bagozzi, R. P. (1992). The self-regulation of attitudes, intentions, and behavior. *Social Psychology Quarterly*, 55(2), 178. <https://doi.org/10.2307/2786945>
- Behrman, D. N., & Perreault Jr, W. D. (1982). Measuring the performance of industrial sales persons. *Journal of Business Research*, 10(3), 355–370.
- Boss, A. D., & Sims, H. P. (2008). Everyone fails!: Using emotion regulation and self-leadership for recovery. *Journal of Managerial Psychology*, 23(2), 135–150. <https://doi.org/10.1108/02683940810850781>
- Chakrabarty, S., Widing, R. E., & Brown, G. (2014). Selling behaviours and sales performance: The moderating and mediating effects of interpersonal mentalizing. *Journal of Personal Selling & Sales Management*, 34(2), 112–122. <https://doi.org/10.1080/08853134.2014.890899>
- Dietvorst, R. C., Verbeke, W. J., Bagozzi, R. P., Yoon, C., Smits, M., & Van Der Lugt, A. (2009). A sales force specific theory-of-mind scale: Tests of its validity by classical methods and functional magnetic resonance imaging. *Journal of Marketing Research*, 46(5), 653–668.
- Flaherty, K. E., Mowen, J. C., Brown, T. J., & Marshall, G. W. (2009). Leadership propensity and sales performance among sales personnel and managers in a specialty retail store setting. *Journal of Personal Selling & Sales Management*, 29(1), 43–59. <https://doi.org/10.2753/PSS0885-3134290103>
- Franke, G. R., & Park, J. E. (2006). Salesperson adaptive selling behavior and customer orientation: A meta-analysis. *Journal of Marketing Research*, 43(4), 693–702.
- Hair, J., Hult, G., Ringle, C., et al. (2017) *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. 2nd Edition, Sage Publications, Thousand Oaks.
- Hersey, P., & Blanchard, K. (1969). Life cycle theory of leadership. *Training and Development Journal*, 23, 26-35.
- Holland, J. L., & Baird, L. L. (1968). An interpersonal competency scale. *Educational and Psychological Measurement*, 28(2), 503–510. <https://doi.org/10.1177/001316446802800236>
- Homburg, C., & Stock, R. M. (2004). The link between salespeople's job satisfaction and customer satisfaction in a business-to-business context: A dyadic analysis. *Journal of the Academy of Marketing Science*, 32(2), 144–158. <https://doi.org/10.1177/0092070303261415>

- Iselin, E. R., Mia, L., & Sands, J. (2008). Multi-perspective strategic goal setting, performance reporting and organisational performance. *Journal of Applied Accounting Research*, 9(2), 76–96. <https://doi.org/10.1108/09675420810900766>
- Jaramillo, F., Grisaffe, D. B., Chonko, L. B., & Roberts, J. A. (2009). Examining the impact of servant leadership on sales force performance. *Journal of Personal Selling & Sales Management*, 29(3), 257–275. <https://doi.org/10.2753/PSS0885-3134290304>
- Kanat-Maymon, Y., Mor, Y., Gottlieb, E., & Shoshani, A. (2017). Supervisor motivating styles and legitimacy: moderation and mediation models. *Journal of Managerial Psychology*, 32(8), 561–580. <https://doi.org/10.1108/JMP-01-2017-0043>
- Karimi, L., Gilbreath, B., Kim, T.-Y., & J. Grawitch, M. (2014). Come rain or come shine: Supervisor behavior and employee job neglect. *Leadership & Organization Development Journal*, 35(3), 210–225. <https://doi.org/10.1108/LODJ-05-2012-0066>
- Kidwell, B., Hardesty, D. M., Murtha, B. R., & Sheng, S. (2011). Emotional intelligence in marketing exchanges. *Journal of Marketing*, 75(1), 78–95.
- Kumar, V., Goreczny, A., & Maurer, T. (2018). What drives a salesperson's goal achievement? An empirical examination. *Journal of Business & Industrial Marketing*, 33(1), 3–18. <https://doi.org/10.1108/JBIM-06-2017-0128>
- Komaki, J. L. (1986). Toward effective supervision: An operant analysis and comparison of managers at work. *Journal of Applied Psychology*, 71(2), 270–279. <https://doi.org/10.1037/0021-9010.71.2.270>
- Landers, R. N., Bauer, K. N., & Callan, R. C. (2017). Gamification of task performance with leader boards: A goal setting experiment. *Computers in Human Behavior*, 71, 508–515. <https://doi.org/10.1016/j.chb.2015.08.008>
- Liao, E. Y., & Chun, H. (2016). Supervisor monitoring and subordinate innovation: Supervisor monitoring. *Journal of Organizational Behavior*, 37(2), 168–192. <https://doi.org/10.1002/job.2035>
- Maamari, B. E., & Majdalani, J. F. (2017). Emotional intelligence, leadership style and organizational climate. *International Journal of Organizational Analysis*, 25(2), 327–345. <https://doi.org/10.1108/IJOA-04-2016-1010>
- Mulki, J. P., Caemmerer, B., & Heggde, G. S. (2015). Leadership style, salesperson's work effort and job performance: The influence of power distance. *Journal of Personal Selling & Sales Management*, 35(1), 3–22. <https://doi.org/10.1080/08853134.2014.958157>
- Nechita, F. (2012). Monitoring process in sports performance. *Bulletin of the Transilvania University of Braşov*, 5(54), 122–126.
- Salovey, P., & Mayer, J. D. (1990). Emotional Intelligence. *Imagination, Cognition and Personality*, 9(3), 185–211. <https://doi.org/10.2190/DUGG-P24E-52WK-6CDG>
- Schwepker, C. H., & Schultz, R. J. (2015). Influence of the ethical servant leader and ethical climate on customer value enhancing sales performance. *Journal of Personal Selling & Sales Management*, 35(2), 93–107. <https://doi.org/10.1080/08853134.2015.1010537>
- Schwepker, C. H. (2017). Psychological ethical climate, leader–member exchange and commitment to superior customer value: influencing salespeople's unethical intent and sales performance. *Journal of Personal Selling & Sales Management*, 37(1), 72–87. <https://doi.org/10.1080/08853134.2016.1272054>
- Schutte, N. S., Malouff, J. M., Hall, L. E., Haggerty, D. J., Cooper, J. T., Golden, C. J., & Dornheim, L. (1998). Development and validation of a measure of emotional intelligence. *Personality and Individual Differences*, 25(2), 167–177.
- Seyal, A. H., & Rahman, M. N. A. (2014). Testing Bass & Avolio model of leadership in understanding ERP implementation among Bruneian SMEs. *Journal of Organizational Management Studies*, 2014, 1.
- Sojka, J. Z., & Deeter-Schmelz, D. R. (2002). Enhancing the Emotional Intelligence of Sales people. *American Journal of Business*, 17(1), 43–50. <https://doi.org/10.1108/19355181200200004>
- Xiao, N. (2016). How non-consumption goals (elicited by competitive setting or social risk) and self-confidence influence the importance of trivial attributes in product evaluation. *European Journal of Marketing*, 50(9/10), 1746–1766. <https://doi.org/10.1108/EJM-05-2014-0272>