Abstract
Introduction of modern retailing in the form of multi-complexes that offers shopping, food and entertainment under one roof along with growing awareness and brand consciousness among people across different socio-economic classes in India has led to a rapid growth in the Indian retail industry. Since, salespersons in the retail business are the only link a company has with their customers, the performance of salespersons largely affects the long-term relationship of a company with its customers. Some individuals are better in recognizing and regulating emotions in themselves and others. This set of abilities is termed as emotional intelligence. Emotional intelligence is the ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth (Mayer & Salovey, 1997). Emotional intelligence can be used as a human-resource development instrument, as improvements in emotional intelligence enhance salesperson’s interpersonal and communication skills which help them in providing quality services and improving their relationship with the customers. In this competitive scenario where Indian companies have to compete with multinational brands, they can have an edge over their competitors if they are having customer-responsive and emotionally intelligent workforce. Thus, the present paper discusses how enhancing emotional intelligence can lead to higher performance of sales professionals in Indian retail industry, thereby flourishing and strengthening the industry.
1. Introduction

These days trade across the national boundaries is of great importance and the success of businesses is greatly affected by globalisation. Physical and material resources are important for the organisation but the resource that makes the most significant difference is human resource and the human resource with considerable level of emotional intelligence is an indispensable asset for the organisation. Retail sector contributes 22% to India’s GDP and the contribution is still rising. The traditional retailing is considerably over passed by retailing through multi-complexes that offer different products and services under one roof. Thus, modern retailing has added entertainment and convenience to shopping. India’s government launched several reforms in retailing sector in November 2011 which brought innovation in retailing sector.

The customer satisfaction is the main concern for the most of the organisations in this competitive environment; marketers have identified various factors in the same reference as customer expectation, price of product, quality of product, service and several other factors have been recognized to determine the degree and extent of customer satisfaction (Nicholls et al., 1995; Sbarma, 1997). Sales professionals have been identified as a majorly influencing customer satisfaction. Jap (2001); Grewal and Sharma (1991) suggested sale professionals as one of the factor that persuade customer satisfaction. The task of sales professional’s in determining customer satisfaction is mainly based on the services provided by sales professional’s and the degree to which they provides solutions to the customers problems (Pilling & Eroglu, 1994).

Introduction of brilliant book on Emotional Intelligence by Daniel Goleman (1995), on the topic of emotional intelligence has seen tremendous success. Many programs were designed and implemented to develop emotional intelligence of organisational leaders to be successful in business world. In general, emotional intelligence (E.I.) means ability to recognize and regulate emotions in ourselves and others (Goleman, 2001).Perception, understanding, and managing emotions effectively in the one self and others are described as core competencies in most operationalizations of emotional intelligence (Mayer & Salovey, 1997; Bar-On, 2000).

Almost all the organisations are facing some common challenges like management of conflicts, management of motivation, intrapersonal qualities and management of emotions while maintaining and strengthening their human resources. In retail sector it is crucial for the organisations to understand the emotions of the customers because ultimately customer is the king of the market, customer is the central point. Thus, along with the cognitive intelligence being calculated by intelligence quotient (IQ), emotional Intelligence measured by Emotional Quotient (EQ) has gained significance.

2. Objective of the study

The objective of the present study is to highlight the impact of emotional intelligence of sales personnel on the retailing sector. This study is an endeavours to review the previous
studies to investigate how the emotional intelligence of the employees affects their performances.

3. Research Methodology

Preceding researches on emotional intelligence were studied to elucidate the importance of employee’s emotional intelligence in workplace; influence of employee’s emotional intelligence on their work performance and influence of employee’s emotional intelligence on selling. Data has been collected through various sources like journals, newspapers, Books & related online data after going through attentive analysis of contents.

4. Literature Review

To make the concept of emotional intelligence indistinct many scholars gave several models and approaches but these three approaches are considered to be the main approaches given to emotional intelligence Mayer and Salovey (1997), Goleman (1998) and Bar-On (2000).

Mayer and Salovey (1997) introduced the term emotional intelligence and defined it as “the ability to understand, regulate one’s own emotions as well as the emotions of others to promote personal growth.” Goleman (1998) has projected a framework for emotional intelligence, based on the emotional competencies. Goleman’s model summarised four major emotional intelligence dimensions i.e., self-awareness, self-management, social awareness and relationship management. Bar-On (1997) introduced term “Emotional quotient” and defined it as the art of knowing about self, people and surroundings and ability of adapting to dynamic environment. Different scholars defined “E.Q.” differently but all made it clear that E.Q. and I.Q. are two related but distinct terms. Table 1 presents the various approaches of emotional intelligence and their elements.

<table>
<thead>
<tr>
<th>Table 1: Approaches of emotional intelligence</th>
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<tbody>
<tr>
<td>Salovey and Mayer (1990)</td>
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<tr>
<td>Appraisal and expression of emotion; utilisation of emotion and regulation of emotion.</td>
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<td>Goleman (1995)</td>
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<tr>
<td>Self-awareness; self-regulation; self-motivation; empathy and handling relationships.</td>
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<tr>
<td>Mayer and Salovey (1997)</td>
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<tr>
<td>Perception appraisal and expression of emotion; emotional facilitation of thinking; understanding and analysing emotions, employing emotional knowledge; and reflective regulation of emotions to promote emotional and intellectual growth.</td>
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<tr>
<td>Bar-On (1997)</td>
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<tr>
<td>Intrapersonal; interpersonal; adaption; stress management and general mood.</td>
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<td>Cooper and Sawaf (1997)</td>
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<td>Emotional literacy; emotional fitness; emotional depth and emotional alchemy.</td>
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<tr>
<td>Goleman (1998)</td>
</tr>
<tr>
<td>Self-awareness; self-regulation; self-motivation; Empathy and social Skills.</td>
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Emotional intelligence is associated with stress resilience (Slaski, 2001), teamwork skills (Moriarty & Buckley, 2003) and performance under pressure (Lam & Kirby, 2002). Moreover, emotional intelligence has been associated with sales performance (Wong et al., 2004) and overall job performance of sales professionals (Dulewicz et al., 2005). In addition, Weitz et al. (2000) suggested that emotional intelligence is particularly important in sales as, sales professionals sometimes have to deal with difficult customers. The research study of O’Boyle et al. (2011) indicated that emotional intelligence presents an important association with job performance.

i.) Importance of emotional intelligence in workplace

Emotional intelligence of an individual will affect interpersonal and intrapersonal outcomes. The intrapersonal outcomes include greater subjective well-being appraised through indices for instance positive affectivity and life satisfaction (Schutte & Malouff, 2011; Brackett et al., 2004; Brackett & Mayer, 2003) and better mental health (Martins et al., 2010; Schutte et al., 2007). Individuals with higher levels of emotional intelligence are also related with a variety of interpersonal outcomes, including better interpersonal relationships (Lopes et al., 2004; Lopes et al., 2003), more cooperative behaviour (Schutte et al., 2001), and more relationship satisfaction (Lopes et al., 2003; Malouff et al., 2014).

Further, Cherniss (2000) claimed that emotional intelligence influences organisational effectiveness in a number of areas: “employee recruitment and retention; development of talent; teamwork; employee commitment, morale, and health; innovation; productivity; efficiency; sales; revenues; quality of service; customer loyalty and client or student outcomes”. Austin et al. (2005) and Gallagher & Vella-Brodrick (2008) added that individuals having higher level of emotional intelligence be liable to perceive having more social support and are more fulfilled with their social support.

In addition, emotionally intelligent employees are better in conflict management they tend to exhibit better leadership (Harms & Crede, 2010; Schlaerth et al., 2013). Furthermore, meta-analyses study of O’Boyle et al. (2011) study indicated that emotionally intelligent employees gives better work performance and perform high emotional labour work more efficiently (Joseph & Newman, 2010).

Individuals having higher level of emotional intelligence perceive their work environment more supportive (Houghton et al., 2012). They have greater sense of control and autonomy over their work and have better mental health (Johnson et al., 2009). Emotionally intelligent employees built more social capital (Chun et al., 2010), which may result in more satisfaction with social support.

Emotionally intelligent individual adjust to organisational change more effortlessly and cope with job insecurity in a better way (Jordan et al., 2002). Furthermore, advantage
of emotional intelligence is individuals can easily cope with stress in workplace (Ashkanasy, 2004).

The emotional intelligence is an important tool for individual to cope with personal changes (Elliot et al., 2004). Emotions play an important role during organisational change, stress, turnover intention and low organisational commitment (Terry & Jimmieson, 2003).

ii) Emotional intelligence and performance

Table 2 reviews the previous studies being conducted to find the relation between emotional intelligence and performance at workplace.

<table>
<thead>
<tr>
<th>Author</th>
<th>Field</th>
<th>Main objective</th>
<th>Major findings</th>
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<tr>
<td>Boyatzis</td>
<td>100 managers from 12 different organisations</td>
<td>To find which characteristics of managers enable them to be effective in various management jobs.</td>
<td>“Self-assessment” competency of emotional intelligence was related to superior performance.</td>
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<tr>
<td>Spencer, L.M.</td>
<td>300 top level executives from 15 global companies</td>
<td>To identify competencies that differentiates high and average performers.</td>
<td>Highest and average performers were distinguished based on six emotional competencies: Influence, Team leadership, Organisational awareness, self-confidence, achievement drive and leadership.</td>
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<tr>
<td>Goleman</td>
<td>200 companies worldwide</td>
<td>To find the effect of working with emotional intelligence.</td>
<td>Technical skill and cognitive ability along with emotional competency may produce a better performance standard in the production.</td>
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<tr>
<td>Mc Clelland</td>
<td>30 different organisations and many different types of executive positions, including managers, salespeople, mining geologists, bankers, restaurant managers, and health care units</td>
<td>To analyse the effect of behavioral Event interview (BEI).</td>
<td>50% attrition can be seen if traditional method of hiring manpower is opted while only 6% attrition can be seen if hired using emotional competence method.</td>
</tr>
<tr>
<td>Bachman</td>
<td>Debt collectors</td>
<td>Two studies are reported which compare more and less successful debt collectors in terms of their emotional intelligence.</td>
<td>Emotional intelligence competencies of self-actualization, independence and optimism were high in most successful collectors.</td>
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<tr>
<td>Austin et al.</td>
<td>Canadian (N=500) and Scottish</td>
<td>To assess relationship between emotional</td>
<td>Emotional intelligence is more strongly connected than personality.</td>
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(N=204) undergraduate students | intelligence and alexithymia, life satisfaction, social network size and quality. | with social network size, but social network quality, life satisfaction, alcohol consumption, number of doctor consultations and health status are more strongly related to personality.

Bar-On et al. (2006) | 1100 sellers | The role played by EI dimensions self-awareness and social awareness. | Assertiveness, empathy, optimism, problem solving and self-reflection were the key emotional intelligence domains for success in sales.

Khokhar and Kush (2009) | 200 top companies’ executives | To find the performances’ of executives on different levels of emotional intelligence and relationship between emotional intelligence and effective work performance. | High emotional intelligence implies better quality of work performance.

Downey et al. (2011) | 142 leader/member dyad | To measure EI at a group level and to investigate the pre-conditions required for the formation of an emotionally intelligent group culture. | There is a significant relationship between group level EI and leader/member trust.

Schutte and Loi (2014) | 319 working adults were recruited from Qualtrics panel system. | To examine whether emotional intelligence act as foundation for workplace flourishing. | Emotional intelligence is indicator of flourishing as EI leads to greater satisfaction, more social support and perceived power in workplace.

Furthermore, emotional intelligence is related with workplace is the cost-effectiveness. Different researchers analysed economic value of employing emotionally intelligent staff.

iii) Emotional Intelligence and Selling

Sales professional are the only link company have it with their customers. Performance of sales professionals will largely affects the satisfaction level of customers, their return, positive word-of-mouth and loyalty. Selling is one of the job type that have strong emotional intelligence implication, as the job performance of a sales professionals is linked with their understanding of customers’ needs and how they deal with various selling problems and potential emotional troubles (Sojka & Deeter-Schmelz, 2002). To be a successful salesperson an individual need to possess empathic competency to judge the mood of customers and the interpersonal skills to decide when to exhibit the product and when to remain silent. Having skills to manage and control emotions in one self and others is therefore necessary for sales jobs.
Consequently, emotional competencies appear fundamental. It can be asserted that sales professionals higher in emotional intelligence should be better able to finalize sales and to create a positive emotional experience with regards to customer relationship and satisfaction. Certainly, Mayer et al. (2004) found that emotional intelligence is associated with customer relations.

Bar-On et al. (2006) conducted their research on 1100 sellers, main focus of the study was role played by self-awareness and social awareness. Assertiveness, optimism, empathy, problem solving and self-reflection were the key emotional intelligence domains for success in sales. Therefore, employees with higher social skills should describe higher levels of empathy and sensitivity which impact on their customers’ satisfaction (Lopes et al., 2005).

The relationship management plays an important role in sales setting. Heskett et al. (1997) put forth the theory of satisfaction mirror that suggests productive and capable employees can improve both internal and external clients’ satisfaction which leads to organisational success. In addition, Giorgi (2013) pointed out the significance of relationship management competence for success at work. In the job of sales, one of the crucial tasks for the sales professionals is to create a positive affective atmosphere with their co-workers. Such positive atmosphere with co-workers ensures a successful interaction with the customer while making positive outcomes more likely.

A number of studies have further hypothesized that emotional intelligence in sales might be more necessary than general mental ability (GMA). Although sales professionals can have a higher general mental ability, they might not be satisfactory as sales performers, if they lack emotional intelligence competencies (Verbeke et al., 2008). Furthermore, the study of Hunter & Hunter (1984), suggested that general mental ability predicts salespeople’s performances particularly well, another study declares an insignificant or very weak relationship between general mental ability and job performance (Ceci & Liker, 1986).

The emotional intelligence helps to achieve favourable outcomes for organisation. The study of Kidwell et al. (2011); Martin et al. (2008); Mueller & Curhan (2006) suggested that emotional intelligence increases sales revenue with customer satisfaction and retention. Further Kidwell et al. (2011); Kidwell et al. (2007) proposed that emotional intelligence also enhances the positive influence of salespeople’s customer-centered behaviours on customer retention and sales revenue. This suggests that Emotional Intelligence may improve short-term sales outcomes and building long term relationships with the customers.

iv) Implications of Emotional intelligence in building assets for Indian retail

Emotional intelligence can be included in daily organisational life and while using various human resource management tools. Training for emotional intelligence can be provided to the sales professionals so that they can better regulate their own emotions and that of others, further develop harmonious relation with customers and co-workers that will result in better sales. Training can be provided in a group setting to familiarise the employees
with emotional intelligence competencies: self-regulation, self-awareness, self-motivation, social skills (relationship management) and social awareness (empathy). Training of emotional intelligence involves job assessment, individual assessment, level of motivation, self-directed change, feedback of performance, consistent practice, support, encouragement, reinforcement, and evaluation (Goleman, 1995).

Emotional intelligence can be used by the organisations to strengthen their image in the eyes of their existing and potential customers as emotionally intelligent sales personnel deals with customers better. Training can be given to the sales personnel to impart the skill to regulate and understand their own emotions as well as the emotions of others in an effective way that would result in harmonious with co-workers as well as customers resulting in better sales. These training programs should be supported by performance appraisal and effective reward structures. Emotionally intelligent behaviours that boost sales and better customer satisfaction should be rewarded.

Finally, organisation that provides training for emotional intelligence should incorporate various performance appraisals and reward structures. Emotionally intelligent behaviours that boosts sales and better customer satisfaction should be rewarded. The significance of emotional intelligence should be communicated throughout the organisation at all levels and feedbacks should be provided to employees should on their efforts to behave constructively in sales situations.

While undertaking recruitment and selection of sales professionals various emotional intelligence competencies test should be incorporated with cognitive tests. This will result in better sales force performance and cost effectiveness in workplace. Higher commitment and better organisational outcomes can be achieved by providing emotional intelligence training from time to time. Indian retailers can have better, committed and efficient sales force which can compete in a better way that will result in higher revenue and this will result in better revenue and ultimately flourishing of retailing sector of Indian economy.

VI. Conclusions

The results of a numerous studies indicate that emotional intelligence can be increased through training (Schutte & Malouff, 2013b). The emotional intelligence training of employees is a vehicle both for increasing emotional skills and a range of strengths building on emotional intelligence, which in turn could lead to workplace flourishing. Emotional intelligence is one of the critical skills that offer practitioners the prospective to improve salespeople’s performance (Abraham, 1999). In particular, self-management and relationship management are essential in sales performance and consequently, it is important to train sales professionals to use emotional intelligence. By enhancing emotional competencies retailers can increase their sales. The retailers should be aware of the emotional intelligence concept and how they can improve the various emotional intelligence elements. In addition, while recruitment and selection process where organisation uses only cognitive ability test, various emotional intelligence test can
be included. Emotional intelligence is very significant in Indian retail industry to cope up with dynamic and challenging environment where organisation need to adapt rapid change, employees need to be more creative in order to drive innovation, more motivated and committed. Furthermore, identify and recruit top talent which may leads to organisational effectiveness, customer loyalty and higher revenues.

Emotional intelligence can be used as a human-resource development instrument, as improvements in emotional intelligence enhance salesperson’s interpersonal and communication skills which help them in providing quality services and improving their relationship with the customers. This will result in development of committed and efficient workforce and higher revenues which will ultimately leads to flourishment of retailing sector in India.

VII. References

Nupur Sharma :: Significance of Emotional Intelligence in the Indian Retail Industry - A Review Study


