

**The moderating effect of demographic factors in the relationship between emotional intelligence and successful sales performance**

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Research Article

**The moderating effect of demographic factors in the relationship between emotional intelligence and successful sales performance**

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**Abstract**

**Purpose:** The objective of the study is to analyze the moderating effect of demographic factors (age, gender and experience) in the cause and effect relationship between emotional intelligence and successful sales performance.

**Research Methodology:** The effect of demographic factors in the relationship between emotional intelligence and successful sales performance is analyzed with the help of moderation.

**Finding:** The moderation effect of demographic factors (age and experience) is significantly positive but there is no moderation effect of gender of the sales persons on the different factors of emotional intelligence on the sales performance

**Scope of further research:** The similar kind of study can be designed with different demographical factors.

**Key words:** Emotional Intelligence, Sales Performance, emotions, performance, demographical factors and moderation effect.

**1. Introduction**

Emotional intelligence defines and measures the level of control and understanding individuals have on their responses to impulses in relation to emotions (Goleman, 1995). Based on Goleman's assertion, EI could play a role in a person's overall professional development process. Haakonstad (2011) and Enhelder (2011) proposed that a higher level of emotional intelligence has a direct relation in achieving higher levels of success in sales. Therefore, the possibility exists that sales professionals who use emotional intelligence well, as an inherited or learned skill, achieve sales success consistently.

The objective of the study is to analyze the moderating effect of demographic factors (age, gender and experience) in the cause and effect relationship between emotional intelligence and successful sales performance. In the study the structural path diagram indicating the cause and effect relationship between the different factors of emotional intelligence on the sales performance is developed. The demographic factors are treated as categorical variable having two sub categories. The cause and effect relationship between emotional intelligence and sales

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performance is found significant in previous section. This section discusses the moderation effect of the selected demographic profiles:

**Hypotheses:**

**H1<sub>0</sub>**- There is no significant relationship between emotional intelligence scores and successful sales performance by gender.

**H1<sub>A</sub>**- A significant relationship exists between emotional intelligence scores and successful sales performance by gender.

**H2<sub>0</sub>**- There is no significant relationship between emotional intelligence scores and successful sales performance by age.

**H2<sub>A</sub>**- A significant relationship exists between emotional intelligence scores and successful sales performance by age.

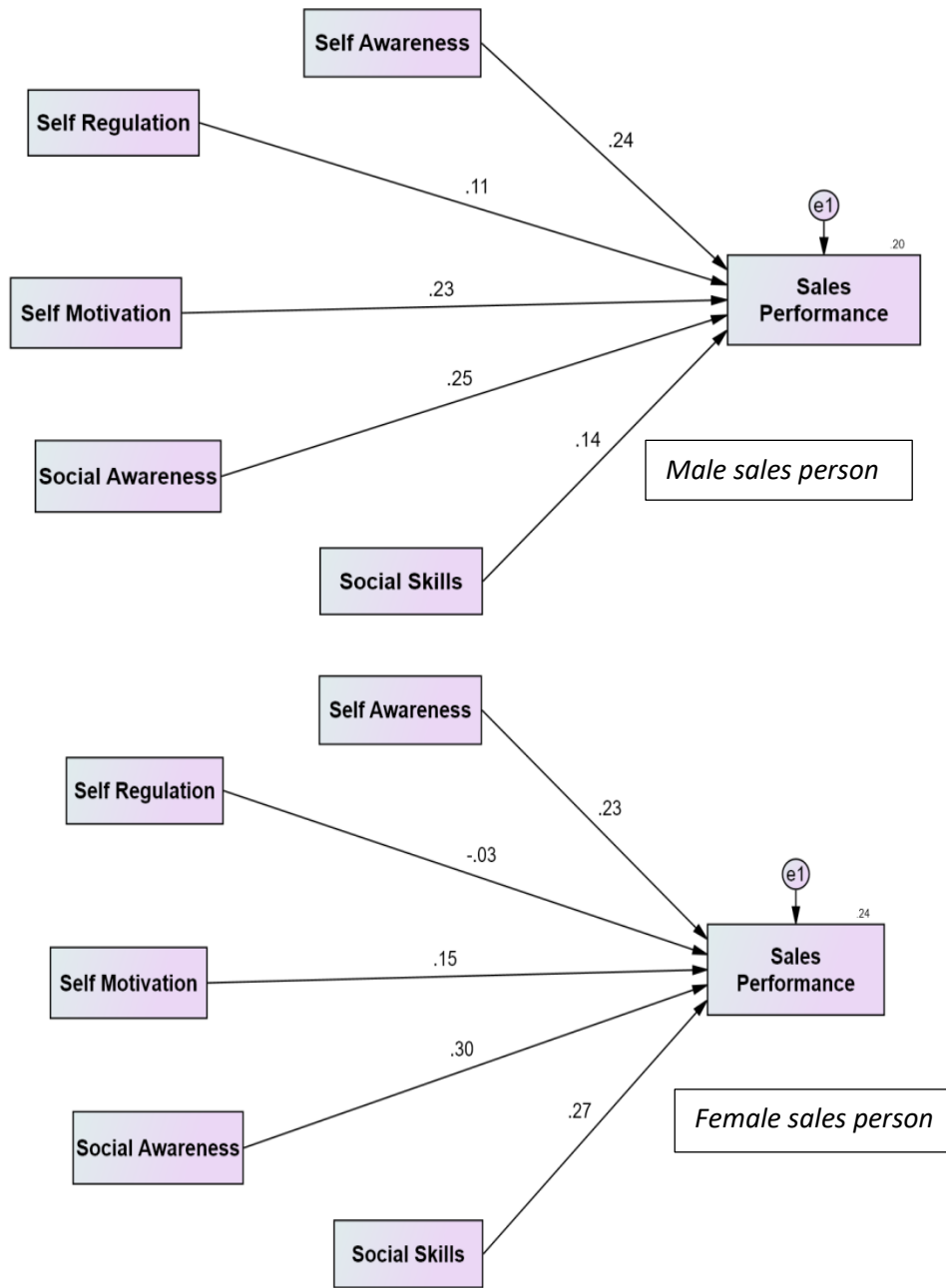
**H3<sub>0</sub>**- There is no significant relationship between emotional intelligence scores and successful sales performance by level of experience.

**H3<sub>A</sub>**- A significant relationship exists between emotional intelligence scores and successful sales performance by level of experience.

**2. Moderation effect of gender of sales person on the sales performance**

The data is collected from the male and female sales person in the study. The structural path diagram indicating the cause and effect relationship between the different factors of emotional intelligence on the sales performance is developed and the moderation effect of gender is examined in the study. The scores of different factors indicating the emotional intelligence namely self-awareness, self-regulation, self-motivation, social-awareness and social-skills are estimated as summated scores. These construct scores are now used in the path analysis for the purpose to examine the moderation effect. The moderation effect is said to occur if the relationship between the different factors of emotional intelligence and sales performance are found to be different for the different genders. In the moderation effect the path diagram is analyzed for the two scenarios of males and female's sales executives. The results of path analysis are examined in both the cases. The null hypothesis of moderation effect in the study assumes that there exists no significant difference with respect to regression slope coefficient (use to measure the impact in the cause and effect relationship) between different constructs used in the path analysis. The different path diagrams of male and female sales persons showing the relationship between different factors of emotional intelligence and sales performance is shown below in fig

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			Male Executives		Female Executives		z-score
			Estimate	P	Estimate	P	

Sales Performance	<---	Self- Awareness	0.075	0.000	0.074	0.000	-0.043
Sales Performance	<---	Self-Regulation	0.021	0.032	-0.007	0.622	-1.635
Sales-Performance	<---	Self-Motivation	0.061	0.000	0.043	0.022	-0.800
Sales-Performance	<---	Social-Awareness	0.056	0.000	0.070	0.000	0.773
Sales-Performance	<---	Social-skills	0.023	0.005	0.048	0.000	1.679*

Notes: \*\*\* p-value < 0.01; \*\* p-value < 0.05; \* p-value < 0.10

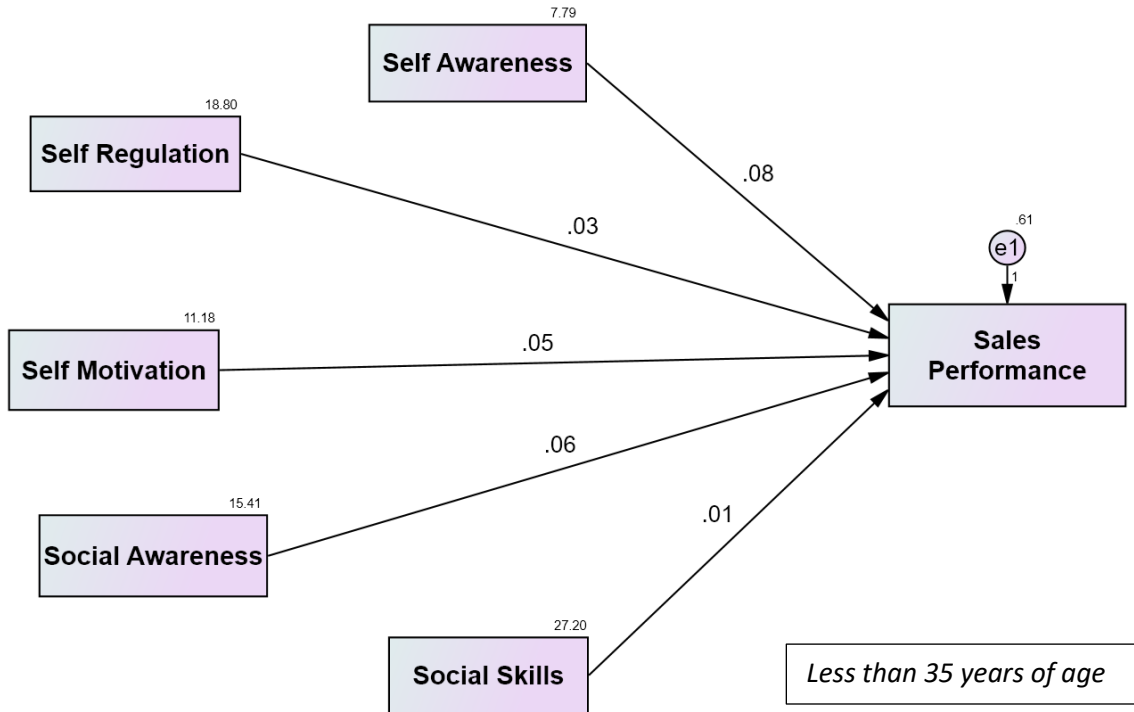
The result of group moderation effect as shown above indicates that the z scores of all the cause and effect relationship between the different factors of emotional intelligence on the sales performance of the employees is found to be statistically insignificant at five percent level of significance. Hence, it can be concluded that there exists no moderation effect of gender of the sales persons on the different factors of emotional intelligence on the sales performance as shown in the path diagram. Thus null hypothesis as mentioned above can not be rejected and it can be concluded that the different factors of emotional intelligence have the same impact on the sales performance for the sales persons of both gender.

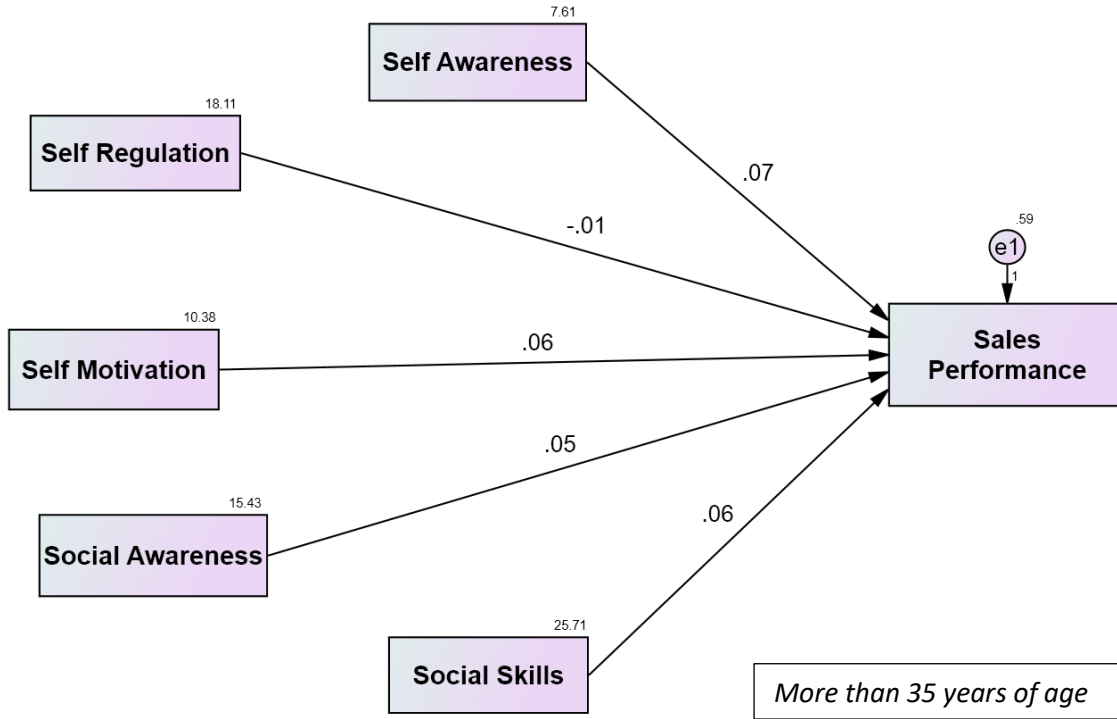
### 3. Moderation effect of Age of sales person on the sales performance

The data is collected from the two age groups, first is less than 35 years and second is more than 35 years of sales person in the study. The structural path diagram indicating the cause and effect relationship between the different factors of emotional intelligence on the sales performance is developed and the moderation effect of age is examined in the study. The scores of different factors indicating the emotional intelligence namely self-awareness, self-regulation, self-motivation, social-awareness and social-skills are estimated as summated scores. These construct scores are now used in the path analysis for the purpose to examine the moderation effect. The moderation effect is said to occur if the relationship between the different factors of emotional intelligence and sales performance are found to be different for the different age groups. In the moderation effect the path diagram is analyzed for the two age groups of sales executives; less than 35 years old and more than 35 years old. The results of path analysis are examined in both the cases. The null hypothesis of moderation effect in the study assumes that there exists no significant difference with respect to regression slope coefficient (use to measure the impact in the cause and effect relationship) between different constructs used in the path analysis. The

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different path diagrams of both the groups of sales persons showing the relationship between different factors of emotional intelligence and sales performance is shown below in fig





			Less than 35 years of age		More than 35 years of age		z-score
			Estimate	P	Estimate	P	
Sales Performance	<---	Self-Awareness	0.013	0.587	0.113	0.000	3.618***
Sales Performance	<---	Self-Regulation	-0.007	0.678	0.026	0.004	1.783*
Sales Performance	<---	Self-Motivation	0.062	0.002	0.019	0.108	-1.844*
Sales Performance	<---	Social Awareness	0.030	0.156	0.048	0.000	0.818
Sales Performance	<---	Social skills	0.002	0.919	0.047	0.000	2.619***

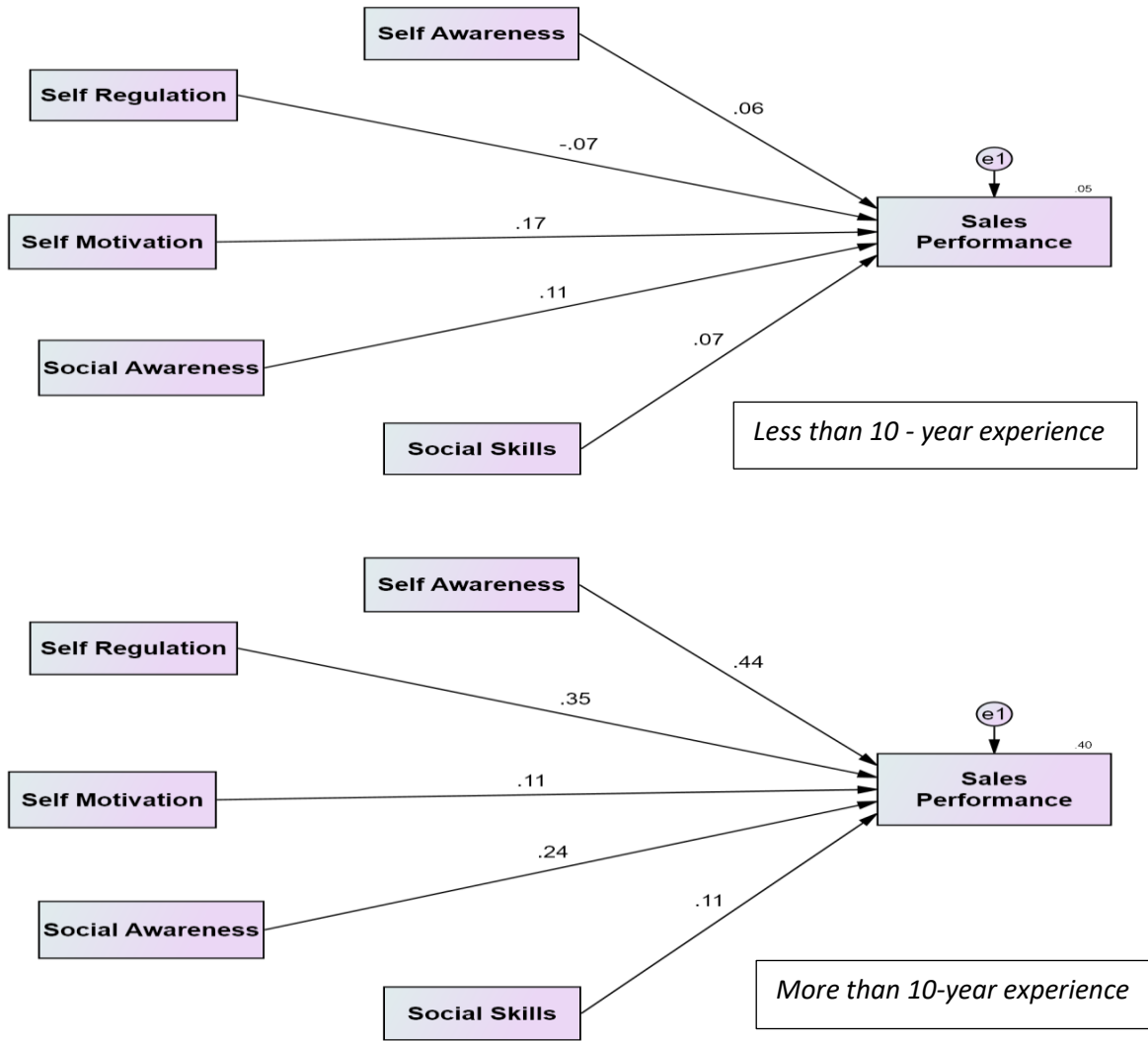
Notes: \*\*\* p-value < 0.01; \*\* p-value < 0.05; \* p-value < 0.10

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The result of group moderation effect as shown above indicates that the z scores of the cause and effect relationship between social skills to sales performance and self-awareness to sales performance of the employees is found to be statistically insignificant at five percent level of significance. Hence, it can be concluded that there exists significant moderation effect of age of the sales persons on the relationship between social skills to sales performance and self-awareness to sales performance as shown in the path diagram. Thus null hypothesis as mentioned above can be rejected and it can be concluded that the relationship between social skills to sales performance and self-awareness to sales performance is significantly different. The results also indicates that the sales persons more than 35 years of age are significantly better in terms of sales performance as a result of their self-awareness and social skills as compared to the sales persons less than 35 years of age.

#### **4. Moderation effect of experience of sales person on the sales performance**

The data is collected from the sales persons in the study is on the basis of their experience, the first category of sales persons are having experience of less than 10 years and other category of sales persons are having experience of more than 10 years. The structural path diagram indicating the cause and effect relationship between the different factors of emotional intelligence on the sales performance is developed and the moderation effect of age is examined in the study. The scores of different factors indicating the emotional intelligence namely self-awareness, self-regulation, self-motivation, social-awareness and social-skills are estimated as summated scores. These construct scores are now used in the path analysis for the purpose to examine the moderation effect. The moderation effect is said to occur if the relationship between the different factors of emotional intelligence and sales performance are found to be different as per their experience. In the moderation effect the path diagram is analyzed for the two groups of sales executives; having less than 10 years of experience and more than 10 years of experience. The results of path analysis are examined in both the cases. The null hypothesis of moderation effect in the study assumes that there exists no significant difference with respect to regression slope coefficient (use to measure the impact in the cause and effect relationship) between different constructs used in the path analysis. The different path diagrams of both the groups of sales persons showing the relationship between different factors of emotional intelligence and sales performance is shown below in fig



			Less than 10 years		More than 10 years		z-score
			Estimate	P	Estimate	P	
Sales Performance	<---	Self-Awareness	0.022	0.341	0.121	0.000	3.643***
Sales Performance	<---	Self-Regulation	-0.017	0.279	0.063	0.000	4.429***
Sales Performance	<---	Self-Motivation	0.060	0.005	0.025	0.026	-1.472
Sales Performance	<---	Social Awareness	0.034	0.087	0.043	0.000	0.425
Sales Performance	<---	Social skills	0.018	0.259	0.016	0.022	-0.122



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Notes: \*\*\* p-value < 0.01; \*\* p-value < 0.05; \* p-value < 0.10

The result of group moderation effect as shown above indicates that the z scores of all the cause and effect relationship between the self-awareness and self-regulation on the sales performance of the employees is found to be statistically significant at five percent level of significance. Hence, it can be concluded that there exists significant moderation effect of level of experience the sales persons on the different factors of emotional intelligence namely self-awareness and self-regulation on the sales performance as shown in the path diagram. Thus null hypothesis as mentioned above can be rejected and it can be concluded that the different factors of emotional intelligence (self-awareness and self-regulation) have the significantly higher impact on the sales performance for the sales persons having more than 10 years of experience as compared to less experienced sales persons.

### **5. Conclusion**

It is found that there exists no moderation effect of gender of the sales persons on the different factors of emotional intelligence on the sales performance as shown in the path diagram. Thus null hypothesis as mentioned above cannot be rejected and it can be concluded that the different factors of emotional intelligence have the same impact on the sales performance for the sales persons of both gender. It is also found that the sales persons more than 35 years of age are significantly better in terms of sales performance as a result of their self-awareness and social skills as compared to the sales persons less than 35 years of age. And the different factors of emotional intelligence (self-awareness and self-regulation) have the significantly higher impact on the sales performance for the sales persons having more than 10 years of experience as compared to less experienced sales persons.

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