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THE EFFECT OF EMOTIONAL INTELLIGENCE AND MARKET  
ORIENTATION ON SALES PERFORMANCE : THE MODERATING ROLE  
OF ENTREPRENEURIAL ORIENTATION  
(Beverage Industry of Pakistan)

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**ABSTRACT :**

The purpose of this research is to explore the moderate influence of entrepreneurial orientation between emotional intelligence, market orientation, and sales performance. Although existing research recognizes the importance of Entrepreneurial orientation in business relationships, the role of Entrepreneurial orientation and emotional intelligence in the sales performance in the Pakistani beverage industry is poorly understood in the literature. To validate the model, data from 286 employees of two main beverage industries were analyzed using the Partial Least Squares Structural Equation Modelling (PLS-

SEM). The results indicate that sales performance is significantly related to emotional intelligence and market orientation. Entrepreneurial orientation plays a significant moderation role between both IV's and DV. The implications of the survey results indicate that managers should consider the use of emotional intelligence and market orientation as improvement tools to identify and satisfy customer needs. Entrepreneurial orientation will help to strategies the new policies according to the market to increase sale performance. The study contributed to the scant literature on emotional intelligence and entrepreneurial orientation in developing countries, especially Like Pakistan. This research contributes to the existing literature on entrepreneurship and the concept of an entrepreneurial university. The study also suggests a future course of action.

## INTRODUCTION

In both cases there is productivity, so business leaders often ignore the huge gap between salesperson success and average performance (Hess & Cottrell, 2015). It is found that if "difference between actual performance and performance that should or may exist" is based on significant expectations, then performance gaps may exist. The performance gap between successful salespeople and ordinary sales workforce can have the major impact on the bottom line and goals of the organization, and directly affect salespeople development and revenue (Terho, Eggert, Haas, & Ulaga, 2015). There is a great positive influence of Emotional Intelligence (EI) on the performance of sales people, which can be an important tool in maintaining stable sales performance. Having clear insights regarding the relationship between Emotional Intelligence (EI) and sales performance can aid in narrowing the difference between successful sales performance and normal sales performance (Miao, Humphrey, & Qian, 2016). The emotional aspect has an integrally powerful impact on the relationship development between buyers and sellers, because the interpersonal interaction or behavior that leads to this relationship can't take place in an emotional vacuum (Eklinder-frick & Åge, 2020).

Research in the literature of marketing has demonstrated the value of relationships between buyer and seller for success results. This behaviour involves sales behaviours in a sales atmosphere that encourage buyer-seller relationships, also known as "sales relationship practice" (Kadic-Maglajlic, Vida, Obadia, & Plank, 2016). Previous studies have raised the contradictions within a single company and have focused on how companies can solve development and exploration problems internally. On the one hand, some academics believe that outsourcing the exploration or development process in a merger organization may be hampered by the difficulty of achieving strategic integration between independent organizations. On the other hand, subsequent studies believe that it is difficult for individual companies to achieve flexibility without the contribution of other companies (Nobakht, Hejazi, Akbari, & Sakhdari, 2020). An entrepreneurial process is an imperative tool for economic growth; economic development and the key for entrepreneurs. New business development also opened social perspectives. Entrepreneurship is observed as job formation, poverty reduction, and an important source of innovation and social development, but also economic competitiveness (Anjum, Ramani Bai, & Nazar, 2020; Anjum, V, & Phung,

2020). Promoting a strong and friendly business culture through policy reforms, such as promoting a legal framework for business start-ups, is important to convey the message of value entrepreneurship, which can empower people (Farrukh, Lee, & Shahzad, 2019; L. Lee, Wong, & Ho, 2004).

It is primarily discussed in the previous research that how advantageous long-term relationships can be built by the organizations based on commitment, trust and shared mutual norms. Though marketing cooperation between companies differs greatly in scope and objectives (such as development of new products / services, cost reduction, global expansion, access to new markets and improvement of sales performance (Tajeddini & Ratten, 2017). This article focuses on market positioning and emotional intelligence, that is theorized as "a company that collaborates with business partners to carry out various marketing activities aimed at increasing sales". The rest of the structure of this article is as follows. First, the basic principles of the relationship between EI, MO, and SP will be obtainable, and the function of EO as a moderator in EI and MO will be emphasized. Then, the research design, data set, and measurement is entered. After this, the results of the survey will be provided. The last part will present discussions, conclusions, and some future research directions.

## LITERATURE REVIEW

### *Sales Performance*

Previous researches are trying to discover what is essential to define a salesperson's performance, the factors that affect the performance and controlling and forecasting the performance of a salesperson. The salesperson is defined as a person who embodies the organization for selling to encounter the customers is known as a salesperson. Selling is vital for the organization and this is the key marketing expenditure in the marketplace (Rao & Sadam, 2019). Many people believe that there is less temperament in salespeople, they have the skills required for selling, and they have the desire which they require. Moreover, clients expect respect, support, and advice from the salesperson instead of truth, sincerity; knowledge related to products and customers is also important after the quality. Return on Investment and advice related to business comes after salespeople's qualities (Hartmann, Plou, Kohsuwan, & Cote, 2020).

In the regard of this, the pragmatic evidence reported in the latest B2B and industry research shows that the actual ability of sellers influences the use of strategies to demonstrate the differences in sales performance, that's confusing at best of the cases and complex in the worst. The salesperson influence the way the strategy is used (e.g. information sharing, advice, threats, promises, indoctrination or inspiring appeals) and take into account target sales performance (i.e. dealings / guidelines, commissions, initial sales prices, total sales and sales (including Percentage of ancillaries) unless salespeople meet through an "influence style" (ie, pragmatic, enthusiastic political figures) (García-Rodríguez, García-Rodríguez, Castilla-Gutiérrez, & Major, 2013; Masa'deh, Al-Henzab, Ali, & Obeidat, 2018). However, client-oriented influencing strategies (i.e., rational persuasion, consultation, cooperation, personal appeals, inspirational appeals, persuasion, worship,

communication, association, legalization, and pressure ) Explain the big difference in target sales performance (that is, annual sales) (Jahan & Alrajawy, 2020; Plouffe, C.R., Bolander, W., Cote, J.A. and Hochstein, 2015).

The opportunity in how we understand any relationship between the use of the salesperson's influence strategy and sales performance lies in examining the duration and form of this influence. As far as the author knows, there is no research on the process (i.e., the mediator) that affects sales strategy and performance, and the moderator's work that affects the relation between sales performance and strategy has also received attention (Hochstein, Bolander, & Goldsmith, 2018; Plouffe, C.R., Bolander, W., Cote, J.A. and Hochstein, 2015). Most of the existing studies have studied the impact of the impact on number of the outcomes of poor performance, including: lead generation , the achievement of objectives , values , the buyer's perception of the influence of sales personnel and the confidence and satisfaction of the purchasing agent in the sales staff (Ma, Kor, & Seidl, 2019; Rom, 2003).

Measurement of sales activity against the goals outlined in the sales plan is known as sales performance. Sales scholars identified various factors that influence sales performance (Clair et al., 2018). Important drivers of sales performance are selling related knowledge, market orientation, high emotional intelligence, degree of adaptation, entrepreneurial orientation, role ambiguity, cognitive aptitude, and work engagement. It has been found by the researchers that performance of salespeople is related to their ability to handle a range of problems occurring socially and cope with emotional and motivational issues caused by negative comments and failures (M. S. Jahan & Martin, 2019; Poulis, 2016).

### ***Emotional Intelligence***

Emotional Intelligence (EI) refers to the aptitude to make out and understand other people's emotions and to regulate our own emotions (Tahir & Sadam, 2019). The theory of emotional intelligence was proposed by Harvard psychologists. In 1983. His theory is based on the concept of social intelligence proposed by Thorndike in 1920. In the 1990s, Mayer and Salovey expanded this concept to Harvard psychologists. The development of the concept of emotional intelligence has been carried out in the fields of neuropsychology and neuroscience, with an emphasis on the structure of the pattern that regulates emotional responses. Over the years, various areas of emotional intelligence have been conceptualized, but with the development of Meyer and Salovey, modern people became interested in emotional intelligence (Wisker & Poulis, 2014).

Emotional Intelligence (EI) is referred to as a most important aspect of success in the world of work. The ability to use emotions correctly to accomplish satisfying results is a necessary skill in almost every job (Sjahrudin & Sjahrudin, 2017). Emotional intelligence states and deals with the level of controlling and understanding of an individual's impulsive responses related to emotions. It acting an significant job in the overall professional expansion of a person (Rezvani et al., 2016). Greater EI is directly associated with achieving a

higher sales success rate. Therefore, there is a chance that sales professionals who are good at using EI (as a skill that is been inherited or learned) can continue to accomplish sales success (Branscum, Haider, Brown, & Sharma, 2016).

Emotional intelligence is very important for success. Several types of research are conducted to analyze the power of Emotional Intelligence. An insight into the power of Emotional Intelligence to analyze the performance outcomes was provided by the first meta-analytic study that was conducted by Rooy and Viswesvaran. The study analyzed the influence of Emotional intelligence on performance (Ones, Viswesvaran, & Schmidt, 2016). Social and emotional skills are very important for salespeople, as they work in a highly social and emotional environment. Their ability to manage socially and emotionally occurring problems can have a great influence on their performance. So, a person high in Emotional Intelligence can only be able to handle this kind of threatening situation (Singhal, 2014). Deeter-Schmelz and Sojka conducted an in-depth interview with sales personnel and concluded that sales personnel become effective and efficient by using Emotional Intelligence. Another research was done about insurance and real estate sales personnel and it was discovered that salespeople having high Emotional Intelligence leads to the generation of higher annual sales revenue and they can retain their customers well. It was reported that the development of Emotional Intelligence leads to an improvement in the sales revenue in a large pharmaceutical company (Hasford, Kidwell, & Hardesty, 2018).

The difference between average sales performance and success can be an important indicator of the impact of EI on sales performance. It can be stipulated by the sales professionals and managers that sales performance can be affected by various factors associated to personal and market orientation (B. Radha & Shree, 2017). Several kinds of situations of sales seem to require sales workforce to have diverse personal characteristics and skills. People cannot prove their position and get excluded generally from sales if they fail in sales regardless of the situation (Rao, Raju, & Anjum, 2020).

Though, people having average performance to prove their position in an organization, and the people having record of high performance to reconfirm their position, the situations affecting the performance of these people seem to be less obvious (Fonkeng, 2018). Situations that affect consistency between success and moderate performance are probably related to individual capacities, instead of external factors or influences. The performance of two people having similar training, background, capabilities, qualifications and experience may differ due to their personal characteristics and skills that influence their job performance (Quadlin, 2018). Having insights regarding the role (if any) of EI in the context of performance gaps in more complex market conditions is very beneficial means for organizational sustainability. Existence of expectations of performance and success in the work environment is an ideal option for the implementation of the EQ development process (Yadav, 2018).

In sales literature, it has been recognized that in all sales-related tasks,

salespeople must wield self-control. It has been found by the researchers that performance of salesperson is related to his ability to deal with multiple socially occurring issues and deal with motivational and emotional issues caused by negative comments and failures. Also, it is the seller's responsibility to persuade you to sign a sales contract to understand the feelings of others and the reasons behind them. Salespeople with high EI will become strong or resilient and will be able to maintain self-control and deal with difficult situations (Wisker & Poulis, 2014, 2015). By summarizing the above discussion, it's hypothesized that:

H1: Emotional Intelligence has a significant effect on Sales Performance.

### ***Market Orientation***

Market Orientation (MO) refers to a marketing management concept that can enhance a company's ability to make available first-class products and services to internal and external clients. It plays a vital role in today's dynamic market environment, full of competition and uncertainty (Y. Lee, Kim, Seo, & Hight, 2015). MO is the acquisition of market intelligence across the enterprise, the distribution of materials between departments, and the response of the enterprise. In other words, this means that diverse needs or wants of market participants must be determined firstly by the company, including competitors, consumers and suppliers, learn how to effectively respond to the changes in the market and work hard to create products and services that can deliver product and service. Competitive advantage (Eitrem, 2018). By definition, market orientation aims to understand and utilize the external factors surrounding the business. By doing so, the company can identify and take action of the needs of the customers, and provide products or services that satisfy these needs, leading market orientation to be an essential tool for the development of sustainable competitive advantages (Kohli & Jaworski, 1990; Y. Lee et al., 2015).

MO is essential for a company to attain a competitive advantage. The MO culture requires companies to build a common market understanding by transfer cross-functional sales teams throughout the company. Market to meet customers, channels and influencers (Nazar, Ramzani, & , Temoor Anjum, 2018; Rakthin, Calantone, & Feng, 2016). Then these exchanges need to be consolidated with the common understanding of the market. To create a Market Orientation culture by utilizing these exchanges effectively, it is necessary for both parties to communicate when there is a strong demand for the generation and dissemination of information (Masa'deh et al., 2018).

The priority of research of the Marketing Science Institute has been a Market Orientation. Market Orientation can be distinguished by two concepts i.e., behavioral and cultural. According to the behavioral concept, Market Orientation is a set of the activities of the corporation such as to generate the market intelligence that is related to the current and future customer needs, to distribute or disseminate the market intelligence across different departments and how to respond to that (Mahmoud, Blankson, Owusu-frimpong, & Nwankwo, 2016). Moreover, the cultural concept refers to Market Orientation as the culture of the organization through which necessary

behaviors are created effectively and efficiently to produce greater customer value and consequently constant high performance of business. By combining these two concepts, MO is referred to as a series of activities carried out by transversal departments, which are basically to satisfy customer needs by identifying or assessing their needs. Through market orientation, organizations can gain high customer value and competitive advantage (Lai, 2016).

There are two fundamental elements of MO i.e., Customer focus and the coordinated. How the salespeople perform comprises of the activities related to both elements. For instance, the salesperson who will be market-oriented will be more focused on satisfying the customer's needs (Lai, 2016). The market orientation of the salesperson is to master the market intelligence related to the customers, competitors, and the products of services to be provided. Salesperson engages in formal or informal communication with the customers to obtain information related to the customer's needs. Moreover, if he will know about the products and services he will be providing, then he can interact with customers and can provide the best suitable product or service matching with the customer's needs (Hamzah & Othman, 2020). In addition to this, to attain a competitive advantage, a salesperson must have knowledge related to the strengths and weaknesses of its competitors so that he can keep everything in mind and perform well comparatively. This market orientation of the salesperson will attract or satisfy the customer that will ultimately result in increased sales (Helmy & Wiwoho, 2020).

Research relating MO to overall business strategy and company-level performance generally takes the organization as the unit of analysis and focuses on the implementation of Market Orientation strategy, involving the development of the culture of Market Orientation, the collection and dissemination of market data to employees and the coordination of interdepartmental strategies. Functional connections within the company (Kohli & Jaworski, 1990; Nafei, 2016). However, in this article, the unit of analysis is an individual. This article will expand on the emerging research on the front line of MO implementation by emphasizing the significance of examining the influence of Market Orientation at the vendor level (Bari, 2018). Therefore, the high market positioning of sales staff will positively influence that sales performance. Failure to grasp knowledge related to customers, competitors, and products or services by sales staff will lead to decreased sales. Summarizing the discussion above, we make a hypothesis:

H2 Market orientation has a significant effect on the Sales Performance.

### ***Entrepreneurial Orientation (EO)***

Entrepreneurial Orientation as a concept consists of various disciplines including strategic management, entrepreneurship, marketing, organizational behavior, and operations and has emerged as a major concept (Zhang, Duysters, & Cloudt, 2014). It is an attitude of a manager that plans the processes of making strategies that enables a firm to have a reliable basis for entrepreneurial choices and actions. Entrepreneurial Orientation is considered one of the significant resources that helps an organization to pursue new or innovative ways for improving the revenue streams, enhance the possibilities

of success in the international market and utilize the resources of organizational effectively (Gomes & Wojahn, 2017). Many studies have extensively acknowledged the vital role of entrepreneurial orientation. Higher organizational performance and sustainable competitive advantage can be accomplished through Entrepreneurial Organization. Researchers have emphasized that Entrepreneurial Orientation is a marketing approach and implementing EO as an internal resource helps a firm to identify the opportunities and then utilize them effectively to improve the firm's performance (Al-Dhaafri & Al-Swidi, 2014; Vega-vázquez, 2016).

Based on the literature, EO involves multiple aspects. Risk taking, innovation and enthusiasm are preferred to as the core of business orientation (Nazar, Nida, Sara Ravan Ramzai, Temoor Anjum, 2018). Risk-taking is a degree to which managers are willing to commit resources. Risk factors come into play with high costs of errors or uncertain results related to the project being pursued (Anjum, Sharifi, Nazar, & Farrukh, 2018; Yusof, Sandhu, & Jain, 2007). However, these companies risk high profitability. Innovation refers to the tendency of the company in supporting the new ideas, innovation, creativity and experimentation leading to the new product, services or technological processes development (Jalilvand, Khazaei Pool, Balouei Jamkhaneh, & Tabaeian, 2018). The company pursues innovation to meet needs of the customers. Proactivity is a future's vision, that is, companies attempt to go for developing the new products and improving the existing ones, predicting changes and opportunities, promoting the changes in corporate strategy and discover the market needs of future (O'Cass, Aron, 2018). Subsequently, the entrepreneurial orientation added two more dimensions, including competitive aggressiveness and autonomy. Competitive aggressiveness is the propensity of the company to challenging the competitors to enter the market or improve its status in the market. Autonomy is defined as the independent actions taken to achieve new business. Entrepreneurship-oriented dimensions can appear in various combinations, contingent on the kind of business opportunities facing the organization (Farrukh et al., 2019; Lunenburg, 2011).

Proactiveness, innovativeness, risk-taking are the aspects to conceptualize the Entrepreneurial Orientation. The risk-taking feature of Entrepreneurial Orientation shows that how much a firm is willing to commit resources to implement the projects that have possibilities of failure. Innovativeness refers to the inclination of the firm to adopt creative or innovative processes and activities by introducing new products and developing new mechanisms through R&D and technological leadership (Anjum, T., Ramzani, S.R., Nazar, N., Shahzad, I.A. and Salman, S., 2018; Anjum, Ramzani, & Nazar, 2019; Khan, Bhatti, Zaman, & Hussain, 2020). Compared to the effective approach in the EO aspect, organizations are in a better position to take risks, be innovative and proactive, respond better to the external environment and take advantage of market opportunities. Companies with EO are believed to perform better globally than companies without EO (Hernández-perlines, Moreno-garcía, & Yáñez-araque, 2017). In this study, we assume that there are factors that influence the implementation of EO as a moderator.

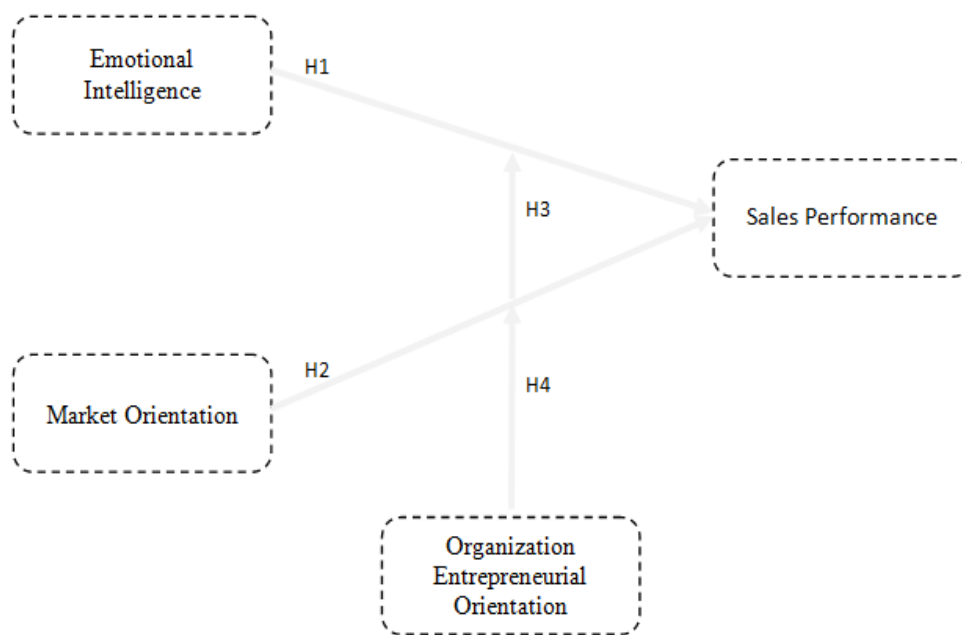


H3 Entrepreneurial Orientation plays a moderating role between emotional intelligence and sales performance.

The moderating effect of Entrepreneurial Orientation on Market Orientation and sales performance has been examined in only a handful of studies. For example, a research was made to examine the relation between EO and MO, in the result of which it was found that when a moderate level of Entrepreneurial Orientation is maintained then Market Orientation will be high (Bhuiyan, Menguc, & Bell, 2005). Another study was conducted in which it was examined that Entrepreneurial Orientation acts as a moderator, as three-dimensional constructs (proactiveness, innovativeness, and risk-taking) between MO and sales performance. By summarizing the above discussion, it is hypothesized that:

H4 Entrepreneurial Orientation plays a moderating role between market orientation and sales performance.

**Framework**



**Figure 1:** Framework

**Methodology**

For the structure of this study, emotional intelligence and market orientation are used as independent variables, sales performance is used as a dependent variable, and industry-level factors are used as a regulator of these four variables. The data comes from the two largest companies in Pakistan and the target population for this study, and 286 respondents were selected, followed by Raosoft technology. Implement the stratified random sampling technique (Anjum, Amoozgar, Nazar, & Kanwal, 2020). For this research, a cross-sectional and quantitative research design based on the method of the survey was adopted. The structured questionnaires were used for this study such as; emotional intelligence questionnaire adopted from Wisker and Poulis, 2015,

market orientation adopted from Šályová *et al.*, 2015, sale performance adopted from Groza and Groza, 2018 and Entrepreneurial Orientation from adopted Zmich, L., Groza, M., Schaefer, T. and Groza, M.D., 2018 (Groza & Groza, 2018; Šályová, Táborecká-Petrovičová, Nedelová, & Ďaďo, 2015; Wisker & Poulis, 2015; Zmich L., Groza M., Schaefer T., 2018). Likert scale of seven points was utilized to accumulate the data. According to the research hypothesis, use Smart PLS-SEM-3 for measurement and analysis data of the structural model (Anjum, Ramzani, et al., 2018; Anjum, V, et al., 2020).

**Results and Discussion**

**Descriptive Statistics**

Descriptive Statistics of the Study Variables for investigating the average value and response rate of the participants regarding constructs seven points Likert Scale was used. Thus, 3.5 is suggested to the average value of the scale. It shows that all the variables have more than the suggested value that is moderate.

**Table 1: Descriptive Statistics**

<b>Construct</b>	<b>Mean</b>	<b>Std. Deviation</b>
Emotional Intelligence	5.451	1.411
Market Orientation	4.965	1.927
Sale Performance	4.751	1.948
Organization Entrepreneurial Orientation	4.650	1.971

**Assessment of Measurement Model**

To evaluate the internal consistency, the reliability, item loading, average values of entire concepts/constructs were measured by using the Smart PLS 3.0 software package. The coefficient value 0.7 or greater, average 0.5 or more (Henseler, Ringle, and Sinkovics, 2009a; Hair *et al.*, 2017), while the loading 0.6 or more (Chin, 1998) are advocated as threshold values.

**Table 2: Internal Consistency**

<b>Construct</b>	<b>Indicators</b>	<b>Cross Loadings</b>	<b>Composite Reliability</b>	<b>AVE</b>
Emotional Intelligence			<b>0.948</b>	<b>0.787</b>
	<b>EI1</b>	<b>0.911</b>		
	<b>EI2</b>	<b>0.909</b>		
	<b>EI3</b>	<b>0.930</b>		
	<b>EI4</b>	<b>0.896</b>		
Market Orientation			<b>0.956</b>	<b>0.813</b>
	<b>MO1</b>	<b>0.909</b>		
	<b>MO2</b>	<b>0.868</b>		
	<b>MO3</b>	<b>0.914</b>		
	<b>MO4</b>	<b>0.922</b>		
Sale Performance			<b>0.952</b>	<b>0.822</b>
	<b>SP1</b>	<b>0.943</b>		

	<b>SP2</b>	<b>0.918</b>		
	<b>SP3</b>	<b>0.940</b>		
	<b>SP4</b>	<b>0.942</b>		
	<b>SP6</b>	<b>0.751</b>		
Organization Entrepreneurial Orientation			<b>0.912</b>	<b>0.810</b>
	<b>EO1</b>	<b>0.876</b>		
	<b>EO2</b>	<b>0.887</b>		
	<b>EO3</b>	<b>0.877</b>		
	<b>EO4</b>	<b>0.914</b>		
	<b>EO5</b>	<b>0.883</b>		
	<b>EO6</b>	<b>0.787</b>		

Furthermore, to measure the discriminant validity, Heterotrait-Monotrait was conducted to evaluate the discriminant validity. HTMT ratio of correlations is an innovative approach to evaluate the discriminant validity in PLS-SEM. The threshold value of the ratio is less than 1 and constructs value should not more than .850 (Henseler, Ringle, & Sarstedt, 2015).

**Table 3: HTMT**

<b>Construct</b>	<b>EI</b>	<b>MO</b>	<b>SP</b>	<b>EO</b>
Emotional Intelligence				
Market Orientation	<b>0.676</b>			
Sale Performance	<b>0.496</b>	<b>0.699</b>		
Organization Entrepreneurial Orientation	<b>0.602</b>	<b>0.825</b>	<b>0.604</b>	

*Assessment of Structural Model*

An important step in the analysis is testing the hypothesis. The PLS-SEM algorithm is used to guide the process. Although the trajectory coefficient is important in PLS-SEM analysis, it can be confirmed when the trajectory is not important or shows signs opposite to the assumed direction.

**Table 4: Results of Path Coefficient (Direct Effect)**

<b>Construct</b>	<b>Path Coefficient</b>	<b>T Statistics</b>	<b>P Values</b>	<b>Decision</b>
EI ->SP	0.462	6.945	0.002	Supported
MO ->SP	0.685	15.820	0.000	Supported

*Moderation Effect*

In this study the Multi-Group Analysis (MGA) technique, as suggested by Hair Jr et al., 2017. MGA was adopted to evaluate the first moderating role of the variable Organization Entrepreneurial Orientation on Emotional Intelligence and Sale Performance, and the second moderating effect on Market Orientation and Sale Performance that results are supported, and it can be shown in the table.

**Table 5: Specific indirect effect (Moderating effect)**

	<b>Path Coefficient</b>	<b>T Statistics</b>	<b>P-Value</b>
Moderating Effect 1 -> SP	0.101	2.047	0.002

Moderating Effect 2 -> SP	0.054	2.487	0.003
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**Table 6:**Summary of Hypothesis

	Hypothesis	Beta Value	T Statistics	P-Value	Decision
H1	Emotional Intelligence has a significant effect on Sales Performance.	0.462	6.945	0.002	Supported
H2	Market orientation has a significant effect on the Sales Performance.	0.685	15.820	0.000	Supported
H3	Entrepreneurial Orientation plays a moderating role between emotional intelligence and sales performance	0.101	2.047	0.002	Supported
H4	Entrepreneurial Orientation plays a moderating role between market orientation and sales performance.	0.054	2.487	0.003	Supported

***Coefficients of Determination (R<sup>2</sup>)***

To measure the R<sup>2</sup> of the endogenous latent constructs based on the threshold of acceptable values of R<sup>2</sup> is 0.19, 0.33, and 0.67 indicated weak, moderate, and strong respectively (Chin, 1998; Henseler, Ringle, & Sinkovics, 2009b). Therefore, the variation of the endogenous structure explained by the exogenous structure is appropriate.

**Table 7:** Coefficients of Determination

Variable	R <sup>2</sup>	Range
Sales Performance	.512	Moderate

***Predictive Relevance Value (Q<sup>2</sup>)***

To check the strength of the model, Q<sup>2</sup> value was assessed through blindfolding by the Stone-Geisser criterion Q<sup>2</sup> value and acceptance of Q<sup>2</sup> is >0 as proposed (Henseler, Ringle, and Sinkovics, 2009b; Hair Jr *et al.*, 2017).

**Table 8:**Predictive Relevance Value

	SSO	SSE	Q <sup>2</sup> = 1- (SSE/SSO)
Sales Performance	523	347.28	0.336

**Effect Size ( $f^2$ )**

The  $R^2$  value of the endogenous construct when a specific exogenous variable is included and  $R^2$  is the value of such an endogenous variable when that particular exogenous variable was omitted from the model (Hair et al., 2011). According to Cohen, (1988), the f-squared values of 0.02, 0.15, and 0.35 are considered weak, moderate, and strong effects respectively.

**Table 9: Effect Size ( $f^2$ )**

Endogenous	Exogenous	$F^2$	Effect size
Sales Performance			
	Emotional Intelligence	.11	Moderate
	Market Orientation	.13	Moderate

**Conclusion**

The main purpose of this study is to evaluate the relation between Emotional Intelligence, Market Orientation with the moderator Entrepreneurial orientation on Sales Performance in the beverages industry of Pakistan. In this study Sales Performance was the dependent variable while EI and MO are Independent variables. If there any relationship exists then the aim of this research was to determine the nature of the relationship that exists between these variables. As it has been also observed by many scholars that strong positive relationship exists between Emotional Intelligence and Sales performance. This research also supports this relation between EI and MO and Sales Performance as previously proved (Ferdinand & Wahyuningsih, 2018; Singhal, 2014). This study also supports the moderation of EO on the between Emotional Intelligence, Market orientation and Sales Performance in Pakistan’s beverage industry.

Enhancing sales team performance is one of the main objectives for any organization as the sales team always remains the backbone of any organization. So it is always critical for any organization to have checked all those factors which play an important role to drive the salesman performance in their organization. Emotional Intelligence refers to the ability to recognize and regulate your own emotions along with the recognition and influencing other’s emotions. Although this concept is often associated with leadership and teamwork, it is becoming increasingly common in business conversations. Though, EI plays a significant role in business relationships, equally. Having awareness regarding our own emotions can increase our confidence in ourselves, as a seasoned sales worker tells that confidence is the key to successful sales. The capability of regulating our own emotions aids us in improving our understanding of our credibility and veracity, which is an extremely important attribute for professional sales people. Understanding the emotions of ourselves and others can help us show increased empathy, help us in asking the smarter questions, find better and most suitable solutions, and effectively deal with objections.

Market Orientation refers to be a cornerstone of up to date marketing management philosophy and in past two decades, it has gained a considerable amount of academic examination (Hartmann et al., 2020; Kohli & Jaworski,

1990). MO makes three main contribution in this study ,First, as confirming former research conclusion that MO is linked to performance through three dimensions of MO. This research depicts that the impact of the Market Orientation's dimensions will be beneficial upon proper implication. Secondly, this research contributed to the innovation literature and sales study by showing that it's proved that creativity can increase the performance . Market Orientation influences sales innovation majorly through its direct impact on the creativity. Thirdly, this research study contributes to attesting the moderating role of EO between MO and SP. This study investigate the primary mechanism and strategies to enhanced the usage and customerbased intelligence in environments characterized by high levels of outcome interdependence through EO.

In this study we conclude Emotional knowledge and Market Orientation have a significant and positive element of Sales Performance. Sales performance and numbers can enhance of using different tools of EI and MO. Emotional intelligence can apply to understand their clientsmindset for better future relation. Moreover, findings from such studies might enhance the overall generalize ability in terms of sales performance.

#### ***Limitations and Future Research***

Researchers can also access this relationship into other industries as well that how it concludes in other sectors such as automobile, FMCG's, pharmaceuticals, etc. This limitation means that attention must be paid to the generalizability of the findings recorded here to other settings, and more research is needed. Future research across multiple countries will shed light on some interesting questions, such as: Are the patterns identified in this research prevalent in other settings? What other relationships exist and how do they differ from the patterns presented in this study? The model presented and described in this research has helped guide this additional research.

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