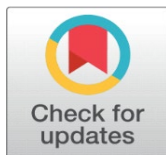
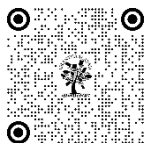


EMOTIONAL INTELLIGENCE OF MANAGER AND SALESPERSON CREATIVITY

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ABSTRACT

The front-line workforce plays a critical and responsible role in personal selling because they directly interact with customers and correspond to the face of the company. business environment is highly competitive and rapidly changing in today's scenario. Organizations should take maximum advantage of their creativity and potential to prosper or even for their survival. The requirement to improve innovative performance for long-term success is feasibly true in the selling occupation, where individual and organizational success depends on presenting ground-breaking and constructive solutions for customers. The current research shows that a leader's emotional intelligence positively supports workers' creative performance and extends by exploring how a sales representative's emotional intelligence influences his or her creativity and key work outcomes. The conclusions are conferred in terms of hypothetical and professional implications. Limitations and suggestions for future research are also offered.

Keywords: Front-Line Workforce, Customer, Emotional Intelligence, Creative Performance

1. INTRODUCTION

Emotional intelligence has recently become one of the keys talking points when it comes to leadership. One thing we know for sure is that it is a trait that can be measured and developed. But what exactly is it and how does it influence the concept of leadership as we know it today?

In industries like retail, hospitality, and financial services, the frontline workforce is often the key differentiator, as their ability to connect with customers on a personal level directly impacts sales performance and customer retention. emotional intelligence is important to leaders and managers as someone needs to hold it together when the workplace erupts, or when negative emotions simmer just below the surface, creating a toxic working environment. A leader with high Emotional Intelligence can also help to foster a workplace culture that doesn't become toxic in the first place. Leaders with high emotional quotient can keep group equilibrium and diversity, motivate and influence people as well as make conclusions using critical intellectual and positively influence strategy.

2. EMOTIONAL INTELLIGENCE IN LEADERS

According to Daniel Goleman, the psychologist who popularised the term 'emotional intelligence', consists of Self-awareness, Self-regulation, Motivation, Empathy and Social skills.

A self-aware manager feels and recognise how emotions affect people around. Self-awareness isn't just restricted to emotions, either. This is about acknowledge the ego and aware of both strengths and weaknesses. Manager aim to ensure his ego and personal traits work for the benefit of the workforce and organisation. He should not react to situations immediately but slow down his actions. He should take time to process and engage in rational thoughts. He should ensure that his reaction is measured and appropriate, not flawed by emotional responses in the stage of the moment.

A manager may picture himself as his boss like firm, but fair. It will result in control of his emotions. He will do neither lash out nor compromise in workplace ethics. He will hold himself accountable to all his actions. If manager is calm, salespersons around him are reassured and motivated to take positive action. When he holds himself accountable and act accordingly. Managers are upholding organisational ethics and leading by example.

To improve self-regulation as a leader it is required to stay calm. When a manager consistently reacts in a calm way to pressure it creates a general sense of improved wellbeing in the workplace. In fact, according to Samaritans CEO Ruth Sutherland, emotional literacy is key to mental wellbeing at work.

Motivation partly stems from understanding what anyone want to do and why they want to do it. Getting to grips with the 'why' part often requires a degree of self-reflection, which is where high emotional intelligence comes in.

Motivated managers have high work standards for themselves and work towards goals in a consistent way. Managers with high emotional intelligence also understand what makes their salespersons and work colleagues tick and will be able to incentivise and motivate them to find their own reasons for working to the best of their ability.

To improve motivation as a manager it is required to value optimism. Manager should think of optimism as a constructive response to stress. As a good manager know, optimism doesn't just mean to think happy thoughts. It means being able to perceive the benefits of a situation and using that constructive optimism to sustain commitment to succeed.

As a manager with empathy, one will be able to understand others' problems. This ability will help to develop salespersons on the team, challenge stereotypes and unfair assumptions, deliver critical feedback wisely and be a good listener when salespersons need someone responsive in charge to help them navigate difficult situations in the market.

An empathetic manager builds a positive work atmosphere upheld by salespersons loyalty and mutual respect too. If manager want to improve empathy as a leader he should acknowledge feelings, not just words with body language. Sometimes, how something is said is easily as important as what is said. The long silence after news is delivered, the sigh a salesperson tried to hide, or the salesperson who just looks incredibly tired. These things matter as an empathetic manager, aim to respond to these non-verbal cues. Address the emotions behind them. Give the salesperson the opportunity to express the problem or need they are facing, so that it would be possible to work through solutions together.

Most of manager described as being a people salesperson or having great social skills. Social skills are about the art of making an emotional connection with communication. Managers with good social skills can deliver bad news and celebrate good news in a way that makes salespersons feel boundless actionable opportunities for improvement exist. Managers with high communication skills are also talented at resolving conflicts and managing change in a diplomatic fashion that is in keeping with the sensitive nature of the situation.

When salesperson's lives will be affected by a decision, managers with high emotional intelligence will demonstrate they respect the needs, fears and hopes of the salespersons involved. To improve social skills as a manager it is needed to resolve conflict with care and communication. Manager can avoid a toxic environment in the workplace by placing a focus on conflict leadership, not just conflict management. As a manager, he should influence salespersons, and how he can do that is an important element of his managerial abilities. These strategies can transform conflict and tension into constructive debate and ethical solutions. Once managers have a solid understanding of salespersons emotions including his own, he can manage a team to increased mindfulness and productivity. Emotional intelligence in leadership isn't a 'soft option'. It can be the key to success.

3. REVIEW OF LITERATURE

Emotional intelligence (EI) has been recognized as a critical factor influencing leadership effectiveness and creativity, particularly in sales contexts. Leaders with high EI possess the ability to understand and manage their emotions and those of others, enabling them to inspire and motivate their teams effectively. Goleman (1998) argues

that EI is more predictive of leadership success than technical skills or IQ, emphasizing its role in fostering an environment conducive to innovation and collaboration.

In sales, creativity is essential for identifying unique solutions and adapting to client needs. Research by Wang and Netemeyer (2004) highlights that emotionally intelligent salespeople are better at managing stress, developing rapport with clients, and thinking innovatively under pressure. This aligns with Amabile's (1996) componential theory of creativity, which posits that supportive interpersonal interactions and emotional resilience enhance creative performance.

Leaders' EI also influences salesperson creativity. Boyatzis et al. (2013) found that emotionally intelligent leaders who practice empathy and provide constructive feedback enhance their team members' creative output. This relationship underscores the importance of EI in creating a psychologically safe environment where salespeople feel empowered to take risks and think outside the box.

In conclusion, the interplay between leaders' EI and salesperson creativity demonstrates a synergistic dynamic that drives organizational innovation and competitive advantage.

Salesperson's creativity is important because their responsibilities in personal selling include:

- **Creating Relationships:** Salespersons are responsible to establish trust and affinity with the customers. He or she is acting as the primary point of contact for personalized interactions. Also responsible for cultivating long-term relationships to encourage loyalty and repeat the business transactions.
- **Considerate Customer Needs:** They are responsible for identifying customer's difficulties or frustrations through active listening and observation. They are responsible for asking investigative questions to understand the customer's unique needs and preferences. They should design solutions to match customer requirements.
- **Product Knowledge:** Being proficient in the company's products and services it is only salespersons who can better explain features and benefits effectively and demonstrating products or services to showcase their value.
- **Customized Communication:** Customizing sales pitches to align with the customer's personality and preferences. They are also responsible for addressing complaints and concerns with tactics and professionalism. They must use persuasive communication with the customers to influence their purchase decisions.
- **Finalizing Sales:** This is the ultimate responsibility of a salesperson to Spot buying indications and transitioning conversations to close the sales deals. To encourage the customers to act, whether it's making a purchase or scheduling a follow-up. They are responsible for handling financial transactions or agreements as needed.
- **Post-Sales Engagement:** They are responsible for ensuring customers to after-sale services so that they are satisfied with their purchases. Providing after-sales service, such as follow-ups or support. Gathering feedback to improve future interactions and offerings.
- **Demonstrating the Brand:** They are accountable to act as brand ambassadors by representing the company's values and culture. Maintaining a professional attitude to enhance the brand's reputation. Creating positive impressions that drive word-of-mouth referrals.
- **Leveraging Technology:** by employing tools of customer relationship management (CRM) they are responsible to track contacts and preferences. Sharing personalized offers or information via digital platforms. Keeping updated with trends and insights that can enhance customer engagement.

Conclusion

Emotional intelligence (EI) is a key skill for both managers and salespeople to have, as it can help them build stronger relationships, improve communication, and adapt to change:

- Leaders

Leaders with high EI can inspire their teams, navigate challenges, and create a positive work environment. They can also build trust, empathy, and inclusivity.

- Salespeople

Salespeople with high EI can build stronger relationships with customers, understand their emotions, and respond effectively. They can also handle objections, communicate well, and improve team dynamics.

- Creativity

People with strong EI can better maintain and use positive affect to stimulate creativity. There may be some ways to develop EI:

- Self-awareness: Journal about how your emotions influence your interactions, decisions, and meetings.

- Self-management: Practice active listening and use nonverbal cues to show you're engaged.
- Feedback: Seek feedback from your manager, colleagues, and peers.
- 360-degree assessment: Compare the results of your self-assessment with the feedback you receive to identify any blindspots.

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CONFLICT OF INTEREST

None.

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