


Influência da personalidade competitiva, inteligência emocional e satisfação no trabalho no desempenho de vendas de veículos

Influence of competitiveness, emotional intelligence and job satisfaction on sales performance

Influencia de la competitividad, la inteligencia emocional y la satisfacción laboral en el rendimiento de ventas

Matheus Lira Nogueira


Federal University of Goiás (UFG);
Federal University of Goiás, Samambaia Campus
Street, Samambaia, s/n - Chácaras Califórnia, Goiânia
- GO, Postal Code: 74001-970.

 <https://orcid.org/0009-0000-1021-9178>

e-mail: lirmatheus@gmail.com

Júlio Orestes da Silva

Federal University of Goiás (UFG)
Federal University of Goiás, Samambaia Campus
Street, Samambaia, s/n - Chácaras Califórnia, Goiânia
- GO, Postal Code: 74001-970.

 <https://orcid.org/0000-0003-4708-5999>

e-mail: juliosilva@ufg.br

Resumo: O presente estudo tem como objetivo analisar o efeito das habilidades sociais e da personalidade no desempenho de vendas. A pesquisa de cunho quantitativo foi baseada em 97 respostas de vendedores de veículos com as mais diversas formações acadêmicas, gênero e idade variados. Para a análise foi empregada estatística descritiva e modelagem de equações estruturais. Os resultados evidenciam que a inteligência emocional e a personalidade competitiva impacta o desempenho de vendas de forma positiva, semelhantemente a satisfação no trabalho que influencia o desempenho de vendas de forma positiva, ou seja, a personalidade e as habilidades sociais têm influência no desempenho de vendas. As variáveis de controle idade, escolaridade e gênero não apresentaram relação direta com o desempenho de vendas. Conclui-se que a relação entre a personalidade competitiva, inteligência emocional e a satisfação no trabalho melhoram o desempenho de vendas, conforme esperado segundo a teoria Socioanalítica, que afirma que personalidade e habilidade social são fatores que influenciam o desempenho. Os resultados podem contribuir com a literatura e com a prática ao evidenciar a importância da personalidade e das habilidades dos vendedores para melhorar o desempenho e, assim, alcançar maiores resultados financeiros.

Palavras-Chave: Desempenho. Personalidade. Habilidade Social.

Abstract: research was based on a survey (with 97 responses) from automotive salespeople with diverse academic backgrounds, gender and age. Descriptive statistics and structural equation modeling were used for the analysis. The results show that emotional intelligence and competitive personality positively impact sales performance. Job satisfaction also positively influences sales performance, meaning that personality and social skills have a influence on sales performance. The control variables: age, education and gender were not related to sales performance. It was concluded that the relationship between competitive personality, emotional intelligence and job satisfaction improves sales performance, as expected according to the Socioanalytic theory. The results contribute to the academic literature and real life business by highlighting the importance of salespeople's personality and skills to improve sales performance, therefore achieving better financial results.

Keywords: Actuación. Personalidad. Habilidades sociales.

Resumen: La investigación se basó en una encuesta (con 97 respuestas) de vendedores de automóviles con diversos antecedentes académicos, género y edad. Para el análisis se utilizaron estadísticas descriptivas y modelos de ecuaciones

estructurales. Los resultados muestran que la inteligencia emocional y la personalidad competitiva impactan positivamente en el desempeño de las ventas. La satisfacción laboral también influye positivamente en el desempeño de las ventas, lo que significa que la personalidad y las habilidades sociales influyen en el desempeño de las ventas. Las variables de control: edad, educación y género no se relacionaron con el desempeño de ventas. Se concluyó que la relación entre la personalidad competitiva, la inteligencia emocional y la satisfacción laboral mejora el desempeño de las ventas, tal como se esperaba según la teoría socioanalítica. Los resultados contribuyen a la literatura académica y los negocios de la vida real al resaltar la importancia de la personalidad y las habilidades de los vendedores para mejorar el desempeño de las ventas y, por lo tanto, lograr mejores resultados financieros.

Palabras Clave: *Actuación. Personalidad. Habilidades sociales.*

Introduction

Management Control System (MCS), used by organizations to map and produce qualified information for performance evaluation (Espejo, 2021).

Performance evaluation aims to measure, observe, compare, and adjust established goals, with the goal of achieving them in a way that adds value to the company and contributes to the implementation of strategies through formal and informal mechanisms (Silva, 2021).

In performance evaluation, one of the most analyzed sectors is sales (Lima, 2020). In this way, organizations that do not seek knowledge about the factors that affect sales performance end up subjecting themselves to possible non-loyalty and consequent loss of their customers to competitors (Ribeiro, 2020).

Mano (2018) points out that performance can be characterized as measurable actions, behaviors, and results that employees perform, which are linked to and contribute to organizational objectives. In this sense, the individual performance of the salesperson will be treated as the salesperson's perception of their sales results. Several factors are related to sales performance, such as: competitive personality (Brown & Peterson 1994; Krishnan et al., 2002; Shannahan, 2012; Donassolo, 2014), emotional intelligence (Mano, 2017; Araújo, 2019; Anees, 2020) and job satisfaction (Chinelato, 2017; Martono, 2018).

Krishnan et al. (2002) define competitive personality as the desire to win and to be better than others, becoming one of the main characteristics of successful salespeople. Emotional intelligence (EI) is defined as the ability to monitor one's own emotions, feelings, and those of others (Ferrari, 2021). Corroborating the idea above, Goleman (2017) states that EI enables the understanding of our own emotions, as well as the emotions of other people, and influences professional performance. Job satisfaction, according to Radita (2021), involves a subjective process and can be expressed through a positive or negative emotional state, as a result of a worker's evaluation of their job satisfaction level. It can affect the worker's physical and mental health, and also interfere with their personal and professional behavior (Fachri, 2021).

The personality factors and social skills described above can help to understand how the performance of salespeople can be influenced, since according to the Socioanalytic Theory (Hogan & Shelton, 1998) there is a direct relationship with performance.

The performance of the sales department is key to any organization and, therefore, determining which factors influence the performance of salespeople is indispensable. Specifically, the automotive sector, which includes the segment of light vehicles, heavy vehicles and auto parts, is

also affected by the performance of the sales sector. It should be noted that this sector is relevant to the economy, as it generates jobs, has important productive chain reactions and also has investments in innovation (Anfavea, 2018). In addition, according to Daudt (2018), the automotive sector, worldwide, has experienced several transformations that have affected its productive configuration (Daudt, 2018).

The significance of this branch in the Brazilian economy is clear, given its representativeness in the manufacturing industry, which in 2019 showed a gradual recovery driven by the automotive sector (Ipea, 2019). According to Anfavea (2021), there are 26 vehicle manufacturing companies, 5,249 dealerships, and 447 auto parts companies in the country.

Furthermore, this sector employs approximately 1.3 million people directly and indirectly, and has an installed capacity of five million vehicles. As a result, Brazil is currently the tenth largest producer in the world and the eighth largest consumer market in the world, having maintained its position as the fourth largest market until 2014 (Daudt, 2018).

In light of the above, the importance of this segment to the Brazilian economy is evident. Therefore, performance evaluation mechanisms must be established and operationalized in an appropriate manner to provide important information about the performance of the various components of an organization, allowing for more assertive evaluative decisions that can result in improved results for individuals, groups, and the organization as a whole (Ribeiro, 2020).

Thus, the research question is: What is the influence of competitive personality, thus, the research question is: What is the influence of competitive personality, emotional intelligence, and job satisfaction on sales performance in the automotive sector? Therefore, the objective of this work is to verify the influence of competitive personality, job satisfaction, and emotional intelligence on the performance of salespeople.

This study is justified by the importance of determining the main factors influencing sales performance, given that it is a fundamental indicator for companies, whether in the automotive segment or any other sector, in addition to the relevance of observing the emotional aspect in environments permeated by uncertainty, as is the case in the automotive sector.

The aim is to contribute to the optimization of performance in the sales department and to provide relevant information on the subject for interested professionals such as managers, human resources managers, and executives. More broadly, this work seeks to contribute to enabling firms to structure performance evaluation systems that are more consistent with the emotional profile required by the department.

From a theoretical standpoint, this study aims to contribute to filling a gap in research on this topic in Brazil, based on Hogan's Socioanalytic theory (Hogan & Shelton, 1998). Furthermore, it highlights the opportunities generated that can serve as a foundation for potential studies in the area of management accounting through performance evaluation analyse.

Theoretical Elements of the Research

Hogan's Socioanalytic Theory (Hogan, 1998) assumes that the nature of the individual is to be sociable, that is, people live in groups that have a well-defined and hierarchical structure, such as a company. Hogan (2018) demonstrates that people possess skills in cooperation, competition, and

the pursuit of relevance. Therefore, Socioanalytic Theory focuses on understanding human personality in relation to performance (Hogan, 2013).

In this way, Socioanalytic Theory (Hogan, 1998) treats personality as a factor that influences sales performance, so personality can be associated with an individual's ability to be sociable. The author associates certain factors that lead individuals to seek success and progress in their careers.

To achieve success, people need to be in harmony with each other proactively (Hogan, 2003). Riyanto (2021) points out that for good sales performance, salespeople need to be in a friendly and positive work environment, that is, they need to be satisfied with their workplace. It is worth noting that although people are motivated to succeed, this engagement differs from person to person (Blick, 2010), therefore job satisfaction is a sociable skill of the individual.

Dugan et al. (2019) acknowledge that, in a performance context often marked by salary structures based on sales targets, it is useful for salespeople to have a competitive mindset. Thus, a positive relationship is observed between competitive personality and sales performance, leading to the first hypothesis of this study.

H₁: Competitive personality has a positive influence on sales performance in the automotive sector.

Emotional Intelligence, according to Goleman & Boyatzis (2017), is a type of intelligence that involves skills to perceive, understand, and influence emotions. It is the ability of human beings to recognize their own feelings and also to recognize the feelings of their peers, that is, it is the ability to motivate and efficiently control emotions, being an important social skill.

For Weitz, Castleberry & Tanner (1998), emotional intelligence is particularly important in sales, given that salespeople need to be adaptable when dealing with diverse clients. Therefore, for salespeople to be successful, they must possess skills that give them some competitive advantage. From this perspective, emotional intelligence is considered a crucial competence that will allow salespeople to shape their behavior and think in ways that improve their sales performance (Sojka & Deeter-Schmelz, 2002; Teques, Duarte & Viana 2019).

These four aspects validate emotional intelligence as a construct a dimensionless quality that refers to an individual's ability to understand their own emotions and the emotions of others, to regulate their emotions, and to direct them toward facilitating productive behavioral conduct (Araújo, 2019).

The Wong and Law Emotional Intelligence Scale (Wong & Law, 2002; Wong, Law & Wong, 2004) is based on a sixteen-item questionnaire, divided into groups of four questions for each aspect of Davies et al. (1998). Recent studies have tested this scale in different cultures and diverse ethnic and gender groups (Law, Wong & Song 2004; Shi & Wang, 2007; Whitman et al., 2009). Thus, it has been found that the scale is a solid and reliable measure.

Mano (2017) and Anees et al. (2020) researched the relationship between emotional intelligence in all its aspects and sales performance, the results showed that this relationship has a positive influence, therefore, hypothesis two of this research is described below (2004) part of a sixteen-item questionnaire, divided into groups of four questions for each aspect of Davies et al. (1998). Recent studies have tested this scale in different cultures and diverse ethnic and gender groups (Law, Wong & Song 2004; Shi & Wang, 2007; Whitman et al., 2009). Thus, it was found that the scale is a solid and reliable measure.

Mano (2017) and Anees et al. (2020) researched the relationship between emotional intelligence in all its aspects and sales performance; the results showed that this relationship has a positive influence, therefore, hypothesis two of this research is described below.

Positive fluency, therefore, hypothesis two of this research is described below.

H₂: Emotional Intelligence has a positive influence on sales performance in the automotive sector.

H_{2a}: Evaluation of one's own emotions positively influences sales performance in the automotive sector.

H_{2b}: Evaluation of the emotions of others positively influences sales performance in the automotive sector.

H_{2c}: Use of emotions positively influences sales performance in the automotive sector.

H_{2d}: Control of emotions positively influences sales performance in the automotive sector.

For Riyanto et al. (2021), satisfaction is considered an emotional dimension of an individual's internal motivation when independently performing a task. Job satisfaction reflects the individual's feeling towards their job. Therefore, it is a social skill of a salesperson in relation to their work and everything found in their occupation (Martono et al., 2018).

Andrade et al. (2017) emphasizes that job satisfaction is a pleasurable and positive emotional state, resulting from admiration for the task performed in their work environment. Churchill Jr., Ford, and Walker Jr. (1974) contributed to the development and proposal of a scale to measure job satisfaction in sales.

According to Riyanto et al. (2021), satisfaction is considered an emotional dimension of an individual's intrinsic motivation when independently performing a task. Job satisfaction reflects an individual's feelings about their job. Therefore, it is a social skill of a salesperson in relation to their work and everything found in their occupation (Martono et al., 2018).

Andrade et al. (2017) emphasize that job satisfaction is a pleasurable and positive emotional state, resulting from admiration for the task performed in their work environment. Churchill Jr., Ford, and Walker Jr. (1974) contributed to the development and proposal of a scale to measure job satisfaction among industrial salespeople, which became known as the INDSALES scale.

Research relating satisfaction to performance has been recurrent in the literature. Job satisfaction is believed to be an intrinsic affective component of motivation linked to social well-being, thus constituting a social skill (Shah et al., 2010; Miao, Evans & Shaoming, 2007).

For decades, organizational researchers have been intrigued by salespeople's job satisfaction. Some studies have examined the antecedents of job satisfaction, specific job dimensions, and the relationship between job satisfaction and outcomes (Wu et al., 2019). Among the various individual antecedents that influence the innovative performance of salespeople are attitudes; cognitive styles (Scott & Bruce, 1994); personality and demographic characteristics such as age, educational background, gender, and prior experience.

H₃: Job satisfaction positively influences sales performance in the automotive sector.

Methodological Elements of the Research

O The research problem, along with the objective, demanded the use of survey-type research, which, in turn, has a structured instrument, such as a questionnaire, which is applied to a sample with the objective of collecting data from the respondents (Frezatti et al., 2021).

In order to meet the objective proposed in this research, a questionnaire was applied to salespeople in the automotive segment. After data collection, carried out using the SurveyMonkey research instrument, descriptive statistics and regression by Partial Least Squares estimation were performed as methods of data analysis.

For this study, the approach to the problem was defined as quantitative, as it presents characteristics such as validation, verification of facts, a logical structure, and hypotheses built from theory. In addition, statistical procedures were used to analyze the data obtained from the questionnaire applied to the salespeople, thus seeking to understand the context in which a given phenomenon is inserted and the relationship between dependent and independent variables in order to understand the theory a little better (Padilha, 2021).

Regarding the objective, the research is classified as descriptive, since it investigated the characteristics of a sample of salespeople in the automotive segment and analyzed the role of variables that influence their sales performance. Descriptive studies prioritize generalizations of the results obtained based on the studied sample population (Frezatti et al., 2021). A non-probabilistic convenience sampling method was used. The criteria for selecting the companies surveyed were participation in regional associations of the used and pre-owned vehicle segment. Due to the convenience sampling method, salespeople with different age, gender, and educational levels participated.

The required sample size and statistical power were calculated using the G*Power software (Bernd et al., 2021). Considering the total effect of six predictor variables on the dependent variable, at a significance level of 5%, a statistical power of 0.95 indicated a minimum sample of 74 valid responses.

The construction of the research instrument was based on the analysis of the theoretical framework, which sought to understand the factors that affect performance, using scales adapted from Donassolo et al. (2014), Chinelato (2017) and Mano (2017) as presented in Table 1. The study used the 7-point Likert scale, ranging from 1 = strongly disagree to 7 = strongly agree, to capture the research variables.

The data collection process for this research took place via the internet, so the questionnaire was sent to salespeople via WhatsApp, and the message contained a link to the SurveyMonkey webpage for completing the questionnaire.

The collected data were analyzed using statistical techniques, for which the SmartPLS 3 software was used. Descriptive statistics were used with data on mean, median, standard deviation, minimum and maximum values of the sample. Linearity analysis and multicollinearity analysis were also applied, performed using Pearson's correlation test.

Factor analysis was employed in the convergent validity tests, FISHER Z discriminant validity, and Cronbach's alpha reliability analysis. Estimation was performed using regression by the structural model with Partial Least Squares estimation.

In order to verify the dependency relationships of the dependent variable Sales Performance with the independent variables, 3 distinct models were developed, with the control variables gender, age, and education:

Model 1 – Performance, emotional intelligence as a second-order variable, and competitive personality.

Model 2 – Performance, emotional intelligence, and competitive personality.

Model 3 – Performance, job satisfaction, and competitive personality.

For education and gender, the dummy variable was adopted as a data analysis mechanism. Thus, those who had entered higher education were assigned 1, and in other cases, 0. Regarding gender, 1 was adopted for male and 0 for female.

The data obtained from the questionnaire were processed by excluding missing responses; outlier correction through winsorization was not necessary.

Results and Discussion

The salespeople who answered the questionnaire are predominantly male, representing 80.4%. Thus, it is observed that the sector has a higher number of male salespeople compared to female salespeople.

The average age of the salespeople who answered the questionnaire was 35.7 years, ranging from 18 to 62 years old. On average, men were 35.9 years old and women 35.2 years old; therefore, the results show that there is no significant age difference between genders. Regarding education, 71% of the salespeople completed high school; specifically, this percentage is 69.2% for men and 79% for women.

Analyzing the set of responses, it is noted that the average performance was 5.55. This result emphasizes that salespeople can improve their performance, since the scale is from 1 to 7.

It is observed that question number four on competitive personality has an average well below the other responses, and the standard deviation, in an inverse relationship, is higher among all of them. The average of the responses was 5.66.

Analyzing the descriptive statistics, it is evident that the sixteen questions regarding emotional intelligence presented an average standard deviation of 1.275. The results show that salespeople have, on average, an emotional intelligence of 5.79.

If the analysis is verified from the dimensions, the following averages are observed: self-emotion assessment (IEa) 5.93, emotion assessment (IEb) 5.70, use of emotions (IEc) 6.09, and regulating emotions (IEd) 5.45. Given this, it is noted that, on average, salespeople believe they have a greater ability to use emotions than to regulate them.

It is observed that satisfaction had an average of 5.99, the highest indicator among the variables. It is understood, therefore, that salespeople are satisfied with their work environments and their social relationships.

The factor loading matrix was used to verify the existence of relationships between the variables in the sample; for this purpose, Confirmatory Factor Analysis (CFA) was used. After testing the factor model with the related variables, it was identified that an indicator of the competitive personality variable, COMP4, had a factor loading below 0.7 and, therefore, was removed from the model.

A was also greater than 0.7, and the correlation also showed satisfactory results, considering that the diagonal values (AVE) were greater than the correlations between the latent variables (Della Giustina, Gasparetto & João Lunkes, 2020).

The independent variables showed significance in relation to the dependent variable; in contrast, the control variables did not show significance, however, all showed a positive relationship.

Three models were developed to assess whether the hypotheses would be confirmed. Table 1 presents the results for the first model, p-value, standard error, structural coefficient, along with R² and VIF tests, respectively. The R² of model 1 was 42.2%, while the VIF test showed an average of 1.5, indicating that there is no multicollinearity..

Table 1 - Hypothesis Tests for Model 1

Variables	Coefficient	z-value
	(Standard Error)	(p-value)
Competitiveness	0,279	4,248
	0,096	0,004
IE	0,448	2,900
	0,108	0,000
Education	0,107	1,143
	0,094	0,253
Gender	0,078	0,934
	0,085	0,351
Age	(0,002)	0,023
	0,003	0,981
R ²		0,422
VIF		1,543
f ²		0,071

Source: Author's own elaboration.

Table 2 presents the results for model 2. The R² for model 2 was 41.9%, while the VIF test showed an average of 1.6, indicating that there is no multicollinearity, as in model 1.

Table 2 - Hypothesis tests for Model 2

Variables	Coefficient	z-value
	(Standard Error)	(p-value)
Competitiveness	0,245	2,321
	0,106	0,020
IEa	0,216	1,5260
	0,141	0,127
IEb	0,193	2,050
	0,094	0,040
IEc	0,172	1,323
	0,13	0,186
IED	0,031	0,289
	0,107	0,773
Education	0,113	1,216
	0,093	0,224
Gender	0,087	1,03
	0,085	0,303
Age	0,003	0,029

	0,089	0,977
R ²	0,419	
VIF	1,623	
f ²	0,038	

Source: Author's own elaboration.

Model 2 presents the 4 dimensions of emotional intelligence along with competitive personality and control variables related to performance, as well as the regression result. In this model, the hypothesis that personality with a social skill impacts performance was confirmed, even if only one of the dimensions of emotional intelligence is statistically significant. This result can be explained by the existence of a close correlation between them.

Table 3 presents the result for model 3. The results verified were the p-value, standard error, structural coefficient, R², and VIF, respectively. The R² of model 3 was 41.9%, while the VIF test showed an average of 1.4, showing that there is no multicollinearity, as in model 1.

Table 3 - Hypothesis tests for Model 3

Variables	Coefficient	z-value
	(Standard Error)	(p-value)
Competitiveness	0,322	2,848
	0,113	0,004
Satisfaction	0,437	3,931
	0,111	0,000
Education	0,149	1,592
	0,093	0,111
Gender	0,086	1,04
	0,082	0,298
Age	0,025	0,291
	0,085	0,771
R ²	0,419	
VIF	1,435	
f ²	0,101	

Source: Author's own elaboration.

In model 3, job satisfaction was used as a social skill, and thus it was confirmed that satisfaction and competitive personality together impact performance. Therefore, the Socioanalytic Theory proved to be efficient in understanding the emotional and behavioral factors that affect performance.

Thus, hypothesis H1 - Competitive personality has a positive influence on sales performance in the automotive sector - was confirmed in the 3 models tested according to Brown and Krishnan (1994), in their research on predictive factors of performance. In addition, Krishnan et al. (2002), Donassolo & Matos (2014) and Ribeiro et al. (2020) demonstrated that the relationship between competitive personality and performance occurs indirectly, through effort and self-efficacy. In this way, competitive personality impacts performance in several ways, being an important characteristic for salespeople as stated by Dugan et al. (2019).

H2 - Emotional Intelligence has a positive influence on sales performance in the automotive sector - was also proven in model 1 as discussed by Anees et al. (2020), who stated that there is a positive relationship between performance and emotional intelligence. The hypotheses that each of

the dimensions of emotional intelligence is related to performance according to Mano (2017) showed that only H2b - Evaluation of others' emotions positively influences sales performance in the automotive sector - was corroborated in model 2.

On the other hand, the other hypotheses (H2a, H2c and H2d) were not proven in model 2, however, they showed a broad relationship when analyzed with the second-order variable and, in isolation, showed significance with performance, revealing that there is a positive relationship between all dimensions and performance, which can be observed in appendix B.

The positive and significant result of EI and sales performance demonstrates that the behavior of salespeople has an impact on sales, and in a complementary way, strengthens the concept that EI can improve people's understanding of sales skills. These findings are consistent with previous work, which showed that salespeople with emotional knowledge are more willing to adapt and experiment with different methods compared to salespeople who are less emotionally confident (Mano, 2017, Anees et al., 2020).

Finally, H3 - Job satisfaction positively influences sales performance in the automotive sector was proven in model 3, which was corroborated by the studies of Andrade et al. (2017) and Martono et al. (2018), which showed that people satisfied with their work perform better than people who are not satisfied with their work. These studies also show that satisfaction is related to remuneration, a factor that could also be used to improve sales performance and, consequently, the organization (Martono et al., 2018). Therefore, the greater the job satisfaction experienced by employees, the better their performance.

Final Considerations

The study aimed to analyze the effect of competitive personality, emotional intelligence, and job satisfaction on sales performance. To this end, a descriptive survey was conducted among used and semi-new vehicle resale companies, members of the National Federation of Associations of Automotive Vehicle Resellers - FENAUTO.

Through hypothesis testing, it was found that the relationships established by Blickle, Wendel, and Ferris (2010) between personality and social skills, positively impacting performance, were confirmed in this work, given that the three main hypotheses of the study were proven. Furthermore, when observing the dimensions of emotional intelligence, the results were similar to those of Mano (2017).

This research provides evidence to conclude that, regardless of age, education, or gender, personality (competitive) combined with social skills (emotional intelligence and satisfaction) promotes better sales performance. Given the above, there is a need for the sector to more carefully evaluate the profile of hired salespeople and encourage them with greater engagement, in order to make the work environment more favorable to these profiles.

Thus, behavioral factors should be analyzed when hiring team members. Based on this, it is also suggested that remuneration is not the only factor that affects performance, challenging the taboo that people are motivated solely by money.

This study presents limitations that should be considered when interpreting its findings. First, the proposed model was tested using survey data, which may contain undetected biases. Second, there may be personality traits that, even when associated with social skills, do not show a relationship with performance; therefore, the study may be subject to bias caused by omitted variables. The third

limitation concerns the sector studied, since the results cannot be generalized to other sectors or even to the wholesale segment. Finally, the fourth limitation stems from the cross-sectional design of the research, in which the results are presented based on statistical associations among the paths of the model.

As recommendations for future research, an incremental analysis of the effects of personality types is suggested, given that human beings present several personality traits. In addition, other types of skills and behaviors may be considered, such as political skills (Blickle, Wendel, & Ferris, 2010). It is also suggested that future studies expand the sample and employ other research methodologies capable of providing more robust evidence.

References

Andrade, E. N. C. de, Freire, O. B de L., Bizzarrias, F. S., & Lopes, E. L. (2017). Antecedentes e consequentes à sobrecarga de informação em vendedores de lojas físicas de varejo. *REAd. Revista Eletrônica de Administração* (Porto Alegre), 23(1), 1-30. <https://doi.org/10.1590/1413.2311.062.54742>

Anees, R. T., Raju, V., & Anjum, T. (2020). A Mediating Role of Adaptive Selling Behavior: Relationship between Emotional Intelligence and Sales Performance. *Beverage Industry of Pakistan. International Journal of Psychosocial Rehabilitation*, 24(1), 5266-5275.

Associação Nacional dos Fabricantes de Veículos Automotores – ANFAVEA .(2021). *Anuário da Indústria Automobilística Brasileira 2021*.

Araújo, Â. C. C. (2019). *Inteligência emocional e desempenho nas organizações da economia social: A percepção dos diretores técnicos (Dissertação de mestrado)*. Instituto Politécnico do Cávado e do Ave.

Bernd, D. C., Beuren, I. M., Pazetto, C. F., & Lavarda, C. E. F. (2022). Antecedentes do compromisso com as metas orçamentárias. *Revista de Administração Contemporânea*, 26, e200018. <https://doi.org/10.1590/1982-7849rac2022200018.en>

Blickle, G., Wendel, S., & Ferris, G. R. (2010). Political skill as moderator of personality-job performance relationships in socioanalytic theory: Test of the getting ahead motive in automobile sales. *Journal of Vocational behavior*, 76(2), 326-335. <https://doi.org/10.1016/j.jvb.2009.10.005>

Brewer, G. (1994). Mind reading. *Sales & Marketing Management*, 146(5), 82-87.

Brown, C. L., & Krishna, A. (2004). The skeptical shopper: A metacognitive account for the effects of default options on choice. *Journal of Consumer Research*, 31(3), 529–539.

Brown, S. P., & Peterson, R. A. (1994). The effect of effort on sales performance and job satisfaction. *Journal of marketing*, 58(2), 70-80. <https://doi.org/10.1177/002224299405800206>

- Challagalla, G. N., & Shervani, T. A. (1996). Dimensions and types of supervisory control: Effects on salesperson performance and satisfaction. *Journal of Marketing*, 60(1), 89–105.
- Chinelato, F. B. (2017). Antecedentes do desempenho em vendas nos micro e pequenos varejistas (Doutorado em Administração). Faculdade de Ciências Empresariais, Belo Horizonte, MG, Brasil.
- Churchill Jr, G. A., Ford, N. M., & Walker Jr, O. C. (1974). Measuring the job satisfaction of industrial salesmen. *Journal of Marketing Research*, 11(3), 254-260. <https://doi.org/10.1177/002224377401100303>
- Daudt, G. M., & Willcox, L. D. (2018). Indústria automotiva. In BNDES, *Visão 2035: Brasil, país desenvolvido do BNDES: Agendas setoriais para o desenvolvimento*.
- Davies, M., Stankov, L., & Roberts, R. D. (1998). Emotional intelligence: in search of an elusive construct. *Journal of personality and social psychology*, 75(4), 989. <https://doi.org/10.1037/0022-3514.75.4.989>
- Dejavite, L. C. (2021). Inteligência emocional como ferramenta estratégica na gestão das Corporações. *Revista Ibero-Americana de Humanidades, Ciências e Educação*, 7(6), 301- 308. <https://doi.org/10.51891/rease.v7i6.1373>
- Della Giustina, K. A., Gasparetto, V., & João Lunkes, R. (2020). Efeito dos Estilos de Liderança nos Sistemas de Controle Gerencial e no Desempenho Organizacional. *Capital Científico*, 18(1). <https://doi.org/10.5935/2177-4153.20200004>
- Donassolo, P. H., & Matos, C. A. D. (2014). Os fatores preditores do desempenho de vendas: um estudo com vendedores atacadistas. *Revista Brasileira de Gestão de Negócios*, 16, 448-465. <https://doi.org/10.7819/rbgn.v16i52.1686>
- Dugan, R., Hochstein, B., Rouziou, M., & Britton, B. (2019). Gritting their teeth to close the sale: the positive effect of salesperson grit on job satisfaction and performance. *Journal of Personal Selling & Sales Management*, 39(1), 81-101. <https://doi.org/10.1080/08853134.2018.1489726>
- Espejo, M. M. D. S. B., Araújo, W. S., Fernandes, N., & Domingues, F. (2021). A influência da avaliação de desempenho na rotatividade de pessoal de uma empresa concessionária de energia elétrica no centro-oeste. *Revista Mineira de Contabilidade*, 22(2), 51-64. <https://doi.org/10.51320/rmc.v22i2.1198>
- Fachri, M., Paminto, A., & Effendi, A. S. (2021). Leadership, organizational culture, and quality of human resources towards job satisfaction and performance. *Technium Soc. Sci. J.*, 18, 348.
- Fávero, L. P., Belfiore, P., da Silva, F. L., & Chan, B. L. (2009). *Análise de dados: Modelagem multivariada para tomada de decisão*. Elsevier.

Ferrari, S. R., & Ghedine, T. (2021). Inteligência emocional e liderança: possíveis caminhos e desafios a serem trilhados. *Revista Reuna*, 26(3), 14-34.

Frezatti, F., Beck, F., Magalhães Mucci, D., & Schlup, D. (2021). Reflexões sobre a viabilização de survey como abordagem metodológica para pesquisa em controle gerencial. *Revista de Educação e Pesquisa em Contabilidade (REPeC)*, 15(1). <https://doi.org/10.17524/repec.v15i1.2712>

Goleman, D., & Boyatzis, R. (2017). Emotional intelligence has 12 elements. Which do you need to work on. *Harvard Business Review*, 84(2), 1-5.

Gonçalves, C. F., Nizza Júnior, C. L., & Chinelato, F. B. (2019). Impacts of salesperson-brand relationship on performance of salesperson in retailing. *Revista De Administração Da UFSM*, 11(5), 1279–1304. <https://doi.org/10.5902/1983465933265>

Hogan, J., & Holland, B. (2003). Using theory to evaluate personality and job-performance relations: a socioanalytic perspective. *Journal of applied psychology*, 88(1), 100. <https://doi.org/10.1037/0021-9010.88.1.100>

Hogan, R., & Blickle, G. (2018). Socioanalytic theory: Basic concepts, supporting evidences, and practical implications. *The SAGE handbook of personality and individual differences*, 1, 110-129. <https://doi.org/10.4135/9781526451163.n5>

Hogan, R., & Shelton, D. (1998). A socioanalytic perspective on job performance. *Human performance*, 11(2-3), 129-44. https://psycnet.apa.org/doi/10.1207/s15327043hup1102&3_2

Hogan, R., Chamorro-Premuzic, T., & Kaiser, R. B. (2013). Employability and career success: Bridging the gap between theory and reality. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 6(1), 3–16. <https://doi.org/10.1111/iops.12001>

Instituto de Pesquisa Econômica Aplicada - IPEA (2019). Varejo no setor automotivo cresce 8,23% no 1º trimestre e alavanca retomada industrial. Recuperado de https://www.ipea.gov.br/portal/index.php?option=com_content&view=article&id=35063&cat%20id=9&Itemid=8

Krishnan, B. C., Netemeyer, R. G., & Boles, J. S. (2002). Self-efficacy, competitiveness, and effort as antecedents of salesperson performance. *Journal of Personal Selling & Sales Management*, 22(4), 285-295. <https://doi.org/10.1080/08853134.2002.10754315>

Law, K. S., Wong, C. S., & Song, L. J. (2004). The construct and criterion validity of emotional intelligence and its potential utility for management studies. *Journal of applied Psychology*, 89(3), 483. <https://doi.org/10.1037/0021-9010.89.3.483>

Locke, E. A. (1968). Toward a theory of task motivation and incentives. *Organizational behavior and human performance*, 3(2), 157-189. [https://doi.org/10.1016/0030-5073\(68\)90004-4](https://doi.org/10.1016/0030-5073(68)90004-4)

Maciel, C. D. O., & Camargo, C. (2011). Comprometimento, satisfação e cooperação no trabalho: evidências da primazia dos aspectos morais e das normas de reciprocidade sobre o comportamento. *Revista de administração contemporânea*, 15(3), 433-453. <https://doi.org/10.1590/S1415-65552011000300005>

Mano, M. I. A. G. M. (2017). *Inteligência Emocional e Sucesso em Vendas* (Tese de Doutorado). Universidade de Coimbra.

Martono, S., Khoiruddin, M., & Wulansari, N. A. (2018). Remuneration reward management system as a driving factor of employee performance. *International Journal of Business & Society*, 19(S4), 535-545.

Miao, C. F., Evans, K. R., & Shaoming, Z. (2007). The role of salesperson motivation in sales control systems-Intrinsic and extrinsic motivation revisited. *Journal of Business Research*, 60(5), 417-425. <https://doi.org/10.1016/j.jbusres.2006.12.005>

Murayama, K., Elliot, A. J., & Jury, M. (2021). Motivational dynamics underlying competition: The opposing processes model of competition and performance. In *The Oxford handbook of the psychology of competition*. <https://doi.org/10.1093/oxfordhb/9780190060800.013.8>

Neves, L. de L., Maciel, S. de A., & Figueiredo, A. M. R. Construção, indicador e performance: uma revisão sistemática da produção científica internacional sobre a ótica econômico-financeira. *Anais do Congresso Brasileiro de Custos - ABC*. Recuperado de <https://anaiscbc.emnuvens.com.br/anais/article/view/4809>

Padilha, C. K. (2021). Pesquisa quantitativa e sua utilização nos estudos da cultura de inovação: análise do método: use of quantitative research in innovation culture studies. *Revista Visão: Gestão Organizacional*, 1-20. <https://doi.org/10.33362/visao.v10i1.2424>

Radita, F. R., Amri, W. A. A., Supiana, N., Sasono, I., Pramono, T., Novitasari, D., Chidir, G., & Asnaini, S. W. (ano). Work-family conflict among employees: What is the role of religiosity on job satisfaction and performance. *International Journal of Science and Management Studies (IJSMS)*, 4(1), 45-59. <https://doi.org/10.51386/25815946/ijms-v4i1p105>

Ribeiro, R. E. M., Barbosa, T. O., & Monteiro, L. F. S. (2020). Construtos influenciadores do desempenho em vendas em uma empresa de atacado do Piauí. *Brazilian Journal of Development*, 6(6), 39161-39186. <https://doi.org/10.34117/bjdv6n6-456>

Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162-174. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)

Rodrigues, M. A., Tiomatsu Oyadomari, J. C., Nisiyama, E. K., Mendonça-Neto, O. R., & Dutra-de-Lima, R. G. (2020). Desempenho de vendas e o uso dos relatórios gerenciais: um estudo com

vendedores de uma rede varejista. *ConTexto - Contabilidade em Texto*, 20(46). Recuperado de <https://seer.ufrgs.br/index.php/ConTexto/article/view/102721>

Sanchez-Burks, J., & Huy, Q. N. (2009). Emotional aperture and strategic change: The accurate recognition of collective emotions. *Organization Science*, 20(1), 22-34. <https://doi.org/10.1287/orsc.1070.0347>

Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of management journal*, 37(3), 580-607. <https://doi.org/10.2307/256701>

Shah, I. A., Fakhr, Z., Ahmad, M. S., & Zaman, K. (2010). Measuring push, pull and personal factors affecting turnover intention: a case of university teachers in Pakistan. *Review of Economic and Business studies*, 3(1), 167-192.

Shannahan, K. L., Bush, A. J., & Shannahan, R. J. (2013). Are your salespeople coachable? How salesperson coachability, trait competitiveness, and transformational leadership enhance sales performance. *Journal of the Academy of Marketing Science*, 41(1), 40-54. <https://doi.org/10.1007/s11747-012-0302-9>

Shi, J., & Wang, L. (2007). Validation of emotional intelligence scale in Chinese university students. *Personality and individual differences*, 43(2), 377-387. <https://doi.org/10.1016/j.paid.2006.12.012>

Silva, C. D., Silva, C. T. D., Mucci, D. M., & Beck, F. (2021). Explorando a interdependência entre gainsharing e avaliação de desempenho em uma cooperativa de crédito. *Revista Contabilidade & Finanças*, 32, 398-412. <https://doi.org/10.1590/1808-057x202112270>

Sojka, J. Z., & Deeter-Schmelz, D. R. (2002). Enhancing the emotional intelligence of salespeople. *American Journal of Business*. <https://doi.org/10.1108/19355181200200004>

Teques, P., Duarte, D., & Viana, J. (2019). Coaches' emotional intelligence and reactive behaviors in soccer matches: Mediating effects of coach efficacy beliefs. *Frontiers in Psychology*, 10, 1629. <https://doi.org/10.3389/fpsyg.2019.01629>

Weitz, B. A., Castleberry, S. B., & Tanner, J. F. (1998). *Selling: Building partnerships*. Irwin/McGraw-Hill.

Whitman, D. S., Van Rooy, D. L., Viswesvaran, C., & Kraus, E. (2009). Testing the second-order factor structure and measurement equivalence of the Wong and Law Emotional Intelligence Scale across gender and ethnicity. *Educational and Psychological Measurement*, 69(6), 1059-1074. <https://doi.org/10.1177/0013164409344498>

Wong, C.-S., Law, K. S., & Wong, P.-M. (2004). Development and validation of a forced-choice emotional intelligence measure for Chinese respondents in Hong Kong. *Asia Pacific Journal of Management*, 21(4), 535-559. <https://doi.org/10.1023/B:APJM.0000048717.31261.d0>

Wong, C.-S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. *The Leadership Quarterly*, 13(3), 243–274.

Wu, T., Shen, Q., Liu, H., & Zheng, C. (2019). Work Stress, Perceived Career Opportunity, and Organizational Loyalty in Organizational Change: A Moderated Mediation Model. *Social Behavior and Personality*, 47(4), 1-11.