



## Unleash the power of Emotional Intelligence: Order Fulfillment impact on Sales Performance in the Automobile Industry

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### ABSTRACT

The automobile industry is a highly competitive sector that demands effective sales performance to drive revenue and maintain market share. Emotional intelligence, the ability to recognize and manage emotions in oneself and others, plays a crucial role in establishing rapport with customers and understanding their needs. Order fulfillment, the process of delivering products to customers in a timely and accurate manner, is vital for customer satisfaction. This research aims to explore the relationship between emotional intelligence, order fulfillment, and sales performance in the automobile industry. By analyzing these factors, organizations can gain insights into strategies and practices that contribute to enhanced sales performance and customer satisfaction. The findings of this study will provide actionable recommendations for optimizing sales processes and achieving sustainable growth in the highly competitive automobile industry.

### 1. INTRODUCTION

The automobile industry is a highly competitive and dynamic sector that relies heavily on effective sales performance to drive revenue and maintain market share. In this fast-paced environment, sales professionals face numerous challenges, including dealing with diverse customer needs, fierce competition, and fluctuating market trends. To succeed in such an environment, salespeople require a combination of technical skills, product knowledge, and the ability to establish meaningful connections with customers. Two crucial factors that significantly influence sales performance in the automobile industry are emotional intelligence and order fulfillment (Erol et al., 2020).

Emotional intelligence refers to the capacity to recognize, understand, and manage one's emotions as well as those of others. In the context of the automobile industry, emotional intelligence plays a

vital role in establishing rapport with customers, understanding their needs and preferences, and effectively managing relationships throughout the sales process (Hendon et al., 2017). Sales professionals who possess high emotional intelligence can accurately assess customers' emotions, adapt their communication style accordingly, and provide personalized solutions that resonate with the customer's emotional state (Bhalerao and Sharma, 2017). By leveraging emotional intelligence, salespeople can create a positive and empathetic buying experience, fostering customer satisfaction and loyalty.

Order fulfillment, on the other hand, refers to the process of delivering products to customers in a timely and efficient manner (Croxtton, 2003). In the automobile industry, where customers often have specific requirements and expectations regarding

their purchases, order fulfillment plays a critical role in customer satisfaction (Lin and Shaw, 1998; Strader et al., 1998). Timely delivery, accuracy in fulfilling orders, and ensuring that the customer receives the desired specifications are essential components of a successful sales transaction (Sathitsemakul and Calabrese, 2017). Sales teams that excel in order fulfillment can not only meet customer expectations but also build a reputation for reliability and professionalism, further enhancing the sales performance of the organization (Ricker and Kalakota, 1999).

The effects of emotional intelligence and order fulfillment on sales performance in the automobile industry are interconnected (Ma et al., 2018). Emotional intelligence enables sales professionals to understand customer expectations and emotions throughout the sales process, allowing them to tailor their approach and provide a more satisfying experience (Ahmed, 2021). When combined with efficient order fulfillment, emotional intelligence enhances the overall sales performance by creating a positive and seamless customer journey, increasing customer retention, and generating positive word-of-mouth referrals (Bagozzi, 1980).

This research aims to explore and analyze the effects of emotional intelligence and order fulfillment on sales performance in the automobile industry. By examining the relationship between these factors, organizations can gain valuable insights into the strategies and practices that contribute to enhanced sales performance. Additionally, the findings of this study will provide actionable recommendations to automobile industry professionals, enabling them to optimize their sales processes, improve customer satisfaction, and achieve sustainable growth in an increasingly competitive market.

## 2. THEORETICAL BACKGROUND

### 2.1 Emotional Intelligence

The ability to recognise, comprehend, control, and effectively use one's own emotions as well as to perceive, understand, and react to the emotions of others is referred to as emotional intelligence (El Khatib et al., 2021a). It entails a collection of emotional skills that people can use to interact with and traverse the social and emotional facets of their personal and professional lives (O'Connor et al., 2019). Self-awareness (the ability to recognise

and understand one's own emotions), self-regulation (the ability to manage and control one's emotions) (Aljumah et al., 2023), motivation (the ability to use emotions to drive achievement and goal-oriented behaviour), empathy (the ability to understand and consider others' emotions), and social skills (the ability to manage relationships, influence others, and form connections) are all parts of emotional intelligence (Gaytan et al., 2023). It is a fundamental component of one's ability to function both personally and interpersonally, enabling effective decision-making, problem-solving, and relationship-building.

### Emotional Intelligence Dimensions

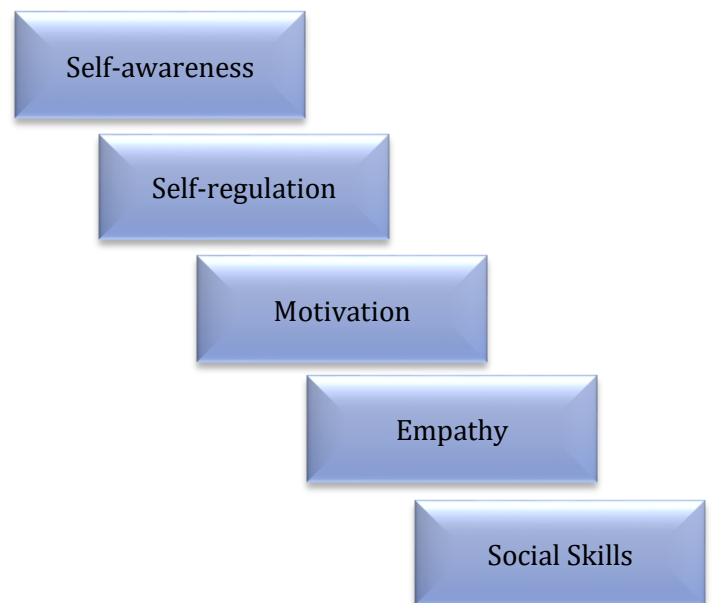


Figure 1: Emotional Intelligence Dimensions

### 2.2. Order Fulfillment

Order fulfilment in business refers to the procedure of promptly and effectively accepting, processing, and delivering customer orders (Ahmad Ibrahim Aljumah et al., 2022a). It entails a number of procedures, starting with placing the order and ending with the delivery of the goods or services to the customer (AlDhaheri et al., 2023; Tariq et al., 2022a). Order verification, inventory management, picking and packing items, coordinating shipment and logistics, and order tracking are typical steps in the order fulfilment

process. Making sure that consumers receive their orders accurately, quickly, and in good condition is the main objective of order fulfilment (Mohammed T. Nuseir et al., 2022). Customer satisfaction, repeat business, and maintaining a positive brand reputation all depend on effective order fulfilment (Taher M. Ghazal et al., 2023). To optimise the process and exceed customer expectations, the sales, operations, and logistics departments must work well together.

### 2.3. Sales Performance

Sales performance refers to the measurement and evaluation of an individual's or a team's effectiveness in achieving sales objectives and targets (H. M. Alzoubi et al., 2022b). It involves assessing various key performance indicators (KPIs) and metrics to evaluate the overall sales outcomes and success (A I Aljumah et al., 2022a; Arshad et al., 2023; Gulseven and Ahmed, 2022). Sales performance is typically measured through quantitative measures, such as sales revenue, sales volume, market share, customer acquisition, and profit margins. Additionally, qualitative factors, including customer satisfaction, relationship building, and sales effectiveness, are also considered in evaluating sales performance (Muhammad Turki Alshurideh et al., 2022c; Sakkthivel et al., 2022). The evaluation of sales performance enables organizations to assess the effectiveness of their sales strategies, identify areas for improvement, and make informed decisions to enhance sales productivity and profitability (Alshawabkeh et al., 2021). It involves analyzing individual sales performance as well as the collective performance of a sales team or the entire sales organization (Abudaqa et al., 2021; Khatib et al., 2022a). By consistently monitoring and improving sales performance, businesses can achieve their sales goals, drive revenue growth, and maintain a competitive edge in the market (Nadzri et al., 2023).

## 3. LITERATURE REVIEW

### 3.1. Relationship between Emotional Intelligence and Sales Performance

Several research studies and publications in the field provide support to the theoretical framework on the connection between emotional intelligence and sales performance. For a foundational grasp of

this relationship, consider the following fundamental ideas and theories:

Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions, as well as to recognize and influence the emotions of others (Al-Dmour et al., 2023). Sales performance, on the other hand, encompasses various aspects of sales effectiveness, such as sales productivity, customer satisfaction, relationship building, and adaptability (Akour et al., 2021; Nuseir and Aljumah, 2020). According to (Ahmed and Nabeel Al Amiri, 2022; Mubeen et al., 2022), increased emotional intelligence is associated with increased sales productivity among sales reps (Blooshi et al., 2023; Lee et al., 2023). As a result of their improved ability to comprehend and control their emotions, they exhibit more self-motivation, resilience, and goal-directed behavior (Muhammad Alshurideh et al., 2023). Sales people that are emotionally intelligent are better able to deal with rejection, negotiate sales hurdles, and stay focused on hitting sales goals (Abudaqa et al., 2022).

Moreover, in order to establish a contact with customers and comprehend their demands, emotional intelligence is essential (Aziz et al., 2023). Higher emotional quotient salespeople are better at empathizing with clients, paying attention to their concerns, and responding properly (Muhammad Turki Alshurideh et al., 2022a; El Khatib et al., 2021b; Tariq et al., 2022b). As a result, clients are more satisfied since they feel supported, valued, and understood during the sales process.

As highlighted by (Ahmed et al., 2022; Nuseira and Aljumah, 2020), Relationships with clients can become strong and enduring with the use of emotional intelligence (Al-Marooof et al., 2022a). High emotional intelligence salespeople succeed in relationship-building techniques like clear communication, creating a sense of trust, and handling disagreements (H. M. Alzoubi et al., 2022g; E. Khatib et al., 2021). They develop sincere connections with clients by being emotionally aware of their requirements and adapting their approach accordingly (Muhammad Turki Alshurideh et al., 2023a; Khatib et al., 2022b; Varma et al., 2023). This increases client loyalty and repeat business. Dealing with rejection, ambiguous situations, and demanding conditions are common in the sales industry. Sales employees that possess emotional intelligence are more able to adjust to changing situations, control stress, and

recover from failures (Aljumah et al., 2020; Muhammad Turki Alshurideh et al., 2023c; El Khatib and Ahmed, 2020). Their capacity to manage difficult sales situations and maintain performance is improved because they are better able to control their emotions, remain cool under pressure, and have a positive outlook (Al-Marroof et al., 2022b; Khan et al., 2022).

### 3.2. Relationship between Order Fulfillment and Sales Performance

According to (A I Aljumah et al., 2022b; T M Ghazal et al., 2023c), order fulfilment is the procedure for receiving, handling, and sending out client orders in order to deliver goods or services to customers in a precise, timely, and effective manner (H. M. Alzoubi et al., 2022f; Nuseir, 2021; Yasir et al., 2022). Contrarily, sales performance includes a variety of measures of sales effectiveness, such as sales income, customer happiness, and client loyalty (Al-Kassem et al., 2022; M. Alshurideh et al., 2022). Customer satisfaction is directly correlated with efficient order fulfilment (Amiri et al., 2020). Customers are more likely to be happy with their purchasing experience when orders are filled precisely, promptly, and error-free (Khatib and Oplencia, 2015). A study by (H. M. Alzoubi et al., 2022e) revealed, customers who are happy with the service are more inclined to buy from the company again, recommend it to others, and spread the word about it (Al-Kassem, 2017; Louzi et al., 2022a). On the other hand, subpar order fulfilment might result in unhappy customers, unfavourable reviews, and possibly lost sales prospects (Aljumah et al., 2021a; M Alshurideh et al., 2023a).

A variety of authors suggested (Aityassine et al., 2022; Tariq et al., 2022a), building customer loyalty depends heavily on effective and trustworthy order fulfilment procedures. Customers gain trust and confidence in an organization when they routinely receive their orders as promised (I. Akour et al., 2022; M. El Khatib et al., 2021). This satisfying experience promotes client loyalty and encourages repeat purchases (Alzoubi et al., 2020; B. Kurdi et al., 2022; Nuseir, 2020). On the other hand, uneven or tardy order fulfilment can damage client loyalty and possibly cost future sales by undermining their trust (I. A. Akour et al., 2022; Al-Kassem et al., 2013; M T Alshurideh et al., 2022).

A study summarized the streamlined and effective order fulfilment procedures boost sales revenue (El Khatib and Ahmed, 2018). Customers are more likely to complete their purchase and even make additional purchases when orders are processed quickly and precisely (Mat Som and Kassem, 2013). Additionally, efficient order fulfilment opens additional channels for cross- and up-selling (Aljumah et al., 2021b). Salespeople can use client interactions to offer more items or upgrades, boosting the entire sales value, by giving outstanding service during the order fulfilment process (Louzi et al., 2022b).

Theoretically, in order to fulfil the brand promise, orders must be fulfilled. An organization can develop a solid brand reputation by routinely completing orders quickly and effectively (Al-Awamleh et al., 2022; Muhammad Turki Alshurideh et al., 2023b; Hani Al-Kassem, 2021). Customers who are pleased recommend the business to others, which strengthens its reputation and draws in new clients.

On the other hand, inadequate order fulfilment can hurt the organization's overall sales success by causing poor customer perceptions (El Khatib et al., 2020), decreased sales, and brand reputation damage (T M Ghazal et al., 2023b; Nuseir et al., 2021). Order fulfilment and the effectiveness of the sales team are strongly associated (Al-Kassem, 2014; H. M. Alzoubi et al., 2022a; El Khatib, 2015). To meet client expectations and hit sales goals, sales professionals depend on quick and accurate order fulfilment (Farrukh et al., 2023). Sales teams may concentrate on selling activities when order fulfilment procedures are effective because they can trust the operations team to manage the process efficiently (Al-Kassem et al., 2012; B. Al Kurdi et al., 2022; Nuseir and Elrefae, 2022). Overall sales performance and organizational success are influenced by the coordination and cooperation between the fulfilment and sales teams (R. S. Al-Marroof et al., 2021b; El Khatib et al., 2019).

### 3.3. Relationship between Emotional Intelligence and Sales Performance through Order Fulfillment

According to (Akour et al., 2023; Mat Som and Kassem, 2013), the effectiveness of order fulfilment might be affected by the link between emotional intelligence and sales performance. The term "emotional intelligence" (EI) refers to a

person's capacity for self-awareness, self-awareness, self-management, empathy for others, and efficient interpersonal relationship management (Al-Kassem et al., 2022; H. Alzoubi et al., 2022; Khatib et al., 2016; M T Nuseir et al., 2022a).

Strong relationships with customers can be developed more easily by salespeople with high emotional intelligence. They can build rapport and trust with customers by comprehending their needs and emotions (A. Al-Marooif et al., 2021; Bawaneh et al., 2023). This increases the likelihood that customers will do business with them again and will be loyal to their brand (Alzoubi and Ahmed, 2019). Emotional intelligence helps salespeople effectively communicate with clients throughout the order fulfillment process. They can tailor their language, tone, and approach to meet individual customer needs, ensuring clear and concise communication that minimizes misunderstandings or misinterpretations (El Khatib and Ahmed, 2019).

Several studies highlighted (H. M. Alzoubi et al., 2022d; Kassem and Martinez, 2022), in sales, objections and conflicts may develop during the order fulfillment process. High emotional quotient salespeople are better suited to deal with these circumstances under control (Khatib, 2022; M T Nuseir et al., 2022b). They are able to control their own emotions, actively listen to client complaints, and respond to them constructively, ultimately leading to an increase in customer satisfaction and a decrease in potential conflict.

Emotional intelligence enables salespeople to adapt to changing circumstances and solve problems effectively (AlHamad et al., 2021; Alshurideh et al., 2020). Salespeople that have emotional intelligence are better able to maintain composure when faced with unforeseen difficulties during order fulfilment and come up with solutions that meet or even surpass customer expectations (Nuseir and Aljumah, 2022).

Order fulfilment can be a high-pressure situation, just like sales (Almasaeid et al., 2022). When confronted with challenging circumstances, emotional intelligence enables people to control their stress and keep their resilience (R. S. Al-Marooif et al., 2021a; T M Ghazal et al., 2023a; Nuseir et al., 2020). Strong emotionally intelligent salespeople can deal with setbacks, rejections, or delays without getting discouraged, keeping their

motivation and focus on efficiently filling orders (H. M. Alzoubi et al., 2022c).

Order fulfillment often entails cooperation across several departments or team members (Alawadhi et al., 2022; Ahmad Ibrahim Aljumah et al., 2022b; Muhammad Turki Alshurideh et al., 2022b). Emotional intelligence facilitates effective collaboration and teamwork by fostering positive relationships, promoting open communication, and encouraging a supportive work environment (M. Alzoubi et al., 2021). Sales workers with high emotional intelligence may work harmoniously with colleagues, leading to a smooth and fast order fulfillment process.

#### 4. METHODOLOGY

Research problems are examined and conceptualised using a systems theory-based theoretical framework.. Understanding the connections and interactions between these elements is crucial because it enables understanding of organizations sales performance and enhanced customer perceptions to purchase. Three study construct were examined through data collection by marketing agencies to evaluate the sales performance in automobile industry. Primary data source gathered from online survey and secondary data source include the articles, journals, books and academic publications.

This research is anchored on a quantitative and empirical research, in which a descriptive approach is employed. There are 16 participants from two different automobile companies, Volkswagen and Tesla automobile firm. The participants were obtained through online formal letters. For the purpose of collecting the data, the researchers employed the descriptive statistics and frequency distribution.

##### 4.1. Population and Sample

The research targeted 16 participants (10 men and 6 women) from two different automobile companies, Volkswagen and Tesla automobile firm. Two of the participants were CEOs of the two firms; four were HR managers, while the remaining ten were junior employees. Recruitment of the participants done online, through formally written letters. The major reason for using different subjects from different levels is to record observations that reflect different people from different settings under similar conditions. Meta-

analytic found different attitudes, behaviors, and beliefs in different genders. The small sample is based on time constraints and the busy schedules that characterize the sample population.

### 5. DATA ANALYSIS

The proposed research was based on 10 close-ended questions. The respondent data is displayed below in figure 2.

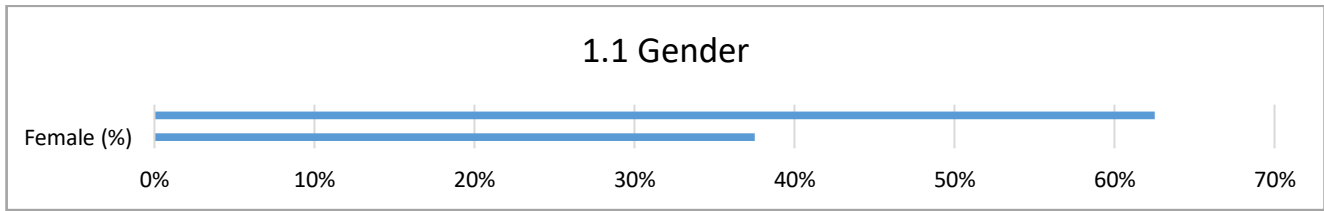


Figure 2: Gender

Based on the result, more than 60% are male and

almost 40% are female. This shows that most of the respondents are male.

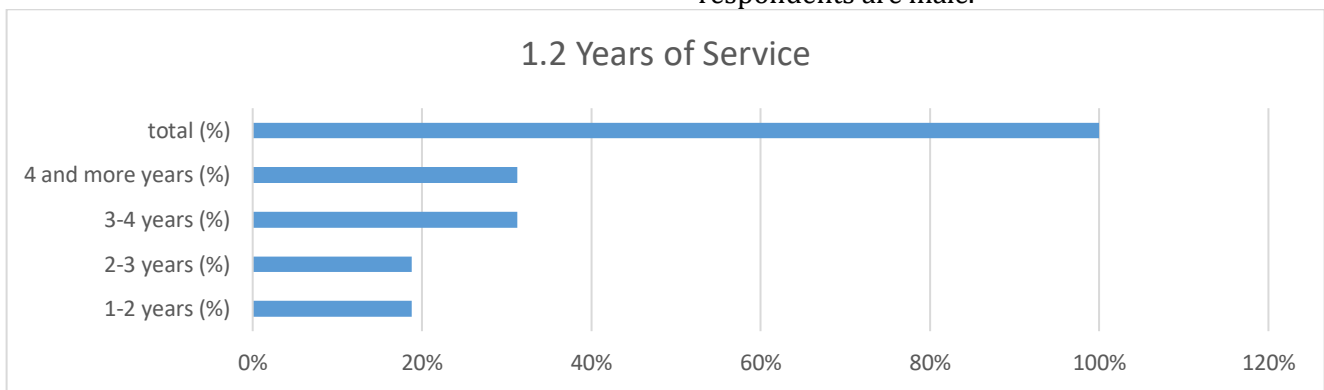


Figure 3: Job Experience

The result shows almost 20% are in 1-2 years of service and 2-3 years, and an approximately over

35% are in 3-4 years and more in service. This indicates that most of the respondents are in service for 3-4 years and more.

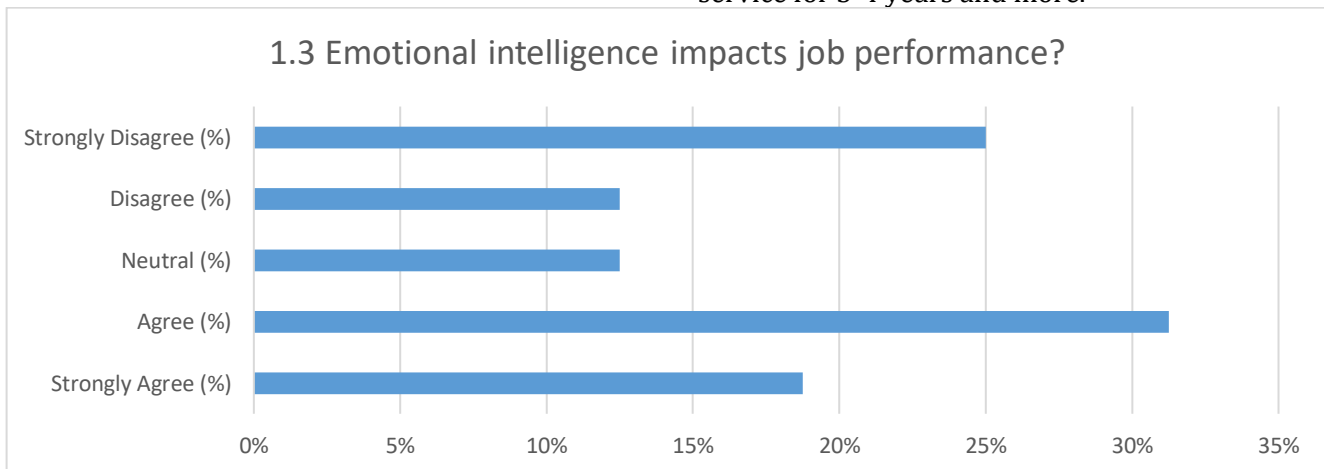


Figure 4: EI impact JP

Based from the obtained responses, there are almost 20% strongly agree, more than 30% agree, approximately 13% neutral and disagree, and 25%

who responded strongly disagree. The result shows that most of the respondents agreed that emotional intelligence impacts job performance.

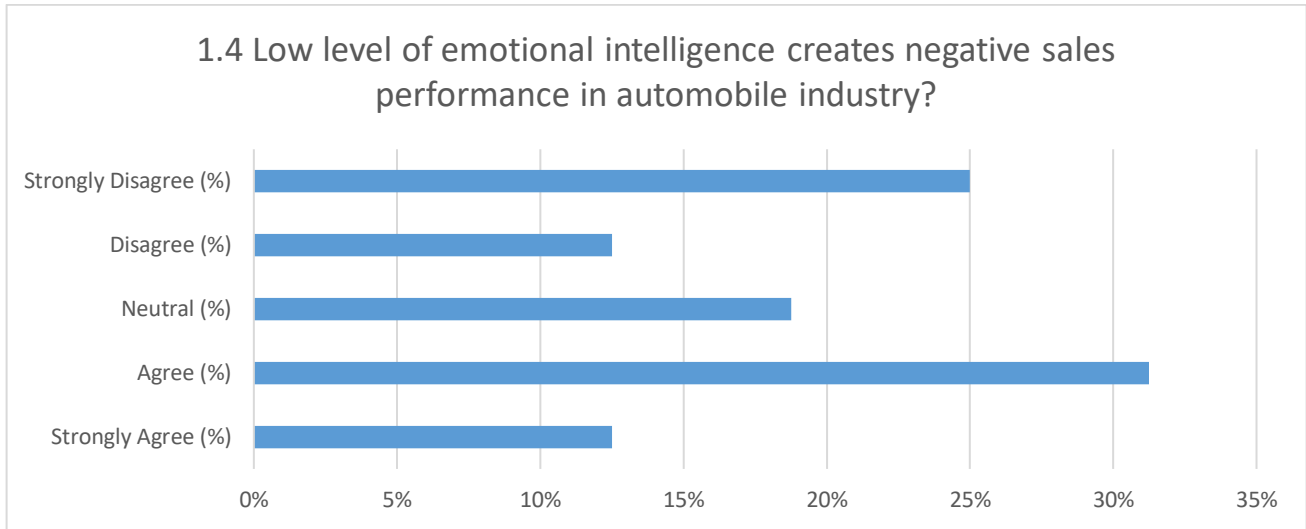


Figure 5: EI impact on SP

The result shows an approximately 13% strongly agree an disagree, more than 30% agree, almost 20% are neutral, and 25% strongly disagree. This

indicates that most of the respondents agreed that low level of emotional intelligence creates negative sales performance in automobile industry.

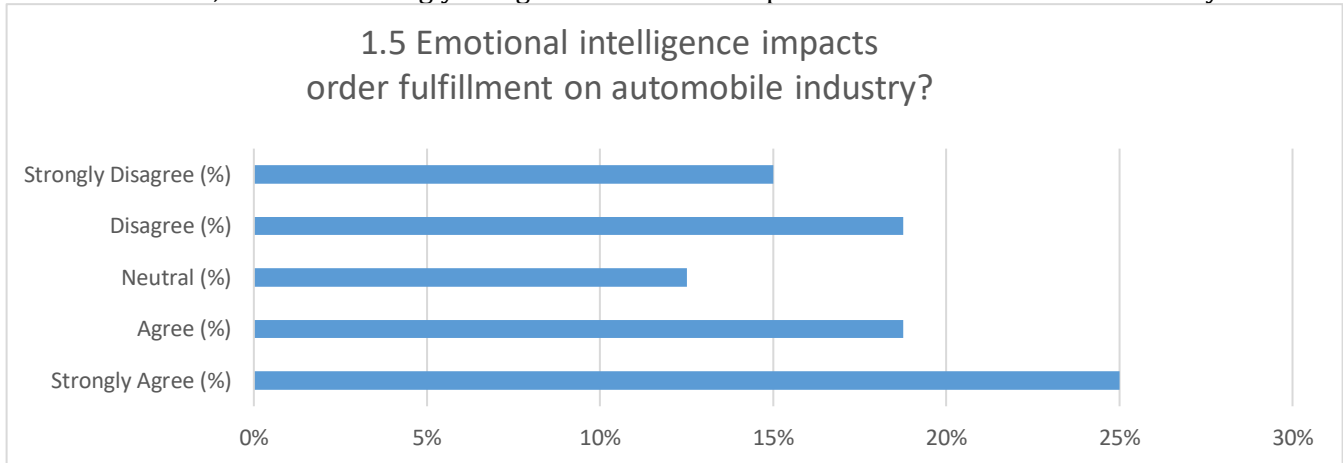


Figure 6: EI impact OF

Based from the obtained result, 15% strongly disagree, almost 20% responded disagree and agree, more than 10% responded neutral and 25% are strongly agree. This shows that most of the

respondents strongly agree that emotional intelligence impacts order fulfillment on automobile industry.

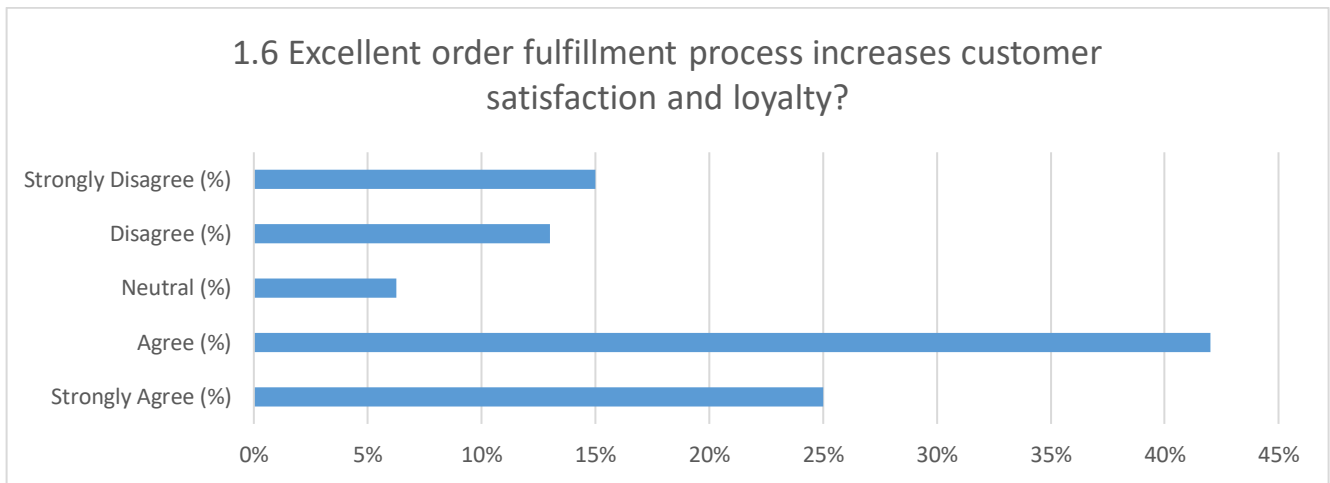


Figure 7: Customer Satisfaction

The result shows an approximately 15% strongly disagree, approximately 13% disagree, below 10% who are neutral, more than 40% agree and an approximately 25% responded strong agree. With

the result, it clearly indicates that most of the respondents agreed that excellent order fulfillment process increases customer satisfaction and loyalty.

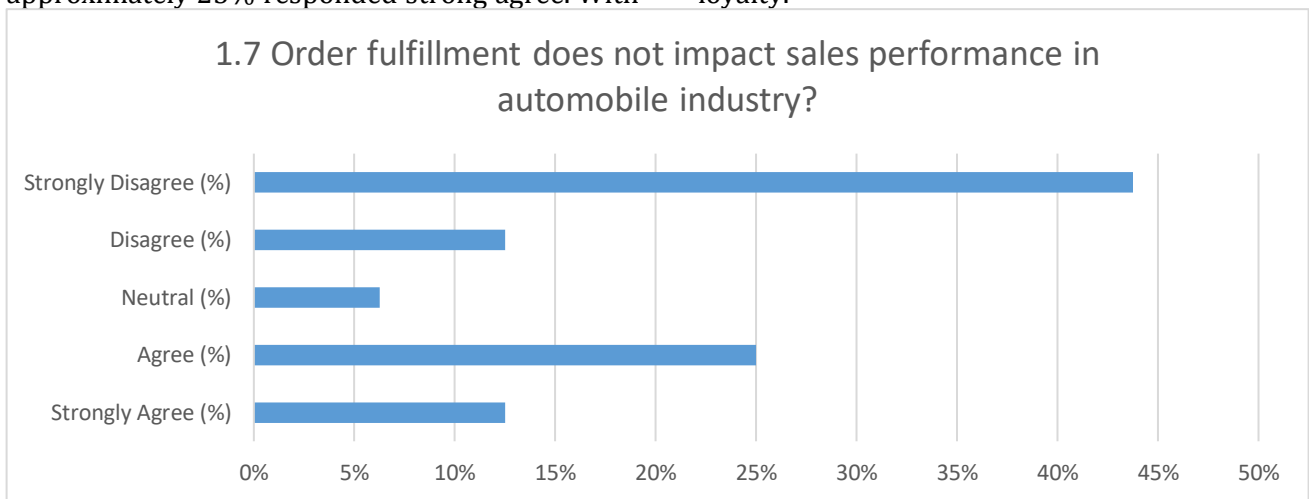


Figure 8: OF impact SP

The result shows more than 10% strongly agree and disagree, below 10% are neutral, approximately 25% agree and more than 40% responded strongly disagree. This shows that most

of the respondents strongly disagree that order fulfillment does not impact sales performance in automobile industry.



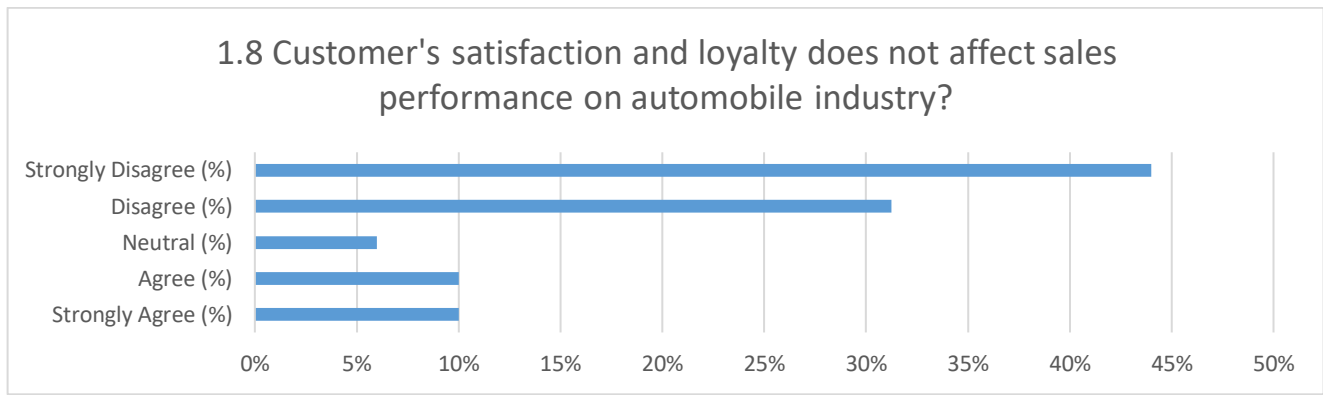


Figure 9: Customer Satisfaction impact SP

Based from the obtained result, 10% responded strongly agree and agree, below 10% are neutral, around 30% disagree and more than 40% responded strongly disagree. This indicates that

most of the respondent strongly disagree that customer's satisfaction and loyalty does not affect sales performance on automobile industry.

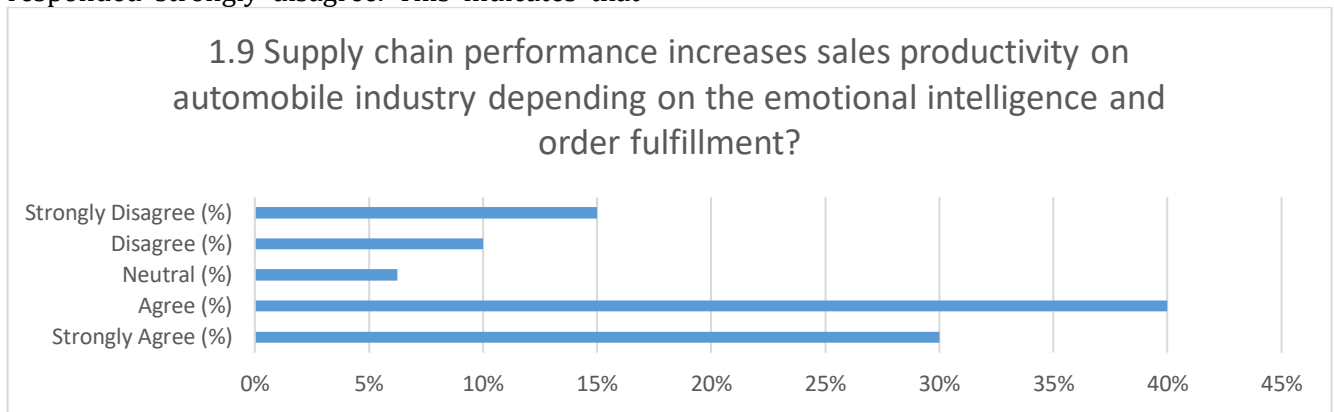


Figure 10: SP impact

Based from the obtained responses, 15% strongly disagree, 10% disagree, more than 5% are neutral, 40% agree and 30% disagree. The result shows that most of the respondents agreed that supply chain performance increases sales productivity on

automobile industry, depending on the emotional intelligence and order fulfillment.

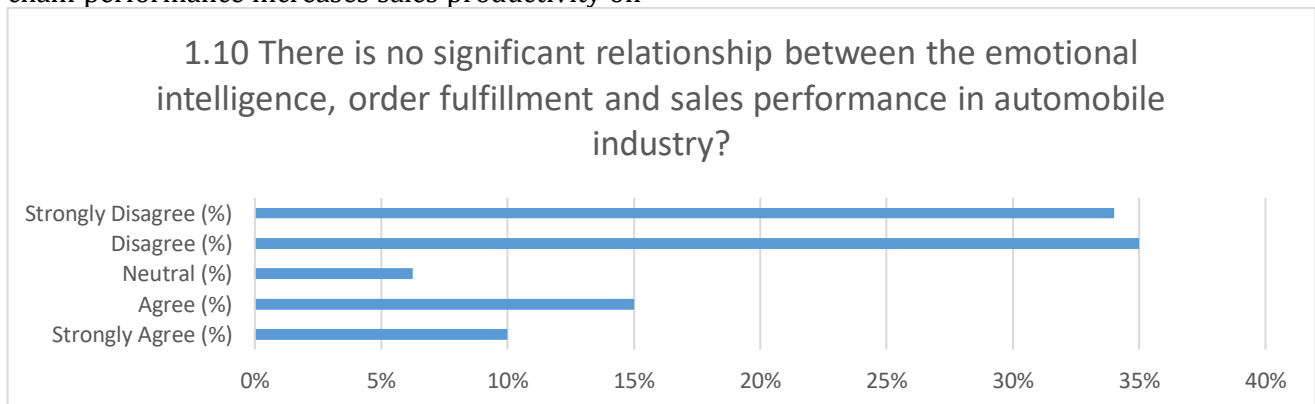


Figure 11: Relationship between EI, OF, and SP

The result shows 10% strongly agree, 15% agree, more than 5% are neutral, around 35% disagree

and strongly disagree with almost 35%. This indicates that the respondents disagree that there

is no significant relationship between the emotional intelligence, order fulfillment and sales performance on automobile industry.

## 6. RESULTS AND DISCUSSION

The impact of emotional intelligence and order fulfillment on sales performance in the automobile industry is a complex and multi-faceted topic. While emotional intelligence and efficient order fulfillment processes can contribute to improved sales performance, it is important to consider various factors and challenges specific to the automobile industry. Here's a critical discussion on this subject:

### *H1: Emotional Intelligence positively associates Sales Performance*

Emotional intelligence plays a crucial role in the automobile industry, where sales professionals interact directly with customers in the sales process. Salespeople with high emotional intelligence are better equipped to understand and meet the needs of customers, build rapport, and provide personalized assistance. They can effectively manage customer expectations, handle objections, and close deals. Emotional intelligence also supports relationship building, customer loyalty, and after-sales service. However, it is important to note that emotional intelligence alone may not guarantee sales success in the automobile industry. Factors such as product knowledge, negotiation skills, and market conditions also influence sales outcomes.

### *H2: Order Fulfillment positively associates Sales Performance*

Efficient order fulfillment processes are vital in the automobile industry to ensure customer satisfaction and maintain a positive brand image. Timely and accurate delivery of vehicles, along with proper documentation and quality checks, are essential for a seamless customer experience. Effective order fulfillment also involves coordinating with manufacturers, distributors, and logistics providers to manage inventory, track shipments, and handle any potential delays or issues. However, in the automobile industry, order fulfillment can be complex due to factors such as customization options, inventory management challenges, and geographic distribution. These complexities can impact order fulfillment

timelines, potentially affecting customer satisfaction and sales performance.

### *Industry-Specific Challenges:*

The automobile industry presents unique challenges that can influence the impact of emotional intelligence and order fulfillment on sales performance. For instance, the high involvement and financial implications associated with purchasing a vehicle make the sales process more complex and lengthy compared to other industries. Customers often conduct extensive research, seek multiple test drives, and engage in negotiation processes. Therefore, emotional intelligence needs to be coupled with specialized knowledge of the automobile industry, technical expertise, and an understanding of financing options. Additionally, factors like competition, economic conditions, and consumer preferences for alternative transportation methods can impact sales performance, regardless of emotional intelligence or order fulfillment efficiency.

### *Technological Advancements:*

Technological advancements in the automobile industry, such as online sales platforms, virtual showrooms, and e-commerce channels, have changed the dynamics of sales and order fulfillment. While emotional intelligence remains important in virtual interactions, the emphasis on order fulfillment shifts towards efficient online transactions, virtual vehicle delivery, and post-sale support. Adapting to these technological advancements and effectively managing the customer journey across digital platforms become critical for sales performance in the modern automobile industry.

In addition, emotional intelligence and efficient order fulfillment processes can positively impact sales performance in the automobile industry. However, it is essential to recognize and address industry-specific challenges, customer expectations, and technological advancements. A holistic approach that combines emotional intelligence, industry expertise, effective order fulfillment, and adaptation to changing customer preferences is key to achieving sustained sales success in the automobile industry.

## 7. CONCLUSION

Effective order fulfillment and emotional

intelligence both have a big impact on sales performance. Sales professionals may connect with consumers, comprehend their requirements, and establish lasting relationships due to emotional intelligence, which places a high emphasis on self-awareness, self-regulation, empathy, and social skills. Higher client happiness, repeat business, and improved sales results follow from this.

Similarly, effective order fulfillment processes, including accurate and timely delivery, contribute to customer satisfaction and loyalty. When customers receive their orders as promised, it enhances their overall experience and increases the likelihood of repeat purchases. Streamlined order fulfillment also enables sales teams to focus on selling activities, improving their overall performance and productivity.

However, it is important to consider the specific challenges and dynamics of different industries. Factors such as industry-specific complexities, technological advancements, and market conditions can influence the impact of emotional intelligence and order fulfillment on sales performance.

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