

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Impact of Sales Passion on Sales
Performance: Moderating Role of
Customer Orientation and
Mediating Role of Self-efficacy**

by

Muhammad Arshad

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

Faculty of Management & Social Sciences

Department of Management Sciences

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I dedicate my dissertation work to my loving Parents and brothers. This journey would not have been possible without your loving support, encouragement and financial support. Thank you for your faith in me.



CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD

CERTIFICATE OF APPROVAL

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Self-efficacy**

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(Muhammad Arshad)

Abstract

The current study focused on fundamental gap in sales literature to investigate how sales performance and job satisfaction are determined in an investigation of the sales force of a direct selling organization. The point of this study is to discover the direct relationship amongst harmonious passion, obsessive passion and sales performance in food and beverage industry. It also investigates the mediating role of salesman self-efficacy between the dimensions of passions and sales performance and also moderated path analysis of customer orientation with self-efficacy and sales performance. In this study, cross sectional data were collected through field survey 315 usable questionnaires gathered and completed through randomly selected customer. Descriptive statistics, reliability analysis, correlation and regression analysis were applied to test the hypothesis. The findings suggest that OP and HP have significant and positive effect on SP and mediating variable, SE also have a significant and positive effect between OP, HP and SP. Moreover, moderating variable CO moderates between SE and SP positive and significantly. The results were interpreted in the light of statistical bases and shown in the form of tables. Research implications, limitation and future direction were also provided in the conclusion chapter of this study.

Key words: Sales Performance, Sales Passion, Self-efficacy, Satisfaction, Customer Orientation, Food and Beverage Industry.

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Chapter 1

Introduction

The theory of passion has a long history of philosophy. But, in psychology, researchers have been working on the concept of passion for the event. Most of the empirical studies on passion have focused on topics such as romantic relationships (eg, Hatfield & Walster, 1978) or personal attention (Krapp, 2002), promised passion and excessive passion (Dub, Kairouz and Jodoin, 1997) Rathunde, 1993) and personal important activities (Waterman, 2005). Although the names are different, these concepts are often of some value to participation activities, emotion-related components of the activity, and activities. Vallerand and his colleagues (2013) describe passion as a solid propensity to invest and spend a great deal of time and energy in the likes and dislikes of people based on these different configurations. There is another reason for this standard. Vibrant activities must be internalized as individuals (Vallerand et al.). For example, people who are passionate approximately golf not only play golf, but also apply their activities to their lifestyle and treat them as golfers. Therefore, activity is inherent in itself and contributes to human identity (Stenseng, 2008; Vallerand, etc.). The value dimension is especially important for passion. Because the zealous activity is mainly distinguished from other interesting but not non-critical activities. Vallerand and coworkers (2003) further assume that there are two kinds of passion are OP and HP. The difference among the two is the result of the internalization procedure that happens when eager activities become part of the identity of individuals. This procedure can be controlled or autonomic (Deci & Ryan, 2000, Sheldon, 2002). In the situation

of independent internalization, the action is controlled by the separate and leads to a HP; the measured internalization creates an "activity" that controls the obsessive passion of the individual. Other research areas support the dual passion model. The reliability and validity of the Passion Two-Factor Scale are discussed in Vallerand et al. (2006; Vallerand et al., 2008) and Philippe, Vallerand and Lavigne 2010, Stenseng, 2009).

Study also shows that different incentive structures, such as intrinsic motivation, can be distinguished from passion. A dynamic activity is different from an intrinsic motivation because it is personally valued and internalized by an individual's identity. This is not absolutely necessary for motivational activities in nature. Since passionate activities are important, they need to make sure a thoughtful effect on people's lives, not motives and goals.

Customer-Oriented sales force demonstrates the ability to evaluate and satisfy customer needs we think a positive correlation among customer orientation and customer association quality. Customer-centric salespeople are ready to work hard to understand their consumers well and are complex to avoiding actions that may damage consumer relationships (Saxe and Weitz, 1982). Due to constant empathic accuracy (Thomas and Fletcher, 1997), customer-oriented sales are more concerned with negative social signals as their customer satisfaction increases.

From a customer-focus perspective, sales people can sacrifice accuracy to find possible negative leads that can lead to client dissatisfaction. Therefore, customer orientation has a positive impact on the quality of customer relationship, but customer orientation should must a negative effect on the quality of sales relations and reduce customer relationship quality. In the past decade, the nature and characteristics of various organizational variables have the potential to affect business performance. In today's highly competitive business environment, we see marketing strategy as the key to building a successful business strategy because we must consistently deliver superior products and services to our customers (Day and Wensley, 2014). One important change in management over the past decade is that organizations often cannot focus on customers and the market. So that

Customer orientation discovers how salesman relates with customers via two orientations: sales and customer. CO is usually related with the salesman thoughtful about the communication with consumers and generating solutions (Bagozzi et al. 2012).

Expanded literature is divided into the influence of a client's customer orientations in relation to its impact on sales effectiveness. Schwepker (2003, 166) noted: "So research is needed to find client orientations." Responding to calls for further investigation into customer orientation and sales results Lopez et al. (2005) examined the intermediate impact of the seller's mental environment on customer orientation and sales relations.

At least two additional possibilities for sellers to understand their perceptions (Kidwell et al., 2007) and sales skills (Wachner et al., 2009) are studied for consumer's impact on consumers. These studies suggest that the impact of customer orientation on sales efficiency can be better explained by looking at interactive variables through coordination or coordination mechanisms rather than just talking about the relationship (Donavan et al., 2004).

In recent years, the importance of emotion has been recognized as an important identity when dealing with decision-making and negotiating interactions between individuals (Morris and Keltner, 2000). In the scope of the sales investigation, the impact of emotional intelligence on individual salespersons capacity for sale was outlined and investigated, which is a general projection of sales (Rozell et al., 2006).

Emotional control in yourself and others allows sellers to experience negative emotions and increase their emotions. Therefore, this branch of intelligence is important in the context of a client-oriented marketing approach (Kidwell et al., 2007). Psychological literature has found that mood regulation has a positive effect on adaptation and adjustment (Richards and gross, 2000). Work in psychology has broadened and incorporated past incompetence or incompatibility perspectives, including uncontrollable behavior, intentional participation, and whether it would undermine or reinforce behavior (Donahue, Rip and Vallerand, 2011; Lavigne, Forest and Crevier-Braud, 2014; Stoeber et al., 2013b).

Vallerand et al. (2008) raised the obsession with harmony. Harmonious passion internalization. Individuals are free to control their own passion and enjoy their work freely, without incidental situations (Vallerand et al., 2003). In contrast, OP captures a controlled internalization over interpersonal and interpersonal procedures that are no longer controlled by the individual.

We expand this effort to investigate the impact of personal desire on planned accomplishments, such as generating new career chances. Sales force is a key resource for real-time market information, trends and business forecasts, as well as revenue from cross-border operations. Due to the rapid changes in the competitive environment, the strength of competition between enterprises, and the consumption designs of consumers, the part of marketers must also be adjusted according to the current actual conditions. Today, the company recognizes the importance of good customer strategy, building long-term, profitable relationships that go beyond mere customer acquisition. More important, therefore, is getting the company to have a clear understanding of the sales force (Agnihotri et al., 2012) as an integral part of their performance.

Chen, Yao and Kotha (2009) and Mitteness, Sudek and Cardon (2012) show that passion increases the likelihood of obtaining investor resources from relevant research literature. Passion has been exposed to recover business performance (Baum, Locke and Smith, 2001, Cardon et al., 2009), providing targeted coherence, energy and business execution in the face of uncertain passion (Cardon et al., 2009). In times of economic hardship, passion can be important to the organization's leaders. However, the very nature of passion affects the nature of work participation, whether it is harmony or coercion (Thorgren and Wincent, 2015; Thorgren, Wincent and Sirn, 2015). In addition, through the harmonious and engaging passion, the nature of job involvement also affects performance and environmental fit performance.

This study can explain why leaders and environmental factors increase their performance in times of economic hardship and what are not. The passion of the leader is one of the factors that can play an important part in planned activities and planned decisions when the economic downturn is uncomfortable. Passion is

clear as a "solid tendency for people to devote their time and power to actions that people like and consider important" (Vallerand et al., 2008, p. 756). Between many leaders, motivation is key to justifying important tasks and developing new results (Baum and Locke, 2004; Baum, Locke and Smith, 2001, Cardon et al., 2009). Glasser et al. (2012) establish that the important to development is the passion in times of economic hardship.

Our research is aimed at making some offerings in literary marketing. It initially refers to a new call for systematic study of the problem of successful staff performance (Ostrom et al., 2015). Second, our studies have examined the orientation of customer buffet positions in associations between sales, sales preferences and sales. In this research, it is estimated that there are direct and indirect implications of employee roles on the coming line on satisfactory quality, satisfaction, and customer excellence in sales support services.

This study shows that under the conditions of environmental dynamics (ie, ratio of change, environmental instability and randomness) and environmental complexity (ie, the heterogeneity and dispersion of the environment), it is possible to inadvertently make use of the harmonious passion and the forcible passion (Dess and Mustache, 1984). The aims of this research are threefold. First, this research will recommend an integrative context to describe how Sales Passion affects sales performance through Salespeoples experience, and product facts into the development of producing and delivering greater value to customers (Lam, Kraus, and Ahearne 2010, P62.). Second, this research will examine possible moderating effects of Customer Orientation that may arise a salespersons limit on sales performance association. The third and nal aims of this research is to add salesman passion to the literature by emphasizing the importance of passion at the individual-level.

1.1 Gap Analysis

1.1.1 Research Gap

The research gap of this study is that there is a literature available of sales performance all these researchers argue on these phenomena (Verbeke et al., 2014, sujan, weitz and kumar 2013, Yu, Patterson, and de Ruyter 2013, Ostrom et al., 2015 etc). But there is no more study on sales passion and with the mediating of self-efficacy and moderating role of customer orientation in current study. These studies suggest that the impact of customer orientation on sales efficiency can be explained better by considering the intervention moderator rather than the relationship (Donavan et al.,2004).

1.1.2 Problem Statement

Although the sales performance has been studied, there is still some very limited literature, but many of the questions have not been answered. Initial client research is done outside of Asia, so the result is unlikely compared to an Asian country like Pakistan. There is very little empirical research on food and beverage. Further, little attention has been committed to thoughtful factors such as Salesman Passion, Self-efficacy and the Customer orientation that impact sales performance in Pakistan. However so distant no research has examined the impact of salespeoples experience as a mediator and customer orientation as a moderator. Current research observe the mediating influence of Self-efficacy between Salesman Passion and sales performance, and also customer orientation bridges the gap as a moderator between salesman passion, salespeoples experience and sales performance.

1.1.3 Research Questions

This is the research issue of this study

RQ 1: To what extent harmonious passion influences sales performance?

RQ 2: To what extent obsessive passion influences the sales performance?

RQ 3: To what extent harmonious passion influence self-efficacy?

RQ 4: To what obsessive passion influences self-efficacy?

RQ 5: To what extent self-efficacy influence sales performance?

RQ 6: To what extent self-efficacy mediate the association between harmonious passion and sales performance?

RQ 7: To what extent self-efficacy mediate the association between obsessive passion and sales performance?

RQ 8: To what extent Customer orientation moderate the relationship between self-efficacy and sales performance?

1.1.4 Research Objectives for this Study

The objectives of the current study are to:

RO 1: To find out the relationship of harmonious passion and sales performance.

RO 2: To find out the relationship of obsessive passion and sales performance.

RO 3: To examine the relationship between harmonious passion and self-efficacy.

RO 4: To examine the relationship between obsessive passion and self-efficacy.

RO 5: To examine the relationship between self-efficacy and sales performance.

RO 6: To investigate the mediating impact of self-efficacy between harmonious passion and sales performance.

RO 7: To investigate the mediating impact of self-efficacy between obsessive passion and sales performance.

RO 8: To investigate the moderating impact of customer orientation between self-efficacy and sales performance.

1.1.5 Significance of study

This study provides an overview of the many reasons for the recent organizational sales performance. This study provides an overview of sales performance established by salesperson passion analysis principles. This study will also form the rationale for further research on this structure. The current collection of research helps to determine the moderator, moderator, theoretically important. Current research is narrowing the gap as a mediator and mediator mechanism.

This research will be helpful for different national and multinational firms which are doing their business in Pakistan and it will be beneficial for the marketers to target their customers in an effective manner. And will help advertisers; as well as the student of this field in understanding and catering the need of customers in a better and ethical manner respecting the rich culture; as well as to help in understanding the setting and situation in which sales performance take place in Pakistan.

1.2 Supporting Theory

1.2.1 Sales Maximization Theory

American economist William Jack Baumol has created a theory that maximizes sales. Professor Baumol proposed the sales maximization theory in his book, "Business Behavior, Value and Growth." The goal of a company's products or services to reach an acceptable level of income is based on the theory that it should shift from increasing profits to focusing on increasing sales growth. The theory is that companies need to produce more products, for example, by advertising to maintain low prices and increase product demand.

The main purpose of the company is to maximize sales. Based on sales, he refers to the total revenue of product sales. This goal is also called the sales maximization goal. According to this theory, when profit reaches an acceptable level, the company's goal is to maximize profit rather than maximize sales. According to

Baum, "the goal of maximizing sales is to maximize the sales profits of a company's executives, meeting profit margins."

According to the above definition, when the company's profit reaches the level of shareholder satisfaction, the manager's effort is to maximize profit by increasing sales instead of maximizing profit. In studying this theory. K should remain in the sense that the business does not completely ignore profits. They are eager to get a general profit.

But once they have an acceptable level of profit, their goal is to maximize profits rather than maximize profits. The idea is that applying this sales revenue maximization model will improve the overall reputation of the company and, in turn, lead to higher long-term profits. The theory is said to touch every aspect of a business even employee morale. After all when employee feel like they are working for successful company due to increase revenue, they are likely to provide product and service at a higher quality and quantity.

1.3 Operational definition

1.3.1 Salesman Passion

Passion is well-defined by Vallerand et al. (2003) as "a strong inclination toward an activity that people like, that they find important, and in which they invest time and energy" 2 types of passion: HP and OP. HP has been showing to lead to adaptive results (e.g., well-being and satisfaction). Harmonious passion (categorized by a strong but controllable want to involve in an action. OP has been revealed to lead to less adaptive results (e.g., shame and negative affect). Obsessive passion (categorized by an interior pressure to bring out an action).

1.3.2 Customer orientation

Customer orientation (CO) is a core component of advertising and sales literature. The concept of CO is proposed by Saxe and Weitz (2013). Customer orientation

is an industry plan that needs organization and staffs to attention on shifting customer needs and wants.

1.3.3 Self-efficacy

Salesman, play a critical role in this process who have ability to interacting with customers. They learn constantly from the marketplace, and communicate the received information about the rms offerings throughout the organization to keep pace with customers changing needs (Homburg, Krohmer, and Workman 2004).

1.3.4 Sales performance

Sales performance is one way of monitoring and mentoring people's ability to sell their products or services (Mller, and Klarmann 2011).

1.3.5 Plan of the Study

The first part of the study included introductory articles introducing research variables such as HP, OP, and SP, and the mediating role of SE in mediating CO effects. The second part is based on the existing literature and research to provide insight into the variables. The third part is the methodology of data collection; the fourth part is the data analysis, analysis and discussion, and finally the conclusion, the theoretical and practical significance as well as the direction of future research.

Chapter 2

Literature Review

2.1 Harmonious passion

The passion for harmony can be defined as the motivation to induce individuals to participate in their activities. Individuals are free to invest time and effort while controlling participation. This leads to a desire and personal support for the search of action (Vallerand et al., 2003). Moreover, as its name suggests, the passion for agreement is in HP or stability with other living environments. In distinction, compulsive passion is categorized by inside stress exercises. Individuals lose control of their activities and are constantly under pressure or internal push. This kind of activity occupies a disproportionate position in the personality's individuality and daily life, and there is a conflict between passion and other areas of life.

Studies of passionate emotions, behaviors, and cognitive outcomes generally show that the passion for harmony is associated with positive outcomes. For example, the results show that the passion for harmony is associated with greater energy (Houlfort, Koestner, Vallerand, & Blanchard, 2009), confident passions and positive feelings, more episodes of Vallerand et al., 2003).

A harmonious passion is evaluated as a particular activity, a harmonious passion prediction has more positive one (Vallerand et al., 2003, Study 2). In particular, the passion for harmony appears to be an important motivator for health, vitality and mobility. Given their importance in all areas of life, the concept of passion

should also make a significant contribution to human experience in the working environment.

2.2 Obsessive Passions

Obsession with passion may make one depend on one's activity as if they depend on illegal substances (Vallerand & Houliort, 2003). In turn, these activities are strictly persistent, encouraging people to engage in passionate activities, even when things go wrong or productivity is low. For example, passionate people are more likely to be involved in injury-based activities (Rip, Fortin & Vallerand, 2006) or whatever the outcome (gamble that led to the financial crisis, Philippe & Vallerand, 2007). Obsessive is associated with positive or negative outcomes (eg Carbonneau, Vallerand, Fernet and Guay, 2013).

Obsessive passion is associated with negative consequences such as a passionate relationship to these positive outcomes or a single or excessive activity investment (Sguin-Lvesque, Lalibert, Pelletier, Blanchard, & Vallerand, 2003) when it is not active When affected (Mageau & Vallerand, 2007).

2.3 Self Efficacy

A highly self-Efficacy sales force enhances customer relationships by demonstrating market expertise and reducing customer uncertainty (Ahearne, Mathieu, Rapp 2015). Therefore, we expect a positive correlation between self-efficacy and customer relationship quality. However, empirical accuracy studies show that sometimes people are motivated to look at them as inaccurate (Thomas and Fletcher, 2003). In the case of self-marketers, the need to maintain self-esteem can replace the need to pursue the truth about the quality of customer relationships, thereby increasing the accuracy of empathy. In particular, self-efficacy motivates people to see positive light to maintain their perception (Wood and Bandura, 2012). Therefore, self-efficacy people are more concerned about themselves, from giving positive feedback to their own ability, ignoring negative feedback (Gist and Mitchell, 1997).

Self-service salespeople are as generous at assessing the relationship status by focusing on self-serving customer leads. This means that when self-efficacy measures customer relationships, it can change salespeople's perspective by monitoring negative leads and focusing on positive leads. Therefore, self-efficacy should have a positive bias toward sales force relationships.

2.4 Customer Orientation

CO is often associated with sales people who create customer interactions and solutions (Bagozzi et al., 2012). In addition, Zablah et al. (2013) recently abstracted CO as an emotional variable that describes personal professional ethics. Customer-oriented sales people are interested in understanding customers and creating solutions. Customer-focused sales representatives also participate in "Free Flow of Information" to understand customer needs so they can hear customer feedback and collaborate on solutions. Therefore, CO salespeople are very anxious around consumers (Bagozzi et al., 2012).

From a sales point of view, this shows that the salesperson's behavior can be determined by both CO and sales instructions. SO and CO are usually abstracted to reside on the other side of the same continuum, but sales research can have a positive effect on the salesperson's performance in both directions (eg Wachner, Plouffe, Grgoire 2009). Again, Brown et al. (2002) Explore the relationship of CO as a mediator. Among character and performance, CO can have a positive effect on behavior, such as performance.

We do not think these two directions are contradictory and can co-exist with everyone in their mental state (ie interpersonal motivation). However, these directions can have a two-way relationship. Therefore, we suggest that latest study on individual sales and sales management has demonstrated that having a CO leads to positive behavioral results such as job performance (Franke and Park 2016).

A few studies (Betancourt and Brown, 2003) show the positive effect of job satisfaction on front-line employee-oriented employees. Employee satisfaction is well-defined as the positive passionate state that results after the evaluation of their

work experience (Locke, 1976). With the sales force's natural compensation strategy, focusing on the optimistic aspects of sales staff can help you improve CO. The strategic rewards integration strategy in our research model has significant implications. We do not only respond to calls to find the driver of the individual customer orientation strategy (Dursun and Kilic, 2011), but we also introduce the Strategic Awards Strategy to Sell Literature.

2.5 Sales Performances

Recent sales theory and practice the main contribution to the business performance literature comes from the formal and empirical studies of adaptability and sales behavior (sujan, weitz and kumar 2013). The controversy in this research project is that sales performance is primarily due to the ability of sales people to create and modify through interaction with customers. Whether these staff perform the tasks set at the service meeting, this will bring higher quality of interaction, increased customer satisfaction and higher sales (Ranjan et al., 2015).

While the previous literature has create indication that marketing linked awareness is between the most important elements of sales performance (Verbeke et al., 2014). Indeed, competitive forces have led organizations to increasingly emphasize quality while simultaneously pushing frontline employees to generate high performance (Yu, Patterson, and de Ruyter 2013). They are often considered rare knowledge brokers, and customers cannot use it to represent products' ability to solve consumer issues (Verbeke et al., 2016). This information is a main determinant of sales performance (Verbeke et al., 2011). Previous research has intensive on the impact of leader character on firm act (Strang and Kuhnert, 2011).

While some intervention variables may influence the association among leader's personality and performance, the research finds that the direct effect of this property on performance is supported. (Eg Simsek, Heavey and Veiga, 2013), excessive trust (eg Hayward, Rindova and Pollock 2009), narcissism (eg Chatterjee and Hambrick 2007), Delaado-Garca and De La Sabat, Isen and Means 1983) directly affect business performance or business performance. Despite variable evidence of

entrepreneurship and management literature, the impact on the passionate nature of leadership is less curious. In current years, Cardon et al. (2009) and experimental studies (De Clercq, Honig and Martin, 2012; Murnieks, Mosakowski and Cardon, 2012) continue to understand the positive impact of corporate performance. Baum and Locke (2004), a risk-growth model, found that the passion of leaders can help employees effectively communicate their vision and goals.

2.6 Harmonious Passion and Sales Performance

On the other hand, a HP increases the ability to integrate learning and positive feedback with individual happiness (Rousseau and Vallerand, 2008) and positive effects (Stoeber et al., 2011a) (Lavigne, Forest and Crevier - Broude, 2012). Obsessive and harmonious passion requires together active and fast activity (Thorgren and Wincent, 2013), but a passionate approach (harmony or infatuation) may be helpful in situations of leadership. Matching the leader's passion and business wants may be key to improving performance. The passionate environment of the leader can influence mission performance and engagement.

We next suggest the relations between the two types of passion and performance. However, there is a lack of clarity on the relationship between the salespersons specific behaviors and the skills he has (which affects the effectiveness of customer orientation) in explaining his diversity of sales (Wachner et al., 2009). The passion of harmony has been shown to bring even higher performance. For example, the passion for harmony increases job fulfillment and decreases burns (Carbonneau et al. 2013; Vallerand et al. 2003). Some studies show that the passion of harmony also leads to higher performance. The passion for coordination has been exposed to lead to a diversity of adaptive results, with improving personal well-being and energy (Rousseau & Vallerand, 2008). People are more prospective to system with powerful, passionate people, which increases their chances of performance (Ho and Pollack, 2014).

HP also led to higher performance. For example, the passion for harmony increases job fulfillment and decreases burns (Carbonneau et al. 2013; Vallerand

et al. 2008). (Lavigne, Forest and Crevier-Braud, 2014), in this way we can create a sense of mobility and well-being and find new and creative solutions. Pay more thoughtfulness to feature (Ho, Wong and Lee, 2011). Lead to high professional inspiration (Liu, Chen and Yao, 2011). Previous study on the environment outside project leadership has shown that the passion for harmony and performance are positively correlated through investigation and innovative work methods (Bonneville-Roussy, Lavigne and Vallerand, 2011, Vallerand, 2008). . People are more expected to network with powerful, passionate people, which increases their chances of performance (Ho and Pollack, 2014).

H1: Harmonious passion has a positively associated with the sales performance.

2.7 Obsessive passion and sales performance

Past passion studies show a mix of exciting passion and achievement (Ho and Pollack, 2014). It has been found that highly motivated entrepreneurs are less likely to get involved with other participants, so participating in the business network is less profitable. This in turn can reduce your income. A study of the individual aspects of the positive aspects of obsessive positivity with students, sportspersons and musical group found that those with a high degree of passion gained even more prominence in thoughtful practice.

Obsessive passion also delivers the power and inspiration to attain higher performance (Vallerand, 2008; Vallerand et al., 2003a). Forces were create to be positively correlated with more working time (Caudroit et al., 2013). Obsessed passion can help you to pursue such a goal through intentional practice. Obsession also offers energy and inspiration to attain higher performance than others (Vallerand, 2008; Vallerand et al., 2003a).

In the marketer's sample, forced passion was established linked with more working time (Caudroit et al., 2013). In an obsessive project Passion to improve performance. In fact, the less tolerant the loser, the better the performance (Blangeret et al., 2013). Thus, in the context of customer-oriented sales methods, sales techniques can be a significant intervention variable that can have a significant impact

on business performance. Obsessive passion have a confident impact on ambitious goal setting, empowerment and higher performance realization (Vallerand et al., 2008a). Obsession can also help to achieve interesting objectives (Omoredede, Thorgren and Wincent, 2013). Expand participation (Stoeber et al., 2011b); increase the amount of time consumed on activities (Caudroit et al., 2013). However, obsession is also linked to the fragmented nature of the focus activity, which may decrease individual comfort (Stenseng, Rise and Kraft, 2011).

H2: OP has a positively associated with the sales performance.

2.8 Harmonious Passion and Self-efficacy

Passion is often perceived as the most relevant management factor in brand love because it leads to positive passion based on brand loyalty (Batra et al., 2012). Recent research shows that the consistent result of brand passion is a positive word of mouth (Albert et al., 2013; Bauer et al., 2007). Positive word of mouth claimed to be the result of some passionate, HP. Customers who have a HP for the brand integrate the brand as part of the brand identity, regardless of external factors, because of the satisfaction offered by the brand. By providing a means to express one's identity (Arnett, German, & Hunt, 2003), conscious brand choice and satisfaction may positively encourage positive word of mouth when telling brands positively to others. The greater the overlap between the brand and the self, the more responsive the individual is to the brand.

Harmonious Passionate activities (eg, marketing) can be considered a significant place, but it is not superficial on human personality and is in harmony with other aspects of human life (Vallerand et al., 2003). This should make people who are passionate about each other's duties and positive outcomes in terms of their own SE, both during engagement (eg, positive impact and flow) and after participating in activities (eg, satisfaction or shortcomings). Wine). Thus, harmonic preferences are positively linked to positive emotions and self-efficacy during the course of action. The Harmonious Hobby suggests that it leads to some of the changes,

including improvements in health and survival (Rousseau & Vallerand, 2003, 2006, Vallerand et al., 2006, 2007, 2008), depression and anxiety, Houliort, 2003)

H3: Harmonious passion has a positively impact on Self-efficacy.

2.9 Obsessive Passion and Self-efficacy

Achieve self-concept through networking with social groups or organizations. Bhattacharaya and Sen (2003), "Consumers Become Self-Identifiers for Companies" (pp. 76-77). Take Matzler et al. (2007) prove that outgoing and passionate consumers are more likely to participate in the brand. Like passionate outbound consumers, interpersonal engagement is important to consumers who are subject to coercion (Mooradian & Swan, 2006). Strong brand passion Consumers will brand as part of their identity, because the brand will promote social acceptance and self-esteem. Unlike the positive word of mouth (Albert et al., 2013), which reflects the balance of harmonious passion, the uncontrolled preference for passionate brands is simply "This is your favorite family and friends brand. Because obsessive passion overestimates passion and covers all aspects of life (Vallerand et al., 2003), forcing brand passioners to more easily convert others preach the brand's most loved aspects and all positive associations that come with it to people who have so far not acknowledged the wonder of it (Matzler et al., 2007, p. 27).

Obsessive leaders ensure that the team meets the stakeholder expectations needed to achieve its reach. As Chi, Chung and Tsai (2011) explain, positive emotional leaders can identify their work through their own experience and work together to help them achieve higher performance through their own team members. Historically, scholars have shown a positive correlation between efficacy and performance. A position supported by meta-analysis studies (Judge and Bono, 2015). Actually, the minor patience for disappointment between those with high OP is beneficial for performance (Blanger et al., 2013).

H4: Obsessive Passion has a positively impact on Self-efficacy.

2.10 Self-efficacy and Sales performance

For almost four decades researchers have recognized the critical performance implications of SE (Phillips and Gully 1997), or individuals perception of their capacity to complete specific tasks and reach goals. SE influences beliefs regarding the ability to achieve effective performance (Bandura and Wood 1989), and overcome task-related challenges (Cervone and Peake 1986). A great deal of research has focused on the individual performance consequences of SE (Stajkovic and Luthans 2001). Historically, scholars have agreed that SE relates positively to performance; a position supported by meta-analytic research (Judge and Bono 2001; Multon, Brown, and Lent, 1991). For example, Stajkovic and Luthans (2001) reported a meta-analytic correlation of .38 between SE and performance. To ground our research within an established framework, we also expect SE is positively related to salesperson performance.

For almost four decades researchers have recognized the critical performance implications of self-efficacy (e.g., Phillips and Gully 2011), or individuals perception of their capacity to complete specific tasks and reach goals. SE influences beliefs regarding the ability to achieve effective performance (Bandura and Wood 2008), and overcome task-related challenges (Cervone and Peake 2013). A great deal of research has focused on the individual performance consequences of SE (Stajkovic and Luthans 2015). Historically, scholars have agreed that self-efficacy relates positively to performance; a position supported by meta-analytic research (Judge and Bono 2015).

Sales representatives (Ahearne, Mathieu, and Rapp 2015) provide excellent self-help advice by demonstrating marketing techniques that demonstrate better marketing value and reduce customer ambiguity. Therefore, we expect a positive correlation between self-efficacy and customer relationship quality. However, empirical accuracy studies show that sometimes people are motivated to look at them as inaccurate (Thomas and Fletcher, 2003).

In the case of self-marketers, the need to maintain SE can replace the need to pursue the truth about the quality of consumer associations, thereby increasing the

accuracy of empathy. In particular, self-efficacy motivates people to see positive light to maintain their perception (Wood and Bandura, 2012). Therefore, self-efficacy people are more concerned about themselves, from giving positive feedback to their own ability, ignoring negative feedback (Gist and Mitchell, 1997). Self-service salespeople are as generous at assessing the relationship status by focusing on self-serving customer leads. This shows that self-efficacy can identify salespeople by measuring negative leads and focusing on positive leads in measuring customer relationships. Therefore, self-efficacy has a positive impact on the sales associate's course and quality customer relationship quality.

H5:Self-efficacy has a significantly and positively effect on sales performance.

2.11 Mediation of Self-efficacy between Harmonious passion and sales performance

A harmonious passion consumer can have a positive feeling around the product, but the product does not occupy an overwhelming space for their uniqueness (Vallerand et al., 2003). Individuals want to appreciate and pay for their brand as part of their identity. HP is completely associated with optimistic feelings and Self-efficacy throughout action engagement In sales Ahearne et al. (2008) found a positive correlation between general knowledge of sales effectiveness (including product knowledge) and objective sales performance to meet sales quotas. Therefore, the available works offers experimental and academic support for the encouraging and direct association among SE and sales performance. Clients need more and more knowledge and insights, value-added solutions and sales force reactions (Adamson, Dickson and Toman 2012, Jones et al., 2015; Cron et al., 2013).

Past Research shows that SE has a positive influence on sales job performance (e.g. Wachner, Plouffe, and Grgoire 2009). So I argue from this research SE also mediate between harmonious passion and sales performance. So we can hypothesize that. **H6:** Self-efficacy positively mediates the relationship of harmonious passion and sales. performance.

2.12 Mediation of Self-efficacy between obsessive passion and Sales Performance

Previous study has exposed that passion, sometimes conditioned by brand awareness, affects the willingness of consumers to pay higher prices (Bauer et al., 2015). We think the obsessive passion will affect customers' willingness to pay, but we think that the association among OP and willingness to pay is stronger than the relationship between harmonious brand passion and willingness to pay. The salespersons experience really mediates the association among the firm and their consumers, removing this role could be detrimental to SP (Brooks, 2004; Weeks, 2000). Chi, Chung and Tsai (2011) are described below. Project performance can help you feel positive emotions, understand your tasks, and help individual team members achieve higher performance through their experience. In this study, Chi, Chung and Tsai (2011) have a relationship between passion and performance, whereas Sharma et al. (2016) consider that there is a association among SE and SP, So I argue in this research Self-efficacy also mediate between obsessive passion and sales performance so on the basis of above theoretical argumentation we can hypothesize.

H7: Self-efficacy mediate the positive relation of obsessive passion and sales performance.

2.13 Moderation OF Customer Orientation Between Self-efficacy and Sales Performance

The existing literature is divided into the influence of customer orientation on its impact of sales efficiency. Highlighting the unreliable relationship between customer guidance and sales efficiency, Schwepker (2013, 166). Customer oriented selling has been conceptualized as the degree to which salespeople practice the marketing concept by trying to help their consumers make purchase decisions that will satisfy consumer needs (Saxe and Weitz 2013, p. 344). CO salespeople are

solution providers who deliver value by assessing consumers needs, then responsibly helping customers identify alternatives, evaluate them, and select the best solution (Ehert 2014). In view of this, researchers have noted that CO should have a positive effect on SP (e.g., Pettijohn, Pettijohn, and Taylor 2007; Saxe and Weitz 2013). Results from Franke and Parks (2016) meta-analysis were thus quite counterintuitive in showing the association among CO and objective sales to be statistically non-significant. In their interpretation of this finding, Franke and Park state that customer-oriented selling does not consistently lead to sales (2016, p. 700). This is in contrast, however, to some individual UN aggregated studies, where in fact the expected relationship is found. For example, Joshi and Randalls (2015) study shows that in a direct selling environment, CO had a positive effect on salespersons performance, measured in terms of self-rated achievement of sales objectives. All things considered, we start with the hypothesis that CO does have a positive effect on job performance level.

Some current Research suggest that certain CO might be serve as coping mechanisms and moderate the effects employee performance. CO is a sales activity that helps salespeople make purchasing decisions that meet their long-term needs and needs (Michaels and Day 1985, Saxe and Weitz 2013). Some research led to CO due to JS and organizational empowerment (Hoffman and Ingram 1991; O'Hara, Boles, Johnston 1991). However, in this study, we conceptualized CO as a precedent for working attitude. In other words, the direction of the company's market affects the salesperson's CO, which in turn affects business attitude.

In particular, sales-focused sales people and highly CO sales reps are perceived as having lower role conflicts and ambiguities and lower job satisfaction and empowerment. However, CO affects and affects the attitude of workers. Nevertheless, we are concerned about how CO affects work attitude and continue to study other relationships. There is empirical evidence that sales people, with a few exceptions, have a CO rather than a sales direction. Clients also want salespersons to see their exclusive desires.

They have a certain expectation of sales people and exert pressure to meet those

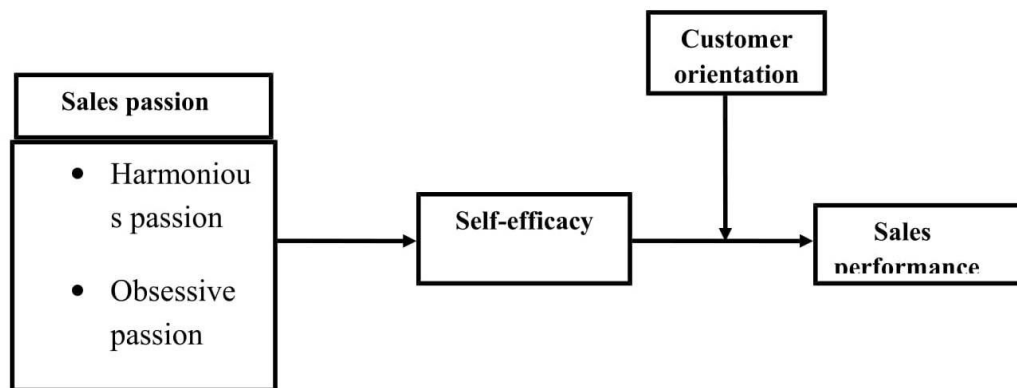
prospects (Walker, Churchill and Ford 2001). Reduce some of the potential conflicts and ambiguities that may arise in customer interactions, as sales people strive to meet customer needs and expectations in the context of being customer-focused.

It is especially important to understand salesperson's propensity to customers, such as how CO affects the performance of their business. For example, several researchers studied the association among sales force CO and performance, resulting from linear relationships in recent years (Boles et al., 2001) to the curve relationship (Homburg et al., 2011). In fact, some studies question the impact of client orientation on JP, how customer influence affects performance, and more likely employee involvement, employee choice decision making and training (Plouffe et al., 2009).

In an associated literature stream, researchers suggest that salespeople's know-how CO positively influences consumer reactions and sales performance (Franke and Park 2016; Homburg, Müller, and Klarmann 2011a). Deshpande et al. (1993) determined that CO was positively related to performance. Current study in personal selling and SM has recognized that having a CO leads to positive behavioral outcomes such as better JP (Franke and Park 2016). The study focused on SE and their consumer orientation, reports that experience who have a stronger CO tend to achieve higher levels of SP (Harris et al., 2005). So through this research I argue that the moderation of customer orientation enhances the association among Self-efficacy and performance. On the basis of above theoretical argumentation we can hypothesize.

H8: Customer orientations positively moderate the relations of Self-efficacy and sales performance.

2.14 Theoretical framework



2.15 Summary of Proposed Hypothesis of the Study

- H1:** Harmonious passion has a positively associated with the sales performance.
- H2:** OP has a positively associated with the sales performance.
- H3:** Harmonious passion has a positively impact on Self-efficacy.
- H4:** Obsessive Passion has a positively impact on Self-efficacy.
- H5:** Self-efficacy has a significantly and positively effect on sales performance.
- H6:** Self-efficacy positively mediates the relationship of harmonious passion and sales performance.
- H7:** Self-efficacys mediate the positive relation of obsessive passion and sales performance.
- H8:** Customer orientations positively moderate the relations of Self-efficacy and sales performance.

Chapter 3

Research Methodology

3.1 Research Design

This research is a cross-sectional survey using independent variables, dependent variable, mediation variable and moderating variable. The data collected for this research was from food and beverages industry of Islamabad and Rawalpindi.

3.1.1 Quantitative research

The data for this study was quantitative gathered thorough questionnaire survey and was of primary in nature.

3.1.2 Cross-sectional study

The study could be the cross-section or the longitudinal direction of the time skyline. In cross-sectional studies or one-way studies, the information is collected at one point and then investigated to find the final result. The current study is cross-sectional as data were collected from different respondents in one point of time.

3.1.3 Unit of analysis

Test units can be individuals, meetings, groups or associations. This is the "what" or "who" focus. It shows the level of information accumulation at the same level of testing; the survey unit is an individual.

3.2 Population and sample

3.2.1 Population

The population of this current research is food and beverage industries sales and marketing department employees.

3.2.2 Sample Size

Data collected 315 food and beverage sales and marketing staff and ask for a questionnaire. This is a study of 315 respondents. Of the 315 studies measured, 15 were ignored due to unsuitable responses. The remaining 300 questionnaires were used for investigation, with a real answer rate of 69%. Many researchers used a normal of 290 respondents to examine the outcomes (Kim & Eunju, 2012; Laroche et al., 2012, Schivinski & Dabrowski, 2015). Therefore, 300 answers are the suitable sample size for the current study.

3.2.3 Sampling technique

In the current research, a convenient sampling method was used, an impossibly non-probabilistic sampling. For this determination, the sampling method used in this research is based on suitability. In the present study, it is expected that the records composed from the model is representative of the population, as this technique is chosen due to cost and time constraints.

3.2.4 Data Analysis Tool

IBM SPSS database (SPSS 20) is used to statistically examine the data.

Chapter 4

Analysis and Results

4.1 Characteristics of sample

Following are features of sample

4.1.1 Gender

TABLE 4.1: Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	264	88.0	88.0	88.0
Female	36	12.0	12.0	100.0
Total	300	100.0	100.0	

Table 4.1 Demographic composition of samples by sex. The table shows that both men and women are part of the sample, the sample varies by sex, with 12% of women being women and 88% of men being men. The table similarly shows that male respondents are 76% more likely than female respondent.

4.1.2 Age

Age is one more demographic variable in the research. Most of the time is used as a control variable; the association is dependent on dependent variables and

independent variables to study. Table presents the frequency and percentage of the sample with reference to age from N= 300.

TABLE 4.2: Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	48	16.0	16.0	16.0
26-33	120	40.0	40.0	56.0
34-41	84	28.0	28.0	84.0
42-49	24	8.0	8.0	92.0
50 and above	24	8.0	8.0	100.0
Total	300	100.0	100.0	

Table 4.2 shows the demographic structure of a specific age example. The table shows that the current research respondents go to different age clusters. For example, 16% of respondents were between 18 and 25 years of age, 40% were between 26 and 33 years old, 28% were among 34 and 41, and 8% were between Between 42 and 49 years old. , 8% over the age of 50.

4.1.3 Qualification

Data is collected by the FOOD and BAVERAGE departments in the sales and marketing departments with different educational backgrounds. Pakistan's literacy rate accounts for about 16% of the world total, accounting for about 55% of UNESCO and Pakistan. Table 4.3 showing the demographic composition of the

TABLE 4.3: Qualification

Qualification	F	P	VP	CP
Intermediate	12	4.0	4.0	4.0
Bachelor	120	40.0	40.0	44.0
Valid Master	96	32.0	32.0	76.0
MS/M.Phil	72	24.0	24.0	100
Total	300	100	100	

sample for the qualifying period. Forty percent of the respondents were bachelor's degree holders, 32% received master's degrees, and 24% had master's degrees.

4.2 Experience

Data is collected from FOOD and BAVERAGE Industry of their department sales & marketing which are belonging to diverse experience background.

TABLE 4.4: Experience

Experience	Frequency	Percent	Valid Percent	Cumulative %
Valid	0-1 year	24	8	8
	1-2 years	72	24	32
	2-3 years	12	4	36
	3-4 years	36	12	48
	4 and above	156	52	100
	Total	300	100	100

Table 4.4 characterizes the demographic structure of sample in period of practice. The table displays those 8% respondents were 0-1 year, 24% respondents were 1-2 years, 4% respondent were 2-3 years, 12% respondents were 3-4 years and 52% respondents were 4 and above years.

4.3 Summary of scale Reliability

TABLE 4.5: Scale Reliability

S/No	Variable	Reliability
1	Harmonious Passion	.74
2	Obsessive's Passion	.73
3	Self-Efficacy	.71
4	Customer Orientation	.70
5	Sales Performance	.77

Alpha reliability value of Harmonious Passion is .74, Obsessives Passion is .73, Self-Efficacy is .71, Customer Orientation is .70, and Sales Performance is .77.

4.4 Correlation Analysis

CA is the assessment of the association among two or more variables. The majority of the relationship between -1.00 and +1.00 refers to a solid and negative correlation among the variables, while +1.00 indicates a positive definite association among the variables. Ignoring the possibility of no association among variables, it will be zero. Pearson connections usually use a relationship factor, sometimes called a small association or a linear relationship. Table 4.6 under shows the association and importance of IV, DV and mediating variables.

TABLE 4.6: Mean, Standard Deviation, Correlation

VR	M	S.D	1	2	3	4	5
HP	4.19	0.5	1				
OP	3.73	0.62	0.424**	1			
SE	4.26	0.47	0.354**	.461**	1		
CO	3.98	0.74	0.283**	.277**	.125*	1	
SP	4.02	0.69	0.171**	.449**	.303**	.455**	1

Note: $p < .05^*$, $p < .01^{**}$, $p < .001^{***}$

Control Variavles= Gender, Age, Education, experience

HP=Harmonious Passion, OP= Obsessives Passion, SE= Self Efficacy,
CO= Customer Orientation, SP=Sales Performance. N=300

The results show the correlation between HP, OP, SE, CO and SP in Table 4.6. Table 4.6 shows that HP is positively and significantly related with OP ($r = .424^{**}$, $p < .01$), SE ($r = .354^{**}$, $p < .01$), CO ($r = .283^{**}$, $p < .01$), SP ($r = .171^{**}$, $p < .01$). OP is positively and significantly related with SE ($r = .461^{**}$, $p < .01$), CO ($r = .277^{**}$, $p < .01$), SP ($r = .449^{**}$, $p < .01$). SE is positively and significantly related with CO ($r = .125^*$, $p < .05$), SP ($r = .303^{**}$, $p < .01$). CO was positively and significantly related with SP ($r = .455^{**}$, $p < .01$).

4.5 Direct Regression Analysis

Multiple regression analysis was used to determine the association among independent and dependent variables. Regression analysis is used to determine how

TABLE 4.7: Result of Regression Analysis

Predictor	Sales Performance		
	β	R^2	ΔR^2
Step 1			
CV			0.127
Step 2			
Harmonious Passion	.143***		
Obsessive's Passion	.587***	0.315	0.188

Note: $p < .05^*$, $p < .01^{**}$, $p < .001^{***}$

the DV unique value varies with one of the independent variables. Other independent variables remain unchanged. Table 4.7 above shows the regression results of consumer SPs. As a result of multivariate regression analysis, empirical evidence is found for the hypotheses in the table. The OP indicates that SP is a solid sign of SP as shown in Table 4.7 above. The outcomes in Table 4.7 show that HP and OP have a positive and significant impact on customer SPs. R^2 ($R^2 = .315$, $\Delta R^2 = .188^{***}$) for HP ($\beta = .143^{***}$, $p < 0.00$) and OP ($\beta = .587^{***}$, $p < 0.00$). Therefore, H1, H2, HP and OP have a positive impact on customer SP based on these results.

4.6 Mediation Analysis

For conducting the mediational analysis we used bootstrapping method which was presented by Preacher and Hayes (2008). This is a non-parametric method which provides us the true indirect effect at different confidence interval e.g. 90%, 95% and 99% confidence intervals. In this study we used 95% confidence interval. Bootstrapping provides us upper and lower limits and we have to look if zero is present at 95% confidence interval.

If zero is present the indirect effect of mediation is non-significant while if zero is not present then we can conclude that indirect effect is significant i.e. the relationship between Independent Variable and Dependent Variable is significantly mediated via mediating variable. In fact, the bootstrapping method saves us from the backdrops of older method of mediation. In this thesis, we used 5000

bootstrapping samples with confidence interval of 95%. PROCESS Macro utility of IBM SPSS was installed as Add-on. The Add-on incorporates all the 76 models by Preacher and Hayes and enables us to select that specific model for bootstrapping which is aligned with our theoretical framework.

TABLE 4.8: Mediation Results

IV	Effect of IV on M	Effect of M on DV	Direct Effect	Indirect Effect	Total Effect	Bootstrapping Result for Indirect Effect LL95 CI UL 95 CI	
HP	0.33**	0.40**	0.09	0.13**	0.23**	0.0059	0.2273
OP	0.34**	0.18**	0.43**	0.06*	0.49**	0.0103	0.1484

Note. $p < .05^*$, $p < .01^{**}$ IV = Harmonious Passion, Obsessive Passion, DV = Sale Performance, M = Self Efficacy

In this table 4.8 mediation of Self Efficacy was introduced between independent variable HP and dependent variable SP. This table shows that IV has a significant impact on Mediator (Effect Size= 0.33, $p < 0.01$) while, as a consequence, Mediator significantly impacts the DV (Effect Size 0.40, $p < 0.01$). Direct effect is non-significant (Effect Size= 0.09, $p = 0.2273$). Finally this table shows the true Indirect Effect via SE between HP and dependent variable SP (Effect size=0.13, $p < 0.05$). The upper and lower limits fell between 0.0059 and 0.2273, respectively which means that Zero is not present in the 95% confidence interval so the relationship between HP and SP was mediated by SE. This is a full mediation because after introducing the mediator, direct effect became non-significant. Soon the basis of these results H3 is accepted.

In this table 4.8 mediation of Self Efficacy was introduced between independent variable OP and dependent variable SP. This table shows that IV has a significant impact on Mediator (Effect Size= 0.34, $p < 0.01$) while, as a consequence, Mediator significantly impacts the DV (Effect Size 0.18, $p < 0.01$). Direct effect is significant (Effect Size= 0.43, $p < 0.01$). Finally this table shows the true Indirect Effect via SE between OP and dependent variable SP (Effect size=0.06, $p < 0.05$). The upper and lower limits fell between 0.0103 and 0.1484; respectively which means that Zero is not present in the 95% confidence interval so the relationship between OP and SP was mediated by SE. This is a partially mediation because after introducing the mediator, direct effect became significant. Soon the basis of these results H4 is accepted.

4.7 Moderation Regression Analysis

Hypothesis 5 in Table 4.10 above predicts that CO will strengthen the relationship between SE and SP. We use the arbitrage regression to test this hypothesis. The first step, mediation variables (SE) is controlled. The second step introduces the SE CO interaction terms. The value of the slope coefficient $\beta = .170^{***}$ means that a unit change in SE CO results in a 17% change in SP. In other words, CO enhances the effect between SE and SP. The determination coefficient R^2 ($R^2 =$

TABLE 4.9: Results of Moderation Regression

Predictor	Sales Performance		
	Beta	R2	Change R2
Step 1			
SE	.447***	0.092	.092***
Step 2			
SExCO	.170***	0.241	.149***

Note: $p < .05^*$, $p < .01^{**}$, $p < .001^{***}$

SE= Self Efficacy, CO= Customer Orientation

.241) indicates that SE CO accounts for 24.1% of the SP variation. On the other hand, the change of the determination coefficient ($\Delta R^2 = .149^{***}$) indicates that SE CO itself accounts for 14.9% of the change in SP. Therefore, H5 is statistically supported.

4.8 Summary of Hypothesis , Accepted and Rejected

H's	Statements	Results
H1	Harmonious passion positively impacts sales performance.	Accepted
H2	Obsessive passion positively impacts sales performance.	Accepted
H3	Harmonious passion positively impacts self-efficacy.	Accepted
H4	Obsessive passion positively impacts SE.	Accepted
H5	Obsessive passion positively impacts SE.	Accepted
H6	SE positively mediates the association among harmonious passion and sales performance.	Accepted
H7	Self-efficacy positively mediates the association among obsessive passion and sales performance.	Accepted
H8	Customer orientation positively moderates the association among self-efficacy and sales performance.	Accepted

Chapter 5

Discussion, Implication and Conclusion

5.1 Discussion

The overall objective of this research is to conduct an empirical study of the passion in sales to better understand the personal and interpersonal relationships that result from this. In particular, we demonstrate the impact of job satisfaction, self-efficacy, customer orientation and sales performance over time, harmonious and engaging passion changes. We forecast to rises in HP to forecast an augmentation of work satisfaction over time. Equally, we predict to rises in OP also predict a reduction of work satisfaction over time or to be unrelated to those outcomes. Moreover, we expected increases in both HP and OP to forecast increases in result over time. Finally, we hypothesized that most marketer would be passionate to their job.

The purpose of this article is to examine the positive impact of brand building on the sales performance in the food industry by examining the combination of brands, products, businesses, and marketing (Sandner and Block 2011). This research is relevant because it provides limited insight into current SME branding and has limited insight into the results of such efforts, although SMEs have made significant efforts to establish a brand (Keller and Lehmann 2006). To this end,

the article responds to a clear research need to analyze the impact of marketing practices on the performance of companies in various competitive environments (Graham and Franken Berger, 2011). This article opens up new possibilities for SME research in the leading regions of large enterprises, demonstrating that branding can promote the sales performance of SMEs.

In particular, this article helps to expand this in line with previous literature. A positive correlation between positivity and sales performance has been established, but this has an impact on sales performance as there are substantial differences between the business and the product under different value creation mechanisms. As for the only articles in the fashion industry related to advertising (Lischka, Kienzler, Mellmann, 2014), the authors found that the previous quarter's advertising had a positive impact on current sales.

5.1.1 Theoretical implication and practical implication

The results will support sellers and professionals strategy for technical improvements SE and SP, with the ultimate goal entered, especially in the Pakistani market, to gain the advantages and potential of commercial support. As a result, HP and OP implementations provide marketers and managers many opportunities to increase brand sales and increase customer intent. Product supervisors and specialists must reflect consumer self-efficacy as portion of their marketing base. Experts must ensure that various customers use branded products in their daily lives, and branded products are an integral part of their lives. So consumer base SE is a chance for businesses to communicate with customers and effect SPs.

In addition, brand managers and practitioners in the Food and beverage Industries should consider the results of the research to improve their brand performance. Companies must recognize the importance of branded products and carefully define their strategies to increase consumer willingness. This research implies that the goal of senior executives in the Food and beverage Industries is to improve performance in order to use intervention variables such as passion. The main motivation for any company or organization is to sell a product or brand, so companies

must take full advantage of it and self-efficacy is one way to improve a company's performance.

5.1.2 Limitation and Future Research Directions

There are some limitations to this concentration, except for assumptions and reasonable outcomes that must be addressed in future studies. All studies are limited and data are collected only in the FOOD and BEVERAGE INDUSTRIES. Therefore, these results cannot be promoted in other communities. Future research can also be done in other areas such as automobile, communications, textile and banking. Because the result of this study is only in the Food and beverage Industry, it cannot be promoted in all other industries. It is recommended that the next generation of research be able to compare and analyze one or more industries such as automobile, telecommunications, textile and banking.

This study conducts a cross-sectional analysis by controlling causal relationships between dependent consumers SP and independent variables HP and OP, the role of SE arbitration, and the role of CO. The model of this study is based on CO as the medium and SE as the medium for intervention and mediation. Future research can use a variety of variables as moderators and moderators. Mediator sales experience as a mediator because it uses recognized quality, price effects and social norms between SE and SP. The survey conducted a survey to collect information from respondents and suggested that knowledge and depth should be increased in the future by collecting more information, such as meetings, awareness and dialogues, through a more positive and accurate means of information accumulation. It turns out that by gathering the bargaining and convening of the meeting, analysts have the opportunity to investigate the profound and marvellous wonders in a clear way.

5.1.3 Conclusion

An important conclusion from the present study is the relationship between passion and result. In our hypothesis, the increased passion for harmony signals an increase

in job satisfaction over time, and the increase in forced passion has nothing to do with the outcome. This finding is particularly interesting as it is a little bit of inspiration for the following differences: Passion appears to have satisfied some marketers' work while others have not benefited positively (Day 2004, Nias 1989). Thus, our outcomes support the hypothesis that the quality of the performance of marketers depends on the kind of passion in the market.

This study confirms the effect of HP and OP on HP and the role of SE and CO-mediated pathways. The results revealed that the literature in Pakistan is difficult to deal with the factors that affect the SP. The results will help advertisers and professionals define ways to upgrade SEs and SPs in the Pakistani market with the ultimate goal of hand and business manageability. This study shows that HP and OP provide brand managers and owners the ability to improve and enhance brand intent through passion. Marketers must be good at taking advantage of opportunities.

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5.2 Research Questionnaire

Dear Respondent,

My name is **Muhammad Arshad**. As a research scholar at capital University of sciences and technology Islamabad, I am collecting data for my research thesis.

Title: **Impact of Sales passion on Sales performance. The Mediating Role of Self-efficacy and Moderated path analysis of Customer Orientation.** It

will take your 15-20 minutes to answer the questions and to providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or name of organization anywhere in the questionnaire. Thanks a lot for your help and support!

Sincerely,

Muhammad Arshad

Research Scholar

Department of Management and Social Sciences

Capital University of sciences and technology, Islamabad

Email:arshad.mumtaz4530@gmail.com

Cell No: 0343-4365067

5.3 DEMOGRAPHICS

:

5.3.1 GENDER

1	2
Male	Female

5.3.2 AGE

1	2	3	4	5
18 - 25	26 - 33	34 - 41	42 - 49	50 and above

5.3.3 QUALIFICATION

1	2	3	4	5	6
Matric	Inter	Bachelor	Master	MS/M.Phil	PHD

5.3.4 Experience

1	2	3	4	5
0-1year	1-2years	2-3years	3-4years	4 and above

5.4 Guide for Answering

:

- The following statements deal with your feelings about sales and marketing because sales and marketing always develop our interest. This study about FOOD AND BEVERAGE.

SN	Harmonious Passion	SD	D	N	A	SA
HP1	My job as a marketer is in harmony with the other activities in my life.	1	2	3	4	5
HP2	The new things that I discover doing my job as a marketer allow me to appreciate it even more.	1	2	3	4	5
HP3	My job as a marketer reflects the qualities I like about myself.	1	2	3	4	5
HP4	My job as a marketer allows me to live a variety of experiences.	1	2	3	4	5
HP5	My job as a marketer is well integrated in my life.	1	2	3	4	5
HP6	My job as a marketer is in harmony with other things that are part of me.	1	2	3	4	5

SN	Obsessive Passion	SD	D	N	A	SA
OP1	I have difficulties to control my urge to do my job as a marketer.	1	2	3	4	5
OP2	I have almost an obsessive feeling for my job as a marketer.	1	2	3	4	5
OP3	My job as a marketer is the only thing that really turns me on.	1	2	3	4	5
OP4	If I could, I would only do my job as a marketer.	1	2	3	4	5
OP5	My job as a marketer is so exciting that I sometimes lose control over it.	1	2	3	4	5
OP6	I have the impression that my job as a marketer controls me.	1	2	3	4	5

SN	Self-efficacy	SD	D	N	A	SA
SE1	My job is well within the scope of my abilities.	1	2	3	4	5
SE2	I do not anticipate any problems with with my work in this organization.	1	2	3	4	5
SE3	I feel confident that my skills and abilities equal or exceed those of my colleagues.	1	2	3	4	5
SE4	I feel I am overqualified for the job I'm doing.	1	2	3	4	5
SE5	My past experiences and accomplishments increase my confidence that I will be able to perform successfully.	1	2	3	4	5

SN	Customers Orientation	SD	D	N	A	SA
CO1	Our firm has a strong focus on customer commitment.	1	2	3	4	5
CO2	Our firm has a strong focus on creating customer value.	1	2	3	4	5
CO3	Our firm has a strong focus on understanding customer need.	1	2	3	4	5

SN	Sales Performance	SD	D	N	A	SA
SP1	Producing a high quality market share for this company in a specific territory.	1	2	3	4	5
SP2	Making sales of those products with the highest profit margins.	1	2	3	4	5
SP3	Generating a high level of dollar sales.	1	2	3	4	5
SP4	Exceeding all sales target and objectives for this territory during this year.	1	2	3	4	5