

Report On
Modelling Emotional Intelligence for Enhancing Pharmaceutical
Salespersons Performances”

A Study on Square Pharmaceuticals Ltd. Bangladesh

By

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An internship report submitted to the BRAC Business School in partial fulfilment of the
requirements for the degree of
Bachelor of Business Administration (BBA)

BRAC Business School
BRAC University

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

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Subject: Submission of internship report on “Modeling emotional intelligence for enhancing pharmaceutical salespersons performances” A Study on Square Pharmaceuticals Ltd. Bangladesh

Sir

With due respect, I want to express my gratitude to encourage me to work on this particular and unique topic. I would be grateful to inform you that I have completed my internship at “Square Pharmaceuticals LTD.” And my post was Field force management Human Resource Intern, which was a requirement of fulfilling the BBS program of BRAC University. I have tried my core best to complete this report by maintaining all the instructions followed by the university. Besides that, your guidelines and feedback also helped me a lot in this journey to make this report.

I hope this entire report would cover my research topic with clarification. Thank you.

Sincerely yours,

Fahmida Akhter Jahan

16204026

BRAC Business School

13.01.2022

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between [Name of Company] and the undersigned student at BRAC University

Acknowledgement

In the beginning, I am grateful to Allah that I have got the opportunity to do this internship and get to experience new things, and also, I have got the opportunity to write this report. I am very much thankful to my family for their unconditional support and care regarding this journey of completing this report successfully. Besides that, I would like to thank from the core of my heart, my faculty Supervisor Dr. Mohammad Shahidul Islam who was always there to encourage me and help me by guiding me with the right instructions. Whenever I was in trouble and could not get an exact solution, Dr. Mohammad Shahidul Islam helped me with patience. It might have been difficult for me to complete this whole report without his advice and guidance. Secondly, I would like to thank The Organisation where I have done my internship, which is Square Pharmaceutical Ltd, and the organizational supervisor Mr. Khalid Abdullah who is the senior executive of square pharmaceuticals ltd. for allowing me to know about new tasks and information related to human resource management. I want to thank all other members of the Human Resource Management team of Square Pharmaceuticals Ltd to help me to know vast information. Finally, thank you so much to BRAC University and OCSAR, which is the “Office of Career Service and Alumni Relation”, for assisting me to learn and to know about corporate life in a better way.

Executive Summary

This report is about an internship program that I have done in Square Pharmaceuticals Ltd. In this report, I have brought out the ideas and thoughts that I have experienced and observed during working as an intern in Square Pharmaceuticals Ltd.

In this report there are 3 parts first one is about the overview of the internship, the second one is about the organization part where I have related the organization's different parts with my academic learnings and finally, the third one is the project part where the researched information has been shared.

The main reason for the internship is to learn practically by observing and experiencing from the practical working environment. By utilizing those skills and knowledge. This internship report has covered many important aspects of pharmaceuticals organization like the betterment of salespersons' performance by using the elements of emotional intelligence.

Finally, the report has come up with a model of emotional intelligence for enhancing pharmaceutical salespersons' performances and its implications and suggestions.

Key Words: *Emotional intelligence, Salespersons, Pharmaceuticals ltd, Training, Verbal communication, Importance, Elements, Interactions, Interpersonal communication, Expression, Body language*

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Chapter 1 Overview of Internship

1.1 Student Information:

Name: Fahmida Akhter Jahan

ID: 16204026

Program: Bachelor of Business Administration

Major: Human Resource Management

1.2 Internship Information:

1.2.1 Period, Company name, Department, Address:

Period: 5th October 2021 to 4th January 13, 2022 (3months)

Company Name: Square Pharmaceutical Ltd. Bangladesh

Department: Human Resource Management

Address: Square Center 48, Mohakhali C\A Dhaka 1212, Bangladesh

1.2.2 Internship Company Supervisor's Information:

Name: Khalid Abdullah

Position: Senior Executive Human Resource (D&T)

1.2.3 Job Scope- Job descriptions, Duties, Responsibilities:

Job Description: I worked in Square Pharmaceutical Ltd (SPL) as an HR intern under the Field force management team of the Human Resource Management (HRM) team. It was a very good experience to work by being a part of the Human Resource Department (HRD). I am very lucky that only a few students get the chance to work with them and I was one of them. I joined there by attending two interviews. One was over the phone and another one was an in-person offline interview in front of the board at the Square Center.

I worked with HRD which is the Human Resource Department and tried to learn practically all the tasks given by my supervisor and other members. All those works were monitored by them and if I faced any problems regarding doing work, my supervisor helped me to solve that problem and he instructed me that how to do that work.

Duties & Responsibilities: I Always tried to follow my seniors' instructions as a new learner I faced some difficulties but as they were friendly and helpful, I have learned many things which is effective and new to me. As an HR intern, I had to do some duties and responsibilities which I have learned from Square Pharmaceuticals Ltd Human Resource Department team. Those are given below:

Calling trainees: I called the trainees to let them know about the proper instructions for attending the training and some information like when the training will be starting, which type of dress they have to bring for the training etc. Also, my duty was to know whether they can come or not, then I had to inform my supervisors of all those to do the further formalities.

Calling for Interview: To call selected interviewees I called them over the phone. To let them know about the exact time of the interview and to let them know to bring the right papers and forms with them.

Invigilating Exam: In training every day there are exams for medical promotion officers. I invigilated those exams regularly along with my instructors. I enjoyed that the most because it was a new experience for me.

Checking Script: I have checked Multiple choice Question Scripts and some short Question answers from the training program. I also did count and averaged the total number of scripts.

Mail merging, VLOOKUP, Other Excel works: I worked on excel. I have learned to merge mail and also used VLOOKUP to summarize the final result of the Induction training of medical promotion officers.

Checking Bill papers: I checked the bill of the field trainees whether those are all ok or not.

Besides all that, I sometimes sorted CVs to help the recruitment team of the Human Resource Department, I helped other senior executives in processing the walk-in-interview. So, I did all these duties and tried my level best to fulfil all my responsibilities properly with the help of my seniors.

1.3 Internship Outcome:

1.3.1 Student's Contribution to The Company:

As a fresher, I was unknown to the corporate world before joining as an intern In Square Pharmaceutical Ltd. After joining I tried my level best to achieve knowledge and work up to the mark. As Human Resource Department is one of the most important departments of Square Pharmaceuticals Ltd so, all members of this department work under pressure. As an intern, I helped them to reduce their pressure while there was lots of work to do. I followed their instructions properly and worked with them and tried to finish my allocated task on time so that they can be helpful to me and could complete their important work under pressure properly.

1.3.2 Benefits to The Student:

Before joining as an intern, I was very nervous about the environment of corporate life. After joining I found the environment of Square Pharmaceutical Ltd is very friendly. Everyone is very supportive. I become very beneficial as I have learned the practical implementations of the Human resource management terms which I have read in a book before in my university life. I become more confident than before and become sincere about finishing work on time properly. I have practiced so many excel terms here so it helps me to enhance my hard skills. Now I can manage time and also work under pressure after doing an internship at Square Pharmaceuticals Ltd. Also, my supervisor and other members of SPL showed positivity to enhance my confidence and make me capable to get my work done.

1.3.3 Problems & Difficulties:

There are some problems that I have faced during my internship period. In the very beginning, I was so nervous that I could not speak over the phone properly. Then to solve this problem I used to take notes on a diary properly from my supervisor that exactly which information I should have to deliver to the interviewee or the trainee and then I used to deliver that to them. Then while script checking I sometimes did wrong counting, so I used to recheck those to make fewer errors. Sometimes I had to work under pressure at the eleventh hour. That time I tried to recover from this

difficulty by working with patience. Every time I faced difficulties, I took help from my supervisor and seniors to overcome that.

1.3.4 Recommendations:

Overall experience with Square Pharmaceutical Ltd was very good. They are doing their best to help interns like us and to make them experienced from this internship program. One recommendation that I would like to share with them is they take only one intern in one team of Human Resource Department. If possible, they could hire more than one intern then it would be a great opportunity.

Chapter 2 Organization Part

2.1 Introduction:

2.1.1 Scope:

This chapter focuses on the organization's overview, including the mission, vision, overview, management, marketing, accounting, and financial aspects, as well as a SWOT analysis. A brief but effective idea can be got from this report along with basic information and core functional activities of SPL.

2.1.2 Objectives:

- To understand each functional area of Square Pharmaceutical Ltd.
- To relate theoretical knowledge with practical experience.

- To interpret management methods and financial results using SWOT analysis examining marketing practices and competitiveness.

2.1.3 Methodology:

I have used two types of data here to complete this report. One is primary data and another one is secondary data.

Primary Data:

- From my observation.
- Asking Qualitative Questions to my supervisor and other members of HRD (Human Resource Department).
- Discussion with Supervisor sir.

Secondary Data:

- The website of Square Pharmaceutical Ltd.
- Research papers.

2.1.4 Limitations:

As an intern of the organization, I tried my level best to find out the information about SPL. But they have some privacy and security policy so I could not manage some information that I wanted to know and also the 3-month duration is not enough to know about the vast information of an organization.

2.2 Overview of The Company:

2.2.1 About Company:

Since 1985, SQUARE Pharmaceuticals Limited has been the largest pharmaceutical firm in Bangladesh, ranking first among all national and multinational companies. It was founded in 1958, became a public limited company in 1991, and began trading on stock exchanges in 1995. Square Pharma had a turnover of BDT 50.87 billion (US\$ 609.18 million), with a market share of 16.95 percent and a growth rate of 10.85 percent. Since 1985 it is holding a flagship position in the pharma industry in Bangladesh. Now it is also a globally recognized industry.

This company was started with 4 friends that is why it has given the name Square. The founder of Square Pharmaceutical Ltd is Mr. Samson H Chowdhury. He was born on 25 September 1925. He is from Pabna Bangladesh. Now Square is not only known for Pharma products but also for hospitals, toiletries, Argo vet, health products, information and technology, and many more.

Square Pharmaceuticals Ltd has 1 head Quarter which is in Mohakhali, Dhaka, and 2 formulation units. One is in Shalgaria Pabna which was established in 1958 and followed by the guidelines of the World Health Organization (WHO). It has achieved ISO 9001 certificate in 1998. In the Pabna unit, there are hormone and steroids, Penicillin, Liquid, Small Volume Parenteral sectors.

Dhaka Unit has started its operation at the end of 2002. Dhaka Unit is situated in Gazipur which is about 50km away from the capital city. In 2002 the representative of UNICEF Copenhagen audited the Dhaka unit and selected it for global supply. It has the largest solid dosage unit. Dhaka unit has solid Dosage unit1, Solid Dosage Unit2, Cephalosporins Unit, Small Volume Parenteral Unit, Insulin Unit, Large volume parenteral unit, and also MDI Unit.

2.2.2 Vision:

The vision of Square Pharmaceuticals Ltd is to see business as a method to improve the material and social well-being of investors, employees, and society which will be resulting in wealth accumulation through financial and moral advantages as part of the human civilization process.

2.2.3 Mission:

The mission of Square Pharmaceuticals Ltd is to develop and deliver high-quality, innovative healthcare to people while ensuring the highest ethical standards in business operations and ensuring that shareholders, stakeholders, and the general public benefit.

2.2.4 Objective:

The objective of Square Pharmaceutical Ltd is to undertake transparent commercial operations based on market mechanisms within a legal and social framework, with the goal of achieving our vision's mission.

2.2.5 Key Milestones:

Table 1: Key Milestones of SPL

Year	Milestones
1958	Year of Establishment
1964	Incorporated as a private Ltd. Company
1974	Technical collaboration with Janssen Pharma of Belgium
1985	Market Leader in pharma market of Bangladesh
1987	Pioneer in Pharmaceutical export from Bangladesh
1991	Converted into public Ltd company
1994	Initial Public Officer
1995	Production of Pharmaceuticals bulk, Listing with Dhaka and Chittagong Stock exchange

1997	Awarded National export trophy for exporting Pharmaceuticals
2001	US FDA\ UK MHRA standard Pharma Factory goes into operation under the supervision of Bovis, UK
2002	Enlisted as UNICEF's global Suppliers
2006	Received Banker Forum Award
2007	Dhaka unit got the UK MHRA approval
2009	Starts manufacturing of Insulin hormone and Steroid maintain the Quality standard of US FDA and UK MHRA comply with CGMP of WHO
2012	Dhaka Unit got the therapeutic goods administration of Australia approval
2013	"Samson H Chowdhury Center of Excellence" started its journey
2015	Received US FDA approval
2016	Won the ICMAB best corporate award, HSBC Export Excellence Award
2017	Won the national environment award
2018	Awarded national export trophy(gold), ICMAB best corporate Award, received
	approval of ANDA of valsartan for US market, Received GMP approval for manufacturing facilities for MPRA Malaysia, Won the National Productivity and Quality Excellence Award

2019	Won the “Prescient’s Award for Industrial Development” as a successful enterprise in the category of large-scale industry, Awarded National Export Trophy
2021	Received Special recognition from the large taxpayer unit of the National Board of Revenue as one of the top taxpayers in the country, Awarded National Export Trophy (Gold), Won the ICMAB Best Corporate Award, Won Green Factory Award, Received the Bangabandhu Sheikh Mujib Industrial Award 2020 in the category of the country’s best largest industries.

2.2.6 Corporate Social Responsibilities:

CSR (Corporate Social Responsibility) is a company's ongoing commitment to act ethically and contribute to economic progress while also enhancing the quality of life of its employees and their families, as well as the local community and society. They are very strict about maintaining an ethical culture.

Being Good by Doing Well is their main business motivation, as it is conducting transparent company operations based on market mechanisms within a legal, ethical, and social framework, with the goal of achieving the purpose expressed in our vision. they are expanding CSR initiatives to include the interests of our external and internal stakeholders, such as customers, workers, suppliers, shareholders, society, and government, as well as environmental and ethical issues in all parts of operations. In Bangladesh, SQUARE is one of the first members of the UN Global Compact (UNGC). The ideals of the United Nations General Assembly are compatible. They also maintain a code of conduct of their own.

Square Pharmaceutical LTD tries to maintain the law and maintain non-discriminating behavior while recruiting and selecting process. They also maintain the labor law. They always promote a diverse work system. They never give night shifts to women employees. They also follow the policy of no child labor.

2.2.7 Products:

Square Pharmaceutical Ltd Is the Flagship Company of Square Group. They have Pharma products, Herbal products, Agro-vet, and Crop care products. They also produce Tablets, Capsules, Syrup, Ointment, liquid, semi-liquid, zero cal, Rice ORS, Dry Syrup, Suppository, injectable product, etc. Square Pharmaceuticals Ltd will be the first Bangladeshi business to manufacture pharmaceuticals in another nation when it begins production in Kenya in January 2022. The trial will begin in December of this year. The project's construction began in 2019 and was originally slated to be finished in early 2021, according to the company's financial statement.

2.3 Management Practice:

2.3.1 Board of Directors, Organization leadership style, Contribution in achieving goals & objectives:

Founder Chairman: Samson H Chowdhury

Current Chairman: Mr. Samuel S Chowdhury

Vice Chairman: Mrs. Ratna Prata

Managing Director: Mr. Tapan Chowdhury

Directors: Mr Anjan Chowdhury, Mr. Kazi Iqbal Harun

Independent Directors: Mr. Syed Afzal Hasan Uddin, Mr. S. M. Rezaur Rahman

In the starting, it was a small partnership business, and day by day it has established and become a well-known organization. As they follow a very transparent process to choose the leadership positions so it helps in the success of the organization. Every one of the members of the board starts their journey from the very beginning and gets promoted by doing hard work and then they can come to their desired position. Being in their desired position they work hard in an unbiased way and monitor everyone properly so they can achieve their desired goals and objectives.

2.3.2 Human Resource Planning process of the Organization:

Recruitment and Selection Process: The recruitment process starts with the requisition system. The MD of SPL Mr. Tapan Chowdhury signs on that paper and then the main procedure starts. Then the authority approval is also needed. Recruitment happens when there is empty of employees, someone goes to retirement, to increase the company's productivity sometimes, etc. There are some processes of calling interviewees or grabbing their attention for the job in SPL. One is an advertisement in a newspaper another one is collecting CV via mail or phone calls. Then the final process is the collection of CVs.

After that, the selection process has started. Where they short CV based on their requirement. Then they conduct a written examination if required (if there is no technical experience). After that, they publish the result based on the merit list. After publishing the result initial interview is taken of those selected candidates. It can be online or offline. Then the final interview will be conducted where the hiring manager is also present to evaluate the candidates. Next, they notify selected candidates and those who are not selected the recruitment and selection team sends them a regrade mail. Then the salary and grade negotiation happens if it is needed. Then They send the selected employee for a medical checkup and after that, if everything is alright, they give the appointment letter.

The Compensation System: Different job has different compensation system for executive and non-executive position. But for the management and executive positions, they get basic salary, Hospital Allowance, Transport Facility, Lunch, Home Rent, Annual vacation, etc. They also get a bonus and/or discount on square products, provident, insurance, parental leave, etc.

2.3.3 Training and Development:

Human resource training and development is a critical problem in any firm. A company's success and growth cannot be achieved without a robust training and development program. Furthermore, optimal human resource use necessitates the provision of training, skill development, and quality assurance. Square Pharmaceuticals Ltd. also gives training to its staff and works to improve their skills and talents. There are two types of training. One is on-the-job training another one is off-the-job training. Then there is internal training, external training, overseas training (Abroad), online training like “Corporate Pathager (a website of Square)” and SPL e-learning. Some of their training are:

Technical Training:

Field Force management Training: In this training at first, they send employees to the field training then induction training happens which has 4 steps. Those are grooming, the human body system, product, and sales & marketing. For each training phase employees have to seat for an exam and after finishing the training program successfully they can do their job properly.

Training for Management Development:

Management development training is offered to managers and executives at the Corporate Headquarters, Dhaka Unit, and Pabna Unit throughout the year. The training sessions are led by their own and well-known resource individuals from both home and abroad. Employees are also sent to prestigious local training schools for specialized training.

Training Abroad:

Depending on the availability of acceptable topics, the corporation sends its personnel overseas for training. Factory technical personnel participate in Factory Assessment Tests (FAT) in various regions of the world to ensure that equipment runs well.

Behavioural Training: some times after doing TNA behavioural training is also needed. Grooming is also be done for the field force employees for the behavioural training.

For the training feedback reaction training is also important. To know the post-training effectiveness those are needed. By using Kirk Patrick Model (Reaction, learning, behaviour, ROI) it can be understood.

Outcome result counting process: $(\text{Training cost} - \text{outcome}) / \text{Training cost} * 100\%$

Development: The goal of the management development program is to improve management performance. It's largely an educational exercise, and the executives have done a lot of reading to see what they can do to boost their productivity. The training is also available as a perk for executives. The firm had a successful year last year, and several of its executives were dispatched to China, Thailand, and Nepal for training. However, the vacation is virtually a leisure trip disguised as training. The training they received consisted of just attending the sessions, and they spent a lot of time seeing the nations' tourism attractions. The company's on-the-job management development program includes coaching, understudy assignments, job rotation, and committee assignments.

2.3.4 Performance Appraisal:

First of all, the employees get a chance to self-evaluate themselves. After that, they are evaluated by their supervisors. Also, by the supervisor's supervisor. There is a specific performance appraisal form for all. The final decision of performance appraisal is taken by MD. If the performance is not up to the mark, then they send them for training or they make a decision how to improve the performance and if the performance is outstanding then they give promotion.

2.4 Marketing Practice:

2.4.1 Strategy:

Square Pharmaceuticals Ltd is following cost-cutting strategies: Because cost leadership is an integrated set of measures performed to create goods or services with qualities that are acceptable to customers at the lowest cost possible in comparison to rivals.

2.4.2 Target Customer:

The target customers of SPL are Doctors, Chemists. The medical promotion officers are those who reach the target customers of SPL. They promote their products to doctors so that doctors can be convinced by seeing good quality and materials of medicines and then they are going to prescribe those medicine to the patients.

Also, the Medicine shopkeepers are the target customers as there are some Over counter medicines which patients buy without the prescription of doctors those medicines, they directly buy from the chemists. So, convincing them and distributing the products to chemists properly is also needed.

2.4.3 Channels:

There are 26 distribution networks all over the country. The Head office is in Dhaka. They deliver products and earn money. There is one in charge, packers, loaders, drivers who work there.

2.4.4 Advertisement and promotions:

In Bangladesh, public advertising for medicines, particularly POM drugs, is severely outlawed. However, it may be possible to do so in some cases with over the-counter medications. In Bangladesh, however, no pharmaceutical business advertises in this manner. SPL relies heavily on personal selling to create and keep relationships. With the use of literature, brochures, pads, booklets, leaflets, and gift items, a team of sales agents known as MPO has been hired to meet with physicians to discuss the advantages, demerits, indications, contraindications, and other aspects of the drug. That is, Medical Promotion Officers use various methods to advertise the company's product to doctors.

2.4.5 Issues:

Sometimes Medical promotion officers get biased with the local chemists of their home town so that is not good for the marketing department and also the whole company. To avoid this issue MPO gets their posting places far from their home district to deliver an unbiased promotional activity.

2.5 Finance & Accounting Practice:

2.5.1 Current ratio:

This is increasing from 2018 to 2021. It is well enough to cover the debt by current assets. **Table 2: Current Ratio from 2018 to 2021**

Year	2018-2019	2019-2020	2020-2021
Current Ratio	12.93	14.53	17.67

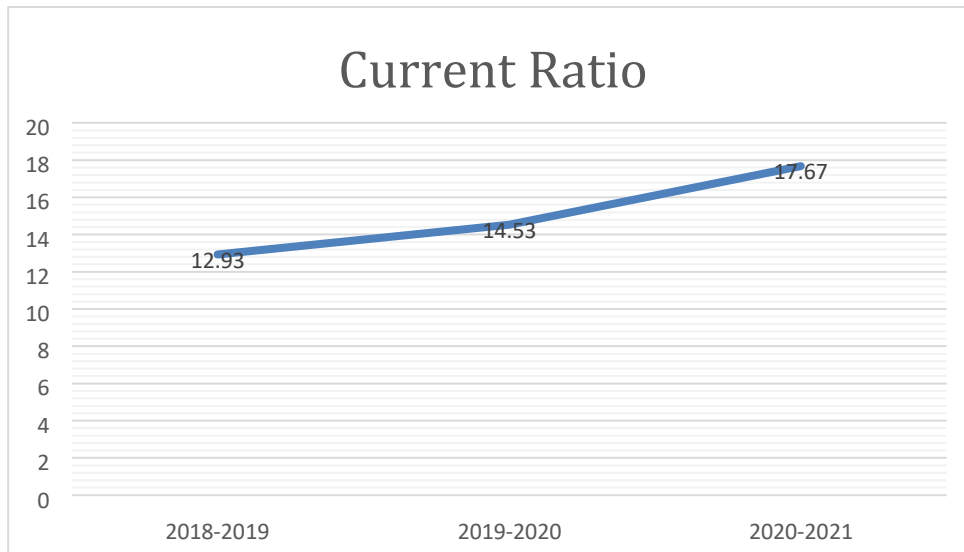


Fig 1: Current Ratio of SPL from 2018 to 2021

2.5.2 Working capital:

Working capital has decreased from 2020 to 2021 than before. Working capital is the financial measurement of the liquid which is available to the business.

Table 3: Working capital from 2018 to 2021

Years	2018-2019	2019-2020	2020-2021
Working Capital	3544055682	414968827	12312917

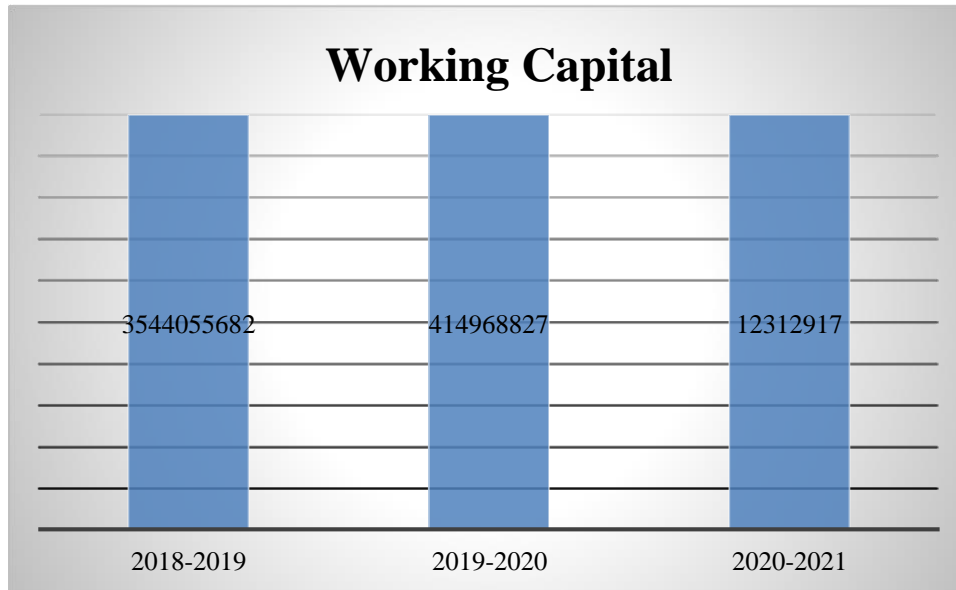


Fig 2: Working capital of SPL from 2018 to 2021

2.5.3 Gross profit:

Gross profit decreased from 2019 to 2020 as there was Covid 19. But I have increased from 2020 to 2021.

Table 4: Gross profit of SPL from 2018 to 2021

Gross Profit	50.8753	48.01326	51.08766
Year	2018-2019	2019-2020	2020-2021

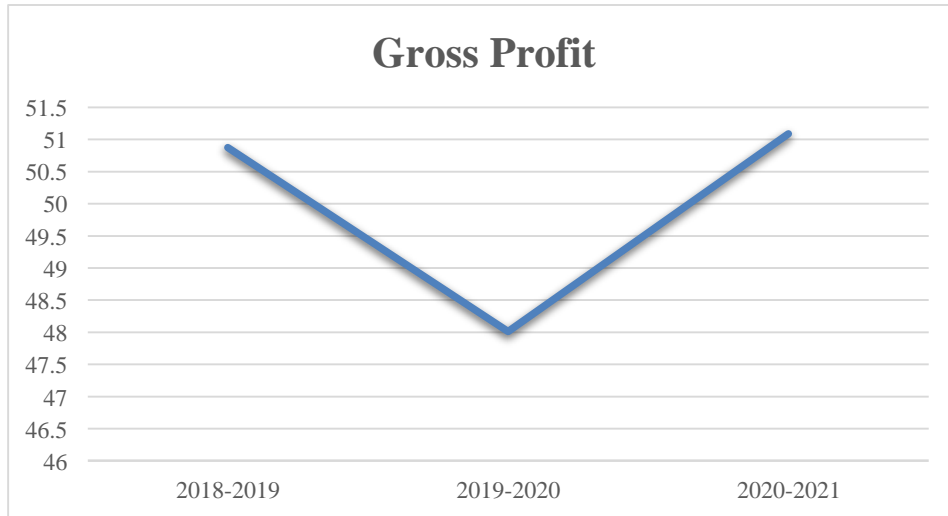


Fig 3: Gross profit of SPL from 2018 to 2021

2.5.4 Net profit margin:

The net profit margin, or simply net margin, is a percentage of sales that reflects how much net income or profit is created. Increased in 2020 to 202.

Table 5: Net profit margin from 2018 to 2021

Year	2018-2019	2019-2020	2020-2021
Net Profit Margin	27.3	28.24	29.08

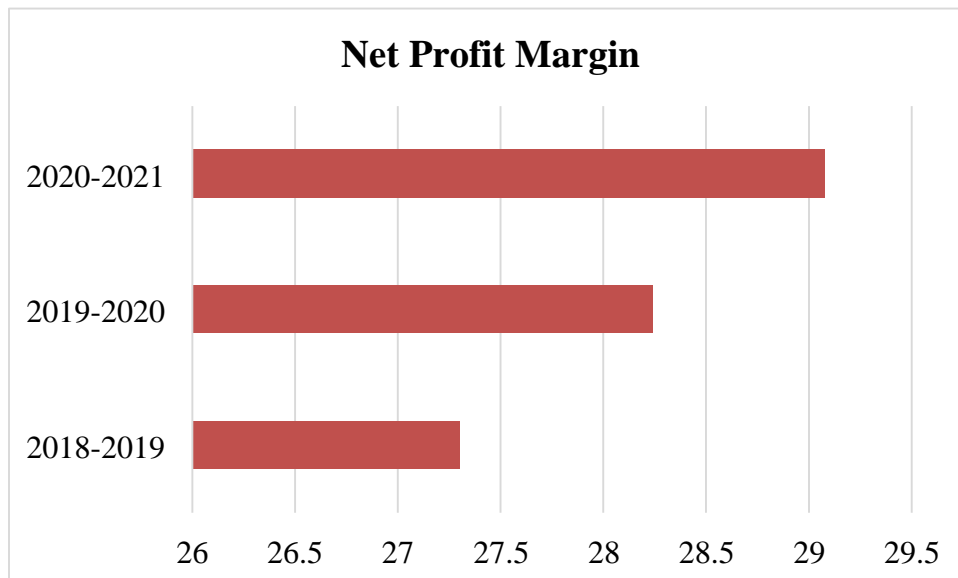


Fig 4: Net profit margin of SPL from 2018 to 2021

2.5.4 Return on Assets:

It means the return on the company's investment. If the return assets are higher than total assets then it becomes better.

Table 6: Return on assets from 2018 to 2021

Year	2018-2019	2019-2020	2020-2021
Return on Assets	17.84	18.59	18.32

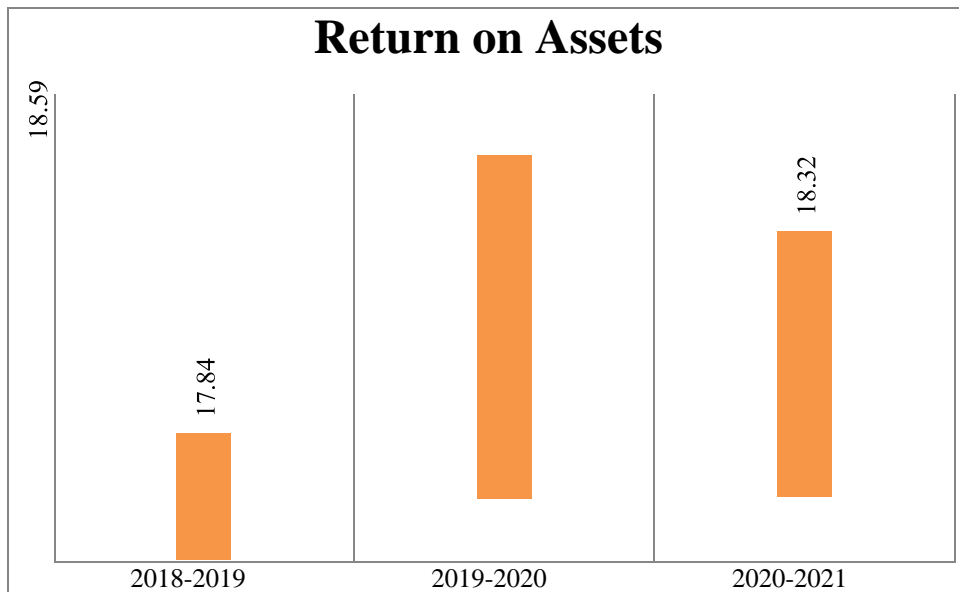


Fig 5: Return access of SPL from 2018 to 2021

2.5.5 Return on Equity:

It means the return earning on owners' investment of a company. It is a good amount of return of Equity.

Table 7: Return on equity from 2018 to 2021

Year	2018-2019	2019-2020	2020-2021
Return on Equity	19.66	19.82	19.38

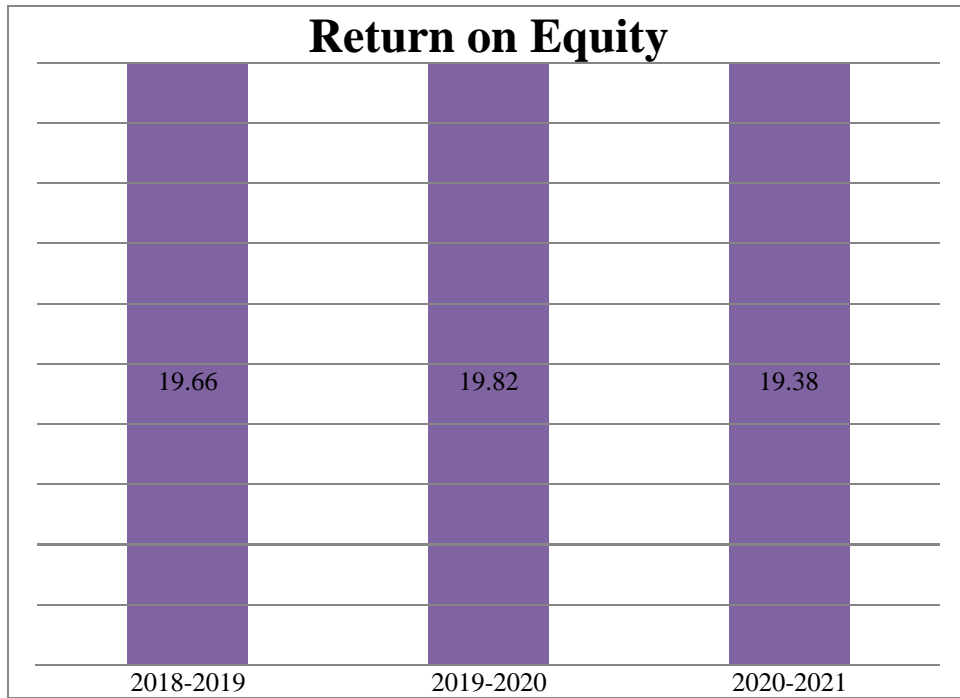


Fig 6: Return on equity from 2018 to 2021

2.5.6 Equity Debt:

As the total return on equity is increasing so the total equity debt is decreasing annually. **Table 8: Debt to equity from 2018 to 2021**

Year	2018-2019	2019-2020	2020-2021
Debt to equity	0.7	0.06	0.05

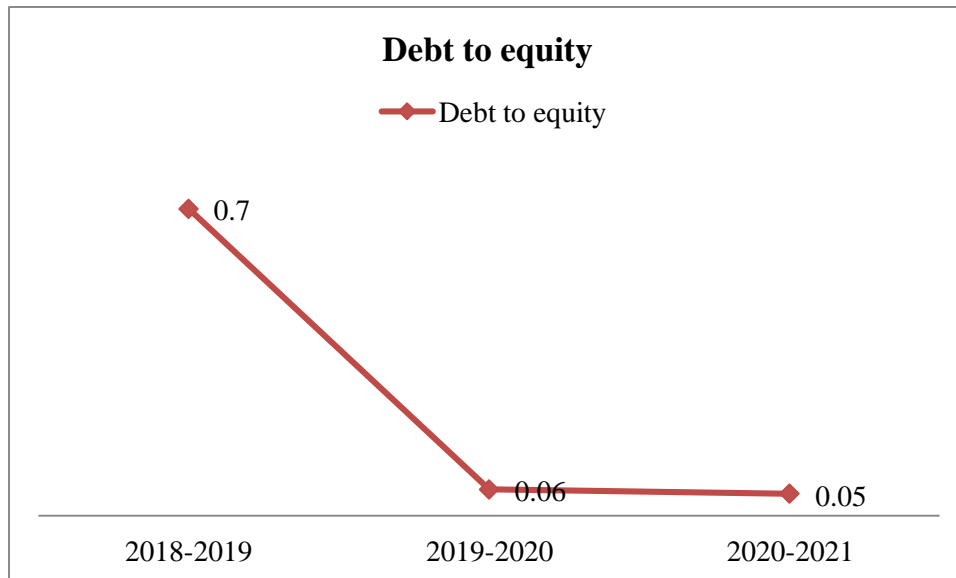


Fig 7: Debt on equity from 2018 to 2021

2.6 Operations Management and Information System Practices:

2.6.1 Operation Management:

Eric S Chowdhury, Director (supply chain management) of Square Pharmaceuticals, formally released the drug, which was recently created by American pharmaceutical Merck, Sharp & Dohme (MSD), and Ridgeback Biotherapeutics.

Md Atikuzzaman, Square Pharmaceuticals' General Manager (Marketing), gave scientific facts on Molvir during the event, which was hosted by Ahmed Kamrul Alam, Director (Marketing).

2.6.2 Information System:

In Square Pharmaceutical Ltd, Square Informatix Ltd now has a highly regulated ERP system for the pharmaceutical business, thanks to the release of PharmaSIL compliant Pharmaceutical ERP solution. Pharmacol-ERP makes it simple to run your business more efficiently. You are aware that compliance with GMP and FDA requirements is critical for any Pharmaceutical ERP. Even though 21 CFR Part II has been released, many businesses have yet to put it into practice. Pharmacol Pharmaceutical ERP is user-friendly, complies with all legislative regulations, and is easy to deploy. Batch Process Manufacturing has been assigned to the pharmaceutical industry. Forecasting is made simple using PharmaSIL-ERP. It's a comprehensive end-to-end business integration tool.

There is also a “corporate pathogen” and e-learning platform for medical promotion officers.

2.7 Industry and Competitive Analysis of SPL:

2.7.1 Analysis of the Industry Porter's Five Forces Analysis Model of the Bangladeshi Pharmaceutical Industry

1. Bargaining Power of Buyers (Middle): Healthcare organizations, such as hospitals and clinics, buy in bulk, putting pressure on the pharmaceutical business to keep costs low. Regular consumers, on the other hand, do not influence the pricing established and are forced to buy what they have been prescribed since there are no other options in the marketplace.
2. Supplier bargaining power (low): Because there are several suppliers providing medications on the market, pharmaceutical businesses, such as Square, may quickly move to various suppliers due to the low cost. There are several replacements for the services provided by the providers, giving businesses greater options. Square is a self-manufacturer of medications and a healthcare provider that is exceptionally competitive and holds a substantial market share in comparison to other pharmaceutical enterprises. As a result, supplier negotiating leverage is limited.
3. Threat of substitute goods (Very Low): In Bangladesh's pharmaceutical business, the threat of substitution is quite minimal. Herbal, organic, or homeopathic medications are the only alternatives accessible, and because these medicines do not provide the same wide choice of items as modern medicine, the cost of customers converting to replacement goods is relatively cheap. Herbal and homeopathic treatments are sometimes more expensive than their modern medicine counterparts, discouraging customers from purchasing substitutes even more.
4. Threat of new entrants (Very low): Here threat of new entrants is very low. As this is a very big industry and also established. So newcomers have to work so hard and spend a long time to reach as a competitor or to be like head-to-head.

5. Rivalry among existing enterprises (High): This poses a significant threat to Square because they are market leaders in their R&D areas and export to more countries than Square. Rival businesses regularly come out with replacement medicines, resulting in a tight struggle, or they emerge as producers of new revolutionary pharmaceuticals, gaining a first-mover advantage. it's true.

2.7.2 Square Pharmaceuticals' SWOT Analysis

1. Strength:

- Product quality is the most crucial strength.
- There will be no compromising on the quality of the raw materials.
- Germany, the United States of America, and India provide the machines and technology.
- Pharmacists who are extremely knowledgeable and efficient.
- Price is competitive, and the product quality is among the finest.

2. Weakness:

- Competitors are abrasive in their approach.
- They don't have enough raw material suppliers.
- The majority of medical theory is acquired from other countries.
- Some items have exorbitant costs.

3. Opportunity:

- Still Square is the leading pharmaceutical firm in the United States.
- Square already has a strong reputation and a sizable market both at home and internationally.
- Square may increase its market worth by lowering the price of its products.

4. Threat:

- Square's major challenge is competitors.
- Pharmaceutical companies are thriving.
- Competitors arrive with very creative technologies.

2.8 Summary and Conclusion:

Square Pharmaceuticals Ltd is always trying to maintain its position in the marketplace. To keep this position every department of SPL is working hard. The Human Resource Department, Marketing Department, Accounting and Finance Department everyone is doing their level best in maintaining good Quality. Also, the medical; promotion Officers are playing a vital role here. To gram target market in a proper way, they are working the whole day.

In the pandemic situation, last 2 years they improvise their technology-based sector more so that general people can contact with doctors by staying on home. Moreover, the performance of the Human resource department is very impressive. They always follow the ethics and work in an unbiased way while hiring employees.

They try to provide proper facilities to all employees and also, they treat them equally so that everyone can share their thought to bring the wellbeing of the company. They are working hard on the Kenya project so that Square Pharmaceuticals Ltd can be known as a multinational company very soon and make a good impression word wide as well to serve the best quality medicines.

Square Pharmaceuticals Ltd. values honesty in all aspects of its operations. This concept is promoted by management to its employees. The company's image is also positive across the country. Customers all around the country know Square as a reliable and trustworthy firm.

2.9 Recommendations:

- Square Pharmaceuticals Ltd is doing well in terms of training and development. They train so many trainees at a time and the procedure of whole training is also very effective but They should make a separate training institution of their own.
- As they are competing with many global companies so Square Pharmaceuticals Ltd should develop a compensation program that will grab the attention of all.
- They should give more focus on technological terms as the world is now upgrading so it will create a good impact and also make many things easier and cost-effective which is good for the company.

Chapter 3

Project Part (Modeling emotional intelligence for enhancing pharmaceutical salespersons' performances)

3.1 Abstract:

Emotional intelligence can play a vital role in enhancing pharmaceutical salespersons' performance, but information to contribute about emotional intelligence for the betterment of pharmaceutical salespersonship is still limited. Hence, a qualitative investigation has been warranted to explore the role of emotional intelligence in improving pharmaceutical salespersons' performance. A total of ten executives of Square Pharmaceuticals Ltd participated in the interview session. From the content data analysis, it has been revealed that there are many ways of expressing emotional intelligence, such as facial expression, body language, communication skills, and patience, which are essential to enhance salespersons' performance while communicating with doctors and chemists. Therefore, the HR department expressed in detail that they were working hard to train the salespersons to strengthen their emotional intelligence. The salespersons are also effectively applying those in their work field to improve their performance. The study suggests investigating the potential utility of emotional intelligence for upgrading salespersons' performance to assess the concept's construct validity and its power over certain other personality factors implicated in sales performance.

Key Words: *Emotional intelligence, Salespersons, Pharmaceuticals ltd, Training, Verbal communication, Importance, Elements, Interactions, Interpersonal communication, Expression, Body language.*

3.2 Introduction:

3.2.1 Background of The Study:

This study is to model emotional intelligence for enhancing pharmaceutical salespersons' performances. This research is conducted to clearly understand the sectors of emotional intelligence that are generally needed to better a salesperson's performance. This study reveals how the HR department trains their salesperson in terms of body language, facial expression, and verbal actions toward the doctors and chemists so that they can enhance their performance and by this how the whole organization experiences advantages. According to, Sjoberb and Littorin (2003), a salesperson with a high level of emotional intelligence can be resilient and capable of maintaining self-control under challenging situations. According to Harms and Credé (2010), emotional intelligence is either a characteristic or an ability. Therefore, to justify all these noted above, we have warranted qualitative research.

3.2.2 Problem Statement:

Research about emotional intelligence is still unclear for enhancing salespersons' performance of pharmaceuticals ltd in the perspective of Bangladesh. In a pharmaceutical's organization, it is essential to properly train their salespersons about emotional intelligence. If they do not have emotional intelligence, they might not grab the targeted customers like doctors and chemists. They also might not convey their message to doctors to describe the medicines as their main products. To earn a profit, emotional intelligence is critical.

This study will assist everyone in understanding the efficacy of emotional intelligence in the pharmaceutical industry. According to Kim (2010), doctors may be more appreciative of salespersons' service and service quality if they see dazzling smiles, happy glances, eye contact, and enthusiastic greets. So, without emotional intelligence, sales people might communicate with

doctors with a blank face which would not be impressive for a doctor to give his precious time to the salesperson.

3.2.3 Research Question & Objectives:

Based on the described background of the study and the problems statements, the study has come up with a broad research question that is given below:

1. What elements of emotional intelligence are essential for enhancing pharmaceutical salespersons' performance?

Moreover, the study aims to achieve some objectives, and those are:

1. To identify the elements of emotional intelligence essential for enhancing pharmaceuticals salespersons' performance.
2. To model emotional intelligence for improving pharmaceuticals salespersons' performance.

3.2.4. Significance of the Study:

Shahhosseini, Silong, Ismaill and Uli (2012) noted that emotional intelligence is the capacity to reason about emotions to increase thinking. It encompasses the capacity to appropriately interpret emotions and the ability to obtain information and elicit feelings to aid thought, comprehend emotions, and emotional knowledge. This research will help understand the importance of the emotional intelligence of a salesperson to improve his/her performance. This study will promote learning about the salesperson's essential characteristics that are important to handle the critical situation with doctors, which is also helpful to convince them and benefit pharmaceutical companies. Also, one can know how training can enhance emotional intelligence and how the human resource department works on that. Thus, control emotions of salespersons may mindfully foster their emotional and intellectual growth.

3.3 Literature Review:

In general, existing literature deeply describes salespersons' emotional intelligence and explains its importance. But this study specifically highlights emotional intelligence of salespersons in pharmaceuticals organization, for example, how positive emotional intelligence can enhance a salesperson's performance contributing to organizations' revenue growth. Salesperson's expressive emotions during medicine explanations play role to convince doctors. Thus doctors become willing

to prescribe those explained medicines to the patients, which may bring a reasonable profit to the organization. Billing (2012) mentioned that many pharmaceutical sales managers place a high value on cognitive capacity when selecting the right sales representative. They feel that knowing the high science underlying the product and being able to explain it to others is essential. They are also communicating crucial clinical information to their healthcare practitioner clients verbally. There have been many studies that link sales effectiveness to one's capacity to digest information. Product and competitor information appears to have been adequately established.

Social cognitive theory strongly suggests a link between emotional intelligence and performance. Anees, R. T., Anjum, T., Amoozegar, A., Raju, V., & Heidler, P. (2021) mentioned that Emotional Intelligence and Market Orientation are of little use to salespeople who aren't paying attention to their clients' long-term objectives and, as a result, have little impact on sales results. Several additional studies have discovered a relationship between self-efficacy and sales performance. According to, self-efficacy is a person's belief in their capacity to carry out a task to achieve a desired degree of performance. The power to perform and coordinate the necessary steps to accomplish the needed achievements is stated as "believing in one's ability to execute and coordinate the necessary steps to reach the required achievements" by a seller's self-efficacy.

Sjöberg, L., Littorin, P., & Engelberg, E. (2005) mentioned it is well known that salespeople have a wide range of abilities. This might be due to various factors, such as personality, aptitudes, and training (Farrell & Hakstian, 2001). Salespeople's success is determined by their ability to cope with various social issues and the motivational and emotional problems that arise as a result of negative feedback and failures (Badovick, Hadaway, & Kaminski, 1992; Brown, Cron, & Slocum, 1997). A person with high Emotional Intelligence should be robust and capable of dealing with the emotionally dangerous consequences of failure, which is common in the salesperson's life. As a result, we thought it would be fun to put emotional intelligence to the test with salespeople.

Sjöberg, L., Littorin, P., & Engelberg, E. (2005) also described that emotional intelligence has ramifications throughout a wide range of areas, not only performance. Testing them is a fun exercise in and of itself, but it also helps the concept's construct validation. Three factors of particular relevance are mentioned: work/life balance, flexibility, and creativity—worldly ideas and money attitudes, as well as passionate tone. Previous research has indicated that persons with high EI have a better life balance, meaning they have fewer competing demands on their time

between job, family, and leisure. Furthermore, despite high EI persons making more money than others, our research has shown that they are less worried about money and materialistic values. This might be because they are less financially stressed.

According to, Sjöberg, L., Littorin, P., & Engelberg, E. (2003), what methods does one use to boost sales performance? EI may be a component; however, the current findings do not show its predominant cause. It's even likely that some features of EI will work against you in sales (Shultz, 1993). Conscientiousness and good emotion appear to be essential personality traits for both core activities and citizenship behaviour. People driven by a strong sense of responsibility while maintaining a positive and cheery attitude in life tend to be the most excellent salespeople. Of course, they may be the best in almost any other profession. Other crucial criteria, in line with earlier findings, include work interest and desire to work. Another intriguing idea is to assess failed attributions.

To Summarize, it can be shown from all these literature reviews that some articles have mentioned the importance of emotional intelligence in salespersons' life in pharmaceutical organizations like they have to have the capability to digest the information and portray those in front of doctors adequately. Then it is also mentioned in an article if a salesperson uses less emotional intelligence in their working field. It will create less impact on improving sales results as well. Another report has explained that a salesperson's success depends on their ability to fight different social issues. They also said that if a salesperson has a high level of emotional intelligence, he can deal with situations better. They also can make more profit and bring more success.

So, all the information is correct and effective from all these literature reviews, but the information is not the same as this article's explanations. In this article, we will explain some more details like how the HRD trains their salespersons before sending them to the fieldwork to achieve a high emotional intelligence and the main essential elements of emotional intelligence, etc.

3.4 Methodology:

3.4.1 Research Approach:

This research motives to express the elements of emotional intelligence which are important to enhance salespersons' performance of pharmaceuticals ltd. The study is going to gain a qualitative approach to collecting data as it expresses in-depth non-numerical information to understand the

experiences and opinions. Qualitative data is used to understand the reality about the emotional intelligence of a salesperson. As this report is mainly about modeling the emotional intelligence for enhancing pharmaceutical salespersons' performances so, where it can be seen that this is mainly about understanding some expression feelings and portraying those to others. Rather than depending on any numerical data or statistical data, in this report, people's words are much more suitable to get the exact information. In this case, qualitative research methods mainly rely on people's words as the primary data. Here all data relies on people's personal experience and observations. For these reasons, qualitative data has been chosen to collect data.

3.4.2 Data Collection:

To collect data for the research, we conducted an interview session. In that interview, there were some questions about the salespersons, their behaviour, their training process, and emotional intelligence, and they also tried to know about their opinions and suggestions. Those questions were asked to a focused group of people of Square Pharmaceuticals Ltd to collect data. From those interviews, raw data was collected by taking notes. So, it was created by collecting primary data. Finally, the most accurate information has been selected by using content data analysis.

3.4.3 Sampling Strategy:

In this research, the sampling strategy is non-probability sampling. Non-probability sampling is a sampling approach in which samples are chosen based on the researcher's subjective assessment rather than random selection. For this research, a non-probability strategy was chosen; executives and senior executives of the Human Resource Department were the members to whom the questions were asked.

3.4.4 Sampling Criteria:

Quota sampling is the sampling criteria here. This is a sample approach used by qualitative researchers to choose individuals from the same category. This frequently entails employing a physical location and resources that facilitate participant recruitment. We have selected the HR executives of Square Pharmaceuticals Ltd who have vast ideas and experience in working and giving training to the salespersons of Square Pharmaceuticals Ltd.

3.4.5 Sample Size:

The sample size was ten members. All of them were from Square Pharmaceutical Ltd. Human Resource Department. Some of them were executives, and some of them were senior executives. As the population group of Square Pharmaceuticals Ltd. was heterogeneous so this sample size was enough.

3.4.6 Participant Requirement:

There were six male and four female participants. They were from 30 to 35 in terms of age. They all have more than three years of working experience and are well educated. They had good knowledge of training and emotional intelligence. They are earnest about their work, and they work hard to bring the organization success and profit. Before asking them questions, a brief idea of the research topic was presented to them to be familiar with it, and it would be easy for them to express and share in detail.

3.4.7 Interview Procedure:

The interview was structured. Here all the Questions were decided from before. Everyone answered the same group of questions in their way. So, it was easy to analyse data and make a proper outcome from those.

3.4.8 Interview Questions:

These Questions were asked to the focused group to get an in-depth idea about the elements of emotional intelligence and how they train and know sales persons' experiences.

- Sir/ma'am, are you free now? How are you doing? Can I have 10 minutes to have a conversation?
- Say something about the salespersons of pharmaceutical ltd?
- How do you recruit them? Is there any guideline? Then what are those? Can you please describe it?
- How do you train them before sending them as field workers?
- How motivated are they about their work?
- What do you think about the importance of facial expression, polite behaviour, and maintaining verbal communication in a salesperson to develop their performance?

- Would you please suggest how they can use their body language to express and manage the awkward and favourable situation? (You can add examples, such as reactions to Dr. or the assistant's behaviour)
- How would this be beneficial for your industry? What do you feel like a part of the HR department if your salesperson does not have behavioural communication problems?
- How can you give more focus to enhancing their interpersonal communication skills, ways of showing sympathy, wit, managing situation through body language, or any other tricks on salespersons?
- Thank you so much for your opinions and answers. If you have any suggestions for enhancing pharmaceutical salespersons' behavioural, communication, and body language performances, kindly you can add them.

The first two questions were generic icebreakers designed to start a discussion and put participants at ease, encouraging them to interact with the facilitator regularly.

3.4.9 Data Analysis:

The main intention of this research is to model the elements of emotional intelligence for enhancing the performance of the salespersons of pharmaceuticals Ltd. “Content analysis is the systematic reading of the body of symbolic matter, texts which are not necessarily from an author’s perspective” (Krippendorff, 2004). Like documentary research, content analysis is a study of recorded information used to determine the presence of certain concepts from qualitative data. By asking questions in the interview, from those answers, we have analysed three times “Why it said, how it described, in what way it said?” These questions give us the path to extract data and find out the relationship. First of all, to decontextualize the data, we have to read the whole text repeatedly to understand the sense and meaning. Then to recontextualize the data, we have connected those data with the research aim. After that, we extracted the same type of information in one group in the categorization. Finally, in compilation, we have compiled all the precisely pertinent data related to our research aim to find out the model.

3.5 Result & Discussion:

The research goal was to bring out the essential elements of emotional intelligence for developing salespersons' performances in the pharmaceuticals industry. To conduct the study, ten executive members of Square Pharmaceuticals Ltd participated in answering some questions, and from that, some qualitative information was gathered. Among that information, some informants have provided some critical data.

This research has done a model of emotional intelligence for enhancing pharmaceutical salespersons' performance. So, we took the interview to collect data. After asking the Human Resource Department members of Square Pharmaceuticals Ltd some questions to find out the answer to research questions, some practical solutions have been obtained: the findings. After analysing those, it has come up with a brief idea about the elements of emotional intelligence essential for enhancing pharmaceutical salespersons' performance. The answers to those questions from different people helped us to content data. While answering those questions, they have shared so many things in terms of social context. Some important information is given below:

First of all, the salespersons of Square Pharmaceuticals Ltd are an essential part of the organization. They are the most active and busy people. One of the Human Resource Department senior executives said about the salespersons, "In terms of behaviour, they are well disciplined. They come for training on time, and after finishing it, they go for fieldwork, and they do their level best to communicate with doctors and discuss medicines." Because of their hard-working behaviour, Square Pharmaceuticals Ltd can achieve the flagship position in the marketplace.

Secondly, the recruitment team publishes an advertisement on the "newspaper's front page. Sometimes they also give advertisements on Bd jobs. But that is very rare. The most used process is providing an advertisement on the front page. The name of that newspaper is "Prothom Alo".

There are some guidelines that the candidates must have to follow. Those are:

- Age: Under 29 (Organization's Policy)
- Graduate from any discipline
- Up to HSC must have Biological Science

Those are the most critical requirements. Besides all that, a female executive from the recruitment team of the Human resource Department said, "good communication skill is also needed there."

Thirdly, before the leading Induction training, they have to go through the eligibility test, viva test, knowledge, and communication-based test. After completing those phases successfully, some

selected candidates can get a chance to go for field training. Here field training is a training process where they can get a one-week experience of how they have to work. Also, the territory managers evaluate them during that specific period. After completing the field training, they finally get a chance to go for the leading induction training.

There are 4 phases of MPO induction training. Here MPO means Medical Promotion Officer.

1. Grooming & Self Presentation
2. Human Body System & Disease
3. Product & Product Management
4. Selling Skill

A senior executive from the field force management team of the Human Resource Department said, "In this training program, they are get nurtured by behavioural modifications, and they have to sit for an exam after every phase."

After that, it can be understood that they are very much motivated about their work. As they get a handsome salary, TADA, tour, profit share, festive bonus, provident fund. One of the senior executives mentioned, "So, there is less turnover, as they are trained properly, they are getting motivated from the beginning of their job life. As already mentioned, there is a grooming phase where they learn how to do work with patience and behave politely."

Moreover, in terms of the importance of polite behaviour and facial expression and verbal communication, it can be found that these are very important, as Doctors and chemists are the main target customers of SPL. To grab their attention and make them regular customers, it is essential to maintain polite behaviour, practical facial expressions, and good verbal communication with them to suggest SPL products to patients. So, to perform well in front of doctors and Chemists, they maintain polite behaviour. They always mention Doctors as Sir/Ma'am and start the conversation with greetings. Always wait for the suitable time when getting an appointment that time they go for visiting doctors while meeting they give doctors some gifts as well which are provided by the company. An executive ma'am from the training team shared, "in grooming sessions, we train them how to behave politely, eat properly, and use the washroom. Then they have to give a presentation where the communication test is also evaluated." Another HR executive mentioned, "in a hard time, managing situation with polite behaviour, facial expression, and verbal communication is a part of emotional intelligence. Otherwise, the performance would not be up to the mark." In terms of these Fields, officers are playing a very outstanding role which is why the profit rate of SPL is always very satisfying.

After completing the field training, they are asked to share their experience of meeting with doctors and assistants. That time they share their expertise. Sometimes they share good experiences, sometimes doctors misbehave, which is very rare, but it happens. They shared that they became upset, but they knew if they created distance with doctors, it would make a harmful impact on the company's profit. So, in this regard, a member of the human resource department of Square Pharmaceuticals Ltd shared, "the salespersons manage that situation by behaving well instead of showing nervousness and saying sorry to doctors and sometimes by giving them gifts as well as by giving them some time to get relaxed after that they re-entered in doctor's chamber with smiling face and by giving doctors greetings, and then they describe their products in detail." Also, in the induction training field force, officers are divided into six members, where there is one member who is selected as the captain. The captain is responsible for monitoring other members' behaviour towards others and ways of communication, and he has to mark that and convey comments to everyone. If there is any problem with anyone's behaviour, then the HR team teaches them how to communicate with doctors and chemists in an extraordinary and awkward situation.

Benefits of Good Behaviour and Good Communication: If the salespersons behave well and communicate politely with doctors, it is beneficial. If a doctor gets pleased by their behaviour, it would be easy for the salesperson to let the doctors know about the medicines quickly as undoubtedly the products of square pharmaceuticals are very quality full. So, it will be suitable for the company as well. Also, we know that the first impression is the best. So, if, in the first place, by good body language and intelligent behaviour, a salesperson can impress a doctor, he might willingly meet with that salesperson again a second time. So, it will bring profit to the company. The qualitative research led to the point that the elements of emotional intelligence that are essential for enhancing pharmaceutical salespersons' performance are good communication skills, decent body language, patience, the ability to handle awful situations with doctors, and maintaining an excellent professional mentality, good behaviour with doctors and chemists.

According to, Zeidner, M., Matthews, G., & Roberts, R. D. (2004), firstly, more emotionally intelligent people are likely to be more successful at conveying their ideas, aims, and intentions in engaging and authoritative ways, making others feel more suited to the workplace (Goleman, 1998). Secondly, Emotional Intelligence may be linked to the social skills required for cooperation, with high Emotionally Intelligent people excelling in designing projects that entail infusing items

with emotions and aesthetics (Mayer & Salovey, 1997; Sjoberg, 2001). This research describes the effects of emotional intelligence in an organization intelligently. But in our study, we have represented the elements of emotional intelligence needed to become a highly emotionally intelligent person in the workplace. For instance, one of the informants said, "We train our field workers properly in terms of body language and communication so that they can communicate with doctors to make a good performance with a smart body language that represents smartness and a respectful approach in any situation." From this, we can understand the elements of emotional intelligence are very important to becoming a highly emotionally intelligent person in the workplace.

So, it can be seen from other literature reviews that we have described above in some research they have clearly defined the relationship between emotional intelligence and performance, which is very important to know. Still, here in this research, we have described the elements of emotional intelligence, which salespersons achieve in their life, and how the HR department creates a good bonding with them to train them properly before sending them to the field working.

The executives teach the salesperson how to handle situations productively through this training. One of the previously trained salespersons shared, "there was a doctor who got angry with him and said that he is not interested in listening to him and said to go out of the chamber that moment. After that, the salesperson felt embarrassed, but he did not react. He listened and followed the doctor's words properly. Then after some time, when the doctor was free, there was not any rush of patients, he humbly said sorry to the doctor, and he described the medicines and the good quality of it very interesting so that the doctor got interested and listened to him." This scenario was shared by the executive of HR, who was also present there when the salesperson was sharing his story with other trainees.

So, it is evident that with a high level of emotional intelligence, one salesperson can convert a bad situation into a good one. If he did not know the elements of emotional intelligence, he might not be able to correct that. He may react to the doctor, which will create a terrible impression on the salesperson and the whole company.

But because using those elements of emotional intelligence, which we have found out from the research, creates a good impression on salespersons' performance and the company's profit.

A model is given below:

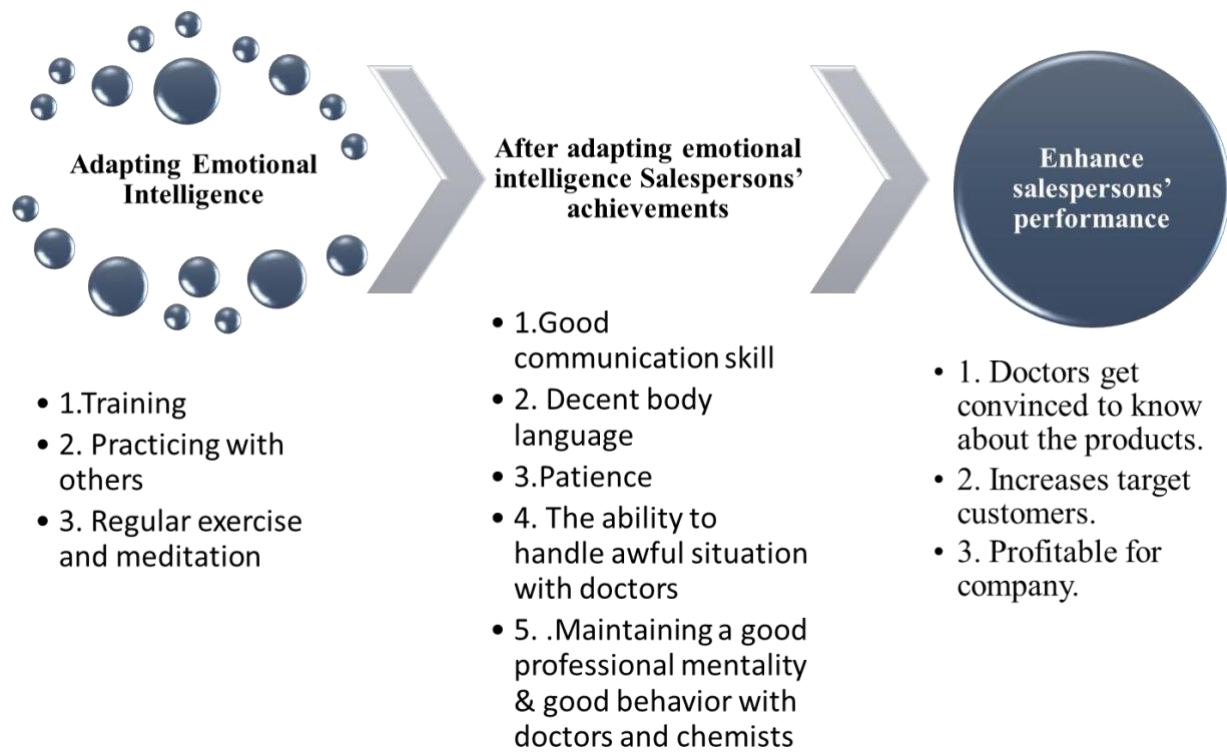


Fig 8: Model of emotional intelligence for enhancing pharmaceutical salespersons' performances

3.6 Conclusion:

3.6.1 Thesis Overview:

This thesis is on modelling emotional intelligence for enhancing pharmaceutical salespersons' performance. Here, we have decided to do qualitative research to determine what elements of emotional intelligence are essential for improving salespersons' performance. It was qualitative interpretive research where it has got to know how people make sense of their participation in any

activity. Secondly, we have decided to take the interview to collect data, so we have created some relevant questions and asked those ten executives and senior executives of Square Pharmaceutical Ltd. After finding their valuable answers, data were analysed, and we compared those data with previously done research literature review. Finally, we came up with a result where we found the elements of emotional intelligence, communication skills, decent body language, patience, the ability to handle awful situations with doctors, maintaining an excellent professional mentality, and good behaviour with doctors and chemists. Based on HR executives' observations and experiences, we discussed those elements of emotional intelligence to enhance salespersons' performance to fulfil the broad objective. We have come up with fresh new modelling, which may be addressed differently in previous research. Still, we have done differently.

3.6.2 Theoretical Implication:

The findings of this study will enrich the existing emotional intelligence-related articles. So, it has a significant contribution to previous relevant articles. First of all, according to Kim S. H. (2007), "This study looks at salespeople's emotional intelligence, which is one of the essential skills for meeting customers' requirements and expressing good feelings in regular contacts. Emotional intelligence is a term that relates to self-control and social competence, with a focus on pro-social behaviour and understanding of others. This study examines how salespeople's emotional intelligence influences adaptive selling and positive emotional expression during customer interactions and how such adaptive selling and positive emotional expression influence customer perceptions of service quality. The findings demonstrate that higher emotional intelligence in salespeople leads to more adaptable selling and good emotional expression. Customers' perceptions of service quality were significantly influenced by adaptive marketing and positive emotional expression. These findings are significant because they address emotional intelligence as an antecedent component for enhancing adaptive selling and displaying positive emotion in salespeople.

Consequently, they provide another aspect to help salespeople improve their selling behaviour." From our research, we can understand the essential elements of emotional intelligence. So, by adding those elements like positive attitude, decent body language, and patience, one can achieve higher emotional intelligence, which is suitable for making a profit. A reasonable profit is beneficial for a company's future reputation. So, employees will be more interested in working in SPL, and more candidates will come to apply for a job in this company's recruitment process.

Secondly, from our research, it is also clear that to fulfil customers' requirements, salespersons' emotional intelligence is critical and can be achieved by proper training and regular practice in practical life. Through this, salespersons can make a profit for their organization because of good performance. Thirdly, according to, Shahhosseini, M., Silong, A. D., Ismaill, I. A., & Uli, J. N. (2012), "it is essential to have emotional intelligence skills for managers in the augmentation of efficiency and to improve job performance, and it is especially of very important for the managers of the bank. Also, there is a connection between the bank manager's job category and their knowledge, attitude, nature, and have an understanding of clients' point of view; emotional intelligence has a very core connection with job efficiency. in increasing job performance, emotional intelligence is crucial, and this research also contributes the Human Resource Development body of knowledge. HRD has a good implementation of mentoring and training. With the help of emotional intelligence, they can have a better performance." Here they said about the importance of emotional intelligence for the betterment of the performance in the banking sector. Still, in our research, we have discussed a different industry: pharmaceuticals ltd. We have found out how properly HRD trained their salespersons in terms of emotional intelligence before sending them into the field, working with their customers. Finally, it can be said that in this research, we have found so many different things which can make an excellent contribution to previously done research.

3.6.3. Practical Implications:

In a pharmaceutical company having higher emotionally intelligent salespersons is like a blessing. Because of this, the salespersons can make a better conversation by utilizing their emotional intelligence in front of doctors. So that doctors listen to them carefully and understand their products by this, they prescribe those to patients, go to the chemists, and buy those medicines from their company. First of all, from this research, it is known that emotional intelligence is critical in the pharmaceutical industry, so HRD can now give more concentration on training the salespersons in this sector besides giving them the knowledge about medicines and their quality. Secondly, we have found now that convincing doctors is critical to making a profit, and to convince doctors, we have seen that utilizing the elements of emotional intelligence in front of doctors to manage the awful situation is a must; otherwise, doctors would not be interested in listening salespersons words at all. So, the training and development team of the Human Resource Department can make a

proper guideline specifically on establishing those elements in salespersons' characteristics that we have found in this research which are good communication skills, decent body language, patience, the ability to handle awful situations with doctors, maintaining an excellent professional mentality, good behaviour with doctors and chemists. The training and development team can make a manual from this research and share that with their salespersons to convey how to utilize the elements of emotional intelligence in the fieldwork to perform in a good way. Thirdly, the finding of this research can make HRD aware of bringing previously experienced salespersons in front of the trainees so that those trainees can get an idea of the importance of the elements of emotional intelligence by listening sales persons experience in handling the situation with doctors by using those elements. So, the training team can train them in terms of this by mentors and arranging role-playing by making groups of trainees where they would get a situation. They have to act by using those elements of emotional intelligence. Finally, it can be said that, by our findings of this report, HRD of the pharmaceuticals department can train the salespersons more effectively.

3.6.4 Limitations & Future research:

Though this study has provided information about the importance of emotional intelligence in enhancing sales personas' performance of pharmaceuticals ltd, the study contains several limitations:

1. The study's primary limitation is that there was limited relevant previous literature for which the study lacks its reasonable theoretical proposition. That is why we had to develop an entirely new research typology.
2. The executives and senior executives, as research participants from whom the interview was taken, are full-time workers at Square Pharmaceuticals Ltd. Consequently, they could not be able to desirably open to speaking about the company HR policies, that could enrich our data, and thus the contribution of the study could be shaped better.
3. The research was done based on only one Pharmaceutical ltd, and the time was not that long to finish the research procedure and data saturation with more diverse participants. In light of those limitations, there are some suggestions for future research. First, in the future, the study can be done with more samples and with more pharmaceutical companies so that future researchers may get a vast idea and information about emotional intelligence to

rigorously contribute to the industry, as previous research on this kind of topic is limited. Finally, quantitative analysis can be conducted by focusing on before and after covid 19 pandemic situations on the study objectives to demonstrate more valuable findings for the industry's benefits.

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