Influence of Interpersonal Relationship Skills in Salespersons' Service Performance: A Study on Hair Saloons & Beauty Parlors of Bangladesh

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Abstract: *This research is done on the saloon and beauty parlor of Khulna, Bangladesh. Relationship between salespersons' interpersonal skills and their sales performance are determined in this study. Interpersonal selling skill comprises of listening skill, optimism, empathy, buyer-seller relationship and skills regarding managing perceptions. All these independent variables have a relationship with the dependent variable of service performance, according to previous studies done on this aspect. Through reliability analysis, these variables are found to be internally consistent. All the independent variables are found to have positive correlation with service performance. Pearson one-tail correlation showed moderate to strong correlation among the independent variables and with the dependent variable.Simple multiple regression analysis showed that significant variance in the service performance could be attributed to the model of this research. But while empathy and managing perception variables uniquely contributes to the variance of service performance with greater significance, other three variables insignificantly affects the outcome, service performance.This research shows that salespersons should focus more on caring about customers' feelings and managing customers' perception in order to increase their service performance.*

Keywords*: Service Performance, Interpersonal Skills*

I. Introduction

Interpersonal skills refer to mental and communication algorithms applied during social communication and interaction to achieve certain effects and results (James S O'Rourke, 2014).The interpersonal relationship skills are very important aspect in measuring salesperson performance in service selling like beauty parlor and hair saloon, in recent times. In today's competitive era, service businesses seek the most creative but effective means of drawing and retaining customers. In doing so, efforts are be focused on building quality relationship via interpersonal relationship skills with customers. The organizations are carrying onimplementingdifferent strategies to increase their sales force efficiency by the way of concentrating sales tactics and conducting dynamic sales training programs. The term 'effectiveness' is measured through different factors, which encourage the sales persons' field performance. These factors encompasses like namely, specific objective centered outcomes, skill sets controlling the sales persons' behavior, performance results in terms of sales units/size, profitability, revenue generated, new accounts created, etc. These patterns are considered as technical skills, salesmanship skills and interpersonal skills. The endlessmeasurement of sales force effectiveness deliver better transparencyregarding the sales persons' efficiency level in the dynamic business atmosphere. Furthermore, it expedites in identifying and training the specific sales person for the job. In order to meet the sales targets, address the competition and guarantee the sustainability for long term, the measurement of sales person's effectiveness is unavoidable features of business. This research is about influence of interpersonal relationship skills quality in service selling. This preliminary study will draw on empirical result on salesperson performance from different interpersonal skills of salesperson of beauty parlors and hair salons in Khulna city.

Here we want to explain about the influence ofinterpersonal relationship skills of Salesforce in Khulna city especially in the era of beauty parlor and hair saloon in service industry; and the impact of these skills on their performance. This article draws on detailed qualitative research and survey with questionnaire with the Sales force of beauty parlor and hair salon in Khulna city. This study measures the performance of the salesperson on the basis of their interpersonal relationship skills. The beauty-care service industry is one of the flourishing industries in Khulna, in Bangladesh. The growing number of beauty-conscious people and their demand for variety of services cater to the development and significance of this industry. This study aims at measuring the interpersonal skills of salesperson of the beauty parlors and saloons in Khulna. This study includesin-depth interviews of salespersons of beauty parlor and saloon and questionnaire survey of 80 salesperson of beauty parlors and saloons of Khulna city. The findings show that a salespersons performance is highly related with their interpersonal skills like listening skills, optimism, empathy, buyer/seller relationship,

managing perceptions etc. Knowledge level of the executives, thegood manners of the service providers, safety and hygiene issues are also pleasing.

1.1 Problem Statement

Competitive turbulent market has not only increase the need for higher performance of Salesforce, but also increase the loss if higher performance could not be achieved in time. According to Ryans and Weinberg, the rising costs of maintaining a sales force has been a concern for most of the sales managers in today's increasingly competitive markets. Though large industries have enough resources to hedge of the loss resulting from lower performance, small industries does not have the necessary resource to overcome the loss resulting from lower performance, in most of the case. Extinction of the business is the ultimate loss, small industry player have to bear for their mistake and low performance, in most case. So for small industry, it is imperative to know how to improve the business performance, while keeping the cost of Sales force in limit. And salespersons are the ultimate revenue gainer for business.so which skills could lead to increased sale performance, how they interacts and how to increase the positive leveraged outcome of the salespersons skills are must know for small industry player.

1.2 Objective of the Study

Objective of this research is to find out which interpersonal skills are responsible for increased sales performance in small industry, like saloons and parlors of Khulna. This study also aim to scrutinize how the interpersonal skills interact with each other and which are the most important interpersonal skill that cause major change in interpersonal skills.

1.3 Gap of the Study

Salesperson's performance can be influenced by many factors. Many researches have been conducted based on factors like interpersonal skills, technical skills and salesmanship skills (Rentz et al. (2002). Later on marketing skills were included to judge performance (Ahearne and Schillewaert (2000). Also we have seen research about service sectors, service quality, relationship marketing etc. But we have found very few research on saloon or beauty parlor industry. Salesperson's working here have to interact with the customer every moment. Although people usually go there out of basic requirements but gradually customers are getting conscious. Their expectations are growing. They want more than a haircut. That is why we are trying to find out if interpersonal skills have anything to do with salesperson's performance. We will try to solely focus on whether salesperson's interpersonal skills and their performance have any relationship or not. We believe interpersonal skills are vital for salesperson particularly in service industry and we want to explore more in this area of study.

II. Literature Review

The worldwide drift toward service quality was originated in the 1880s, when businesses comprehended that upholding competitive advantage is not assured by a quality product, standing alone (Van der Wal, Pampallis& Bond 2002). Between success and failure in both service and manufacturing firms, quality of services can be the difference (Gupta, McDaniel &Herath 2005). Service quality, customer satisfaction and customer value have become the main concerns in both manufacturing and service organizations (Wang, Lo & Yang 2004), as many researchers recognize that service quality can bring abusiness a sustainable competitive advantage (Moore 1987, Lewis 1989).

Different research discussions have sought to describe the various factors that constitute a salesperson's performance, understand the attributes that influences their performance, identify and control a salesperson's performance. As the salespersons are directly representing an organization to meet customers, the role of sales personnel is of highly potential. Behavior-based measures of salespersons' performance are impactful in the long term. Typical sales behaviors include prospecting, fact finding, selling, closing and servicing customers. In a revelatory study only 10% of work time of a salesperson is spent in active selling, while travel and other sales behaviors occupy the remaining major portion of time. In 2008, Kuster et al, identified determinants of salesforce effectiveness. It referred to seven blocks including sales control in the form of follow-up, evaluation and rewards, professionalism in attitude and competencies, sales people's behavior performance in the form of adaptive selling behavior, sales interviews, and sales people's outcome performance. Sales people'sbehavior based control, their outcome performance, professionalism and sales people's behaviorperformance were associated with higher sales force effectiveness. It was observed that the least effective teams were especially concerned about clinching deals rather than maintenance of long-term relationships with customers. The findings of the study underscored the need for giving relatively greater importance to behavioral aspects, largely than result centered systems to control. An earlier study by Greenberg and Greenberg, had also brought out similar results indicating 80: 20 or Pareto rule in sales and sales persons, and had added that 25 percent salespeople with sales ability but were selling the wrong product or services. They further found that three

attributes differentiated the best performers from that of the average, which included empathy, ego drive, and ego strength, even though the mere possession of these did not guarantee success at work.

The similar aspects have been mentioned by Greenberg and Mayer. Wasujaetal have attempted to examine the effects of salespersons 'cognitive bias ' or the tendency to draw incorrect conclusions based on cognitive factors such as personal beliefs, social influence and information processing shortcuts such as heuristics rather than evidence. Toytariet al. focused on value based selling in contrast to product centered selling. Describing value as the perceived or real difference between giving and getting and value-based selling as the understanding and improving the customer's business in a proactive manner, the researchers found that offering is most eye-catching for value-based sales when the real value of the offering is either undervalued or unidentified. The study also suggested that value-based sales is characterized by a customer-centric, explorative process, characterized by value quantification and customer validation, aiming at creating value for the buyer and the seller. Rajandelved into sales force effectiveness in pharmaceutical industry and found that the most measurable features in sales person's performance were interpersonal skills, salesmanship skills, technical skills and sales techniques. According to the study, the non-verbal communication plays a vital role in interpersonal skills sets. Rajan and Srinivasan [20] in their study on sales force effectiveness in automobile industry interpersonal skills like ability to manipulate.

Beatty et al., (1996) defines interpersonal relationships as the degree to which individual relationships exist between service workers and customers. Research in marketing shows that interpersonal relationships can play avital role for the development of bonds with customers and the company that eventually inspire the positive word-of-mouth (Gutek et al., 1999; Price and Arnould, 1999; Gremler et al. 2001; Patterson and Smith, 2003; Gwinner et al., 1998; Bejou and Palmer, 1998; Wu; 2011). According to Wu (2011) interpersonal relationshipsoccurs through social communication between customers and service workers. A number of researchers concluded that customers or consumers experience includes every aspect of contact at which the consumer interacts with the business, service or product (Grewal et al. 2009; Verhoef et al. 2009). In contrast, Meyer and Schwager (2007) contemplate it to be both an internal and subjective reactions that customers have to any direct or indirect communication with a company. They claim that direct communicationusuallytakes place in the course of purchase, use, and service and is usually originated by the consumer. Additionally, indirect contact involved unforeseen encounters with demonstrations of the company's brand, products or services in the form of promotional elements for instance personal recommendations, advertising, public relations, news reports, reviews. Strong interpersonal relationships may benefit service providers overcome chronological and short-term fluctuations in their service quality (Jones et al., 2000).

Verbal Communicationmeans using words and sounds to communicate. Effective verbal communication activates with clarity. This often needs nothing more than slowing down and speaking more considerately. Many people tend to have a feeling ofrushing to reply to questions and conversations instantaneously, but it is better to give a gap for a moment in consideration, particularly if the question merits it. No one wants, or expects, a gun-slinging approach in important conversations. A thoughtful person is generally taken more seriously. Rounding off this skill is the ability to stay cool, polite, focused, interested and to equal the mood or emotion of the situation.

Non-Verbal Communicationrefers to communication without words; body language is an instance. Non-verbal communication is largely underrated and underestimated. Those who can communicate non-verbally can almost subliminally reinforce what they are saying verbally. They can similarly exude confidence, or any other emotion they feel, not to mention respond skillfully to a conversation without uttering a single word.Non-verbal communication is something that other people notice whether one is aware of his actions or not. Body language is continuously speaking. Everything one does or does not do says something about oneself and his feeling. Facial expressions (especially eye contact), posture, voice, gestures with extremities and even the way oneplace oneself physically in a room or amongst colleagues is constantly revealing the true attitude, for better or for worse.Listening skills are concerned with the interpretation of both the verbal and non-verbal messages sent by others. Listening is so vital that it is a bona fide ground of theoretical study. Communication cannot be comprehended unless a listener completes the "loop."Optimism refers to the positive perception towards future orientation and a concerned skill for future orientation (Schulman, P. 1999).Empathy is the feeling that a person can understand and share another person's emotions and experience.Problem solving indicates Working with others to detect, define and solve problems. The key features of successful problem solving are being able to detectprecisely what the problem is, dissecting the problem so that it is fully understood, examining all possibilities pertaining to solutions, setting up a system of goals and strategies to solve the problem, and lastly putting this plan into effect and observing its progress.
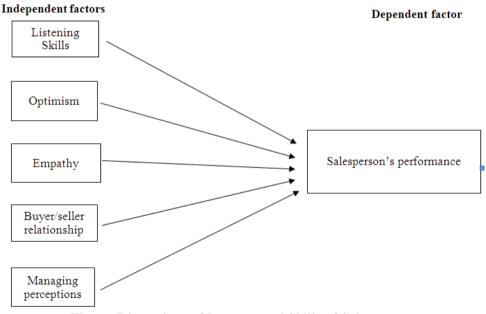
SundaraRajan CR (2015) identified in his research that salespersonsinterpersonal skills primarily comprises of listening skill, optimism, empathy, buyer-seller relationship and perceptive observation. According to Rentz et al., (2002), the dimensions of interpersonal skills are listening, empathy, optimism and perceived observation skills. These dimensions were operationalized and empirically tested independently to represent

interpersonal skills measures in predicting salesperson performance. Thus, these dimensions are likely to collectively realize effective interpersonal skills, and, in turn, salesperson performance for achieving high sales performance leading to the requirement that salespeople have or develop strong interpersonal skills. Comer and Drollinger (1999); Castleberry and Shepherd (1993); Ramsey and Sohi (1997), and Shepherd et al., (1997) found that effective listening skills are a valuable communication skill for successful salespersons. Meanwhile, Comer and Drollinger (1999) pointed out that empathetic skills contribute to salesperson performance. McBane (1995), Pilling and Eroglu (1994), and Plank et al., (1996) support this. Additionally, Rich and Smith (2000) found that individuals possessing high responsive characteristics seem to have greater identification or perceptive observation skills concerning the social style of others, which are critical traits for successful salespersons. Jane and Dawn (2003) also suggested that empathy and perception of others emotions could explain salesperson performance. Rapisarda (2002) in her research on the impact of emotional intelligence on work performance reaffirmed that empathic competency strongly correlated with performance. In sum, previous empirical studies demonstrated a positive relationship between each of the five dimensions of interpersonal skills and salesperson performance. Hence, it can be hypothesized that a similar relationship will occur in this study.

III. Methodology

3.1 Theoretical Model
Based on the analysis from other literature, five factors of salesperson's interpersonal skills are identified. These factors have are supposed to have direct positive relationship with the salesperson's ultimate performance. This relationship is projected in the model.

Figure: Dimensions of Interpersonal Skills of Salesperson

3.2 Hypothesis Development
Interpersonal skill is composed of different dimensions. These dimensions are empirically tested and proven for different situations. Listening, empathy, optimism, buyer, seller relationship and managing customer perceptions are those skills. It is assumed that salesperson with higher interpersonal skills have higher chances of success in terms of performance. And to determine that multiple hypotheses are developed to test multiple dimensions and salesperson's performance.Listening to specific customer problem and fulfilling customer need according to the requirements are key indicators of salesperson's listening skills.

H_1: There is a significant positive relationship between salesperson's listening skills and salesperson's performance.Optimism is all about having a positive attitude towards the work and it can actually influence salesperson's performance. Ability to identify, qualify prospects and good communication skills are our basic measurement in optimism.

H_2: There is a significant positive relationship between salesperson's optimism and salesperson's performance.
Empathy is a broad factor. In past times, care, emotion etc. variables wouldn't matter much in selling. But time is changing and people want more than convenience. Caring and helping mindset, ability to see the problem from customer's point of view are some of the indicators of empathy.

H₃: There is a significant positive relationship between salesperson's empathy and salesperson's performance. Buyer and supplier relationship doesn't get created in one day. Salespersons face uncomfortable situations and their performance largely depends on how they handle these situations.

H₄: There is a significant positive relationship between salesperson's buyer-seller relationship and salesperson's performance. Measuring customer's perceptions in a wrong way can drastically change the outcome. Salesperson's attitude, gesture, posture etc. can influence customer's perception towards the service.

H₅: There is a significant positive relationship between salesperson's perception management and salesperson's performance.

3.3 Questionnaire Development and Data Collection

This research primarily used quantitative data. To reach decision; a descriptive and analytical design was framed for that purpose. To measure the relationship between salesperson's interpersonal skills and performance, 80 salespersons were interviewed in around 50 salons and beauty parlors. The population size of salespersons is over two hundred in Khulna city. There were 28 questions in each questionnaire to collect information about the five dimensions discussed before. 19 questions were about their interpersonal skills and nine questions were about their demographic information such as name, contact information, age, gender, income, working hour etc.

The items used to measure listening skills, optimism, empathy, buyer-seller relationship, managing perception are taken from Rentz (2002),Ahmad S.Z., Basir M. Sahb and Kitchen P.J. (2010), Comer and Drollinger (1999), Jane and Dawn (2003).All Of these studies support that these skills have positive relationship with salespersons' performance. Criteria used for measuring salespersons' performance are taken from M.M.Munshi , Sanjay Hanji(2014),David M. Brudney(1983).Face to face interviewswere conducted and multiple salespersons' responses from same shop were included. Five point Likertscaleis used as a tool for our measurement where 1=strongly disagree to 5=strongly agree. The collected data were used for correlation and regression to test our hypothesis. Reliability analysis was done to check the internal consistency of variables.

Respondents' Profile

Total 80 salespersons in saloon and beauty parlor of Khulna were sampled. All of the respondents were salespersons who provided services to the customer directly. Some of them are also owner of the shop, who works as well. Some demographic data of the respondents are presented below:

Table : Sample Demography			
Variable	**Description**	**Frequencies**	**Percentage**
Salesperson's Gender	Male	60	75.0
	Female	20	25.0
Age of the respondent(year)	15 or below	1	1.3
	15-26	23	28.8
	26-35	33	41.3
	36 or above	23	28.8
Income(Monthly)	Lower than 5000 tk	27	33.8
	5001-7000 tk	20	25.0
	7001-10000	14	17.5
	More than 10000 tk	19	23.8

Among the respondents, about 25percent are female who work in the beauty parlor, while the male 75% of the respondents work in the saloon and gents parlor. Majority of the respondents are from age 26-35 years.

IV. Findings And Analysis

4.1 Analysis
4.1.1 Descriptive Analysis

Table: Independent Variables' Descriptive Statistics of Sample			
	Mean	**Std. Deviation**	**N**
Listening skill	11.4625	2.45951	80
Optimism	7.4750	1.89586	80
Empathy	15.2500	3.41071	80
Buyer-seller relation	11.4250	2.56942	80
Managing perception	11.5875	2.27086	80
Salespersons performance	14.9500	3.14180	80

Among the respondents, optimism skill has the lowest mean of 7.475 with 1.896 standard deviation while the empathy skill has 15.25 mean and highest standard deviation of 3.411.other factors has a mean in between 11 to 12.

4.1.2 Reliability Analysis

The variables are subjected to reliability analysis to measure the internal consistency among the variables and, to determine the extent of agreement between the respondents for each variable and factor. The Cronchbach Alpha is a popular measurement used to determine the reliability of variables, 0.70 is the cutoff point, and any variable having a Cronchbach Alpha score above that is supposed to be reliable.

Reliability Statistics for Listening Skill Variable:

Cronbach's Alpha	Mean	Variance	Std. Deviation	N of Items
.798	11.46	6.049	2.460	3

The CronchbachAlpha for Listening skill is 0.798 which is well above the minimum acceptable level, so no variable under this factor was eliminated.

Reliability Statistics for Optimism Variable:

Cronbach's Alpha	Mean	Variance	Std. Deviation	N of Items
.783	7.48	3.594	1.896	2

Cronchbach Alpha of 0.783 indicates that the optimism variable is acceptable.

Reliability statistics for Empathy variable:

Cronbach's Alpha	Mean	Variance	Std. Deviation	N of Items
.882	15.25	11.633	3.411	4

Cronchbach Alpha of 0.882 is the highest score in the reliability measurement of all the factors used in this report, which is well above the cutoff point

Reliability statistics for Buyer-seller relationship variable:

Cronbach's Alpha	Mean	Variance	Std. Deviation	N of Items
.826	11.43	6.602	2.569	3

Cronchbach Alpha of 0.826 indicates that no variable is required to be eliminated from the buyer-seller relationship factor.

Reliability Statistics for Managing Perception Variable:

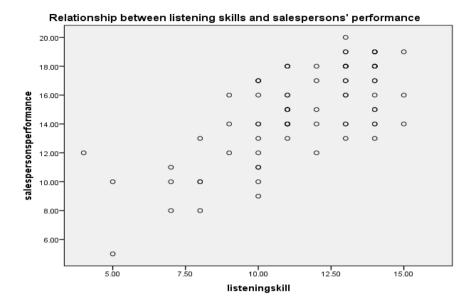| Cronbach's Alpha	Mean	Variance	Std. Deviation	N of Items
.786	11.59	5.157	2.271	3

Cronchbach alpha of 0.786 crossed the cutoff point, so no variable is eliminated from Managing Perception factor.

Reliability Statistics for Salespersons'Performance Variable

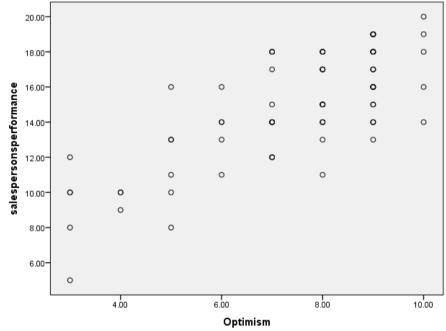| Cronbach's Alpha	Mean	Variance	Std. Deviation	N of Items
.847	14.95	9.871	3.142	4

This is the dependent factor, which hasCronchbach Alpha of 0.786, which means all the four variables used to determine this factor are internally consistent.

4.1.3 Correlation Analysis

To determine, which type of correlation is more suitable for this data analysis, each independent factor is put into scatter diagram in the horizontal X-Axis, with the dependent factor in the vertical Y-Axis.This scatterplot could indicate whether the relationship between each set of factors are whether positive or negative, and also the nature of relationship, like whether linear straight relationship or curve line. If a curvilinear relationship is evident, Pearson correlation should not be used, Pearson correlation is suitable for linear relationship between factors.Moreover, if the data points on the scatterplot is in a strong cigar shape in the upward direction from the point where the X and Y axis intersects, it signifies a moderate to strong linear positive correlation, and as the positive linear correlation is evident, one tailed test could be applied when calculating Pearson correlation.

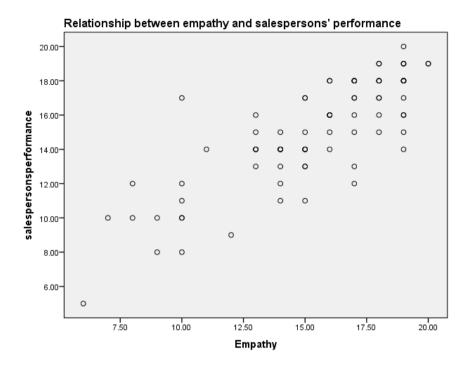Relationship between listening skills and salespersons' performance

A moderately positive correlation is evident in the position of data points in the scatterplot, which describes the listening skills and salespersons' performance.
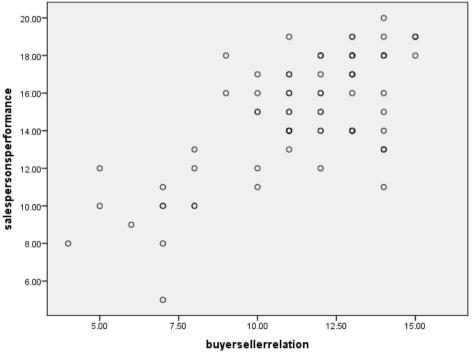

Relationship between optimism and salespersons' performance

Moderately positive linear correlation is evident in the scatterplot depicting the relationship between optimism and salespersons' performance.

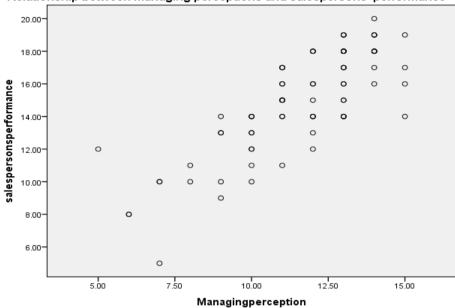Relationship between empathy and salespersons' performance

It could be assumed from this scatter plot that a positive correlation exists between empathy and salespersons' performance.

Relationship between buyer-seller relationship and salespersons' performance

This scatterplot depicts a moderately positive correlation between buyer-seller relation and salespersons' performance.

Relationship between managing perceptions and salespersons' performance

It is evident from the scatter plot that a strong positive correlation exists between managing perception skill and salespersons' performance.

Correlations		Listening skill	Optimism	Empathy	Buyer-seller relation	Managing perception	Salespersons performance
Listening skill	Pearson Correlation	1					
	Sig. (1-tailed)						
	N	80					
Optimism	Pearson Correlation	.818[**]	1				
	Sig. (1-tailed)	.000					
	N	80	80				
Empathy	Pearson Correlation	.825[**]	.796[**]	1			
	Sig. (1-tailed)	.000	.000				
	N	80	80	80			
Buyer seller relation	Pearson Correlation	.700[**]	.774[**]	.756[**]	1		
	Sig. (1-tailed)	.000	.000	.000			
	N	80	80	80	80		
Managing perception	Pearson Correlation	.798[**]	.799[**]	.821[**]	.753[**]	1	
	Sig. (1-tailed)	.000	.000	.000	.000		
	N	80	80	80	80	80	
Salespersons performance	Pearson Correlation	.707[**]	.761[**]	.815[**]	.704[**]	.801[**]	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	
	N	80	80	80	80	80	80
**. Correlation is significant at the 0.01 level (1-tailed).							

As from the scatter plots and our theoretical background, positive linear correlations are evident in each pair of one independent factor and the dependent factor, Pearson correlation is used with one tail test, as positive relation indicates only one-way movement.Pearson correlation could assume any position between -1 to

+1. While the + and – sign indicates the direction of the relationship, according to Cohen (1988), correlation (r) value between r =.10 to .29 suggest weak relation, r =.30 to .49 suggests moderate relation and r =.50 to 1.0 suggests strong relationship between the factors. From the table above, it is clear that there is strong positive, linear correlation between every independent variable with the dependent variable. This means if any of the independent factors is increased, the dependent factor of salespersons' performance is supposed to increase too.

4.1.4 Regression

For a more sophisticated exploration of the relationship between the factors, multiple regression is used. Multiple regression indicates how the independent factors could be used to predict the outcome which is dependent variable, in this research this is salespersons' performance. In this research, standard multiple regression is used. Standard multiple regression help to find out how much of the variance in the dependent factor, which is salespersons' performance, is explained by the independent interpersonal skills factors as a group. This also helps to identify how much unique variance in the salespersons performance is contributed by each independent interpersonal skill factor variables.

Regression Model Summary

R	R Square	Adjusted R Square
.856[a]	.732	.714

a. Predictors: (Constant), Managingperception, buyer-sellerrelation, listeningskill, Optimism, Empathy
b. Dependent Variable: salespersonsperformance

The R Square in the model summary above indicate how much of the sales performance of salesperson in the saloon and beauty parlor is explained by the model used in this research. But as the sample size is 80 respondents, adjusted R Square is the true picture of the variance in the actual population. In this case, adjusted R Square is 0.714. As converted into percentage, 71.4 percent variance in salespersons' performance in saloon and beauty parlor in Khulna City is explained by interpersonal skill of the respective seller, which is quite significant.

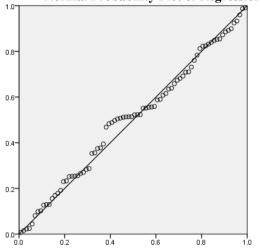| Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.987	1.032		1.924	.058
Listeningskill	-.176	.158	-.138	-1.109	.271
Optimism	.351	.207	.212	1.691	.095
Empathy	.413	.117	.449	3.520	.001
Buyer-sellerrelation	.044	.128	.036	.346	.730
Managingperception	.478	.169	.346	2.836	.006

Coefficient of Regression

The unstandardized beta coefficient value, B could be used to construct regression equation with salespersons' performance as the output. Standardized beta coefficient is converted into same scale of other independent variable for comparison purpose. This indicates how much of dependent interpersonal skill contribute to salesperson's performance in saloon and beauty parlor. The negative signs could be ignored when determining the contribution. So Empathy skill with 0.449 standardized beta coefficient contributes most to variance in salespersons performance of all other interpersonal skills, while buyer-seller relationship has the lowest contribution of the inter personal skillsThe significance value(sig.) indicates whether the independent variable is making significant unique contribution to the regression equation. The significance value depends on which independent variables are included in the equation and how much overlap there are among the independent variables. If the significance value is less than 0.05, then the independent variable is making unique contribution to the outcome of dependent variable, in this case, salespersons' performance.According to the regression analysis, empathy and managing perceptions has significance value less than 0.05, which means these two independent factors make statistically significant, unique contribution to the salespersons' performance in the salon and beauty parlor.

One abnormality observed in the beta coefficient is the beta value of listening skills, though this independent variable has positive correlation with salespersons performance, it shows negative beta coefficient in regression analysis. This is partly because, in correlation analysis, one to one relation between variables are

studied, but in regression analysis, all the independent variable react together for the dependent output, which means, any overlapping between the independent variable could lead to this negative beta coefficient, also listening skills has comparatively very high correlation, positioned in many cases near 0.8 with other variables , this could explain the excessive overlapping of listening skills with other interpersonal skills, which in turn could lead to negative beta coefficient, which may not be the real situation.

Normal Probability Plot of Regression

This is the normal probability plot of regression analysis. Data points lying in a reasonably straight diagonal line from bottom left to top right suggests there in no major deviation from normality.

4.2. Findings
Relationship between Salesperson's Listening Skills and Salesperson's Performance

Pearson correlation test found a strong positive correlation between salespersons' listening skill and performance. But regression analysis showed negative beta coefficient when salespersons' performance is the dependent outcome. This is mainly due to the interactions of other variables with listening skills and a possible overlapping of listening skills and other interpersonal skill exists, as suggested by the multiple regression analysis.

Relationship between Optimism and Salespersons' Performance

As the optimism of salesperson increases, his performance increases too, this shows a positive correlation. But the unique contribution of this skill in the variance performance of salespersons of saloon and beauty parlor of Khulna in insignificant, as showed by the significance value in the regression analysis.

Relationship between Empathy and Salespersons' Performance

Empathy and performance of salesperson in saloon and beauty parlor has a very strong positive relation and salespersons' performance could vary significantly according to the extent this skill is present in the salespersons of saloon and parlors.

Relationship between Buyer-Seller Relationship and Salespersons Performance

The extent of buyer-seller relationship in saloon and parlors of Khulna and the salespersons performance of that saloon or parlorhave a strong positive relation, but the variance in the performance due to this skill is insignificant.

Relationship between Managing Perceptions and Salespersons' Performance

The interpersonal skill of managing performance and salespersons' performance has a strong positive relationship and the variance in the performance due to the unique contribution of this skill is significant.

V. Limitations

One of the most important limitations of our research is that most of the respondents have given biased answers. Maybe they misunderstood or we failed to explain it to them. But they have responded mostly in a positive way for every question. Also we have taken 80 samples for our research which might be inadequate to

provide the actual picture. Whatever we have found in theory, there were little implication in the field. For example, we have read about SERVQUAL model (Zeithaml and Bitner, 2003, p. 85), importance of salesperson's interpersonal and technical skills in service sector. But in most salons of Khulna city, barbers are not that much trained or qualified. Their working environment isn't something to cherish about. Also we faced difficulties when interviewing them. We should have prepared our questionnaire in Bengali because translating and interpreting them was a big challenge. Most of the barbers were confused to give us information thinking that we might be from government or from some law enforcing agency. This assumption could prohibit them from giving the actual response to our questions, which could lead to biased results. Moreover, we have not considered relationship of working experience and salespersons' performance. Impact of working experience could have led to more interesting findings, this relationship is absent in this research.Interviewing female salesperson from parlor was probably the toughest challenge since they only agreed to talk to female member from our group. So we believe further research with more samples is necessary to uncover hidden trends in this particular industry.

VI. Conclusion

Despite some unusual results and overlapping of different interpersonal skill, this research suggests that improving interpersonal skill could lead to significantly higher performance of salespersons of saloons and parlor of Khulna city. Moreover, caring about the customer and successfully influencing customers' perception could lead to significantly greater performance.Salesperson who wants to increase sales performance radically should focus on caring about feelings of customers and managing customer perception. Thefindings of this study are not exhaustive. There are scopes of future research which could rectify the shortcomings in this study. More elaborate study on the saloon and beauty parlor of Khulna is required with larger sample size to reach decisions about other variables which are absent in this study. This study could show guideline for future research on the same aspect of saloon and beauty parlors of Khulna.

Appendix: Survey Questionnaire
Interpersonal Relationship Skills in Salesperson's Service Performance: A Study on Hair Saloons & Beauty Parlors of Bangladesh

Survey Questionnaire
[Every answer to these questions will be used for academic purposes only and the name and any other personal identity of the respondents will remain confidential]

Basic Information
1. Salesperson's name:
2. Salesperson's contact number:
3. Name of the Saloon/ beauty parlor:
4. Salesperson's Age(year):
a) 15 or below   b)15-26   c)26-35   d) 36 or above
5. Salesperson's education: a) class 5 or lower b) Class 8 or lower c) SSC d) HSC or higher
6. Saloon/ beauty parlor location: a) Rural   b) Urban
7. Salesperson's gender: a) Male   b) Female
8. Income(Monthly):
a) Lower than 5000 tk b) 5000-70000 tk   c) 7000-10000 tk   d) more than 10000 tk
9. How many hours salesperson does spend in his/her job daily?
a) Less than 2   b) 2-4   c) 4-6   d) more than 6
Evaluation of Interpersonal Skill and Salesperson's Performance
Please, put a tick mark on the boxes according to the extent of your agreement and disagreement with the statement:
[Note: 5=strongly Agree, 4= Agree, 3= Average, 2= Disagree, 1= Strongly Disagree]

Listening Skills	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
10. Salesperson has high Ability to identify the prospects	5	4	3	2	1
11. Salesperson listens actively to all the customers	5	4	3	2	1
12. Salesperson takes note when listening in order to remember information or better understanding a complex idea	5	4	3	2	1
Optimism	Strongly Agree	Agree	Average	Disagree	Strongly Disagree

	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
13. Salesperson has high ability to qualify prospects	5	4	3	2	1
14. Salesperson shows high extent of bi-directional communication with customers	5	4	3	2	1
Empathy	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
15. Salesperson has high ability in caring about customers' feelings	5	4	3	2	1
16. Salesperson could response in the way customers want him/her to	5	4	3	2	1
17. Salesperson tries to help customers to achieve their goals	5	4	3	2	1
18. Salesperson could see things from customers' view	5	4	3	2	1
Buyer/Seller Relationship	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
19. Salesperson show high ability to extract key ideas from others' comments even if their remarks are disorganized	5	4	3	2	1
20. Salesperson show accuracy in choosing to supply the products and services that meet the customers' needs.	5	4	3	2	1
21. Salesperson is skilled in conflict resolution and negotiation	5	4	3	2	1
Managing Perceptions	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
22. Salesperson makes customers feel comfortable and at ease when are talking	5	4	3	2	1
23. Salesperson could reinforce or replace spoken communication through the use of body language, gestures, voice, or artifacts	5	4	3	2	1
24. Salesperson skillfully attempts to influence the reactions and images customers have of them and their ideas	5	4	3	2	1
Salesperson's Performance	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
25. Salesperson is successful in generating high level of sales revenue.	5	4	3	2	1
26. Salesperson is successful in exceeding daily sales target	5	4	3	2	1
27. Salesperson is successful in retaining old customers	5	4	3	2	1
28. Salesperson is successful in gaining new customers	5	4	3	2	1

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