Advances in Consumer Research
ISSN (Print): 0098-9258
ISSN(Online): 3079-1766

Vol. 2, Issue 5 (2025) https://acr-journal.com/

The Mediating Roles of Salespersons' Subjective Well-being and Resilience in the Correlation between Emotional Intelligence and Work Engagement among Salespersons in Germany's Pharmaceutical Products Companies

Yahya Awadh Al-Nami[1]*, Prof. Dr. Amiya Bhaumik[2]

[1]Faculty of Business and Management, Lincoln University College, Petaling Jaya, Malaysia

[2]Faculty of Business and Management, Lincoln University College, Petaling Jaya, Malaysia

[*]**Corresponding Author:**

Yahya Awadh Al-Nami.

Email ID : awadh.phdscholar@lincoln.edu.my

Cite this paper as: Yahya Awadh Al-Nami, Prof. Dr. Amiya Bhaumik, (2025) The Mediating Roles of Salespersons' Subjective Well-being and Resilience in the Correlation between Emotional Intelligence and Work Engagement among Salespersons in Germany's Pharmaceutical Products Companies. *Advances in Consumer Research*, 2 (5), 1889-1907

KEYWORDS

Emotional Intelligence Ability 1; Subjective Well-Being 2; Salesperson Resilience 3; Work Engagement 4; Pharmaceutical Industries 5; Business-to-Business 6; Germany 7

.

ABSTRACT

Low work engagement remains a pressing concern in the global economy, particularly in high-demand sectors such as business-to-business (B2B) pharmaceutical sales. In Germany's highly regulated pharmaceutical industry, sustaining salesperson engagement is imperative, given the substantial financial and operational implications of turnover. While prior research has extensively examined work engagement, limited empirical attention has been directed toward the role of personal psychological resources in enhancing engagement among B2B sales professionals. This study investigates the relationships between emotional intelligence ability (EI-Ability), subjective well-being (SSuWB), resilience (SR), and work engagement (SWE) among salespersons within Germany's pharmaceutical B2B sector. Grounded in the Job Demands-Resources (JD-R) theory, the study further explores the mediating roles of SSuWB and SR in the EI–SWE linkage. A quantitative, cross-sectional survey was administered to 375 salespersons employed in pharmaceutical firms across North Rhine-Westphalia, with 340 valid responses obtained via simple random sampling. The data were analyzed using Structural Equation Modeling (PLS-SEM). The findings indicate that EI-Ability positively and significantly affects SSuWB, SR, and SWE. Both SSuWB and SR also positively influence SWE and partially mediate the relationship between EI-Ability and SWE. Notably, EI-Ability accounts for 81% of the variance in resilience and 49% in SSuWB, while the combined predictors explain 75% of the variance in SWE.

1. INTRODUCTION

In the modern globalized economy, organizations are experiencing accelerating changes in which traditional geographical, political, and social boundaries are losing their significance. In this context, human capital has emerged as a key driver of sustainable competitive advantage and long-term organizational success (Hamadamin & Atan, 2019; Hitka et al., 2019). This shift in the paradigm has spurred organizations to move away from an operational human resource model to a more strategic human resource management (HRM) function,one that acknowledges the holistic value of employees in the context of business performance (Alhindaassi et al., 2025; Hamadamin & Atan, 2019). At the center of this shift is the increasing focus on developing and maintaining employee work engagement (EWE), which has become an essential issue for both human resource departments and executive leadership (Ahmed, 2024; Gallup, 2025; Hu et al., 2024). The acknowledgment of employees' skills, passion, and commitment as valuable organizational assets requires an active attempt to diagnose and improve the drivers of EWE (Ahmed, 2024, Alhindaassi et al., 2025; Chawla et al., 2022; Hu et al., 2024; Loring & Wang, 2022).

Work engagement in employees is a satisfactory, pleasant, and job-related mental state described by "vigor, dedication, and absorption" (Schaufeli et al., 2002). In specific terms, vigor is akin to high mental resilience and energies, dedication is akin to a high sense of value and emotional attachment, and absorption is akin to full absorption in activities being carried out (Schaufeli, 2018; Wut et al., 2022). EWE forms the basis for the designing of mental and emotional attachment of employees

with organizations in matching the goals of organizations with individual goals and thus more high-quality productivity and general organizational flourishing (Alhindaassi et al., 2025; Mérida-López et al., 2023; Rajabi et al., 2024). It has been found to be positively linked to many positive end-states, some of them being more task performances, organizational citizenship behaviors (Alhindaassi et al., 2025; Nabhan & Munajat, 2023), customer satisfaction (Djoemadi et al., 2019; Zameer et al., 2018), which would be more important in the turbulent and complex industries like business-to-business (B2B) industries (Bande et al., 2021; Rajabi et al., 2024; Winter et al., 2024; Wut et al., 2022).

Despite its recognized value, recent evidence from Gallup (2025) shows that the world's employee engagement has dipped to 21%, down from the last assessment in 2023 by two points. Gallup (2025) estimated disengagement costs around US$438 billion in annual productivity loss due to lack of productivity. The regional trend in Europe is quite shocking. Schaufeli (2018), from a sample of 43,850 employees in 35 European countries, found a moderate positive correlation between national-level employee work engagement (EWE) and some indicators, including happiness and job satisfaction. EWE, nevertheless, is consistently found to be at a lower position in Europe, as shown by Gallup's 2024 global report where the regional engagement is only 13%. Germany has the specific placement of 27th in the list of 37 European states, only 12% of its employees being considered engaged, representing the loss of 3 points from the 2023 observed value (Gallup, 2025). The trend reflects the urgency to examine and correct the root causes of EWE, more specifically in Germany's core industries, like the pharmaceutical industry.

In this context, sales representatives in Germany's pharmaceutical B2B market constitute a vital priority for engagement studies. Not only is this sector knowledge-intensive and heavily regulated, demanding strict compliance with quality controls and strong cooperation between stakeholders (Triantafillidou & Koutroukis, 2022), but sales representatives in this field also play a central role as mediators between pharmaceutical companies and healthcare organizations,hospitals, clinics, and pharmacies,and their level of engagement has a substantial impact on customer relations, market performance, and compliance results (Ahmed, 2024; Hu et al., 2024; Pyka & Zanger, 2020). The complexity of the products in the pharmaceutical industry and the scientific sophistication needed to convey their value proposition demand an extremely engaged sales force with the capacity for continued professional devotion and flexibility (Ahmed, 2024; Hu et al., 2024; Rafi & Saeed, 2019). In addition, the costs of disengagement and turnover are high in this industry (Basuki & Khuzaini, 2020; Falola et al., 2020). Due to complex regulatory systems, the specialized training involved, and the strategic character of client relationships, losing an experienced sales representative means losses in revenue, deteriorated client confidence, and high training expenses (Ohiomah et al., 2020; Bande et al., 2021). In such high-risk settings, work engagement is not just preferable,it is indispensable (Brown et al., 2022; Loring & Wang, 2022; Rajabi et al., 2024). B2B sales professionals are often subjected to performance stress, exhaustion, and unstable market needs, which heighten the significance of personal resources and abilities like emotional intelligence (EI-Ability) (Heidari et al., 2017; Senćanski et al., 2024b), well-being (Kuanr et al., 2025; Senćanski et al., 2024b; Zheng et al., 2022), and resilience (Good et al., 2021; Sharma et al., 2020; Tuan, 2022).

In the highly regulated and intensely competitive environment of the German pharmaceutical business-to-business marketplace, sales personnel oftentimes have to navigate difficult emotional, cognitive, and interpersonal demands that threaten their enduring performance and motivation (Bolschakow et al., 2023; Hoffmeister, 2018; Winter et al., 2024). Against the intense pressure they work under, Emotional Intelligence Ability (EI-Ability) forms a seminal psychological resource, as opposed to classic trait-based approaches that promote self-oriented emotional traits (Alhindaassi et al., 2025; Luong et al., 2021). EI-Ability includes the ability to perceive and understand emotions in the self and others, regulate emotions at the individual and interpersonally, and effectively use such emotional understanding (Mayer et al., 2016; Wong & Law, 2002). The ability set enables sales staff to skillfully execute emotional labor, decipher subtle social cues, and adjust their interpersonal approaches to build rapport and trust (Schlegel & Mortillaro, 2019). Adaptive emotional abilities are central to facilitating aspects of work engagement (WE) such as vigor, dedication, and absorption (Bande et al., 2015; Heidari et al., 2017; Senćanski et al., 2024b). Employees with higher-level emotional intelligence tendencies have been found to display resilience to stress, higher intrinsic motivation, and a consistent level of engagement over their careers, thus retaining higher engagement levels even when the situation gets tough (Abbas et al., 2025; Narayanasami et al., 2023; Selvi & Aiswarya, 2023). Although a strong correlation has been established between EI-Ability and work engagement, past work on work engagement has shown a considerable lack of exploration, particularly about the context of the German pharmaceutical B2B marketplace, which features long sales cycles, customized customer solutions, and strong compliance mandates that are massively emotionally demanding (Hoffmeister, 2018; Schaufeli, 2018; Winter et al., 2024). While previous work has validated the direct effects of EI on work engagement (Danquah, 2022; Mérida-López et al., 2023; Widowati & Satrya, 2023), a number of conceptual and exploratory gaps have been identified. Addressing the methodological gaps in the understanding of how individual-level psychological resources act as relationship mediators must take precedence (George et al., 2022; Mérida-López et al., 2023; Zheng et al., 2022). Current studies have not adequately explored the mediating process by which EI-Ability exerts its impact on work engagement, specifically for subsequent constructs such as subjective well-being (SuWB) and employee resilience (ER). Such ambiguity calls for a deeper exploration of the mediating process that governs the emotional intelligence-work engagement relationship, thus refining theoretical understanding and optimizing the constructive use of emotional intelligence when the work situation becomes demanding.

Subjective well-being (SuWB) describes individuals' own assessments of their life and work satisfaction, encompassing both

affective experiences and cognitive judgments (Peasley et al., 2020; Pradhan & Hati, 2022). High SuWB employees usually exhibit emotional equilibrium, optimism, and healthy coping strategies, which in turn energize their drive and increase their work engagement (Kuanr et al., 2025). Employee Resilience (ER), or the capacity to bounce back from adversity and adapt constructively to challenging situations, has increasingly been viewed as a dynamic capability that facilitates sustained performance and engagement (Gupta et al., 2022; Heman et al., 2024). Resilient employees have the tendency to preserve psychological balance and goal-oriented concentration under pressure, which buffers them from the threat of burnout and facilitates sustained devotion to their work (Cabrera-Aguilar et al., 2023). Empirical studies in high-stress occupational settings similar to pharmaceutical sales in Germany show that the SuWB (Kuanr et al., 2025; Zheng et al., 2022) and resilience (Gupta et al., 2022; Lu et al., 2023; Ojo et al., 2021; Wiroko & Sugiharti, 2022) strongly predict high work engagement, manifest through vigor, dedication, and profound absorption in one's work (Schaufeli et al., 2002). More importantly, EI is found to positively enhance the employees' well-being (Rifaya & Dayarathna, 2019; Senćanski et al., 2024b) and resilience (Gupta et al., 2022; Yao et al., 2024), especially in times of crisis or organizational stress. For this reason, systematic investment in the cultivation of both SuWB and resilience among pharmaceutical B2B salespeople can be a strategic move to augment their engagement, flexibility, and proactive behavior,essential skills for success in an uncertain and highly regulated business environment.

Despite the theoretical links between Emotional Intelligence (EI)-Ability, subjective well-being (SuWB), employee resilience (ER), and work engagement (WE), a number of considerable gaps persist in the current literature. First, whereas individual relationships among these variables have been explained by past studies, a marked absence of studies investigating SuWB and ER as intervening parameters of the EI–WE link remains evident. Second, the business-to-business (B2B) business of pharmaceuticals, specifically of Germany, remains inadequately represented in the academic literature, in spite of the sector's characteristics of intense client interactions involving significant stakes, complex ethical conflicts, and considerable regulation (Bande et al., 2021; Schaufeli, 2018; Winter et al., 2024). Characteristic conditions prevailing in the sector compound the emotional and mental pressures imposed upon the professionals engaged in the pharmaceutical marketplace (Falola et al., 2020), thus highlighting the need to discover the psychological competencies facilitating sustained engagement. Third, the current literature often lacks specificity with reference to the distinction between the trait- versus ability-based models of emotional intelligence (Schlegel & Mortillaro, 2019). Nevertheless, the growing body of evidence continues to indicate that EI-ability, assessed through the instrumentality of performance-oriented tests, forms a better and a better-predictive parameter of emotional capability, specifically with reference to adaptive workplace behavior as well as stress management (Amar & Arrhioui, 2022; Luong et al., 2021; Mayer et al., 2016; Mérida-López et al., 2023).

In response to these gaps, the article explores the mediating roles of the sales professionals' subjective well-being and resilience in the connection between emotional intelligence and work engagement, with a focus on the pharmaceutical B2B industry in Germany. Guided by the following study questions: (1) Does emotional intelligence have a direct impact on work engagement? (2) Does emotional intelligence have a positive effect on subjective well-being and resilience? (3) Do subjective well-being and resilience, in a second-pledged sequence, boost work engagement? And (4) Do SuWB and ER mediate the EI-WE relationship? Through the exploration of these queries, the article aims to help progress a higher understanding of the internal psychological process that helps emotionally intelligent sales professionals stay engaged and effective despite a challenging and complex industry. Based on the Job Demands–Resources (JD-R) theory (Bakker & Demerouti, 2017), the study uses EI-Ability as a personal resource, and SuWB and ER as psychological enablers, which enable the motivational process that yields engagement. Through the process, the study generates both theoretical and practical implications for mental health strategies and talent development initiatives in the German pharmaceutical sales marketplace. Through the incorporation of these constructs into a single, cohesive framework, the study not only helps remediate a major scholarly gap, but through the provision of actionable recommendations, helps improve the sustainability of the workplace as well as organizational effectiveness in a key industry segment.

The article structure is designed to enable an effective and complete explanation of the study. The article opens by giving a general introduction of the theory of the Job Demands-Resources (JD-R) model and the conceptual framework of the study. Then comes the setting up of the hypothesis and building a model for the study. The method adopted and the empirical results are left to the second half of the article. It concludes with managerial implications as well as suggestions for future research.

2. LITERATURE REVIEW AND HYPOTHESIS BUILDING

Job Demand-Resource (JD-R) Theory

Job Demands–Resources (JD-R) theory, initially formulated by Demerouti et al. (2001) and later revised by Bakker and Demerouti (2007), is a robust theoretical framework in describing how work environment and individual skills are shaping employee motivation and work engagement (Alhindaassi et al., 2025; Bande et al., 2021; Lee & Kim, 2020). In the theory, job characteristics are categorized into two general dimensions: job demands,workload intensity, emotional pressure, and regulative constraints, and job resources,autonomy, social support, psychological well-being, and individual skills such as emotional intelligence (EI) (Alhindaassi et al., 2025; Bakker & Demerouti, 2018). While high demands tend to deplete employees' mental and emotional capacities, job resources are focal in triggering the process of motivation to work engagement (WE) (Radic et al., 2020), resilience (ER) (Alhindaassi et al., 2025; Gupta et al., 2022), and general work performance (Alhindaassi et al., 2025). Under the demanding climate of the pharmaceutical B2B marketplace,wherein drug

reps are forced to work through strict pharma laws, long selling cycles, and demanding customers,sales reps undergo enormous psychological pressures that necessitate higher levels of internal coping skills (Ahmed, 2024; Dugan et al., 2024; Rajabi et al., 2024). Under the backdrop of the theory framework, EI is the main individual capacity that facilitates the competence of the employee to process, regulate, and use emotional information under adversity, yielding enhanced subjective well-being (SuWB) (Ahumada-Tello et al., 2022; Diener et al., 2018; Diener & Sim, 2024; Pincheira et al., 2023), employee resilience (ER) (Gupta et al., 2022; Yao et al., 2024), and work engagement (WE) (Barreiro & Treglown, 2020; Rahman et al., 2019; Senćanski et al., 2024a; Zheng et al., 2022). Backed by the same, SuWB as well as ER are the main psychological capacities that may become intermediate resources, which bolster the ability of a salesperson to persevere emotionally, become resilient, and persist despite intrinsic motivation faced with persistent pressure within the J-DR theory. SuWB, as the measurement of individuals' affective and cognitive evaluation of life and work, enables the elation of positive events and inner motivation (Diener et al., 2018; Diener & Sim, 2024), while resilience invokes the psychological resilience to endure and adapt while facing adversity in life (Gupta et al., 2022). Empirical findings underpin the buffering activities of employee well-being (Widowati & Satrya, 2023) and resilience (Aronen et al., 2021; Chikobvu & Harunavamwe, 2022) in the EI–WE relationship, more specifically in the subject environment of the high-stake, high-performance business. Therefore, the JD-R framework becomes a strong base for the current investigation, clarifying the ways through which emotionally astute salespeople, with the aid of well-being and resilience, are better equipped to sustain engagement while subjected to the strenuous and pressure-ridden context of Germany's B2B industry.

3. HYPOTHESIS BUILDING

Emotional Intelligence (EI) and Salespersons' Work Engagement (SWE)

Within the relationship-rich, highly regulated, and evidence-based business-to-business (B2B) pharmaceutical sector, the ability-based type of emotional intelligence (EI-Ability) has become an important strategic competency (Rahman et al., 2019; Senćanski et al., 2024a; Senćanski et al., 2024b). Characterized as the pattern of cognition competencies that empower the individual to work effectively at the perception, use, understanding, and regulation of emotions (Mayer et al., 2016), EI is of particular relevance among the sales professionals whose work lives are both emotionally stressful and cognitively challenging (Khoddami et al., 2023; Senćanski et al., 2024b; Tanner et al., 2022). Work engagement, or the positive psychological state of vigor, dedication, and absorption (Schaufeli et al., 2002), is substantially higher among the individuals with emotional competencies that buffer the psychological strain and facilitate adaptive interpersonal processes (Alhindaassi et al., 2025; Barreiro & Treglown, 2020). Empirical evidence confirms that the EI-Ability enhances work engagement with the extension of emotional self-regulation, expanded empathic accuracy, and sustained intrinsic motivation (Bru-Luna et al., 2021; Sawasdee et al., 2020; Selvi & Aiswarya, 2023). Specifically, Schlaegel et al. (2022), comparing the highly routinized, rule-bound work culture of Germany with the contrasted, more fluid work culture of India and the United States, revealed that the effectiveness of the ability-based type of EI on work satisfaction and performance was higher within the highly routinized, rule-bound work culture of Germany. Consonant with the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007), EI-Ability is an individual resource that buffers emotional exhaustion and enlivens work engagement processes. Accordingly, based on the theoretical and empirical bases, it is hypothesized:

H1: EI-Ability positively affects work engagement among German Pharmaceutical Products' salespersons.

Influence of Emotional Intelligence (EI) on Salespersons' Subjective Well-Being and Resilience

For high-pressure business-to-business (B2B) environments, such as German pharmaceutical sales, emotional intelligence (EI) is seen as an individual asset valuable in reducing sources of pressure and improving positive psychological results in accordance with the framework of the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2018; Rahman et al., 2019; Rūtelionė et al., 2022). In the context of B2B pharmaceuticals, in which salespersons face continuous performance demands, complicated customer demands, and emotionally demanding tasks, EI benefits individuals by enhancing emotion regulation, building empathy, and supporting adaptive coping styles (Senćanski et al., 2024a; Hartmann et al., 2024). These tactics facilitate subjective well-being because individuals can reinterpret pressure sources effectively, maintain optimism, and work engagement under demanding conditions (Kumar & Potnuru, 2022; Suárez-Albanchez et al., 2022; Tanner et al., 2022). Empirical studies demonstrate that persons with higher levels of emotional intelligence express increased job satisfaction and life completeness along with reduced burnout and greater emotional balance, contributing directly towards SuWB (Kumar & Potnuru, 2022; Leonidou et al., 2021; Pincheira et al., 2023; Suárez-Albanchez et al., 2022; Tanner et al., 2022).

Moreover, EI plays a critical role in bolstering resilience, which refers to the ability to recover and thrive amid occupational adversity (Alhindaassi et al., 2025; Gupta et al., 2022). In line with JD-R theory, EI supports resilience by facilitating cognitive reappraisal and emotional self-awareness, key mechanisms through which individuals maintain performance and psychological functionality during disruption (Alhindaassi et al., 2025; Kemp et al., 2025). Research specific to B2B sales contexts demonstrates that salespeople high in EI exhibit greater adaptability, perseverance, and emotional regulation when exposed to rejection or market instability (Gupta et al., 2022; Sharma & Tiwari, 2023; Yao et al., 2024). Consequently, the following hypothesis is formed:

H2: EI-Ability positively affects subjective well-being among B2B salespersons in Germany's pharmaceutical products

companies.

H3: EI-Ability positively affects resilience among B2B in Germany's pharmaceutical products companies.

Influence of Salespersons' Subjective Well-Being and Resilience on Work Engagement

At high-pressure work environments, such as in B2B pharmaceutical selling, subjective well-being (SuWB) and employee resilience (ER) have been identified as crucial factors impacting work engagement (WE) (Al-Omar et al., 2019; Kuanr et al., 2025; Wiroko & Sugiharti, 2022). Based on the theory of JD-R, in which personal resources facilitate workers in dealing with the demands of employment, SuWB, as well as ER, act as valuable internal resources (Bakker & Demerouti, 2017; Dugan et al., 2023; Gupta et al., 2022). SuWB in its domain of life satisfaction as well as emotional positivity has proven significantly related to increased cognitive flexibility as well as energy at work, in turn fostering WE (Kuanr et al., 2025; Rasool et al., 2021). In selling contexts involving high rejection rates, complex regulatory demands, as well as pressure towards quota achievement, SuWB acts as a buffering agent towards burnout as well as fosters sustained vigor, dedication, as well as absorption,core WE dimensions (Falola et al., 2020; Kuanr et al., 2025).

At the same time, employee resilience,the capacity to bounce back following pressure and adapt under hardship,encourages proactive behavior and psychological availability, both of which move engagement in fluid sales environments in a positive direction (Good et al., 2021; Sharma et al., 2020; Tuan, 2022). Focused studies on B2B professional sales point out that resilient workers have a higher propensity to endure, maintain optimism, and reinterpretively frame pressure as positive, thus remaining committed regardless of sustained pressure from clients as well as targets (Gupta et al., 2022; Kemp et al., 2025; Lu et al., 2023; Meintjes & Hofmeyr, 2018). With such ideas subsequently in focus, in the field of B2B pharmaceuticals sales in Germany, wherein demands exist both psychologically as well as emotionally in nature, in such a light, related hypotheses can therefore be developed as follows:

H1: Salespersons' subjective well-being positively influences their work engagement in Germany's pharmaceutical products companies in the B2B sector.

H2: Salespersons' resilience positively affects their work engagement in Germany's pharmaceutical products companies in the B2B sector.

Salespersons' Subjective Well-Being and Resilience as Mediators

From the JD-R theory point of view, employee resilience (ER), subjective well-being (SuWB), and emotional intelligence (EI) have been identified as critical personal and psychological resources that help employees to better handle work stressors, especially in highly stressful professions like B2B sales in the pharmaceutical industry (Bakker & Demerouti, 2017; Dugan et al., 2023; Gupta et al., 2022; Kuanr et al., 2025; Senćanski et al., 2024a; Sharma et al., 2020; Tanner et al., 2022). Salespeople in the pharmaceutical industry face high cognitive demands, performance pressure, and emotionally charged interactions (Ahmed, 2024; Kemp et al., 2025). In these high-stress professional environments, EI has been considered a personal resource that helps individuals manage workplace stressors more effectively (Alhindaassi et al., 2025; Gutiérrez-Carrasco et al., 2022). More specifically, the capability-based dimension of EI enables employees to possess the competences needed to effectively interpret, manage, and use emotional information, thus maximizing their psychological well-being and promoting high work engagement (Leonidou et al., 2021; Mayer et al., 2016; Schlaegel et al., 2022). Such emotional competence plays a critical role in boosting subjective well-being (SuWB) (Ahumada-Tello et al., 2022; Llamas-Díaz et al., 2022; Pincheira et al., 2023; Sánchez-Álvarez et al., 2016) and resilience (Gupta et al., 2022; Yao et al., 2024) that could be functioning motivational mediators supporting the between-EI–work-engagement (WE) relationship.

Subjective well-being (SuWB), defined as individuals' cognitive and affective judgments about their lives, comprising life satisfaction and positive emotional experiences (Diener et al., 2018), represents a key resource that could be reinforced by EI (Diener et al., 2018; Diener & Sim, 2024). Empirical evidence has established a relationship between EI and enhanced levels of SWB, given EI's ability to facilitate emotional regulation, optimism, and life satisfaction (Ahumada-Tello et al., 2022; Amirian et al., 2023; Pincheira et al., 2023; Zheng et al., 2022). In high-stress environments like the pharmaceutical industry B2B setting, SuWB plays a critical function in promoting maintenance of engagement by preventing the negative impacts of stress and supporting positive emotional experience at work (Diener & Sim, 2024; Falola et al., 2020; Hu et al., 2024). Evidence suggests that emotional and cognitive capabilities are enhanced by SuWB, thus improving energy levels, focus, and dedication, constituting key elements of work engagement (WE) (Garg & Singh, 2020; Kuanr et al., 2025; Suárez-Albanchez et al., 2022). EI-Ability, therefore, indirectly boosts WE by facilitating SuWB, a strong predictor of enduring motivation in high-stress sales settings.

In addition, the resilience of employees,defined as a capacity to bounce back from adversity and rebound positively from stress,is similarly fostered through EI (Sharma & Tiwari, 2023; Widowati & Satrya, 2023). Employees scoring high on EI manifest enhanced emotional regulation as a protective factor against emotional exhaustion and adaptive coping (Alhindaassi et al., 2025; Gupta et al., 2022; Yao et al., 2024). For B2B sales professionals in the pharmaceutical industry, who have to navigate complex negotiations and regulatory obstacles, resilience is essential for maintaining performance and sustained engagement (Bande et al., 2015; Gupta et al., 2022; Heidari et al., 2017; Heman et al., 2024; Meintjes & Hofmeyr, 2018). Resilient sales representatives manifest increased persistence and flexibility,traits closely related to the dynamic and immersive nature of WE (Gupta et al., 2022; Wiroko & Sugiharti, 2022). Evidence demonstrates that resilience functions as a mediator in the EI-work outcome relationship by promoting psychological capital and goal-focused behaviors (Aronen et

al., 2021; Chikobvu & Harunavamwe, 2022). Hence, resilience functions as a mediating mechanism through which EI produces sustained work engagement, especially in high-stakes environments like B2B pharmaceutical sales. Overall, SuWB and ER function as mediating variables that allow the positive effect of EI on work engagement, consistent with the JD-R model that highlights the seminal role of individual resources in mitigating job demands and triggering motivational outcomes. The following hypothesis is thus advanced:

H6: Subjective well-being mediates the correlation between EI-Ability and work engagement among salespersons in Germany's pharmaceutical products companies in the B2B sector.

H7: Salesperson resilience mediates the correlation between EI-Ability and work engagement among salespersons in Germany's pharmaceutical products companies in the B2B sector.

Based on the analysis above, a conceptual framework was generated to explain the interrelationships between the variables of concern. This framework consists of two mediated relationships and five direct relationships, all of which are represented in Figure 1 below.

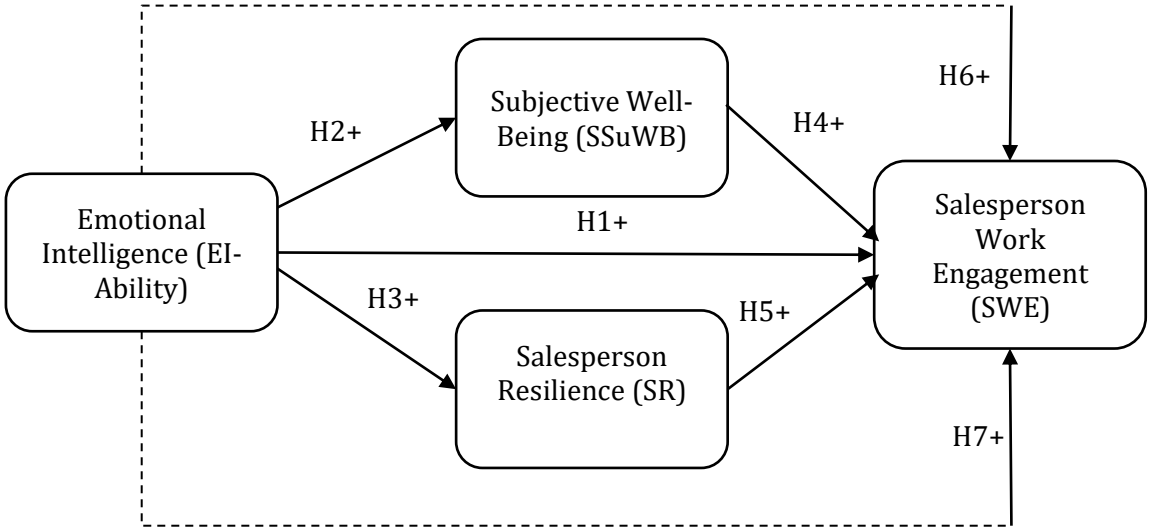

Figure 1. The Conceptual Model

4. METHODS

Data Collection

To achieve the objectives of this study, a quantitative approach based on a positivist epistemological foundation was utilized. This approach corresponds to the deductive thinking paradigm, whereby hypotheses based on a priori theoretical models,namely, the JD-R framework,are tested through empirical observation (Creswell & Creswell, 2017). Since the study places a priority on personal competencies and resources, such as emotional intelligence (EI), Subjective well-being (SuWB), salesperson resilience (SR), and work engagement (WE), the individual salesman was considered the most appropriate level of analysis. This determination is based on the assumption that only the employee is best able to capture, understand, and report personal psychological functioning and competencies (Ohiomah et al., 2020; Rajabi et al., 2024). Pharmaceutical companies based in the North Rhine-Westphalia area of Germany were chosen for the sample. These pharmaceutical companies were chosen because the area is known for having a high concentration of B2B pharmaceutical businesses. The study utilized a cross-section survey design for data collection, acquiring a snapshot of a given point of time, similar to prior empirical studies that highlighted the behavioral and attitudinal aspects of sales practitioners (Hair et al., 2019). The intended sample was 375 front-line pharmaceutical sales representatives working for German pharmaceutical organizations that are players in the B2B marketplace. Considering external validity enhancement while controlling for selection bias, simple random sampling was utilized, wherein every eligible participant could get a fair chance to be selected. This method was preferred because of its ability to produce statistically generalizable outcomes while being cost-efficient and administratively feasible (Bougie and Sekaran, 2019). In the initial data acquisition phase, e-mail was utilized for the distribution of the survey via electronical means; however, to achieve a decent level of response, a field team was later dispatched for personal visits at pharmaceutical outlets nearby. 344 responses were received in all. Following the execution of data screen procedures,namely, identification of four of the multivariate outliers that were found to be based on a Mahalanobis distance,the resulting dataset consisted of 340 usable responses. This sample size is satisfactory for meeting minimum requirements for structural equation modeling (SEM), particularly for partial least squares SEM (PLS-SEM), for which a rough rule of thumb is that the sample size should be more than 10 times the largest of the inner or outer model paths (Hair et al., 2021).

Table 1 displays the socio-demographic characteristics of the 340 sales representatives of German B2B pharmaceutical firms. The majority of this group, i.e., 83.5%, comprised male individuals; of this group, a major share was found from the young adult group of 25-40 years; of these, 64.7% of them were married. For more information about educational level, tenure of service as a salesperson working for B2B pharmaceutical corporations, type of industry, and detailed occupation, see Table 1.

Table 1. The Information of Respondents' Profile (n= 340)

Item	Category	Frequencies	Percentage
Gender	Male	284	83.5
	Female	56	16.5
Age Group	25-30 Year	63	18.5
	31-35 Year	99	29.1
	36-40 Year	65	19.1
	41-45 Year	59	17.4
	46-50 Year	46	13.5
	Over 50 Year	8	2.4
Social Status	Single	102	30.0
	Married	220	64.7
	Divorced/Widowed	18	5.3
Education Level	Diploma	143	42.1
	Bachelor	150	44.1
	Master	42	12.4
	Doctorate	5	1.5
The length of work as a salesperson in the B2B pharmaceutical firms.	3-5 years	56	16.5
	6-10 years	112	32.9
	11-15 years	102	30.0
	More than 15 years	70	20.6
The Current Position	Non-Executive Level	310	91.2
	Executive Level	30	8.8

Measures

To operationalize study constructs, a psychometrically valid instrument that already existed from the extant literature was adapted for use for this study. All of the above said constructs got operationalized from a 1 (strongly disagree) to a 5 (strongly agree) 5-point Likert scale. Emotional intelligence ability (EI-ability) was measured under the 16-item Wong and Law Emotional Intelligence Scale (WLEIS), which was first introduced way back in 2002. It conceptualizes EI as a second-order construct which is comprised of four interrelated dimensions, i.e., "self-emotion appraisal, others' emotion appraisal, use of emotion, and regulation of emotion." Sample items are: "I always know whether or not I am happy," "I am a good observer of others' emotions," "I would always encourage myself to give my best," and "I am quite capable of controlling my own emotions." Additionally, subjective well-being (SuWB) was taken from the validated scale of Pradhan and Hati (2022), which consisted of 4 items for SuWB (for e.g., "I am optimistic person"). Similarly, salesperson resilience (SR) was measured through a usage of the employee resilience (ER) scale of Winwood et al. (2013), which consists of 21 items that aim to assess resilience for a working environment, for e.g., "I can switch my mood at work when I must." Finally, work engagement (WE) was measured through a usage of the Utrecht Work Engagement Scale (UWES), which was developed by Schaufeli et al. (2002), which considers engagement itself to be a second-order construct which is encompassed by three dimensions, i.e., "vigor, dedication, and absorption". Sample items are: "I am bursting of energy at work," "I am enthusiastic about my work,"

and "I am absorbed in my work."

Procedure

Ethical approval for this study was secured from the Lincoln University College Ethics Committee. All participants consented to take part in the survey; they were informed about the purpose of the study and that participation was voluntary; they could also withdraw at any time without penalty. Participants were also assured of the confidentiality of their data.

Data Analysis

To reach the study's predictive objectives, hypothesis testing was carried through Partial Least Squares Structural Equation Modeling (PLS-SEM) via the usage of SmartPLS 3.3.3 software. In particular, PLS-SEM is well-suited for usage in predictive studies and in situations of complex model estimation, offering greater statistical power relative to covariance-based SEM in situations where prediction, model flexibility, or a combination of these two is valued (Hair et al., 2021; Henseler & Schuberth, 2023; Sarstedt et al., 2022). This analytical approach applies particularly well, therefore, considering the present study's aim to explore the effects of emotional intelligence (EI) ability, subjective well-being (SuWB), and salesperson resilience (SR) on the work engagement (SWE) of salespersons, while SuWB and SR are themselves tested as mediating variables. In the methodology of PLS-SEM, two fundamental stages are involved: the measurement model evaluation, along with the structural model. Since the measurement model concentrates on validating the internal consistency, convergent, and discriminant validities of the respective constructs, we move on to the structural model, which is utilized to test hypothesized relationships, find the level of variance explained (R^2), and assess the productiveness of the model via the usage of the Q^2 statistic.

5. RESULTS

Measurement Model Results

The validation of the measurement instruments involves the entire evaluation of the internal consistency as well as the temporal stability. In line with the recommendations of Hair et al. (2019), the study closely examined the measurement model by testing construct validity, convergent validity, as well as discriminant validity. As described by Al Azzani et al. (2024), reliability refers to the extent of precision for which the items that are observed accurately capture their respective latent constructs. The evaluation of the internal reliability was carried out through the use of Cronbach's alpha, a statistic that indicates the average correlation between the items of a specific construct (Alshammakh & Azmin, 2021; Sürücü & Maslakci, 2020). Furthermore, the use of composite reliability (CR) applied to the measurement of the overall internal consistency of every latent variable upholds the threshold of 0.70 as the indicator of sufficient reliability levels (Hair et al., 2021; Lai, 2021).

In the current study, Cronbach's alpha values were found to be between 0.77 and 0.92, and composite reliability values ranged between 0.84 and 0.93, all of which exceeded the proposed minimal requirements, thereby justifying the internal reliability and consistency of the constructs (Table 2). Furthermore, the reliability of the items was assessed through indicator loadings, which represent the extent of the connection between the observed items and their corresponding reflective constructs (Hair et al., 2021). For the purpose of the latter assessment, the algorithm of Partial Least Squares (PLS) was used. Items SR3, SR4, SR5, SR5, SR6, SR7, SR8, SR17, and SWE-A1 exhibited loading values less than the proposed criterion of 0.50, hence were dropped to enhance construct reliability, while ensuring that at least every latent variable had a minimum of three indicators, as advised by Hair et al. (2021) and Sarstedt et al. (2022). As can be seen from Table 2, all the retained items exhibited loading values higher than 0.50, hence justifying satisfactory convergent validity at the construct level.

Additionally, the Average Variance Extracted (AVE) is a significant criterion used to assess the convergent validity at the constructs' level. The AVE measures the amount of the variance associated with a latent construct that explains the variance visible in the measures of indicators and can be computed as the average of the squared factor loadings of the indicators related to the respective construct (Hair et al., 2021; Henseler & Schuberth, 2023). The conventional criterion of 0.50 or more indicates sufficient convergent validity, meaning the construct explains more of the indicator's variance than the corresponding measurement error associated with it (Hair et al., 2021). Based on the results reported in Table 2, it can be inferred that all the values of the AVE reported in the current study are more than the 0.50 criterion, hence justifying the measurement model's ability in successfully capturing the intended latent constructs. These results support empirical evidence of the model's convergent validity, showing the indicators share high common variance with the respective constructs they belong to.

Table 2. Construct Reliability and Convergent Validity (Loading and AVE) (after deleting some items)

Constructs	Dimension	Item	Loading (≥0.50)	Cronbach's Alpha (≥0.70)	CR (≥0.70)	AVE (>0.50)
Emotional Intelligence (EI)	*"Self-Emotion*	SEA1	0.82	0.84	0.89	0.67
		SEA2	0.87			
		SEA3	0.87			

	Appraisal (SEA)"	SEA4	0.71			
	"Others' Emotion Appraisal (OEA)"	OEA1	0.84	0.83	0.89	0.66
		OEA2	0.84			
		OEA3	0.77			
		OEA4	0.79			
	"Use of Emotion (UOE)"	UOE1	0.70	0.83	0.89	0.66
		UOE2	0.74			
		UOE3	0.89			
		UOE4	0.90			
	"Regulation of Emotion (ROE)"	ROE1	0.74	0.83	0.89	0.67
		ROE2	0.83			
		ROE3	0.85			
		ROE4	0.85			
"Subjective Well-being (SSuWB)"		SuWB1	0.84	0.84	0.89	0.67
		SuWB2	0.82			
		SuWB3	0.89			
		SuWB4	0.73			
Salespersons' Resilience (SR)		SR1	0.65	0.92	0.93	0.51
		SR2	0.68			
		SR9	0.73			
		SR10	0.74			
		SR11	0.76			
		SR12	0.54			
		SR13	0.62			
		SR14	0.77			
		SR15	0.75			
		SR16	0.65			
		SR18	0.67			
		SR19	0.73			
		SR20	0.75			
		SR21	0.73			
Salespersons' Work Engagement (SWE)	*Vigour (SWE_V)*	SWE_V1	0.70	0.88	0.91	0.63
		SWE_V2	0.74			
		SWE_V3	0.86			
		SWE_V4	0.85			
		SWE_V5	0.82			
		SWE_V6	0.77			
	Dedication (SWE_D)	SWE_D1	0.76	0.87	0.91	0.66
		SWE_D2	0.80			
		SWE_D3	0.84			

		SWE_D4	0.87			
		SWE_D5	0.79			
	Absorption (SWE_A)	SWE_A2	0.66	0.77	0.84	0.52
		SWE_A3	0.63			
		SWE_A4	0.79			
		SWE_A5	0.72			
		SWE_A6	0.80			

After the confirmation of "convergent validity", the researchers conducted a test of discriminant validity through the "Heterotrait-Monotrait Ratio (HTMT)" criterion. This criterion basically measures the extent to which the constructs are empirically different through the comparison of correlations among different constructs (Henseler & Schuberth, 2023). The HTMT methodology represents a forceful measurement of the discriminant validity, which stands as inadequate if a ratio surpasses the limit of 0.90 (Bloomfield & Fisher, 2019; Hair et al., 2021). As can be seen in the results reported in Table 3, all HTMT values are drastically less than the limit, hence affirming the HRTI measurement model's discriminant validity of the constructs embedded in it.

Table 3. Discriminant Validity Results by HTMT

Constructs	OEA	ROE	SEA	SR	SSuWB	SWE-A	SWE-D	SWE-V	UOE
OEA									
ROE	0.72								
SEA	0.87	0.69							
SR	0.86	0.89	0.85						
SSuWB	0.74	0.68	0.63	0.79					
SWE-A	0.71	0.68	0.65	0.82	0.74				
SWE-D	0.45	0.54	0.39	0.54	0.44	0.35			
SWE-V	0.82	0.77	0.76	0.88	0.85	0.83	0.48		
UOE	0.76	0.75	0.73	0.87	0.70	0.71	0.48	0.85	

This study uses a strict evaluation framework comprising indicator loadings, convergent validity obtained through AVE, and discriminant validity as computed through the HTMT ratio, consequently supporting the claim that the measurement instruments exhibit strong psychometric properties. The results show that the constructs meet the required criteria for both convergent and discriminant validity. The resultant Detailed Measurement Model, generated through the PLS-algorithm, as shown in Figure 2, exhibits the Path Coefficients, the Indicator Loadings, and the R^2 values, consequently enabling the in-depth understanding of the overall structural integrity of the model.

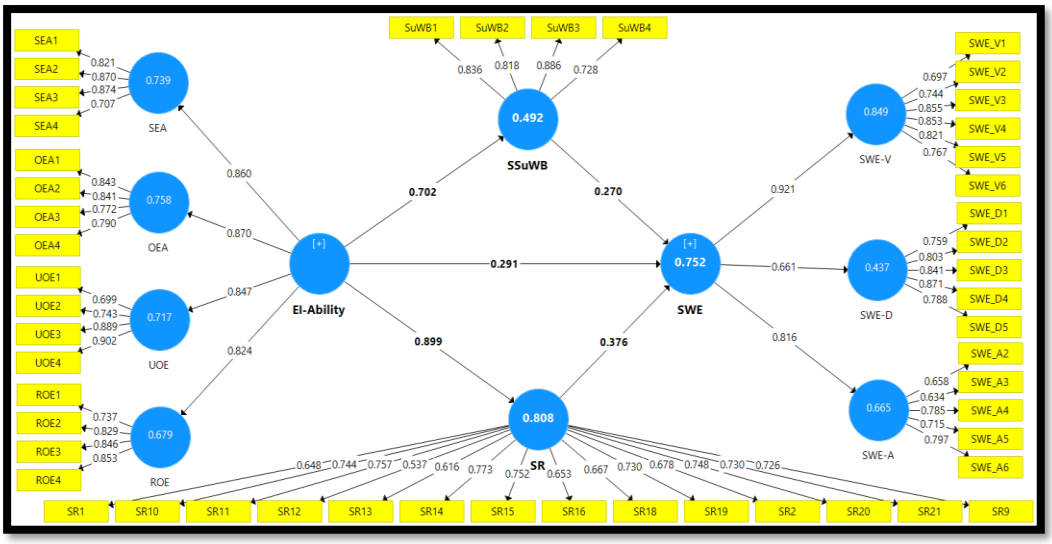

Figure 2. The Comprehensive Measurement Model Results

Structural Model Assessment

In the current section, the research assesses the validity and the predictive ability of the postulated structural model using SmartPLS version 3.3.3. The research methodology applied consisted of bootstrapping with 5,000 resamples as well as blindfolding (one-tailed) to determine the statistically significant values of the postulated associations. The constructs under focus are emotional intelligence (EI-Ability), subjective well-being (SSuWB), salesperson resilience (SR), and work engagement (SWE) among B2B salespersons in Germany's pharmaceutical products companies. The significant statistical measures used were the path coefficients (β), t-statistics, and the corresponding p-values, set at significance levels of $p < 0.05$, $p < 0.01$, and $p < 0.001$.

Table 4 and Figure 3 illustrate the data, which exhibit significant support for the relationships postulated by the model. EI-Ability has positive effects on salespersons' work engagement (SWE), salespersons' subjective well-being (SSuWB), and salespersons' resilience (SR) in Germany's pharmaceutical products companies, as expressed by the measures $\beta = 0.29$, $t = 3.69$, $p < 0.001$, $\beta = 0.70$, $t = 26.64$, $p < 0.001$, and $\beta = 0.90$, $t = 98.84$, $p < 0.001$, respectively. Additionally, salespersons' subjective well-being and resilience positively and significantly contribute to their work engagement ($\beta = 0.27$, $t = 6.37$, $p < 0.001$ for SSuWB; $\beta = 0.38$, $t = 4.71$, $p < 0.001$ for SR). These findings give strong support to the validation of H1 through H5.

Table 4. Discriminant Validity Results by HTMT

Hypo-NO.	Direct Hypothesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
H1	EI-Ability -> SWE	0.29	0.08	3.69	0.000	Supported
H2	EI-Ability -> SSuWB	0.70	0.03	26.64	0.000	Supported
H3	EI-Ability -> SR	0.90	0.01	98.84	0.000	Supported
H4	SSuWB -> SWE	0.27	0.04	6.37	0.000	Supported
H5	SR -> SWE	0.38	0.08	4.71	0.000	Supported

Furthermore, the R^2 statistic, the prime indicator of model fit, indicates the percentage of dependent construct variance explained by the predictors. If the R^2 values are less than 0.10, the model performs poorly as an explanation source (Falk & Miller, 1992; Urbach & Ahlemann, 2010). On the other hand, values of R^2 above 0.26 are regarded by Cohen (1988) as representing substantial explanatory power. The model in the current study achieves high explanatory ability, as explained in Figure 2 and Table 5, as follows: EI-Ability, SSuWB, and SR together explain 75% of the salespersons' work engagement (SWE) variance. Also, EI-Ability explains 49% of the salespersons' subjective well-being (SSuWB) and 81% of the salespersons' resilience (SR) variances, placing high emphasis on EI-Ability as the prime driver influencing personal well-being and resilience outcomes among pharmaceutical B2B sales forces in Germany. For the strength of these prediction relations, the study, in addition, performed an f^2 effect size test. While R^2 indicates the percentage of explained variances, f^2

measures the exogenous variables' relative contribution, thereby answering the size of the effect of the respective exogenous variables (Chin, 2009). While as indicates Cohen (2013), the p-values only affirm significance, effect sizes provide practical impact insight, categorized as follows: as "small, 0.02–0.15, as medium, 0.16–0.35, and as large, >0.35." The results per Table 5, EI-Ability, SSuWB, and SR had a small effect size of SWE ($f^2 = 0.06$, 0.14, and 0.10), respectively. The effect sizes of EI-Ability of SSuWB and SR were, respectively, very large, as they were 0.97 and 4.21. These results are supplemented by the confirming predictive relevance, as per the values of Q^2 from the blindfolding, all of which were above the critical 0.00 cut-off value as advised by Hair et al. (2021), hence supporting the strong predictive ability of the conducted model.

Table 5. R^2 Values and Impact Size f2

Construct	R^2	Effect Size (f^2)	Result
Salespersons' Work Engagement (SWE)			
EI-Ability	0.75	0.06	Small
SSuWB	0.75	0.14	Small
SR	0.75	0.10	Small
Salespersons' Subjective Well-Being (SSuWB)			
EI-Ability	0.49	0.97	High
Salespersons' Resilience (SR)			
EI-Ability	0.81	4.21	High

Table 6. Predictive Relevance (Blindfolding) Q^2

Endogenous Construct	SSO	SSE	Q^2 (=1-SSE/SSO)	Predictive Relevance
Salespersons' Work Engagement (SWE)	5440	3842.62	0.29	Moderate
Salespersons' Subjective Well-being (SSuWB)	1360	931.53	0.32	Moderate
Salespersons' Resilience (SR)	4760	2898.26	0.39	High

Mediation analysis was conducted using the bootstrapping procedure, using 5,000 subsamples at a 95% confidence level,this methodology has emerged as more precise and reliable compared to conventional methodologies (Hair et al., 2021; Sarstedt et al., 2022). Following the methodology prescriptions given by Hair et al. (2021) and Zhao et al. (2010), the current study investigated the mediating roles of salespersons' subjective well-being (SSuWB)and resilience (SR) in the correlation between the EI-Ability and salespersons' work engagement (SWE) among pharmaceutical firms operating in the German B2B sector. The empirical results, provided in Table 7, provide strong support that SSuWB and SR do significantly mediate the EI–SWE link. The bootstrapped indirect effect of SSuWB ($\beta = 0.190$, $t = 6.330$, $p < 0.001$) and of SR ($\beta = 0.338$, $t = 4.711$, $p < 0.001$) were statistically significant, as the respective 95% bootstrap confidence intervals for SSuWB (0.140 to 0.239) and SR (0.218 to 0.454) did not overlap at zero, consequently supporting hypotheses H6 and H7. Additionally, as can be seen from the results given in Table 4, the direct effect of EI-Ability upon SWE remained statistically significant, providing the result that SSuWB and SR serve as partial mediators. Figure 3 graphically depicts the results of bootstrapping, outlining the structural relationships among the variables.

Table 7. The Indirect Hypotheses Results

No	Hypothesis	Std Beta	Std Error	T Values	P Values	BCILL 5%	BCIUL 95%	Decision
H6	EI-Ability -> SSuWB -> SWE	0.190	0.030	6.330	0.000	0.140	0.239	Supported
H7	EI-Ability -> SR -> SWE	0.338	0.072	4.711	0.000	0.218	0.454	Supported

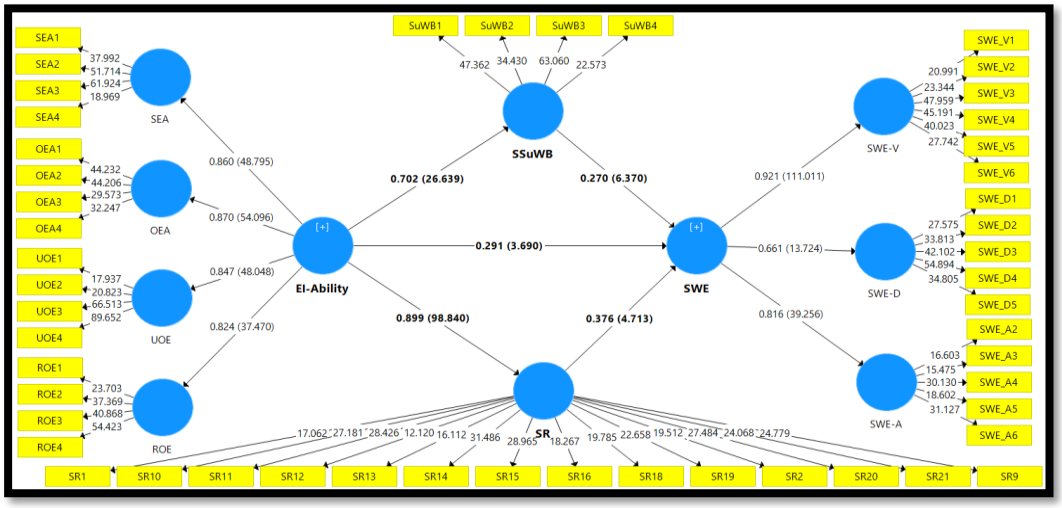

Figure 3. PLS bootstrapping Outputs

6. DISCUSSIONS

This study provides strong support for the hypothesis that the capability of EI-Ability—that consists of the ability of emotional self-appraisal, recognition of people's emotions, use of emotions, and regulation of emotions—holds a strong role in enabling the work engagement (SWE) of B2B pharmaceutical industry sales representatives in Germany. According to the JD-R theory that personal resources comprise the base for the development of motivational conditions and the buffering of job demands (Bakker & Demerouti, 2017), the findings unveil the existence of direct and indirect paths through which EI-Ability can enhance engagement. While the direct EI-Ability effect upon SWE (β = 0.29) indicates a statistically significant relation, the larger indirect effects through the subjective well-being of individuals subjective well-being (SSuWB; β = 0.190) and resilience (SR; β = 0.338) unveil strong psychological inner capacities as the strong mediators of the relation. Its most significant finding of the study follows from showing that EI-Ability has the strongest mediating patterns in SR (β = 0.90, f^2 = 4.21) and SSuWB (β = 0.70, f^2 = 0.97), shedding light upon the building block-like contribution of emotional intelligence to personal resilience and well-being. It's re-framing of work-based origins of stress, sustenance of positive affect, and mastering of B2B selling work challenges, high-pressure selling professions, follows from the people's ability of managing their emotions, as well as the deployment of emotions based upon strategies. This matches the findings of prior investigations associating EI and adaptive coping and balance of affect, such as subjective well-being (Dugan et al., 2023; Kemp et al., 2025; Rūtelionė et al., 2022) and resilience (Gupta et al., 2022; Yao et al., 2024), as well as the cascading model of EI (Joseph & Newman, 2010), such that EI precipitates psychological features leading to superior job performance and engagement.

Notably, SR had a larger effect upon SWE (β = 0.38) compared to the effect of SSuWB (β = 0.27), indicating that resilience in the face of adversity is a more prototypical antecedent of engagement than life satisfaction as such or affective well-being. This would be consonant with the nature of B2B drug sales, in which salespersons veterans frequently must deal with rejection, regulation issues, and fluid client needs. Under these circumstances, resilience provides sustained motivational energy as well as goal-directed striving, as previously demonstrated through correlations of SR and persistence, as well as flexibility under high-pressure circumstances (Gupta et al., 2022).

Moreover, as EI-Ability had direct effects on SWE, the significant indirect effects indicate that EI has most of its effect through internal psychological processes. The result of partial mediation signifies that although EI-Ability contributes directly to engagement, the ability of EI to facilitate resilience and subjective well-being significantly increases the impact of EI. The subtle result supports the JD-R model postulation that personal resources not only operate autonomously but can complement the effectiveness of other processes of getting people engaged. The study differs from others in simultaneously employing EI-Ability, subjective well-being, and resilience as predictors of engagement among salespersons operating in a specialized, high-expectation B2B pharmaceutical environment of a mature economy. It provides practical advice for decision-makers to invest in the development of EI as a strategic resource in building subjective well-being, resilience, and high engagement. Moreover, the study contributes to JD-R theory in verifying that personal resources are especially significant in jobs where emotional and cognitive demands dominate physical demands.

Theoretical Implications

From a conceptual perspective, these findings supplement the JD-R model by placing EI-Ability as an underlying personal resource, that energizes primary psychological mechanisms, i.e., subjective well-being and resilience, whose activation, in turn, results in work engagement. This integrated framework supplements the literature of resource mediation between

psychological competencies and work outcomes. EI, well-being, and resilience have, in literature, been dealt as discrete constructions; here, they converge as an integrated causal model, extending JD-R theory into complex processes of emotions-cognition under conditions of sales pressure, especially in the developed countries' B2B sector. Additionally, partial mediation as suggested by results has methodological import for the multidimensional nature of SWE, namely, even as EI-Ability has direct contribution to engagement, its presence is most appropriately captured through its activation of internal processes of well-being and adaptability.

Practical Implications

In practice, there are several key consequences of these results for talent development and human resource strategies of pharmaceutical sales companies. First, due to the very high predictive power of EI-Ability for resilience and wellbeing, the latter being of most significance for emotionally taxing B2B sales environments, the processes of hiring and training should include EI tests and competence-oriented emotional training. EI-focused intervention can potentially serve an influential mediator of employee engagement enhancement as well as burnout decline, thereby organizational performance enhancement. Second, the mediator roles of subjective well-being (SSuWB) and resilience (SR) indicate that enhancement programs of wellbeing and resilience (e.g., welfare programs, resilience coaching, and mindfulness training) can contribute to optimizing the benefits of EI-Ability, most of all those of long-term engagement and maintenance of motivation. Third, the large, explained variance of SWE due to the combined explanatory power of EI-Ability, SSuWB, and SR emphasizes the strategic importance of an employee development approach broader than technical or sales competence. Favoring the development of EI, wellbeing, and resilience synergies, the study provides scholars as well as practitioners an enriched view of constructing engaged, resilient, and psychologically robust sales forces for the dynamic pharma market.

Limitations and Future Research Recommendations

Whilst providing significant contributions, there also exist numerous study limitations that give hints for future studies. Firstly, results only depend upon sales staff employed under the business of North Rhine-Westphalia, Germany, for the B2B business market of drugs, and thus limit the generalizability of results. Future research is required to broaden horizons by incorporating numerous jobs, industries, as well as geospatial locations for the augmentation of external validity. Secondly, the cross-sectional design employed does not allow for the deduction of causality as well as time-oriented processes. Future study is advised to employ longitudinal designs for adjustment of stability as well as direction of associations between EI-Ability, subjective well-being (SSuWB), resilience (SR), as well as work engagement (SWE) across time. Thirdly, model replication across developed as well as developing countries, or comparisons of countries, may diminish context-specific insights. Finally, because SSuWB as well as SR were only assessed as mediators, future study is required to measure other mechanisms, for example, social, psychological, and workplace well-being, for achieving more nuanced insights into employee engagement outcomes of EI.

7. CONCLUSION AND IMPLICATIONS

With scant literature, the current study fills the breach and offers an empirically based model of EI-Ability's influence on German pharmaceutical market salespersons' work engagement (SWE), where the mediations of subjective well-being (SSuWB) and resilience (SR) also receive attention. Based on the model of Job Demands-Resources (JD-R), results also affirm that EI-Ability has a significant influence on SWE directly and indirectly through the mediations of SSuWB as well as SR. All seven hypotheses (H1–H7) proposed are validated, also highlighting the significance of the delicate dynamic of emotional intelligence, well-being, and resilience for enhancing work engagement. This study theoretically and practically contributes by providing actionable recommendations for designing engaged, resilient, and psy-Healthy salesforces operating under pressure conditions of business-to-business (B2B) environments.

REFERENCES

[1] Abbas, S. M., Latif, M., Malik, S., & Abbas, G. (2025). Influence of Leadership Emotional Intelligence on Employee Job Engagement and Performance: Examining the Mediating Role of Service Climate and Psychological Capital. Journal of the Knowledge Economy, 1-24.

[2] Ahmed, U. S. A. (2024). Unlocking the Keys to Employee Retention: Insights from Bibliometric Analysis and Systematic Review in the Indian Pharmaceutical Sector. In 3rd International Conference on Reinventing Business Practices, Start-ups and Sustainability (ICRBSS 2023) (pp. 567-579). Atlantis Press.

[3] Ahumada-Tello, E., Ramos, K., Galván Vela, E., & Ravina-Ripoll, R. (2022). Collective emotional intelligenge in it firms: the role of subjective well-being and happiness. Polish journal of management studies, https://repositorio.cetys.mx/handle/60000/1511.

[4] Al Azzani, A., Mat Isa, A. A., Mahdi, O., Khudari, M., & Alshammakh, A. M. (2024). The effect of external integration of supply chain on Oman container ports' operational performance: The mediating role of supply chain management practices. Journal of Infrastructure, Policy and Development, 8(9), 8590.

[5] Alhindaassi, H. O., Zain, Z. M., & Alshammakh, A. M. (2025). The Mediating Effect of Work Engagement on the Relationship between Emotional Intelligence and Police Officers' Work Performance in the UAE. Tec

Empresarial, 24-52.

[6] Al-Omar, H. A., Arafah, A. M., Barakat, J. M., Almutairi, R. D., Khurshid, F., & Alsultan, M. S. (2019). The impact of perceived organizational support and resilience on pharmacists' engagement in their stressful and competitive workplaces in Saudi Arabia. Saudi Pharmaceutical Journal, 27(7), 1044-1052.

[7] Alshammakh, A. M., & Azmin, A. A. (2021). The relationship between competitive intelligence processes and hotels' information quality: Evidence from Malaysia. Journal of Tourism Hospitality and Environment Management, 6(24), 34-57.

[8] Amar, S., & Arrhioui, K. (2022). The Role of Emotional Intelligence in the Improvement of Industrial Multicriteria Decision Making: A Model Driven Approach for Emotional Intelligence Testing. In Future of Organizations and Work After the 4th Industrial Revolution: The Role of Artificial Intelligence, Big Data, Automation, and Robotics (pp. 19-40). Cham: Springer International Publishing.

[9] Amirian, S. M., Amirian, S. K., & Kouhsari, M. (2023). The impact of emotional intelligence, increasing job demands behaviour and subjective well-being on teacher performance: teacher-gender differences. International Journal of Educational Management, 37(1), 240-258.

[10] Aronen, A., Kokkonen, M., & Hintsa, T. (2021). Association of emotional intelligence with resilience and work engagement in sports coaches. Journal of Physical Education and Sport, 21(6), 3411-3419.

[11] Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. Journal of managerial psychology, 22(3), 309-328.

[12] Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. Journal of occupational health psychology, 22(3), 273-285.

[13] Bakker, A. B., & Demerouti, E. (2018). Multiple levels in job demands-resources theory: Implications for employee well-being and performance. In Handbook of well-being. Noba Scholar.

[14] Bande, B., Fernández-Ferrín, P., Varela, J. A., & Jaramillo, F. (2015). Emotions and salesperson propensity to leave: The effects of emotional intelligence and resilience. Industrial marketing management, 44, 142-153.

[15] Bande, B., Kimura, T., Fernández-Ferrín, P., & Jaramillo, F. (2021). Capability management control and salesperson turnover: A double-edged sword in a product complexity scenario. Industrial Marketing Management, 96, 100-112.

[16] Barreiro, C. A., & Treglown, L. (2020). What makes an engaged employee? A facet-level approach to trait emotional intelligence as a predictor of employee engagement. Personality and Individual Differences, 159, 1-8.

[17] Basuki, R. Z., & Khuzaini, R. W. (2020). Warranting increased operational performance of pharmaceutical firms of Indonesia through collaborative and calculative HRM practices: Mediating role of employee engagement. Systematic Reviews in Pharmacy, 11(2), 516-524.

[18] Bloomfield, J., & Fisher, M. J. (2019). Quantitative research design. Journal of the Australasian Rehabilitation Nurses Association, 22(2), 27-30.

[19] Bolschakow, X., Rigotti, T., & Otto, K. (2023). Leaders' well-being–antecedent or consequence of authentic leadership?. Leadership & Organization Development Journal, 44(3), 423-436.

[20] Bougie, R., & Sekaran, U. (2019). Research methods for business: A skill building approach. john wiley & sons.

[21] Brown, B. W., Locander, J. A., & Locander, W. B. (2022). Should I stay or should I go? The cascading impact of performance pressure on supervisor bottom-line mentality and salesperson hypervigilant decision making, emotional exhaustion, and engagement. Journal of Business-to-Business Marketing, 29(3-4), 353-368.

[22] Bru-Luna, L. M., Martí-Vilar, M., Merino-Soto, C., & Cervera-Santiago, J. L. (2021, December). Emotional intelligence measures: A systematic review. In Healthcare (Vol. 9, No. 12, p. 1696). MDPI.

[23] Cabrera-Aguilar, E., Zevallos-Francia, M., Morales-García, M., Ramírez-Coronel, A. A., Morales-García, S. B., Sairitupa-Sanchez, L. Z., & Morales-García, W. C. (2023). Resilience and stress as predictors of work engagement: the mediating role of self-efficacy in nurses. Frontiers in Psychiatry, 14, 1202048.

[24] Chawla, S., Sareen, P., & Gupta, S. (2022). An exploratory study of factors affecting employee engagement in the IT sector during pandemic using regression analysis. Journal of Information and Optimization Sciences, 43(6), 1353-1361.

[25] Chikobvu, P., & Harunavamwe, M. (2022). The influence of emotional intelligence and resilience on work engagement amongst nurses in public hospitals. SA Journal of Industrial Psychology, 48(1), 1-10.

[26] Chin, W. W. (2009). How to write up and report PLS analyses. In Handbook of partial least squares: Concepts, methods and applications (pp. 655-690). Berlin, Heidelberg: Springer Berlin Heidelberg.

[27] Cohen, J. (1988). Statistical power for the behavioural sciences. Hilsdale. NY: Lawrence Erlbaum, 58(1), 7-19.

[28] Cohen, J. (2013). Statistical power analysis for the behavioral sciences. Academic Press.

[29] Creswell, J. W., & Creswell, J. D. (2017). Research design: Qualitative, quantitative, and mixed methods approaches. Los Angeles: Sage.

[30] Danquah, E. (2022). The influence of emotional intelligence on the work engagement of clinical leadership: Resilience as a Moderator. Hospital Topics, 100(2), Nagalingam 55-61.

[31] Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. Journal of Applied psychology, 86(3), 499-512.

[32] Diener, E., & Sim, J. H. (2024). Happiness/Subjective well-being. In Emotion theory: The routledge comprehensive guide (pp. 199-217). Routledge.

[33] Diener, E., Oishi, S., & Tay, L. (2018). Advances in subjective well-being research. Nature human behaviour, 2(4), 253-260.

[34] Djoemadi, F. R., Setiawan, M., Noermijati, N., & Irawanto, D. W. (2019). The effect of work satisfaction on employee engagement. Polish Journal of Management Studies, 19(2), 101-111.

[35] Dugan, R., Edelblum, A., Kalra, A., Lee, N. Y., & Yoon, S. (2024). How social media and flexible work arrangements harden salespeople to abusive supervision. Industrial Marketing Management, 121, 146-159.

[36] Dugan, R., Ubal, V. O., & Scott, M. L. (2023). Sales well-being: A salesperson-focused framework for individual, organizational, and societal well-being. Journal of Personal Selling & Sales Management, 43(1), 65-83.

[37] Falk, R. F., & Miller, N. B. (1992). A primer for soft modeling. University of Akron Press.

[38] Falola, H. O., Ogueyungbo, O. O., & Ojebola, O. O. (2020). Influence of workplace management initiatives on talent engagement in the Nigerian pharmaceutical industry. F1000Research, 9. doi: 10.12688/f1000research.23851.2.

[39] Gallup. (2025). State of the Gobal Workplace Report. Gallup Press. Available at: https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx.

[40] Garg, N., & Singh, P. (2020). Work engagement as a mediator between subjective well-being and work-and-health outcomes. Management Research Review, 43(6), 735-752.

[41] George, O. J., Okon, S. E., & Akaighe, G. (2022). Emotional intelligence and work engagement: a serial mediation model. Journal of Organizational Effectiveness: People and Performance, 9(2), 193-211.

[42] Good, V., Hughes, D. E., & LaBrecque, A. C. (2021). Understanding and motivating salesperson resilience. Marketing Letters, 32, 33-45.

[43] Gupta, B., Singh, R., Puri, S., & Rawat, P. S. (2022). Assessing the antecedents and outcomes of salesperson's psychological capital. Journal of Business & Industrial Marketing, 37(12), 2544-2558.

[44] Gutiérrez-Carrasco, J. A., Topa, G., & Pérez-González, J. C. (2022). Trait Emotional Intelligence and the Six Rings of Positive Self-Capital for Optimal Performance and Sustainability. In Cross-cultural Perspectives on Well-Being and Sustainability in Organizations (pp. 69-93). Cham: Springer International Publishing.

[45] Hair, J. F., Astrachan, C. B., Moisescu, O. I., Radomir, L., Sarstedt, M., Vaithilingam, S., & Ringle, C. M. (2021). Executing and interpreting applications of PLS-SEM: Updates for family business researchers. Journal of Family Business Strategy, 12(3), 100392.

[46] Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. European Business Review, 31(1), 2-24.

[47] Hamadamin, H. H., & Atan, T. (2019). The impact of strategic human resource management practices on competitive advantage sustainability: The mediation of human capital development and employee commitment. Sustainability, 11(20), 5782 ; https://doi.org/10.3390/su11205782.

[48] Hartmann, N. N., Chaker, N. N., Lussier, B., Larocque, D., & Habel, J. (2024). A theory of sales system shocks. Journal of the Academy of Marketing Science, 52(2), 261-283.

[49] Heidari, S., Maroofi, F., & Ahmadizad, A. (2017). Impact of emotional intelligence and resilience on salespersons' propensity to leave. Journal of Business Administration Research, 9(17), 225-247.

[50] Heman, O. U., Olabode, O. O., & Amram, A. (2024). Work condition factors and employee engagement:

The mediating role of psychological capital. Jurnal Manajemen dan Kewirausahaan, 26(1), 1-12.

[51] Henseler, J., & Schuberth, F. (2023). Partial least squares as a tool for scientific inquiry: Comments on Cadogan and Lee. European Journal of Marketing, 57(6), 1737-1757.

[52] Hitka, M., Kucharčíková, A., Štarchoň, P., Balážová, Ž., Lukáč, M., & Stacho, Z. (2019). Knowledge and human capital as sustainable competitive advantage in human resource management. Sustainability, 11(18), 4985 ; https://doi.org/10.3390/su11184985.

[53] Hoffmeister, M. (2018). Sustainable Employee Engagement of Salespeople at Automotive Dealerships in Germany. In Curepipe: International Business Conference Mauritius, September 2018, Business Conference Mauritius.

[54] Hu, M., Khan, F. A., Quddoos, M. U., Wu, X., & Rafique, A. (2024). The interplay between behavior-based salesforce control systems and salesperson's creative performance: a closer look at salesperson's work engagement. Current Psychology, 1-16.

[55] Joseph, D. L., & Newman, D. A. (2010). Emotional intelligence: an integrative meta-analysis and cascading model. Journal of applied psychology, 95(1), 54.

[56] Kemp, E., Anaza, N. A., Porter III, M., Davis, C. D., & Jones, E. (2025). Prioritizing wellness amidst the hustle and grind: a framework for supporting the mental health of B2B sales professionals. Journal of Personal Selling & Sales Management, 45(2), 154-173.

[57] Khoddami, S., Osanlou, B., & Darini, O. (2023). Determining the Effect of Emotional Intelligence on Export Performance Based on the Dimensions of the Communication Atmosphere: a Case Study of Carpet Exporters in Tehran and Mashhad. Commercial Surveys, 21(120), 1-30.

[58] Kuanr, A., Lyngdoh, T., Guda, S., & Pradhan, D. (2025). Think happy be happy: salesperson's personal happiness and flourishing. IIM Kozhikode Society & Management Review, 14(1), 35-47.

[59] Kumar, D. K., & Potnuru, R. K. G. (2022). Emotional intelligence and employee innovativeness: mediating role of employee psychological well-being. International Journal of Business Excellence, 1(1), 1-20.

[60] Lai, M. H. (2021). Composite reliability of multilevel data: It's about observed scores and construct meanings. Psychological methods, 26(1), 90-102.

[61] Lee, M. S., & Kim, H. S. (2020). The effects of service employee resilience on emotional labor: Double-mediation of person–job fit and work engagement. International Journal of Environmental Research and Public Health, 17(19), 10.3390/ijerph17197198.

[62] Leonidou, L. C., Aykol, B., Larimo, J., Kyrgidou, L., & Christodoulides, P. (2021). Enhancing international buyer-seller relationship quality and long-term orientation using emotional intelligence: the moderating role of foreign culture. Management International Review, 61, 365-402.

[63] Llamas-Díaz, D., Cabello, R., Megías-Robles, A., & Fernández-Berrocal, P. (2022). Systematic review and meta-analysis: The association between emotional intelligence and subjective well-being in adolescents. Journal of Adolescence, 94(7), 925-938.

[64] Loring, A., & Wang, J. (2022). Engaging Gen Z in professional selling: A systematic literature review. European journal of Training and Development, 46(5/6), 413-433.

[65] Lu, Y., Zhang, M. M., Yang, M. M., & Wang, Y. (2023). Sustainable human resource management practices, employee resilience, and employee outcomes: Toward common good values. Human Resource Management, 62(3), 331-353.

[66] Luong, T. T., Sivarajah, U., & Weerakkody, V. (2021). Do agile managed information systems projects fail due to a lack of emotional intelligence?. Information Systems Frontiers, 23, 415-433.

[67] Mayer, J. D., Caruso, D. R., & Salovey, P. (2016). The ability model of emotional intelligence: Principles and updates. Emotion review, 8(4), 290-300.

[68] Meintjes, A., & Hofmeyr, K. (2018). The impact of resilience and perceived organisational support on employee engagement in a competitive sales environment. SA Journal of Human Resource Management, 16(1), 1-11.

[69] Mérida-López, S., Carvalho, V. S., Chambel, M. J., & Extremera, N. (2023). Emotional Intelligence and Teachers' Work Engagement: The Mediating and Moderating Role of Perceived Stress. The Journal of Psychology, 157(3), 212-226.

[70] Nabhan, F., & Munajat, M. (2023). The role of work engagement and organizational commitment in improving job performance. Cogent Business & Management, 10(2), 2235819.

[71] Narayanasami, S., Joseph, M. S., & Parayitam, S. (2023). Emotional intelligence and psychological capital as moderators in the relationship between employee commitment and work engagement: evidence from

employees in banking from India. Journal of Asia Business Studies, 18(1), 136-157.

[72] Ohiomah, A., Benyoucef, M., & Andreev, P. (2020). A multidimensional perspective of business-to-business sales success: A meta-analytic review. Industrial Marketing Management, 90, 435-452.

[73] Ojo, A. O., Fawehinmi, O., & Yusliza, M. Y. (2021). Examining the predictors of resilience and work engagement during the COVID-19 pandemic. Sustainability, 13(5), 10.3390/su13052902.

[74] Peasley, M. C., Hochstein, B., Britton, B. P., Srivastava, R. V., & Stewart, G. T. (2020). Can't leave it at home? The effects of personal stress on burnout and salesperson performance. Journal of Business Research, 117, 58-70.

[75] Pincheira, F. D., Garcés, M. C., & Soria, M. S. (2023). Mediating effect of happiness and resilience between emotional intelligence and small business success. International Journal of Entrepreneurial Venturing, 15(6), 507-533.

[76] Pradhan, R. K., & Hati, L. (2022). The measurement of employee well-being: development and validation of a scale. Global Business Review, 23(2), 385-407.

[77] Pyka, S., & Zanger, C. (2020). Salesperson's Resilience and its Effect on Sales Performance in the Presence of Ambiguity-Based Role Stress and the Interplay with Proactivity: An Abstract. In Enlightened Marketing in Challenging Times: Proceedings of the 2019 AMS World Marketing Congress (WMC) 22 (pp. 351-352). Springer International Publishing.

[78] Radic, A., Arjona-Fuentes, J. M., Ariza-Montes, A., Han, H., & Law, R. (2020). Job demands–job resources (JD-R) model, work engagement, and well-being of cruise ship employees. International Journal of Hospitality Management, 88, 102518.

[79] Rafi, A., & Saeed, T. (2019). Salespersons as boundary spanners: Moderating role of salespersons' emotional intelligence in the pharmaceutical industry. Paradigms, 13(1), 32-39.

[80] Rahman, A. U., Shah, F. A., & Jan, S. (2019). The moderating role of supervisory support in the relationship of emotional intelligence and job performance of pharmaceutical sales representatives. Review of Economics and Development Studies, 5(1), 11-22.

[81] Rajabi, R., Alejandro, T. G. B., & Hashemi, H. (2024). Drivers of salespeople engagement: A justice perspective. Industrial Marketing Management, 116, 51-65.

[82] Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. International journal of environmental research and public health, 18(5), 10.3390/ijerph18052294.

[83] Rifaya, M. F. F., & Dayarathna, D. (2019). Impact of emotional labor on psychological well-being of employees: a study on medical sales representatives in Kandy district in Sri Lanka. Hum Resour Manag J, 7, 13-24.

[84] Rūtelionė, A., Šeinauskienė, B., Nikou, S., Lekavičienė, R., & Antinienė, D. (2022). Emotional intelligence and materialism: the mediating effect of subjective well-being. Journal of Consumer Marketing, 39(6), 579-594.

[85] Sánchez-Álvarez, N., Extremera, N., & Fernández-Berrocal, P. (2016). The relation between emotional intelligence and subjective well-being: A meta-analytic investigation. The Journal of Positive Psychology, 11(3), 276-285.

[86] Sarstedt, M., Hair, J. F., Pick, M., Liengaard, B. D., Radomir, L., & Ringle, C. M. (2022). Progress in partial least squares structural equation modeling use in marketing research in the last decade. Psychology & Marketing, 39(5), 1035-1064.

[87] Sawasdee, A., Saengchai, S., & Jermsittiparsert, K. (2020). The role of emotional demands, supervisor support and training opportunities towards work engagement among employees in pharmaceutical companies of Thailand. Bioscience, 11(3), 176-184.

[88] Schaufeli, W. B. (2018). Work engagement in Europe: Relations with national economy, governance and culture. Organizational Dynamics, 47(2), 99-106.

[89] Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. Journal of Happiness studies, 3, 71-92.

[90] Schlaegel, C., Engle, R. L., & Lang, G. (2022). The unique and common effects of emotional intelligence dimensions on job satisfaction and facets of job performance: an exploratory study in three countries. The International Journal of Human Resource Management, 33(8), 1562-1605.

[91] Schlegel, K., & Mortillaro, M. (2019). The Geneva Emotional Competence Test (GECo): An ability measure

of workplace emotional intelligence. Journal of applied psychology, 104(4), 559-580.

[92] Selvi, A. J. A., & Aiswarya, B. (2023). Examining the relationship between emotional intelligence and work engagement of automobile sector employees in Chennai. Rajagiri Management Journal, 17(2), 156-169.

[93] Senćanski, D., Marinković, V., Milošević-Georgiev, A., & Tadić, I. (2024a). Emotional intelligence and perceived stress in pharmacists completing post-graduate specialization programs: a cross-sectional study. Indian Journal of Pharmaceutical Education and Research, 58(2), 671-678.

[94] Senćanski, D., Tadić, I., Jocić, D., & Marinković, V. (2024b). Perceived importance of emotional intelligence for clinical pharmacy practice and suggested improvements: a focus group study of postgraduate pharmacists. International Journal of Clinical Pharmacy, 1-11.

[95] Sharma, A., Rangarajan, D., & Paesbrugghe, B. (2020). Increasing resilience by creating an adaptive salesforce. Industrial Marketing Management, 88, 238-246.

[96] Sharma, S., & Tiwari, V. (2023). Emotional intelligence and career success: Does resilience matter?. Global Business and Organizational Excellence, 42(6), 138-153.

[97] Suárez-Albanchez, J., Jimenez-Estevez, P., Blazquez-Resino, J. J., & Gutierrez-Broncano, S. (2022). Team autonomy and organizational support, well-being, and work engagement in the Spain computer consultancy industry: The mediating effect of emotional intelligence. Administrative Sciences, 12(3), 10.3390/admsci12030085.

[98] Sürücü, L., & Maslakci, A. (2020). Validity and reliability in quantitative research. Business & Management Studies: An International Journal, 8(3), 2694-2726.

[99] Tanner, E. C., Epler, R., & Tanner, J. F. (2022). Masking the role or masking the toll? The effects of career fit on salesperson burnout. Journal of Business-to-Business Marketing, 29(3-4), 335-352.

[100] Triantafillidou, E., & Koutroukis, T. (2022). Human resource management, employee participation and European Works Councils: The case of pharmaceutical industry in Greece. Societies, 12(6), 167.

[101] Tuan, L. T. (2022). Leader crisis communication and salesperson resilience in face of the COVID-19: The roles of positive stress mindset, core beliefs challenge, and family strain. Industrial Marketing Management, 102, 488-502.

[102] Urbach, N., & Ahlemann, F. (2010). Structural equation modeling in information systems research using partial least squares. Journal of Information technology theory and application, 11(2), 5-40.

[103] Widowati, P. D., & Satrya, A. (2023). Do Emotional Intelligence and Ethical Leadership Elevate Work Engagement? The Mediating Role of Psychological Capital. Media Ekonomi dan Manajemen, 38(1), 186-204.

[104] Winter, C. G., Zacharias, N. A., de Jong, A., & Habel, J. (2024). The stress of prospecting: Salesperson genetics and managerial remedies. Industrial Marketing Management, 120, 146-159.

[105] Winwood, P. C., Colon, R., & McEwen, K. (2013). A practical measure of workplace resilience. Journal of occupational and environmental medicine, 55(10), 1205-1212.

[106] Wiroko, E. P., & Sugiharti, D. (2022). Gratitude and work engagement: The mediating role of employee resilience. INSPIRA: Indonesian Journal of Psychological Research, 3(2), 38-50.

[107] Wong, C. S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. The leadership quarterly, 13(3), 243-274.

[108] Wut, T. M., Xu, J., & Lee, S. W. (2022). Does gender matter? Effect of colleagues' support on work engagement of salespeople. Sustainability, 14(12), 7069. https://doi.org/10.3390/su14127069.

[109] Yao, G., Dato'Mansor, Z., Ghazali, H. B., & Yan, Z. (2024). Impact of psychological capital on job satisfaction: Moderating role of perceived organizational support and emotional intelligence. Environment and Social Psychology, 9(6). https://doi.org/10.59429/esp.v9i6.2444.

[110] Zameer, H., Wang, Y., Yasmeen, H., Mofrad, A. A., & Waheed, A. (2018). Corporate image and customer satisfaction by virtue of employee engagement. Human Systems Management, 37(2), 233-248.

[111] Zhao, X., Lynch, J. G., & Chen, Q. (2010). Reconsidering Baron and

[112] Kenny: Myths and truths about mediation analysis. Journal of

[113] Consumer Research, 37, 197-206.

[114] Zheng, X., YU, Y., & LIU, X. (2022). The effect of spouse emotional intelligence on employee work engagement: The mediating role of employee life well-being and the moderating role of gender. Acta Psychologica Sinica, 54(6), 646-664