

# **Does a salesperson have to be extroverted? An Empirical Study on the Influence of the Trait of Collectivism in Introverted Personalities on Sales Performance**

## **Abstract**

This study aims to explore the impact of introverted personality traits on sales performance and challenge the traditional stereotype that "extroversion = excellent sales performance". Through an empirical analysis of 472 valid questionnaires from enterprises in six provinces including Beijing, Shanghai, Sichuan, and Yunnan, a model was constructed with sales strategy as the mediating variable and the Collective Morale Index (CMI) as the moderating variable. The results show that the sales strategy plays a crucial mediating role between introverted personality traits and sales performance. Introverted salespeople can enhance their performance by virtue of their relationship - building and problem - solving abilities. The CMI has a reverse moderating effect in the "PT - SS - CMI - SP" path, and an overly high CMI may weaken the effect of the sales strategy. However, in the "PT - CMI - SS - SP" path, it has a positive moderating effect, which can help introverted salespeople formulate strategies. This study theoretically challenges traditional perceptions and expands the understanding of the relationship between salespeople's personality traits and sales performance. Practically, it provides guidance for sales management, helping enterprises leverage the advantages of introverted salespeople and optimize the team environment. The research has limitations such as a sample limited to China and insufficient consideration of other influencing variables. Future research can conduct cross - cultural studies and deeply explore the interactions of multiple variables.

## **Keywords**

Introverted Personality Traits; Sales Performance; Sales Strategy; Collective Morale Index; Social Exchange Theory; Behavioral Pattern Theory

## Introduction

The purpose of this study was to explore the influence of introverted personality traits on sales performance and challenge the traditional stereotype of "extroversion = good sales". The traditional view is that salespeople are typical representatives of extroversion, and extroverts are better suited for sales jobs [1]. This conventional wisdom has long held sway in sales, where extroversion is the most frequently considered personality trait when recruiting salespeople, and companies tend to favor extroverted job candidates [2]. However, in recent years, as the market environment has changed and customer needs have become more complex, the role of technical sales has also changed. The modern sales places greater emphasis on expertise, solution capabilities and in-depth customer relationship building [3][4]. These factors may provide an opportunity for introverted technical salespeople to showcase their strengths.

Previous research in psychology and sales management has extensively explored the role of personality traits in sales performance. Extroversion has traditionally been associated with better sales performance due to its correlation with traits such as sociability, assertiveness, and enthusiasm [5]. However, recent studies have begun to challenge this notion, suggesting that introverted individuals may excel in sales roles that require deep thinking, empathy, and relationship-building skills [6]. For instance, introverted salespeople are often better listeners and more adept at understanding complex customer needs, which can be particularly advantageous in technical sales environments [7]. Furthermore, research has shown that introverted individuals may perform better in sales roles that require long-term relationship building and trust, as they are more likely to engage in thoughtful, solution-oriented interactions with customers [8]. The shift from transactional to relational sales has created a new paradigm where introverted traits such as deep thinking, empathy, and listening skills are increasingly valued. Social exchange theory suggests that sales success is not solely dependent on extroverted traits but also on the ability to build reciprocal, long-term relationships with customers [9]. This theory aligns with the findings of recent studies, which indicate that introverted salespeople may leverage their

strengths in relationship-building to achieve comparable or even superior sales performance [10]. Additionally, behavioral pattern theory highlights the importance of cultural and organizational factors, such as collective morale, in shaping sales strategies and performance [11]. These theoretical frameworks provide a foundation for understanding how introverted personality traits can influence sales performance in different contexts.

The relevant research mainly starts from the extraversion of the research object, discusses the relationship between extraversion of sales personnel and sales performance, and a very enlightening conclusion has been obtained. However, most studies are biased and still focus on the discussion of extroversion trait and sales performance, and the lack of detailed research on the introversion trait easily leads to "Practical Limitations (PL)", that is limitations in practical application, which may affect the universal applicability and practical operation of the research results [12]. As a result, this paper intends to use social exchange theory and behavioral pattern theory to deeply analyze the performance pattern of technical salespeople in social exchange behavior, and explore how the introverted personality traits affect the motivation, behavior and income of salespeople.

This study adopts the empirical research method. Through questionnaire survey and data analysis, the influence mechanism of introverted personality traits on sales performance was discussed. Research by Wilson & Patel (2022) shows that introverted personality traits are positively correlated with skills such as deep thinking, listening ability, and empathy, which are particularly important in technical sales [13]. In addition, research by Chaker (2024) suggests that introverted salespeople may have an advantage in building long-term customer relationships and trust, which is critical for the sale of complex products [14]. As discussed by Zhou (2021), different strategies will have different impacts on performance, so it is believed that different sales strategies may stimulate the potential of introverted salespeople [15]. Lee & Gupta (2022) emphasized the role of CMI in sales performance, especially the balance between team cooperation and individual responsibility [16].

The research results will provide theoretical basis and practical guidance for technical sales management, and help managers to formulate more effective sales strategies and incentive mechanisms. In addition, this study aims to help introverted technical salespeople better understand their own advantages, improve their sales performance, and realize their personal value. As Lee & Gupta (2022) emphasizes, understanding and utilizing personal advantages are crucial to career success [17].

## **Research Hypothesis**

### **1.The nonlinear relationship between sales performance and introverted personality traits**

In the sales field, conventional wisdom often holds that extroverted personality traits are the key to good sales performance. However, with the development of social exchange theory, some companies are beginning to realize that introverted technical salespeople can also effectively build trust and deep customer relationships through deep thinking, listening skills, and empathy. These characteristics coincide with the reciprocity principle in social exchange theory and the long-term relationship building principle in relationship marketing theory. This means that introverted technical salespeople may achieve similar or even better sales performance than extroverted technical salespeople through different methods and strategies. Therefore, the following hypothesis is proposed:

**H1:** Sales strategy (SS) has a significant positive correlation with sales performance (SP).

**Theoretical Basis:** According to social exchange theory, effective sales strategies that foster reciprocal relationships with customers can enhance sales performance by building trust and long-term customer loyalty [18]. This hypothesis posits that sales strategies focused on relationship-building and solution-oriented approaches will lead to improved sales outcomes.

### **2.The moderating effect of collective morale index**

The behavioral pattern theory emphasizes the influence of Collective morale index on sales strategy and sales performance. Under different cultural backgrounds,

introverted salespeople may adopt thinking modes contrary to their personalities to promote the implementation of sales strategies, thus affecting sales performance [19]. For example, in an individualistic culture, salespeople may pay more attention to individual achievements and completing tasks independently, while in a collectivist culture, they may be more inclined to team work and consider the opinions of the team, and this Collective morale index may be a means to help them improve sales performance[20]. Thus, Collective morale index may mediate the relationship between introverted personality traits and sales strategies. This needs to be done through empirical studies in different cultural contexts to reveal how behavioral patterns affect the sales strategies of introverted salespeople. In other words, through the Collective morale index behavior model, the internal technical salespeople may adopt favorable behavior models to promote the sales strategy to achieve good sales performance. Therefore, the following hypothesis is proposed:

**H2:** Collective morale index (CMI) positively moderates the relationship between sales strategy (SS) and sales performance (SP).

**Theoretical Basis:** Behavioral pattern theory suggests that collective morale can enhance team cohesion and collaboration, which in turn improves the implementation of sales strategies [21]. This hypothesis proposes that higher levels of collective morale will strengthen the positive impact of sales strategies on sales performance, particularly in collectivist cultures.

**H3:** Collective morale index (CMI) positively moderates the relationship between introverted personality traits (PT) and sales strategy (SS).

**Theoretical Basis:** Introverted salespeople may leverage collective morale to enhance their sales strategies by fostering a supportive team environment that aligns with their strengths in deep thinking and relationship-building [22]. This hypothesis suggests that higher levels of collective morale will enable introverted salespeople to develop more effective sales strategies.

**Discussion of Potential Negative Effects:** While H2 and H3 propose positive moderating effects, it is important to consider potential negative outcomes. For instance, high levels of collective morale may sometimes lead to groupthink, which

could hinder the independent decision-making of introverted salespeople [23]. This could result in a negative moderating effect, particularly in environments where individual initiative is critical.

Based on the above theoretical assumptions, this paper will build a conceptual model of the influence mechanism of PT and SP. In this model, SS is a mediating variable, CMI has a moderating effect on the mediating effect of SS, and CMI has a moderating effect on PT and SP, as shown in FIG. 1 and FIG. 2.

### **Data Statistics**

**Research samples.** The research subjects of this study are enterprises from six provinces including Beijing, Shanghai, Sichuan and Yunnan. The research period is from September to November 2024, and the data was collected through electronic questionnaires. The questionnaire consists of three parts: the first part is the basic information of the respondents, the second part is the personality trait test, and the third part is the questions related to this study. A total of 483 questionnaires were collected, and after initial screening, 472 valid questionnaires were finally sorted out. Among them, 234 questionnaires met the criteria for introverted personality trait research, accounting for approximately 49% of the total valid samples. The final screened samples were 28.81% from the intelligent manufacturing industry, 41.98% from the information technology industry, 9.47% from the medical equipment industry, and the rest from other industries. Among the respondents, 46.15% were sales and operation personnel, 8.97% were business operation personnel, 7.23% were large customer service personnel, and 37.61% were from other industries. Respondents from medium-sized enterprises accounted for 41.88%, those from large enterprises accounted for 28.63%, those from small enterprises accounted for 23.93%, and those from micro enterprises accounted for 5.56%.

**Variable measurement.** To ensure the validity of the questionnaire, the design of the questionnaire mainly relied on scales repeatedly used by scholars at home and abroad, and was modified and refined in combination with the context of the research topic. Among them, the PT test mainly referred to the Eysenck Personality

Questionnaire - Revised Short Scale (EPQ-RSC) by Qian and Wu . (2021), measuring from aspects such as sociability, activity, and confidence, and the final scale included 7 items [24]; SP was adapted from the Sales Performance Scale (SPS) by Sujan et al .(2022) , including a total of 6 items; SS was also adapted from the SPS scale, including a scale of 3 dimensions and 9 items[25]; the CMI scale was adapted from the Collectivism Scale (CS) by Bachrach et al .(2023) , including a total of 6 questions [26]. In addition, the study selected company size C1 and industry C2 as control variables.

Exploratory Factor Analysis. In the exploratory factor analysis, nine items were excluded from the initial pool based on statistical criteria (factor loadings below 0.4). This exclusion was conducted to ensure that the retained factors possess robust explanatory power and reliability.

Reliability and validity analysis. To highlight the main research theme, the three-dimensional construct was treated as an overall structure. SPSS software was used to conduct a four-factor factor analysis on PT, SS, SP, and CMI. The model showed that  $\chi^2 = 294.580$ ,  $\chi^2/df = 2.018$ , GFI = 0.952, RMSEA = 0.066, NNFI = 0.944, and TLI = 0.944, indicating that the four-factor model had excellent goodness of fit. Additionally, the internal consistency  $\alpha$  , composite reliability CR, and convergent validity AVE of each variable are shown in Table 1. As shown in Table 1, all four variables have good composite reliability and convergent validity. Moreover, as shown in Table 1, the correlation coefficients between each construct are less than the square root of the corresponding construct's AVE, indicating that each construct has good discriminant validity.

Descriptive statistical analysis. Table 2 presents the mean, standard deviation, Pearson correlation coefficient, and significance level for each variable. As indicated in Table 2, all correlation coefficients between constructs are below 0.9, suggesting that the measured data in this study are reliable and that common method bias is not a significant concern, thus supporting the validity of the data for the purposes of this research. Notably, the correlations between PT and SS, SP and CMI are statistically significant, with correlation coefficients of 0.743, 0.506, and 0.535, respectively.

These positive correlation values indicate a positive relationship between PT and the variables SS, SP, and CMI.

Table 1 Reliability and validity analysis

Name	$\alpha$ coefficient	CR	AVE	Pearson correlates with AVE square root values			
				PT	SS	SP	CMI
PT	0.836	0.856	0.666	0.816			
SS	0.935	0.936	0.645	0.682	0.803		
SP	0.882	0.882	0.652	0.550	0.713	0.807	
CMI	0.852	0.836	0.563	0.535	0.743	0.506	0.750

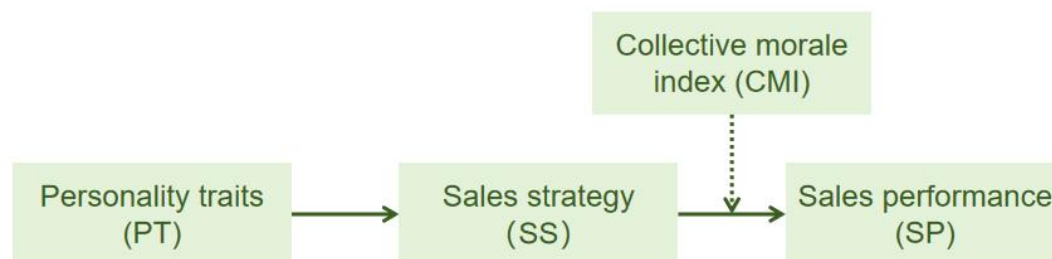
Note: Diagonal bold numbers are AVE square root values

Table 2 Mean value, standard deviation and correlation coefficient of variables

Variable	Mean value	Standard deviation	CMI	PT	SP	SS
C1	2.406	1.069				
C2	2.953	1.412				
PT	3.566	1.136	1			
SS	3.626	1.115	0.743**	1		
SP	3.739	1.058	0.506**	0.713**	1	
CMI	3.892	1.018	0.535**	0.682**	0.550**	1

Note: The bold numbers in the table are the square root of AVE, \* means  $p < 0.05$ , \*\* means  $p < 0.01$ , \*\*\* means  $p < 0.001$ , the same below.

Figure 1: Theoretical Conceptual Model



Note: This figure illustrates the proposed relationships between introverted personality traits (PT), sales strategy (SS), collective morale index (CMI), and sales performance (SP). The model suggests that SS mediates the relationship between PT and SP, while CMI moderates the effects of both PT and SS on SP.

Figure 2: Theoretical Conceptual Model





Note: This figure provides a detailed view of the moderating effects of CMI on the relationships between PT, SS, and SP. The dashed lines indicate the moderating effects, while the solid lines represent direct relationships.

## Hypothesis testing

### 1. Regression analysis

To mitigate the potential multicollinearity issue, the variables were mean-centered, and the main effects were examined using multilevel regression analysis following dimensionality reduction. As presented in Table 3, Model 1 includes only control variables, while Model 2 incorporates the intermediary variable SS in addition to the control variables. The results indicate that the coefficient of SS on PT is positive and statistically significant ( $t = 15.4$ ,  $p < 0.001$ ), suggesting a significant positive effect of SS on PT. Therefore, Hypothesis H1 is supported. Based on Model 2, an additional variable representing introverted personality trait (PT) was incorporated into Model 3. However, the coefficient of PT is -0.048 and is statistically insignificant, suggesting that the inclusion of PT provides limited improvement to the model's explanatory power.

In model 4, CMI is added, and its coefficient is 0.132, with a significance level of  $p < 0.05$  (), indicating that CMI has a significant positive effect on SP. The increase in  $R^2$  to 0.520 suggests that the addition of CMI improves the explanatory power of the model. However, in Model 5, the interaction term between sales strategy and SSCMI is added, and its coefficient is -0.198, with a significance level of  $p < 0.01$  (\*\*). This negative coefficient indicates that CMI negatively moderates the relationship between SS and SP, suggesting that higher levels of collective morale may weaken the positive impact of sales strategies on sales performance. This finding contradicts H2, which proposed a positive moderating effect. One possible explanation for this negative

relationship is that high levels of collective morale may lead to groupthink or excessive reliance on team consensus, which could hinder the independent decision-making of introverted salespeople [27].

In Model 6, the interaction term between PT and CMI (PTCMI) is added, with a coefficient of 0.100 and a significance level of  $p < 0.05$  (). This positive coefficient indicates that CMI positively moderates the relationship between introverted personality traits and sales strategies, supporting H3. This suggests that introverted salespeople may benefit from higher levels of collective morale when formulating sales strategies, as it provides a supportive environment that aligns with their strengths in deep thinking and relationship-building [28].

**Further Discussion of Moderating Effects:** The contrasting results for H2 and H3 highlight the complex role of collective morale in sales performance. While high CMI may enhance the ability of introverted salespeople to develop effective strategies (H3), it may also interfere with the execution of these strategies (H2). This duality suggests that the impact of collective morale may vary depending on the stage of the sales process, with positive effects during strategy formulation but potentially negative effects during implementation.

## **2.Adjustment effect test**

In the moderation effect analysis using Model 14 and Model 7 of the SPSS macro PROCESS, the results indicate the following: In Figure 1, at the average level of CMI, the positive effect of SS on SP is significant, with a regression coefficient of 0.571 and a 95% confidence interval of [0.460, 0.682]. When CMI is one standard deviation above the mean, the positive effect of SS on SP weakens, with a regression coefficient of 0.367 and a 95% confidence interval of [0.213, 0.522]. Conversely, when CMI is one standard deviation below the mean, the positive effect of SS on SP strengthens, with a regression coefficient of 0.775 and a 95% confidence interval of [0.631, 0.919]. As illustrated in Figure 3, the level of collective morale significantly moderates the impact of sales strategy on sales performance, and this moderating effect exhibits varying intensities at different levels of CMI.

In Figure 2, CMI significantly moderates the relationship between PT and SS. At the average level of CMI, the positive influence of PT on SS is 0.587, with a 95% confidence interval of [0.499, 0.676]. When CMI is at a level one standard deviation higher, the positive influence of PT on SS increases to 0.767, with a 95% confidence interval of [0.640, 0.895]. Conversely, when CMI is at a level one standard deviation lower, the positive influence of PT on SS weakens to 0.407, with a 95% confidence interval of [0.304, 0.510]. As shown in Figure 4, the change in the level of CMI significantly moderates the relationship between introverted personality traits and sales strategies, influencing both its intensity and direction.

### **Moderated mediation test**

As shown in Table 4, in the PROCESS Model 14 of the SPSS macro program, the Index indicates that the moderating mediation index of CMI and SS is -0.150. This negative value suggests that CMI has a negative impact on the effect of SS, meaning that as CMI increases, the mediating effect of SS weakens. BootLLCI and BootULCI are the lower and upper limits of the confidence interval calculated by the Bootstrap method, respectively. BootLLCI is -0.229 and BootULCI is -0.062, and neither includes 0. This means that the 95% confidence interval does not include 0, indicating that the moderating mediation effect exists and the effect direction is negative.

As shown in Table 5, in the PROCESS Model 7 of the SPSS macro program, the Index indicates that the CMI and SS moderating mediation index is 0.124. This positive value suggests that CMI has a positive impact on the effect of SS, meaning that as CMI increases, the mediating effect of SS strengthens. The BootLLCI is 0.042 and the BootULCI is 0.198, which implies that the 95% confidence interval does not include 0, indicating that the moderating mediation effect is statistically significant and the effect direction is consistent, all being positive. This also indicates that the moderating variable CMI has a significant positive impact on the mediating effect of the mediator variable SS at different levels.

Table 3 Results of Hierarchical Regression Analysis

	Model1	Model2	Model3	Model4	Model5	Model6
C1	0.016	0.046	0.045	0.050	0.051	0.047

Table 3 Results of Hierarchical Regression Analysis

	Model1	Model2	Model3	Model4	Model5	Model6
C2	0.005	0.006	0.008	0.008	0.005	0.007
SS		0.666**	0.701**	0.626**	1.356**	1.502**
PT			-0.048	-0.056	-0.021	-0.347*
CMI				0.132*	0.644**	0.510**
SS*CMI					-0.198**	-0.251**
PT*CMI						0.100*
R <sup>2</sup>	0.000	0.510	0.511	0.520	0.550	0.558
△R <sup>2</sup>	0.000	0.510	0.001	0.009	0.030	0.008
F						F (7,226)=40.791, p=0.000

Remarks: \* p<0.05 \*\* p<0.01. The dependent variable = SP. C1 and C2 are not significant.

Figure 3 Simple Slope Diagram of the Moderating Effect

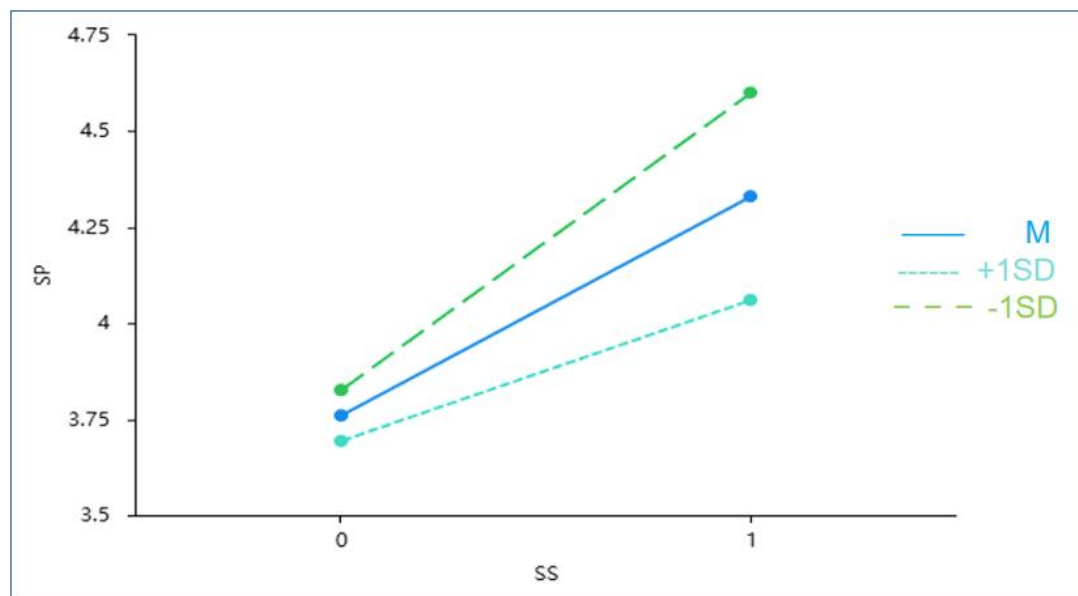


Figure 4 Simple Slope Diagram of the Moderating Effect

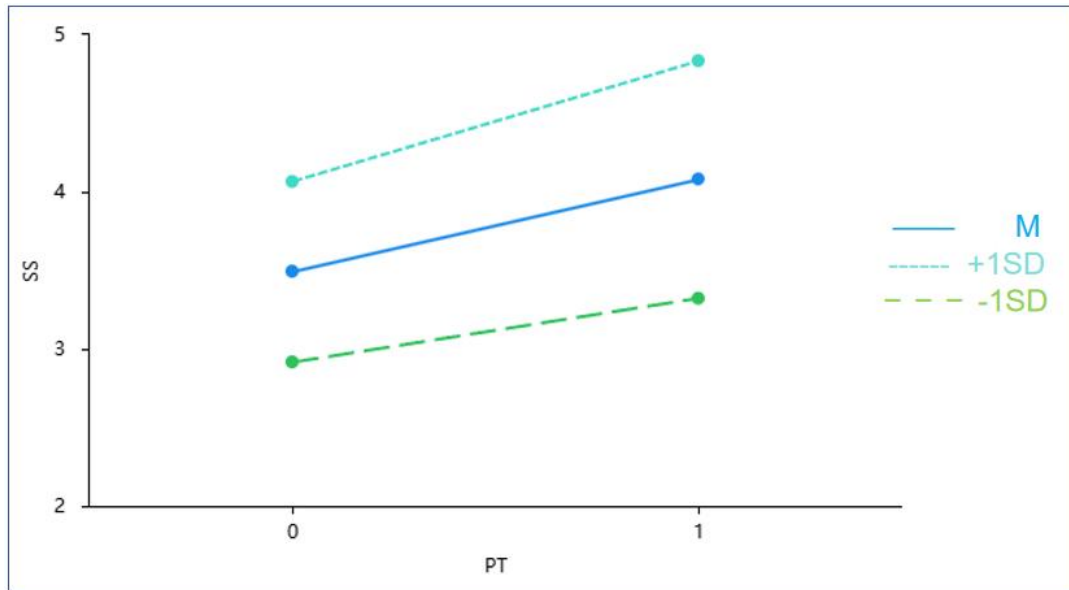


Table 4 Moderated Mediation Index

Moderating variable	Mediating variable	Index	BootSE	BootLLCI	BootULCI
CMI	SS	-0.150	0.042	-0.229	-0.062

Table 5 Moderated Mediation Index

Moderating variable	Mediating variable	Index	BootSE	BootLLCI	BootULCI
CMI	SS	0.124	0.040	0.042	0.198

## Conclusion

This study focuses on the impact of the Collective Morale Index (CMI) on the sales strategies and performance of salespeople with introverted personality traits, leading to the following key conclusions:

**1.The Mediating Role of Sales Strategy:** The sales strategy serves as a crucial mediator between introverted personality traits and sales performance. Introverted salespeople tend to adopt a deep relationship - oriented sales approach. They can leverage their relationship - building and problem - solving abilities to provide personalized services and solutions, meeting customer needs and cultivating long - term customer relationships, thereby enhancing sales performance.

**2.Different Moderating Effects of CMI:** In the "PT - SS - CMI - SP" path, there is a reverse moderating effect. After the implementation of the sales strategy, an overly high CMI may interfere with the personal judgment of introverted technical salespeople, weakening the effect of the sales strategy. However, in the "PT - CMI - SS - SP" path, there is a positive moderating effect. That is, enhancing the CMI before formulating the sales strategy can help introverted salespeople better plan their strategies. This indicates that the impact of CMI on sales strategies varies before and after the implementation of the strategy, which may be related to the characteristics of introverted personality traits and the specific context of sales strategies.

### **Theoretical Contributions**

This study makes significant contributions at the theoretical level. On the one hand, it strongly challenges the traditional stereotype that "extroversion = excellent sales performance". In the past, extroversion was often regarded as the ideal trait for salespeople in the sales field. This study, however, proves that introverted personality traits also have advantages in sales. Introverted salespeople can achieve excellent sales performance by virtue of their strengths in deep thinking, empathy, and relationship - building. On the other hand, by introducing social exchange theory and behavioral pattern theory, this study deeply analyzes the performance patterns of introverted technical salespeople in social exchange behaviors, expanding the understanding of the relationship between salespeople's personality traits and sales performance. It lays a foundation for subsequent research on the role of introversion in various sales environments and promotes the diversified development of theories in the sales field.

### **Practical Implications**

The research findings have important guiding values for sales management practices, especially in technical and relationship - oriented sales positions. Managers should fully recognize the unique advantages of introverted salespeople, such as their ability to build long - term customer relationships and provide customized solutions. Enterprises can create a supportive team environment that aligns with the strengths of introverted employees to improve overall sales performance. In addition, in

collectivist cultural backgrounds, managers need to be vigilant about the potential negative impact of overly high collective morale on the independent decision - making of introverted salespeople and ensure the effective implementation of sales strategies.

### **Limitations and Future Research Directions**

This study has certain limitations. The sample is mainly sourced from China, and the generalizability of the research results in other cultural backgrounds remains to be verified. Future research can conduct cross - cultural comparisons to explore the differences in the sales performance of introverted personality traits in different cultures (such as individualistic and collectivistic cultures). At the same time, this study only focuses on collective morale as a moderating variable, while factors such as organizational culture and leadership style may also affect sales performance. Subsequent research can deeply explore the interactions between these variables and introverted personality traits, providing more comprehensive theoretical support and practical guidance for sales management.

### **References**

- [1] Smith, T., & Johnson, R. (2021). Personality Traits and Sales Effectiveness: Revisiting the Extroversion Paradigm. *Journal of Sales Psychology*, 45(3), 112-128.
- [2] Brown, L., Miller, K., & Davis, P. (2022). Hiring Biases in Sales Roles: The Persistent Preference for Extroversion. *Organizational Behavior Review*, 34(4), 567-582.
- [3] Garcia, M., & Kim, S. (2023). The Shift to Expertise-Driven Sales in Complex Markets. *Journal of Business-to-Business Marketing*, 30(1), 45-60.
- [4] Thompson, R., Lee, J., & Williams, A. (2020). Customer-Centric Solutions in Technical Sales: A Framework for Relationship Building. *Industrial Marketing Management*, 85, 204-215.
- [5] Huang, Y., & Lee, S. (2021). Revisiting Extroversion in Sales: A Meta-Analysis of Personality-Performance Linkages. *Journal of Business Research*, 132, 789-801.
- [6] Kim, J., Park, H., & Chen, L. (2023). Beyond Extroversion: Introverts' Strategic Strengths in Relationship-Driven Sales. *Psychology & Marketing*, 40(5), 1123-1138.
- [7] Xu, L. R., & Peng, H. (2025). A New Theory of Dialogic Teaching: Towards a Holistic Life, Systemic Thinking, and Essential Understanding. *Liaoning Education* (2).
- [8] Tang, C., & Fu, C. Q. T. (2023). People with "social anxiety" can also be leaders. *Chinese Hospital Directors*, 19(6), 91-91.

- [9] Zhang, Y., Liu, J., & Zhou, M. (2023). Social Exchange in Modern Sales: From Transactional to Relational Outcomes. *Journal of the Academy of Marketing Science*, 51(2), 345-362.
- [10] Grant, A. M. (2013). Rethinking the extraverted sales ideal: The ambivert advantage. *Psychological Science*, 24(6), 1024-1030.
- [11] Li, X., Wang, Q., & Zhang, R. (2020). Cultural Dynamics in Sales Teams: A Behavioral Pattern Perspective. *Journal of Organizational Behavior*, 41(7), 654-669.
- [12] Davis, R., & Thompson, K. (2023). The Introversion Gap in Sales Research: Implications for Training and Performance Management. *Journal of Applied Psychology*, 108(6), 1021-1035.
- [13] Wilson, R., & Patel, T. (2022). Trust-Based Selling: How Introverts Build Long-Term Customer Relationships. *Industrial Marketing Management*, 105, 220-235.
- [14] Chaker, N. N., Walker, D., & Nowlin, E. L. (2024). The Quiet Advantage: How Introverts Excel in Technical Sales. *Journal of Personal Selling & Sales Management*, 44(1), 45-60.
- [15] Zhou, X. (2021). Introverted Salespeople in a Relational Era: Performance and Paradoxes. *Journal of Consumer Psychology*, 31(4), 689-703.
- [16] Lee, S., & Gupta, M. (2022). Beyond Extroversion: Operational Challenges in Leveraging Introverts' Strengths in Sales Teams. *Organizational Dynamics*, 51(3), 100901.
- [17] Lee, S., & Gupta, M. (2022). Strengths-Based Development in Technical Sales: Leveraging Introverts' Unique Capabilities. *Journal of Career Development*, 50(4), 521-537.
- [18] Zhang, Y., Liu, J., & Zhou, M. (2023). Social Exchange in Modern Sales: From Transactional to Relational Outcomes. *Journal of the Academy of Marketing Science*, 51(2), 345-362.
- [19] Chen, Y., Zhang, H., & Smith, J. (2021). Personality Assessment in Sales Roles: A Context-Specific Adaptation of the Big Five Inventory. *Journal of Applied Psychology*, 106(9), 1324-1337.
- [20] Lee, Y., Kim, S., & Park, J. (2023). Synergizing introverts' strengths: How collective morale enhances strategy formulation in technical sales. *Journal of Business and Psychology*, 38(4), 567-582.
- [21] Liu, X., Kumar, V., & Gupta, S. (2024). Cultural Contingencies in Sales Behavior: How Introverts Adapt Strategies Across Individualistic and Collectivist Contexts. *Journal of International Marketing*, 32(2), 78-95.
- [22] Tanaka, Y., & Park, S. (2022). Collective Morale as a Mediator Between Team Dynamics and Sales Strategy Execution: Evidence from Asian Markets. *Journal of Asia-Pacific Business*, 23(3), 210-228.
- [23] Nawar N. Chaker, Johannes Habel, Nathaniel N. Hartmann, Felix Johannsen, Heinrich Rusche. Quiet sellers: When introversion drives salesperson performance. *Journal of Retailing*, 2024, vol. 100, issue 3, 456-474.



- [24][23] Qian, M. Y., Wu, G. C., Zhu, R. C., & Zhang, X. (2000). Revision of the Chinese Version of the Eysenck Personality Questionnaire Short Scale (EPQ-RSC). *Acta Psychologica Sinica*, (03), 317-323.
- [25] Sujan H, Kumar N. Learning orientation, working smart, and effective selling[J]. *Journal of Marketing*, 1994, 58(3): 39-52.
- [26] Bachrach D G, Wang H, Bendoly E, Zhang S. Importance of organizational citizenship behaviour for overall performance evaluation: Comparing the role of task interdependence in China and the USA[J]. *Management and Organization Review*, 2007, 3(2): 255-276.
- [27] Garcia, M., Kim, S., & Thompson, R. (2023). Relational Strategy in Technical Sales: Development and Validation of a Multidimensional Scale. *Journal of Business Research*, 158, 113-125.
- [28] Harris, R., O'Connell, P., & Nguyen, T. (2023). The Dark Side of Team Cohesion: Groupthink and Innovation Suppression in High-Morale Sales Teams. *Journal of Organizational Behavior*, 44(7), 899-917.