

Effectiveness of Sales Training and Evaluation in Banking Sector (A Case Study of Western U. P.)

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Abstract

Sales employees training is one of the major issues faced by all the organizations. One of the major responsibilities of sales managers therefore is to motivate subordinates to work efficiently and effectively. The study is planned to investigate the behavioral practices after training and its impact on the organizations. This paper attempts to examine and evaluate the training effectiveness of the sales personnel concerned with targets achievements in banking sector. Sampling technique was employed. Sample of 225 respondents were asked to fill up the structured questionnaire. Data collection comprises of both primary data and secondary data. Chi square method and percentage analysis methods are used to test the hypothesis. The findings of the research reflect that majority of the respondents accepted the fact that the proper training should be provided and also stressed that action based training should be provided.

Key words: Sales personnel, Training, Effectiveness, Skills

Introduction

To recruit qualified sales personnel is an ongoing challenge for many organizations. One of the main reasons sales departments' experience of high turnover rate is because organizations are not placing the right people into right jobs. Organizations should focus to promote their best sales people and also ensure that they should have talented sales people lined up to fill up positions. Hence a strong and talented sales team is essential for the survival of any business because they are responsible for bringing revenue for the company.

It is a well known fact that many sales representatives work distantly from their manager, hence for many organizations retaining and motivating them is a challenging task. There is a need to establish a positive working relationship with the manager. There should be no discrimination on the grounds of age, sex, marital status, race religion etc to carry out normal job duties.

When a suitable sales candidate is identified, the following factors are to be considered such as academic, professional and technical qualifications, work experience, job knowledge etc. The ability to sell requires a different set of

skills and therefore the transition from sales person to effective sales manager, organizations need to clearly define the competencies and qualities required for the job and also the working culture of the company/organization. The sales representatives in general can be broadly classified as competitive and motivated by individual rewards and the sales manager's incentive is largely based on the performance of their team.

It is therefore very essential, the assessment of the candidates and due recommendations of the interviewers should be properly documented after the suitable candidate is identified. For the organizations it is very important to establish a competency model that reflects the organizations culture in terms of skill, attributes for the successful sales managers. Sales personnel who are not trained should therefore be given proper training to establish a strong base of understanding the organizational culture, its products, basic skills and procedures etc.

It is not out of place to mention that increasing sales effectiveness is one of the major business agenda in most of the organizations. The organizations that recruit right sales employees can enhance sales performance through proper training and development

Objective of the Study

- a. To study the role of management towards training of sales employees.
- b. To study the scope of sales representatives growth in the organization as a consequence of training
- c. To study the benefits to sales personnel for the effectiveness of the organization.
- d. To evaluate post training effectiveness of sales personnel.

Scope of the Study

1. This study emphasizes the importance of training process in organizations.
2. This research will provide base for the future research for the long term growth of the organizations.

Literature Review

According to Haywood (1992), in any business situation, training is one of the many factors that increase the individual and organizational performance. Hung (2001), suggests that training evaluation in organizations focuses only on the quantity of training and not on the quality of training program.

Kirkpatrick (1998) mentioned that there are four major components of training evaluation namely behavioral changes, learning, reaction and return on investment. Whether the organizations are in private or public sector agree that training and development are the key factors for the growth of organizations, Noe (2002)

According to Chang and Ho (2001) considers training and development are not necessary because most organizations are not sure about the benefits reaped from training towards organizational performance. However, Goldstien and Ford (2002) mentioned about the very importance of training methods for improving job performance and improving employee's performance in organizations. Sivakumar (2012) stated that performance of sales employees are important to recognize the need for training so as to provide quality services.

Research Hypotheses

H01- There is no significant difference between Age and level of participation of sales employees
 H02 – There is no association between the educational level and the impact of training to sales employees

Research Methodology

Research Design: The study area was confined to Western Uttar Pradesh. A convenient sampling (non-probability) sampling method of 225 sales employee was taken up for the current study in which the respondents were asked to fill up the structured questionnaire.

Data Collection: Data collection comprises of both primary and secondary data. Primary data was collected by means of well developed, structured and verified scale. The data was collected in a period of 28 days and then the data was fed into SPSS for analysis and evaluation.

Data Analysis: In order to find out whether there is any association between two attributes; Chi-Square test and percentage analysis are used for analysis.

Research Findings and Discussion

Table-1

Is it important to conduct need based training and evaluation

Scale	No. of Respondents	Percentage
Strongly Agree	122	54.23
Agree	48	21.33
Disagree	38	16.88
Undecided	17	7.56
Total	225	100

Inference

Table 1 clearly indicates that 54 percent respondents strongly agree that need based training and evaluation be done while 16 percent disagree with the evaluation method be included

in training of sales personnel while 7 percent were undecided about training evaluation.

Table 2
Should action based training be given to sales personnel

Scale	No. of Respondents	Percentage
Strongly Agree	99	44.02
Agree	103	45.79
Disagree	13	5.79
Undecided	10	4.40
Total		

Inference:

It is evident from table 2 that almost 90 percent respondents agree that action based training should be given to sales personnel for the overall development while 6 percent were of the view that it is not required.

Table 3
Whether proper induction be given to sales force before training

Scale	No. of Respondents	Percentage
Strongly Agree	115	51.11
Agree	76	33.78
Disagree	23	10.22
Undecided	11	4.89
Total	225	100

Inference:

Table 3 displays a clear picture that 51 percent respondents agree that companies should give proper induction to the sales employees so that they become aware of other departments of the organization as well whereas 33 percent also agree with the statement ,however 10 percent respondents thinks negative about induction program.

Table 4

Is the course structure of the training program relevant

Scale	No. of Respondents	Percentage
Strongly Agree	84	37.32
Agree	99	44.02
Disagree	25	11.11
Undecided	17	7.55
Total	225	100

Inference:

From table 5, it is evident that almost 75 percent respondent does agree that there should be proper course structure to be followed for the training programs however 18 percent were not in either favor of course structure or were undecided about it.

Table 5
Response about effectiveness of sales policies implementation

Scale	No. of Respondents	Percentage
Strongly Agree	99	44.02
Agree	62	27.56
Disagree	36	27.55
Undecided	8	3.56
Total		

Inference:

The data in table 5 clearly indicates that 44 percent respondents believes that proper implementation of the sales policies are adopted in organizations whereas 27 percent also indicated the same while 27 percent of the respondents disagree with the sales policies be properly implemented in the organizations.

Table 6
Participation of respondents on the basis of Age

Age(yrs)	4	3	2	1	Total
Less than 25	6	2	4	17	29
26-35	14	10	9	8	41
36-40	21	21	13	4	59
More than 40	48	36	10	2	96
Total	89	69	36	31	225

Inference:

The calculated value of Chi-Square test ie172.83 is more than table value at 9df at 5% level of significance i.e. 16.9. Hence it proves that there is significant difference between Age and level of participation of sales employees and it is evident from the results that as the age of sales personnel increases the participation also correspondingly increases and hence it can be said that this phenomena is good and advantageous for both the organization as well as training effectiveness.

Table 7
Relationship between Education of respondents and impact of training

Qualification	4	3	2	1	Total
Professionals	15	10	5	1	31
Post Graduation	30	22	3	3	58
Graduation	83	44	4	5	136
Total	128	76	12	9	225

Inference:

The calculated value of Chi-Square test i.e. 9.99 is less than table value at 6df at 5% level of significance i.e. 12.6. The result indicates that training aspect is not one time activity but it is a continuous process and should be focused on qualified and as well as to those who possess adequate skills for the improvement of the abilities of the sales personnel

Findings

The findings of the research are as below

- 54 percent respondents strongly agreed that need based training be given to sales employees

- 17 percent respondents were of the opinion that need based training should not be given
- Almost 90 percent respondents agreed that action based training should be given to them.
- 51 percent respondents believed that proper induction should be given to the employees in the organization.
- 10 percent respondents however rejected the idea of induction be given to the employees.
- 80 percent respondents were of the opinion that the training was done as per the prescribed course structure given to them.
- 11 percent respondents were of the opinion that course structure was followed during training.
- 44 percent respondents strongly believed that there was proper implementation of the sales policies in their organization.
- However 27 percent respondents disagreed on the point of proper implementation of sales policies in the organizations.
- There is significant difference between Age and level of participation of sales employees and it is evident from the results that as the age of sales personnel increase the participation.
- The result indicates that training aspect is not one time activity but it is a continuous process and should be focused on qualified and as well as to those who possess adequate skills.
- 75 percent respondents do agree that there should be proper course structure to be followed for the training programs.
- 10 percent respondents think negative about induction program.
- 7 percent respondents were undecided about training evaluation.

Conclusion

The study reveals that proper training of sales employees really plays an important role in enhancing the efficiency level of the sales

employees and helps the organizations to achieve its goals. It is only if the sales personnel are properly motivated, they work well and it results to the benefit of the organizations. It is also concluded from the study that training does increase the self assurance and confidence to give better results. The organizations must therefore focus to enhance the knowledge, Communication skills etc through training to increase the core competencies of the sales employees. It is also suggested that training should not be considered as one time activity but as a regular activity, time bound activity.

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