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ROLE OF COMPETENCY DEVELOPMENT TRAINING IN IMPROVING THE SALES PERFORMANCE OF FRONT LINE SALES MANAGERS - A STUDY WITH REFERENCE TO FMCG SECTOR

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1. Research Background:

Frontline management plays an essential role in FMCG sector. Managers respond to customers, maintain a team, turn policies into action and develop services and products continually. The influence of greater performing managers on profits and revenues is documented well. Hence competent front line sales managers are one of the major assets required to perform better than the rivalries. Bhatta (2008) has defined competency as a set of skills, behaviors, knowledge, characteristics and attitudes that differentiate one individual from another individual. Competency incorporates the capability to transfer abilities and skills from one area to another. This is exemplified best by a salesman who may be capable to provide their sales pitch perfectly but may be tongue tied.

The salesman lacks communication competency. According to TAFE NSW (2008) competency development training is a process of vocational training and education place emphasis on what an individual can perform in the workplace as an outcome of the training program. Front line managers are the lynchpin to business results and performance of an organization, but only if they are offered with proper skills and knowledge to perform the work. Front line managers have a much larger impact on day to day performance of employees than other level managers and offer the most similar leadership. FMCG sector is adopting approaches based on the competency to HR management and development. Such approaches are concerned with the recognition of demonstrated and agreed standards of competency since it reflects more on the efficient performance of the front line managers. James-Sommer (2008) has mentioned that the front line managers can essentially impact and contribute to greater individual levels, organizational and team performance if they are offered with the proper skill sets, tools and appropriate knowledge to perform the work. FMCG Sector has started to use the competency development training to support employees, recognize important skills, personal features and knowledge required for successful performance in sales and assure whether the HR systems concentrate on developing them. Thus competency development training provides organizations a talent driven and tailored solution that attains instant development needs while providing the bigger term requirements of an organization.

1.1 Problem identified:

Unlike traditional disciplines of business such as marketing, general management or finance some companies provide extensive competency development training programs for their frontline sales managers. This is counterintuitive because sales are the major asset of the FMCG sector (Cron and DeCarlo, 2009). Yet the originality is that sales managers study how to handle through the job experience. Sales managers are always star performers because they get motivated into management with no or little training in handling the teams of sales. Maintaining the team of sales is likely the most challenging position in any organization needing a distinct group of skills. Sales managers are liable for an extent of different tasks involving hiring and recruiting new sales staffs, handling the pipeline of sales, sales forecasting, motivation, coaching and leadership. Perceiving the skills and knowledge is essential for the success as frontline sales manager can support in developing organizational, individual, team and sales performance. If the competency training is not adopted, then the sales performance of the front line managers will be reduced. Thus the competency development training will serve as a guide for the HR initiatives to develop the effectiveness of sales force and help to bridge the gap between both the practice and theory. This study discusses



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about the impact of competency development training programmes in improving the front line sales performance with specific reference to Indian FMCG sector.

1.2 Research Questions:

The research questions to be answered by this study:

- 1) What are the various competencies development training programmes conducted by organizations belonging to the FMCG sector in order to improve the sales performance of its front line managers?
- 2) How do organizations belonging to the FMCG sector ensure that their front line sales personnel attend competency development training programmes?
- 3) Has competency development training really helped in the overall improvement of the front line sales performance in an organization?

1. Literature Review:

According to Piercy, Cravens and Lane (2009) sales people play an essential role in organizations in providing customer value and the way they satisfy this role is impacted directly by the sales managers which is the most difficult element in the product sales force. However, despite the importance for sales managers to impact the performance of sales in developing a sales model given visibility into the daily workflow of employees, research concentrating on selection of sales manager and performance is restricted. Increasingly competence of manager proves challenging because the FMCG sector tends to enhance the sales people to position the first line manager based on the strong performance in the role of an individual contributor. In fact the skills are innate to and revealed by efficient managers, vary from those of greater performing sales people given the role is multi-faceted with distinct requirements that need aligning competencies (Deeter-Schmelz, Goebel and Kennedy, 2001).

According to Wickramasinghe & Nimali (2009) competency model help to align the human resource system vertically with the strategic objectives of an organization and horizontally with other human resource functions offering a platform of data that can be used to assist a wide number of applications from assessment, selection and recruitment, succession or career planning and training and development. The significance given to competency development training in the context of an organization which is increasing continually is lead by HR and business agendas to provide the performance of an organization by developing the individual manager's performance. According to Hodge and Schachter (2006) as the frontline manager demands vary from those of sales executive the composition of the respective competency training also differs. Sales managers have two major responsibilities to accomplish the targets of FMCG sector and to enhance the people who are reporting to them. Frontline sales managers are the most essential factor in sustaining and accomplishing the success for an FMCG sector. They are the backbone behind changes and in the face of an ever developing selling landscape, efficient sales managers must develop from historically superb sales performers to business coaches and strategists.

According to ASTD (2008) in order to decide what salespeople required to learn, they must first decide what they required to know. Salespeople must be empowered and equipped to make determinations that advantage both the selling and buying companies and sales managers must be given both the training and time to develop and coach their sales team. Sales managers, company executives and sales trainers must be concerned much with offering a holistic development and learning progression rather than depending on adhoc activities of sales training. Furthermore, management must take a proactive role in enhancing the significance of the competency development and provide sufficient resources. To develop a world-class performance of sales, the development of sales team must be proactive, holistic and all encompassing. There must be a paradigm change from sales training to sales performance and development. The competency development training must deliberately develop from certain activity by sales managers in an intentional qualified effort that is tied directly to the strategy of business and it must be estimated according to the business results.

2. Research Methodology:



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3.1 Research Paradigm:

This study adopts positivism as the research paradigm. According to Becker and Niehaves (2007) positivism is an approach or position which manages a scientific method and it is the only way to set up objective reality and truth. Positivist approach relies heavily on experimental and manipulative methods. This study adapts positivism since it verifies the hypothesis of research by investigating numerical information collected from the primary respondents.

3.2 Research Approach:

This study makes use of the quantitative research approach. Happ et al (2006) described that quantitative research is an inquiry mode, which is commonly used for deductive research, when the target is to check hypothesis or theories, collect descriptive information, or inspect variable relationships. This study adapts quantitative research approach since it conducts statistical analysis.

3.3 Research Design:

This study adapts descriptive research design. According to Ivankova, Creswell and Stick (2006) the major aim of the descriptive research is to offer a precise picture or a description of the characteristic or status of a phenomenon or situation. This study adapts descriptive research since it conducts surveys to the primary respondents (Mills, Bonner and Francis, 2006).

3.4 Sampling Unit:

The sampling unit for this study is 5 companies belonging to the Indian FMCG sector:

- 1) Dabur India Limited
- 2) ITC Limited
- 3) Nestle India Limited
- 4) Procter and Gamble
- 5) Parle Agro

3.4.1 Target Population:

The target respondents for this study are the front line sales managers from any of the five target organizations.

3.4.2 Sample Size:

The sample size for the quantitative study is 120.

3.4.3 Sampling plan:

It has been planned to collect data from 120 front line managers of the Indian FMCG sector. The data are to be gathered by handing out the questionnaires to the respondents in their corresponding workplaces.

3.4.4 Data Collection and Analysis

According to Silverman (2000) primary data is used to collect the actual data and the data can be gathered in numerous ways whereas secondary data is collected by the outside people and outside people have the benefit in the outcome. It is good to use both the primary and secondary data to confirm the results of the research (Johnson and Duberley, 2000). This research makes use of both of them. The primary data collected is to be analyzed using statistical software SPSS. The following hypotheses are to be tested in this study

1. **Null Hypothesis:** The organization does not ensure that all its front line sales personnel attend the competency development training programmes conducted by it.

Alternate Hypothesis: The organization ensures that all its front line sales personnel attend the competency development training programmes conducted by it.



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2. **Null Hypothesis:** Competency development training has not helped in the overall improvement of front line sales performance at our organization

Alternate Hypothesis: Competency development training not helped in the overall improvement of front line sales performance at our organization

3. Analysis & Discussion:

The following part presents the discussion on the analysis done on the primary data collected from a sample of 120 front line managers of the Indian FMCG sector. The following are the findings of data analysis gathered through questionnaires:

It can be understood that most of the companies belonging to the FMCG sector identify the management and measurement of competencies as a valuable one because they believe that results for sales representatives are complex to quantify. Lepsinger & Luca (1999) mentioned that the implementation of competency training into the selection system of an organization assures that everyone involved in the recruitment decision is performing from similar criteria are revealed to be common for efficient performance and when it is combined into performance system organization it must assure that sales personnel would acquire essential feedback and training on the skills and behaviors which have powerful correlation to the success of the job thereby accomplishing the overall market strategy and results. Mansfield (2000) mentioned that a well maintained competency based training offers sales personnel with essential skills to maintain and create the overall competitive benefit in every market segment. Thus, it can be inferred that organizations hire proper fit applicants and offer competency training which can develop the sales performance of the front line managers. Similarly the test of hypothesis also reveals that organizations belonging to the FMCG sector ensure that all its front line sales personnel to attend the competency development training programmes conducted by them.

According to Redpath (2010) competency development performance, handle organizational change and accelerate the development of the employees. These are the major objectives with the ability of an organization to stay competitive in constantly altering business surroundings. The behaviors essential for efficient performance differ from one business to another business as well as from one role to another. Thus several FMCG companies have started using competency training to help them recognize the important knowledge, skills and personal features required for successful performance in a job and to assure that HR systems concentrate on their development. Moorman and Tousi (2008) reiterates the requirement of competency training for nowadays sales personnel who is selling in a highly competitive advantage with several buyers that are complex and sophisticated value proposition structures are compelling sales organizations to essentially develop their sales strategies. Thus, it can be inferred that competency training is very much essential to enable the leverage of companies and change their sales force competence into competitive benefit. The test of hypothesis also reveals that competency development training has helped in the overall improvement of the front line sales performance in an organization.

4. Conclusion:

It can be concluded that organizations which hire appropriate talents and enhance the readiness of leadership through competency training and development can generate efficient front line managers and develop the performance of the sales. Applying much pressure on recruiting proper applicant from the initiation and having competency training programs that develop the capabilities of building management assist a productive promote from the philosophy that assures FMCG sector not to lose their major sales personnel. While a good sales staff does not often translate into a positive sales manager hiring efficiently and having proper competency training and development programs can develop skills, develop acumen of business and develop the ability of leadership resulting in developed performance of sales for organization.

5.1 Recommendations:



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Implementing competency training for sales personnel in the organization needs leadership commitment and assistance for a successful integration into downstream sales/business drivers. It is recommended that the business influence of well operationalized and well designed competency training is essential for recruiting, coaching, training, reward systems and performance actions and reviews.

The front line managers must determine what is essential for them to sustain the revenue development over a big run or small boost one. An option between spending to retain and attract a competent workforce can stand as a major factor for any economy. It is recommended that organizations must spend resources and time to make the competency training reliable, adaptable and relevant to downstream sales and business.

Thus competency training is very much helpful for the front line managers to improve the performance of the sales in FMCG sector.

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**Appendix A
Questionnaire**

Role of competency development training in improving the sales performance of front line sales managers- A study with reference to FMCG sector

Personal profile:

Name (Optional):

A	Sex	Male		Female		
B	Age	Between 18 and 25	Between 26 and 35	Between 36 and 45	Between 46 and 55	Above 55
C	Education					
D	Work experience	< 3 years	3-5 years	5-8 years		>8 years
E	Designation					

Company profile:

Name (Optional):

A	Year of establishment	
B	Major product	
C	Total Employee strength	
D	Number of employees in sales department	

Competency development training and sales performance

1. My organization conducts competency development training to all its front line sales managers?
 - Yes
 - No
2. What percentage of your organizations' annual turnover do you think it invests in competency development training?
 - Less than 15 percent
 - 15 to 30 percent
 - 30 to 50 percent



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- More than 50 percent

3. Rate the sales competencies that your organizations' competency development training programmes cover (SA- Strongly Agree A- Agree N-Neutral D-Disagree SD-Strongly Disagree)

SALES COMPETENCIES	SA	A	N	D	SD
Leadership					
Communication					
Employee engagement					
Performance management					
Change management					
Sales administration					
Customer value creation					
Product and technical knowledge management					
Territory management					
Relationship building					

4. My organization ensures that all its front line sales personnel attend the competency development training programmes conducted by it:

- Yes
- No

5. How does your organization ensure that its front line sales personnel attend the competency development training programmes conducted by it (SA- Strongly Agree A- Agree N-Neutral D-Disagree SD-Strongly Disagree)

STRATEGIES ADAPTED BY ORGANIZATION IN MAKING FRONT LINE SALES PERSONNEL ATTEND TRAINING PROGRAMMES	S A	A	N	D	S D
My organization has made it mandatory for front line sales personnel to attend its competency development training programmes					
Promotions are given to front line sales personnel based on his/her participation in competency development training programmes					
A front line sales personnel's participation in competency development training programmes is taken into account during performance appraisal					
Rewards/ recognitions like certificates are issued to front line sales personnel who participate in competency development training programmes					
Adverse actions are taken by management against front line sales personnel who fail to participate in competency development training programmes					

6. Have you ever attended your organizations' competency development training programmes?

- Yes



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- No
- 7. How frequently do you attend your organizations' competency development training programs?
 - Once in a month
 - Once in three months
 - Once in six months
 - Once in a year
 - More than once in a month
 - I never attend them
- 8. Rate the extent to which your competencies have improved on attending your organizations' competency development training programmes (EI- Excellent improvement GI- Good Improvement N-Neutral MI-Moderate improvement NI-No improvement)

IMPROVEMENT IN COMPETENCIES	EI	GI	N	MI	NI
Leadership					
Communication					
Employee engagement					
Performance management					
Change management					
Sales administration					
Customer value creation					
Product and technical knowledge management					
Territory management					
Relationship building					

- 9. Competency development training has helped in the overall improvement of front line sales performance at our organization
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree

10. Comments, if any



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Date:

Place:

Thank you for your valuable time!

Appendix B

Statistical/Quantitative analysis of primary data

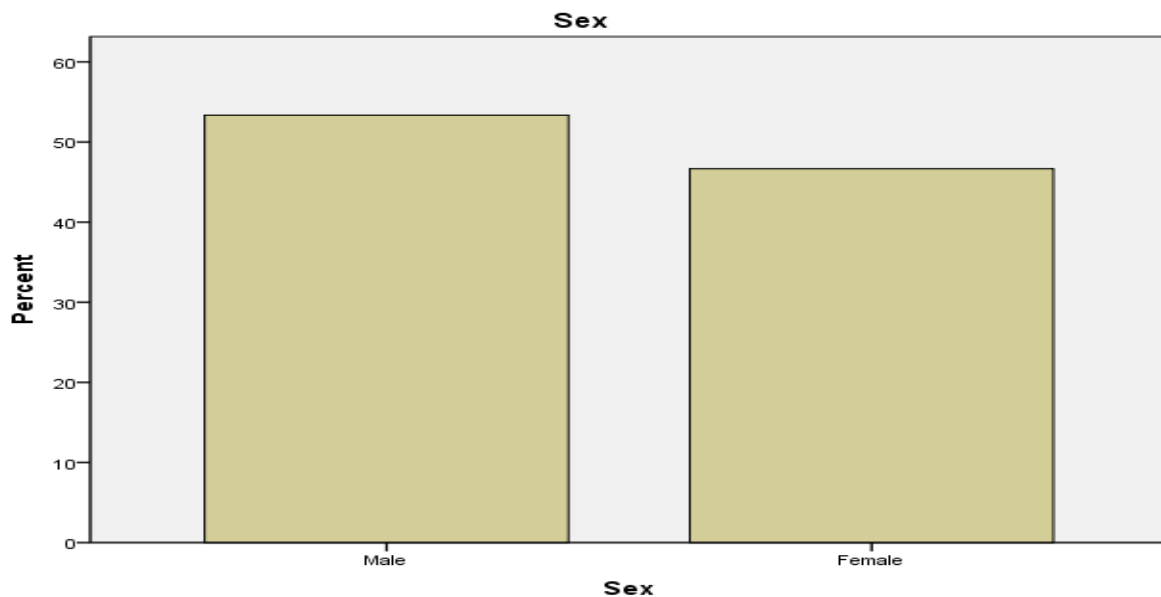
Role of competency development training in improving the sales performance of front line sales managers- A study with reference to FMCG sector

Descriptive statistics

From the following table we can observe that about 53.3% of the respondents were males. Following bar chart also shows taller bars corresponding to the same.

Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	64	53.3	53.3	53.3
	Female	56	46.7	46.7	100
	Total	120	100	100	



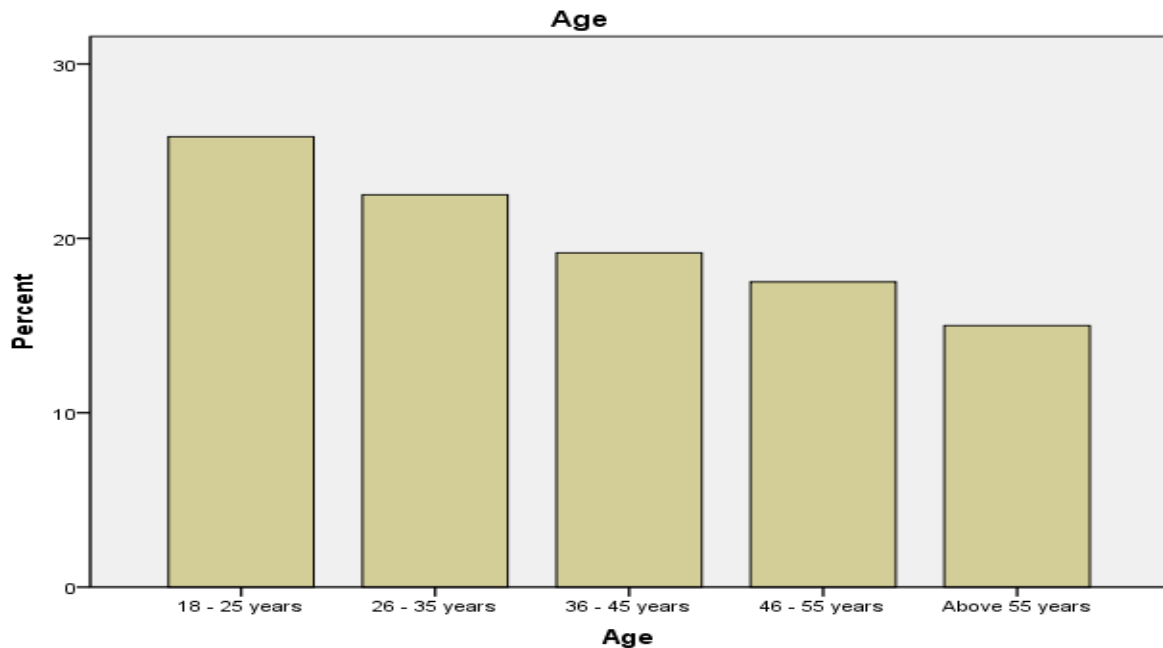
From the following table we can observe that about 25.8% of the respondents were aged between 18 – 25 years. Following bar chart also shows taller bars corresponding to the same.



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Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 25 years	31	25.8	25.8
	26 - 35 years	27	22.5	48.3
	36 - 45 years	23	19.2	67.5
	46 - 55 years	21	17.5	85
	Above 55 years	18	15	100
Total	120	100	100	



From the following table we can observe that about 27.5% of the respondents had work experience between 3 – 5 years. Following bar chart also shows taller bars corresponding to the same.

Work experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 3 years	31	25.8	25.8
	3 - 5 years	33	27.5	53.3
	5 - 8 years	31	25.8	79.2
	>8 years	25	20.8	100
Total	120	100	100	



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From the following table we can observe that about 70.0% of the respondents expressed that their organization conducts competency development training to all its front line sales managers. Following bar chart also shows taller bars corresponding to the same.

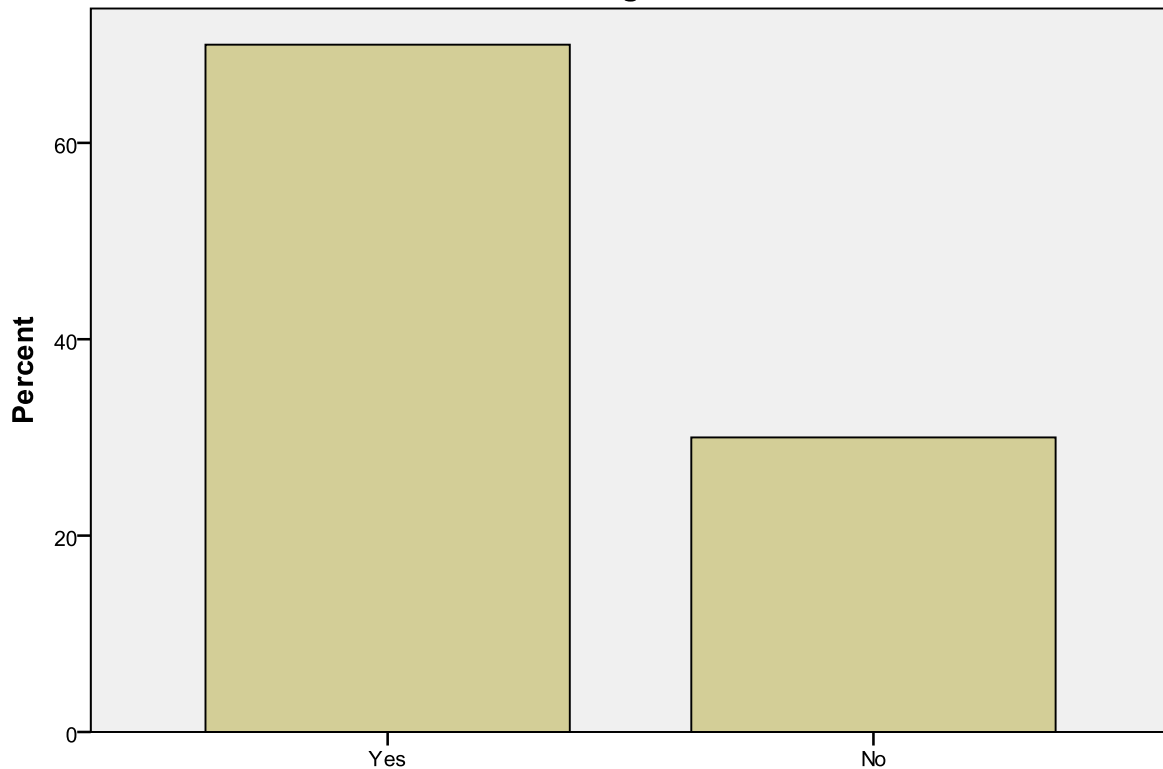
My organization conducts competency development training to all its front line sales managers?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	84	70	70	70
	No	36	30	30	100
	Total	120	100	100	



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My organization conducts competency development training to all its front line sales managers?



My organization conducts competency development training to all its front line sales managers?

From the following table we can observe that about 30.8% of the respondents expressed that 30 to 50 percent of their organizations turnover is invested in competency development training. Following bar chart also shows taller bars corresponding to the same.

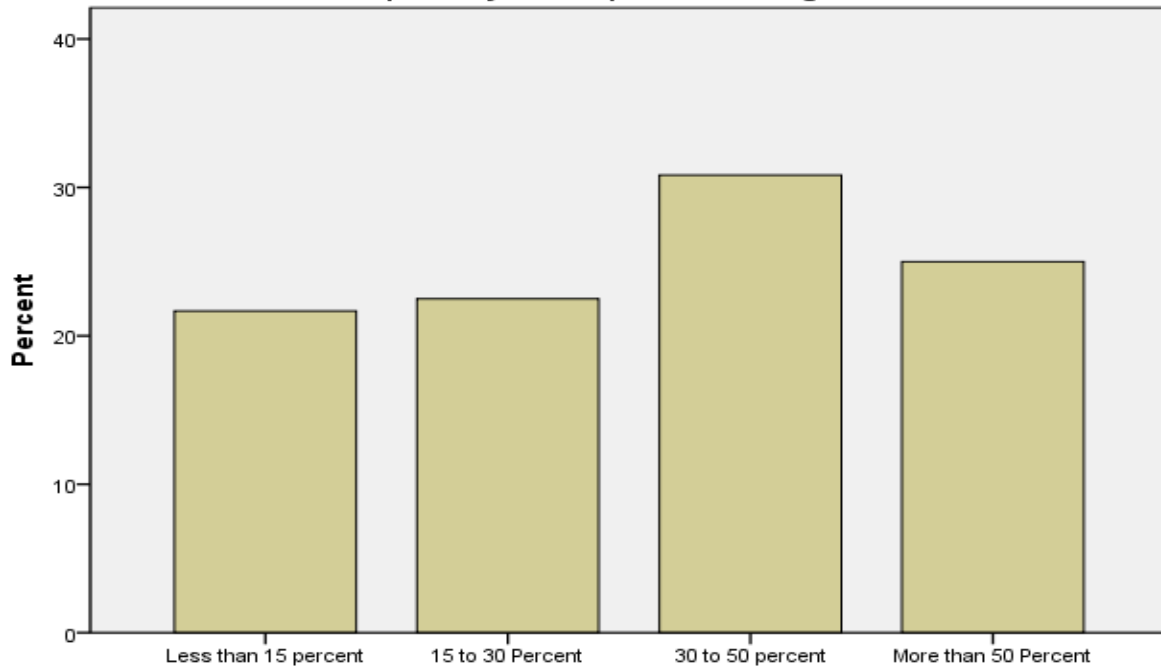
What percentage of your organizations' annual turnover do you think it invests in competency development training?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 15 percent	26	21.7	21.7
	15 to 30 Percent	27	22.5	44.2
	30 to 50 percent	37	30.8	75
	More than 50 Percent	30	25	100
	Total	120	100	100



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What percentage of your organizations' annual turnover do you think it invests in competency development training?



What percentage of your organizations' annual turnover do you think it invests in competency development training?

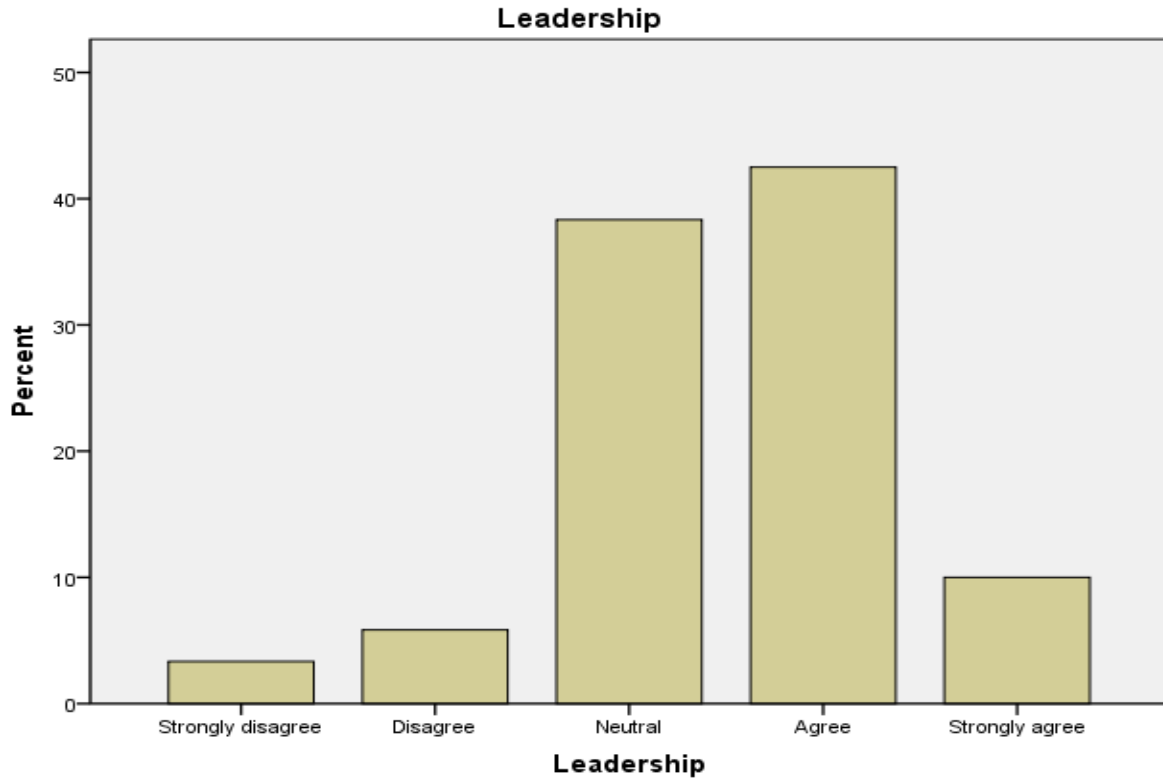
From the following table we can observe that about 42.5% of the respondents agreed that the competency development training covers leadership. Following bar chart also shows taller bars corresponding to the same.

Leadership

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.3	3.3
	Disagree	7	5.8	9.2
	Neutral	46	38.3	47.5
	Agree	51	42.5	90
	Strongly agree	12	10	100
	Total	120	100	100



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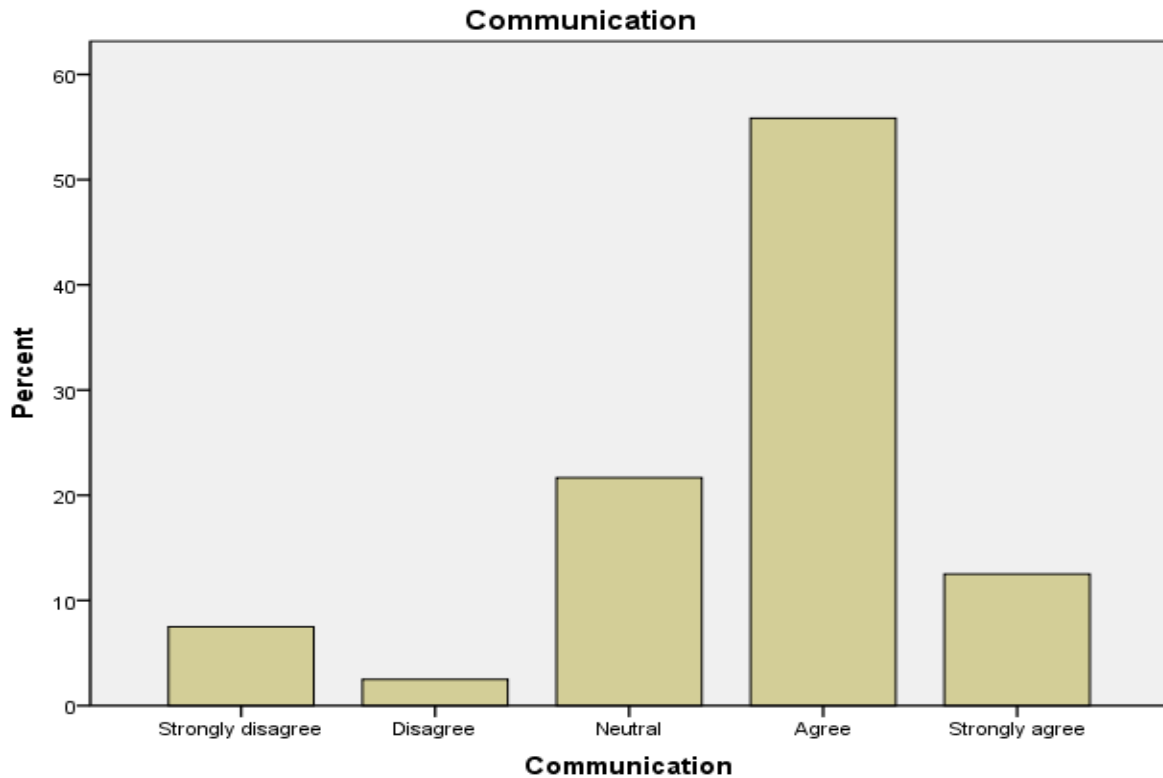
From the following table we can observe that about 55.8% of the respondents agreed that the competency development training covers communication. Following bar chart also shows taller bars corresponding to the same.

Communication

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	9	7.5	7.5
	Disagree	3	2.5	10
	Neutral	26	21.7	31.7
	Agree	67	55.8	87.5
	Strongly agree	15	12.5	100
	Total	120	100	100



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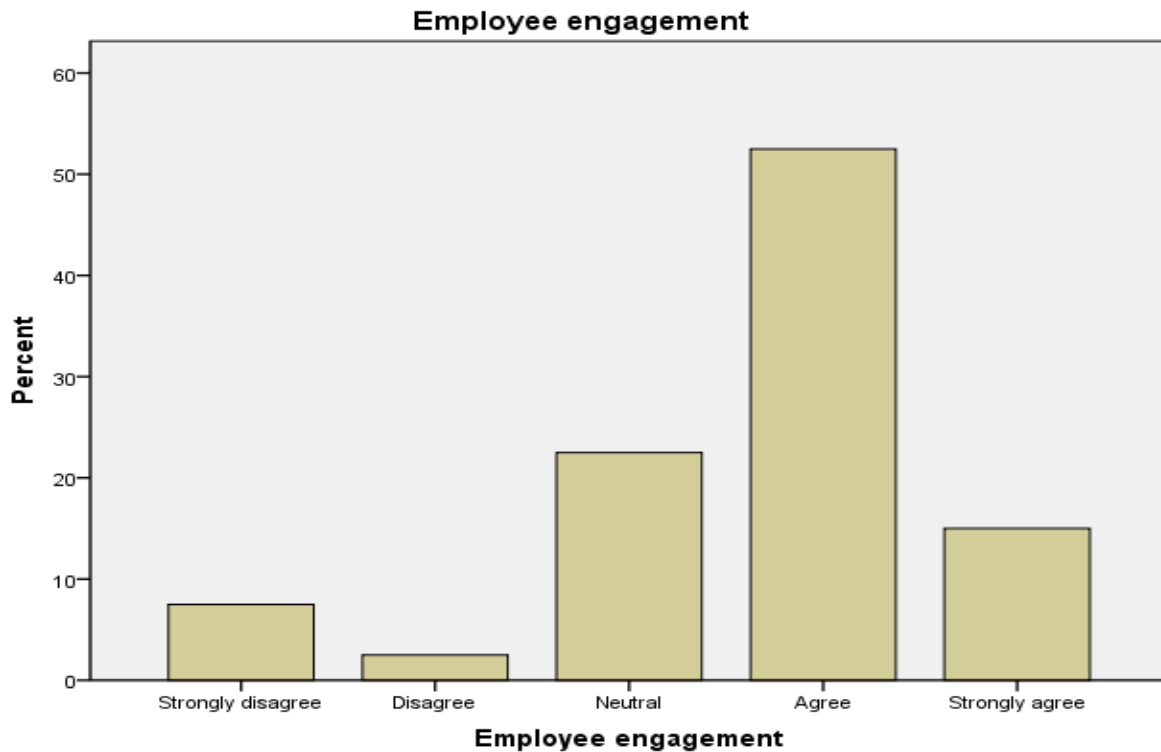
From the following table we can observe that about 52.5% of the respondents agreed that the competency development training covers employee engagement. Following bar chart also shows taller bars corresponding to the same.

Employee engagement

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	9	7.5	7.5
	Disagree	3	2.5	10
	Neutral	27	22.5	32.5
	Agree	63	52.5	85
	Strongly agree	18	15	100
	Total	120	100	100



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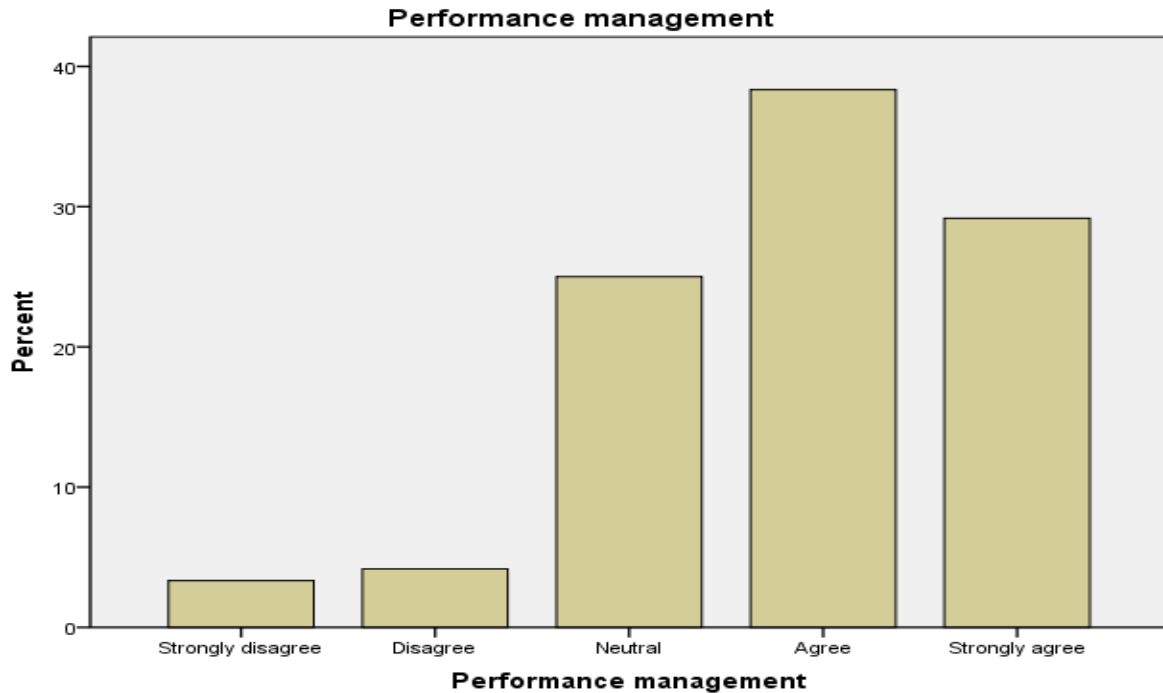
From the following table we can observe that about 42.5% of the respondents agreed that the competency development training covers performance management. Following bar chart also shows taller bars corresponding to the same.

Performance management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.3	3.3
	Disagree	5	4.2	7.5
	Neutral	30	25	32.5
	Agree	46	38.3	70.8
	Strongly agree	35	29.2	100
	Total	120	100	100



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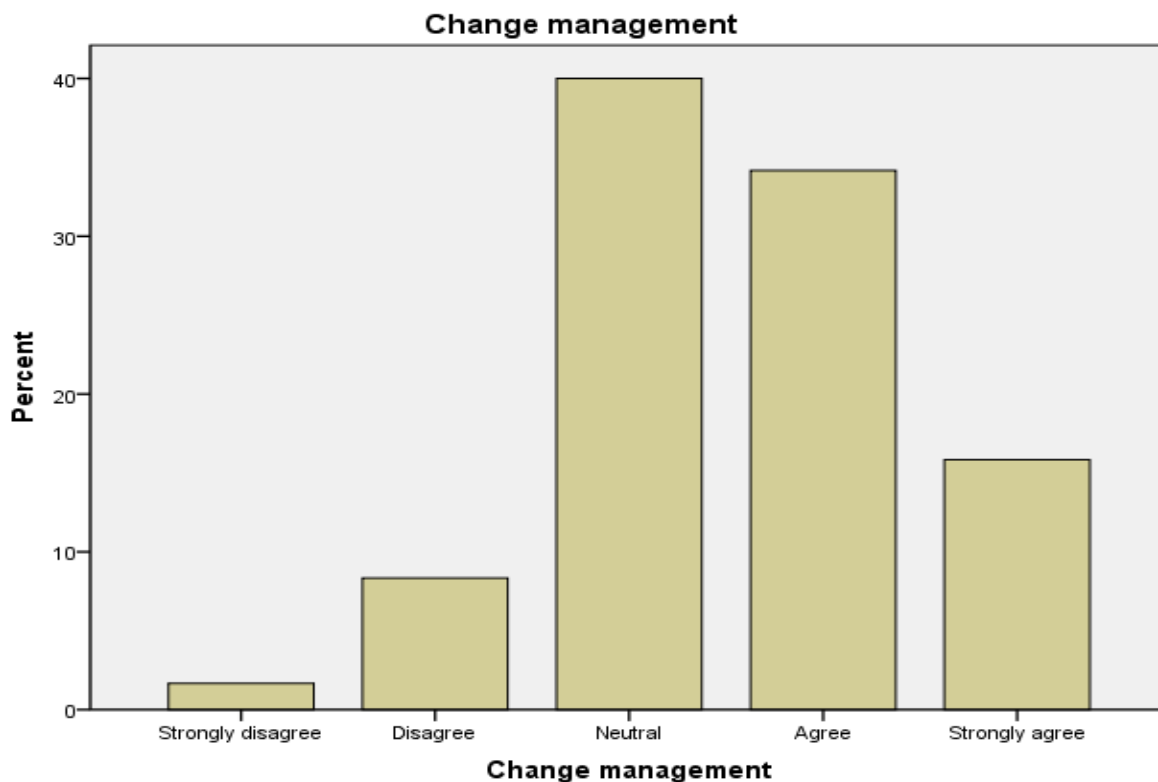
From the following table we can observe that about 40.0% of the respondents were neutral about the competency development training covers change management. Following bar chart also shows taller bars corresponding to the same.

Change management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.7	1.7
	Disagree	10	8.3	10
	Neutral	48	40	50
	Agree	41	34.2	84.2
	Strongly agree	19	15.8	100
Total	120	100	100	



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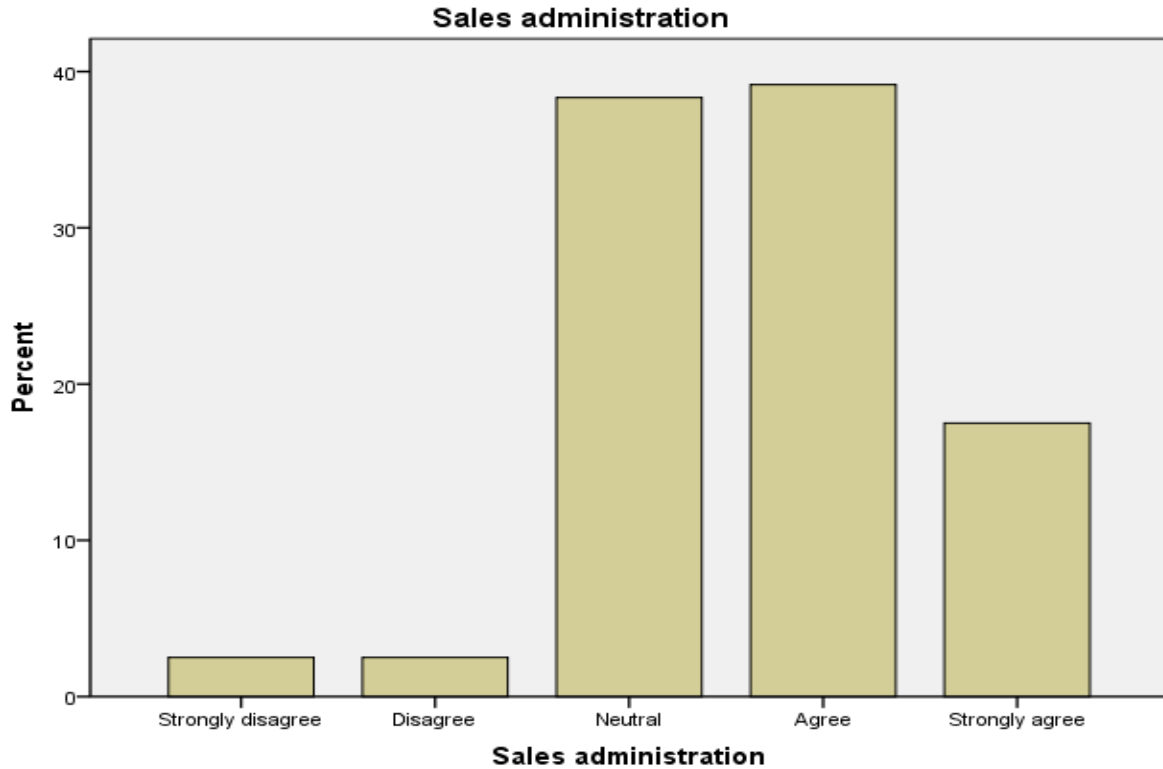
From the following table we can observe that about 39.2% of the respondents agreed that the competency development training covers sales administration. Following bar chart also shows taller bars corresponding to the same.

Sales administration

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.5	2.5
	Disagree	3	2.5	5
	Neutral	46	38.3	43.3
	Agree	47	39.2	82.5
	Strongly agree	21	17.5	100
	Total	120	100	100



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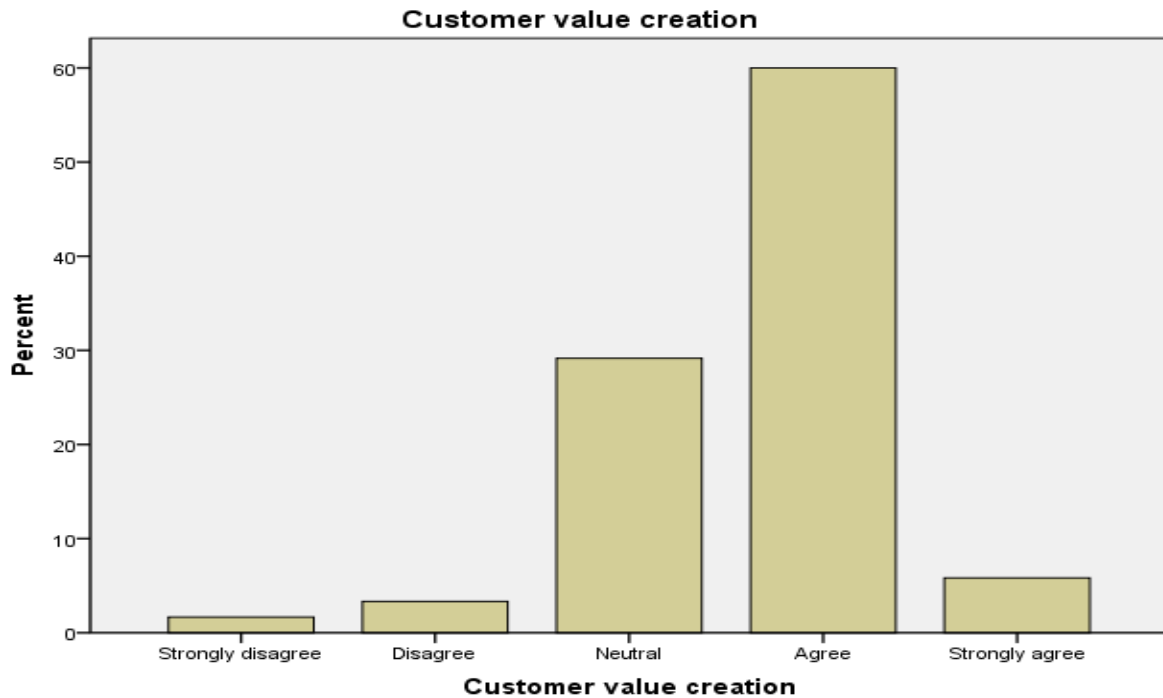
From the following table we can observe that about 60.0% of the respondents agreed that the competency development training covers customer value creation. Following bar chart also shows taller bars corresponding to the same.

Customer value creation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.7	1.7
	Disagree	4	3.3	5
	Neutral	35	29.2	34.2
	Agree	72	60	94.2
	Strongly agree	7	5.8	100
Total	120	100	100	



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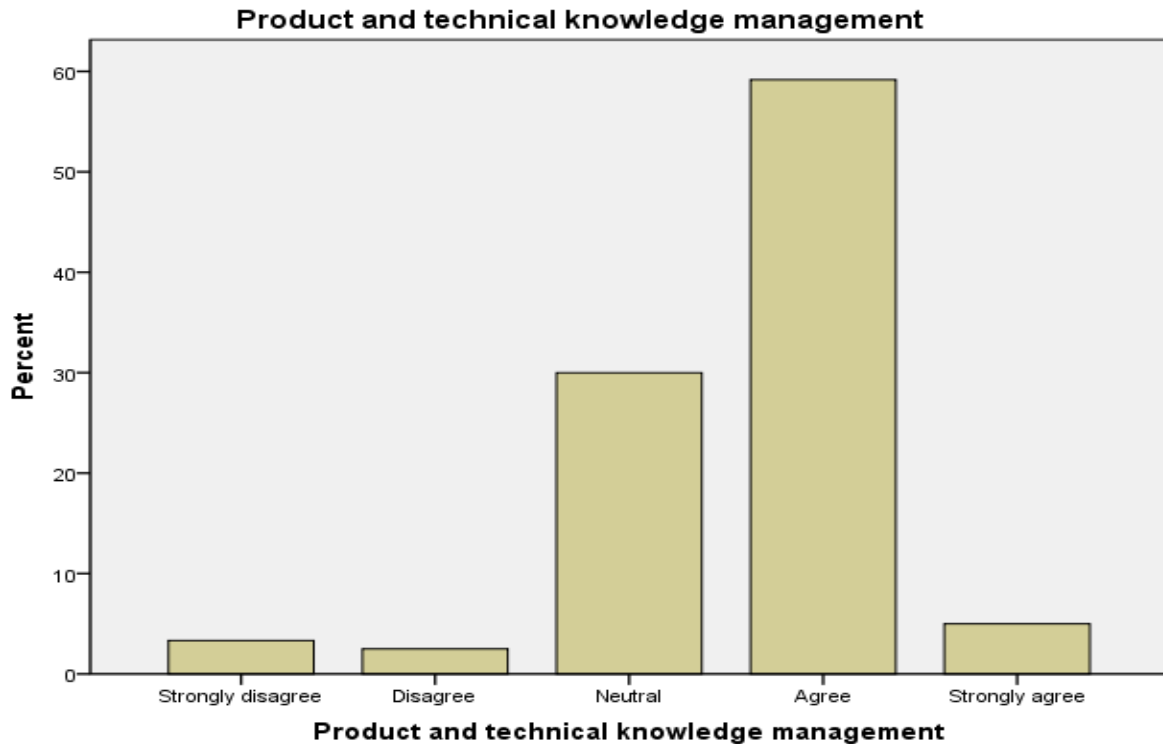
From the following table we can observe that about 59.2% of the respondents agreed that the competency development training covers product and technical knowledge management. Following bar chart also shows taller bars corresponding to the same.

Product and technical knowledge management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.3	3.3
	Disagree	3	2.5	5.8
	Neutral	36	30	35.8
	Agree	71	59.2	95
	Strongly agree	6	5	100
Total	120	100	100	



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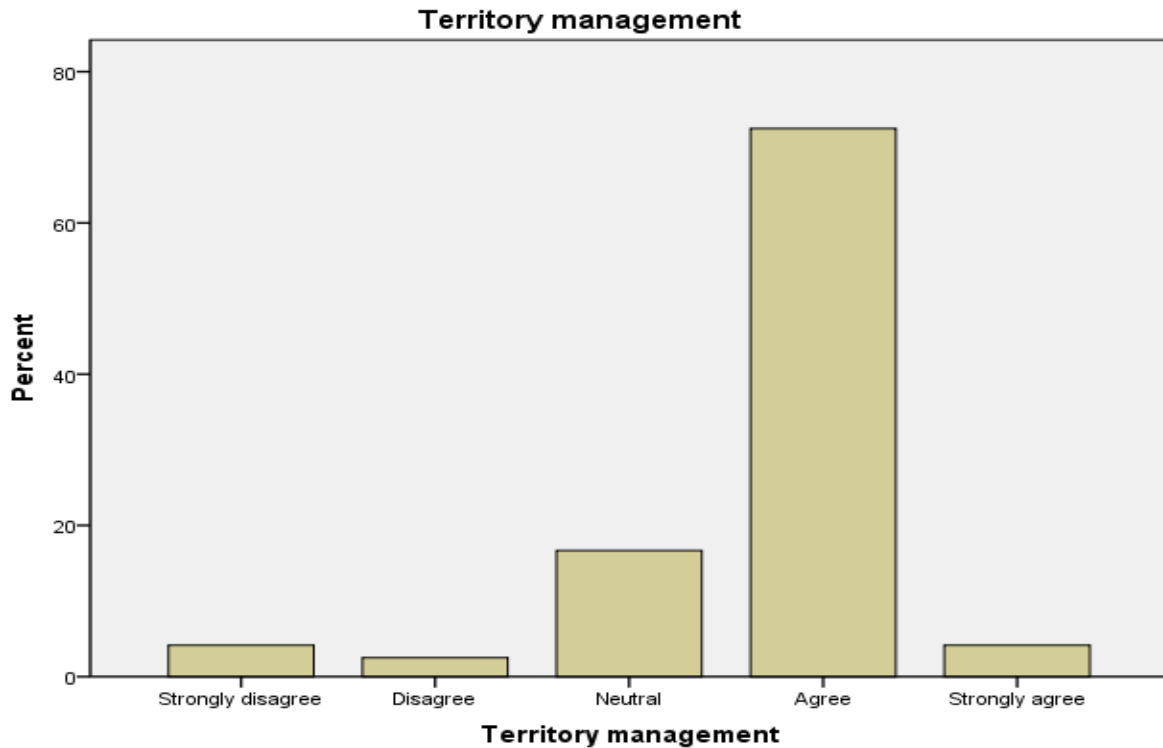
From the following table we can observe that about 72.5% of the respondents agreed that the competency development training covers territory management. Following bar chart also shows taller bars corresponding to the same.

Territory management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	4.2	4.2	4.2
	Disagree	3	2.5	2.5	6.7
	Neutral	20	16.7	16.7	23.3
	Agree	87	72.5	72.5	95.8
	Strongly agree	5	4.2	4.2	100
	Total	120	100	100	



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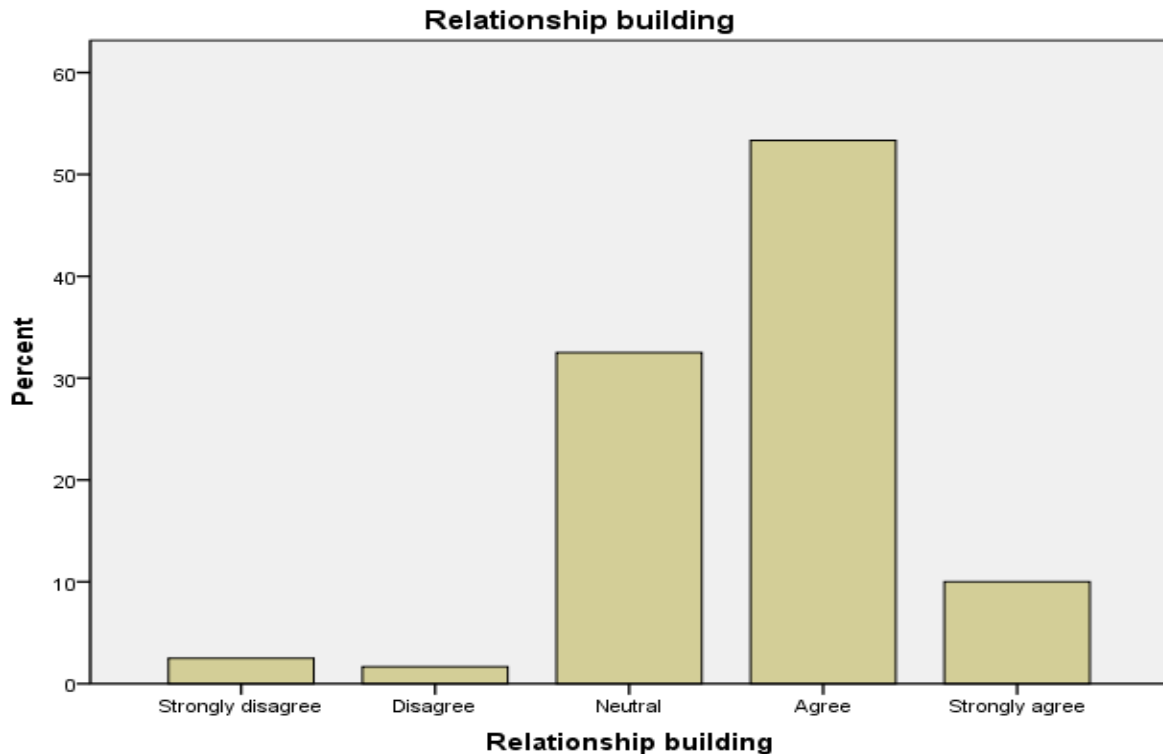
From the following table we can observe that about 53.2% of the respondents agreed that the competency development training covers relationship building. Following bar chart also shows taller bars corresponding to the same.

Relationship building

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.5	2.5
	Disagree	2	1.7	4.2
	Neutral	39	32.5	36.7
	Agree	64	53.3	90
	Strongly agree	12	10	100
	Total	120	100	100



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From the following table we can observe that about 55.0% of the respondents expressed that their organization ensures that all its front line sales personnel attend the competency development training programmes conducted by it. Following bar chart also shows taller bars corresponding to the same.

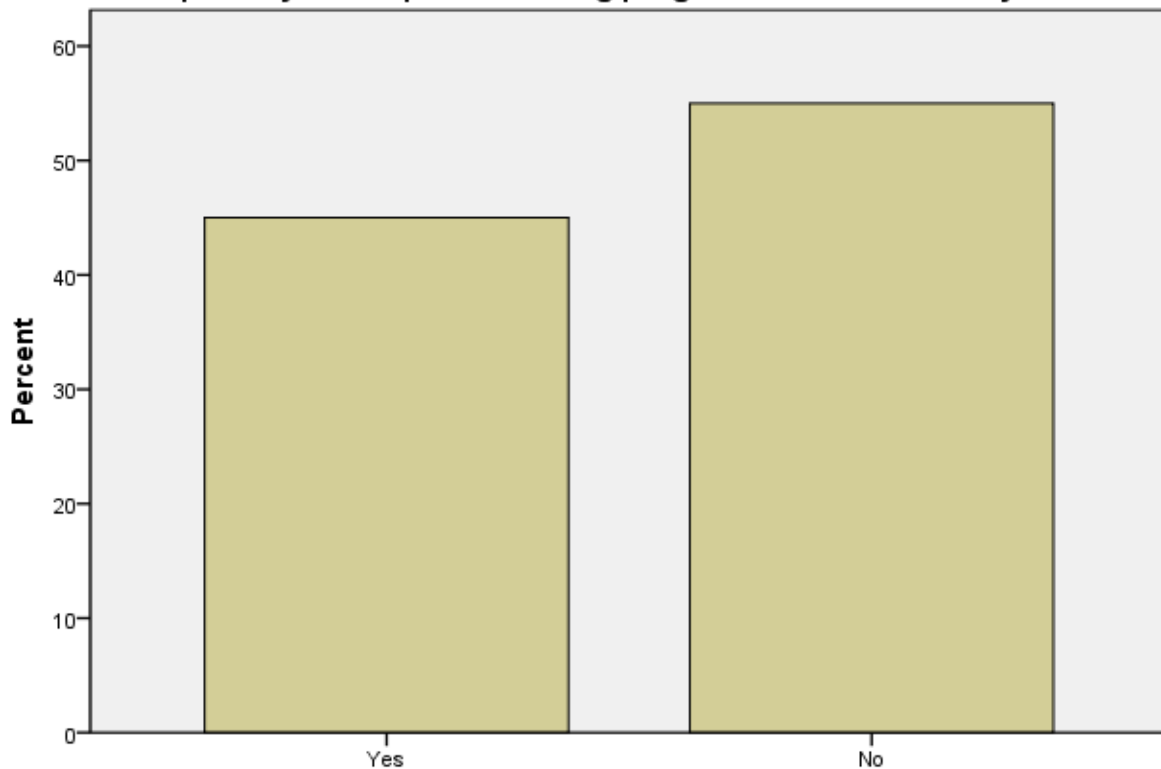
My organization ensures that all its front line sales personnel attend the competency development training programs conducted by it

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	54	45	45	45
	No	66	55	55	100
	Total	120	100	100	



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My organization ensures that all its front line sales personnel attend the competency development training programmes conducted by it



My organization ensures that all its front line sales personnel attend the competency development training programmes conducted by it

From the following table we can observe that about 42.5% of the respondents agreed that their organization has made it mandatory for front line sales personnel to attend its competency development training programs. Following bar chart also shows taller bars corresponding to the same.

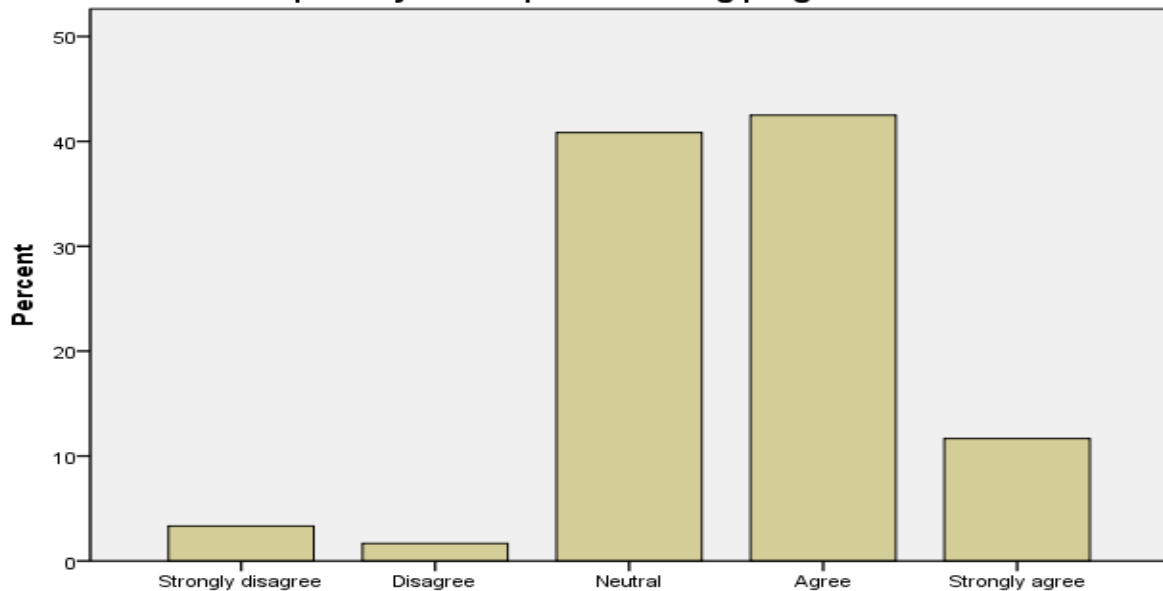
My organization has made it mandatory for front line sales personnel to attend its competency development training programs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	4	3.3	3.3	3.3
Valid Disagree	2	1.7	1.7	5
Valid Neutral	49	40.8	40.8	45.8
Valid Agree	51	42.5	42.5	88.3
Valid Strongly agree	14	11.7	11.7	100
Valid Total	120	100	100	



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My organization has made it mandatory for front line sales personnel to attend its competency development training programmes



My organization has made it mandatory for front line sales personnel to attend its competency development training programmes

From the following table we can observe that about 67.5% of the respondents agreed that the promotions are given to front line sales personnel based on his/her participation in competency development training programs. Following bar chart also shows taller bars corresponding to the same.

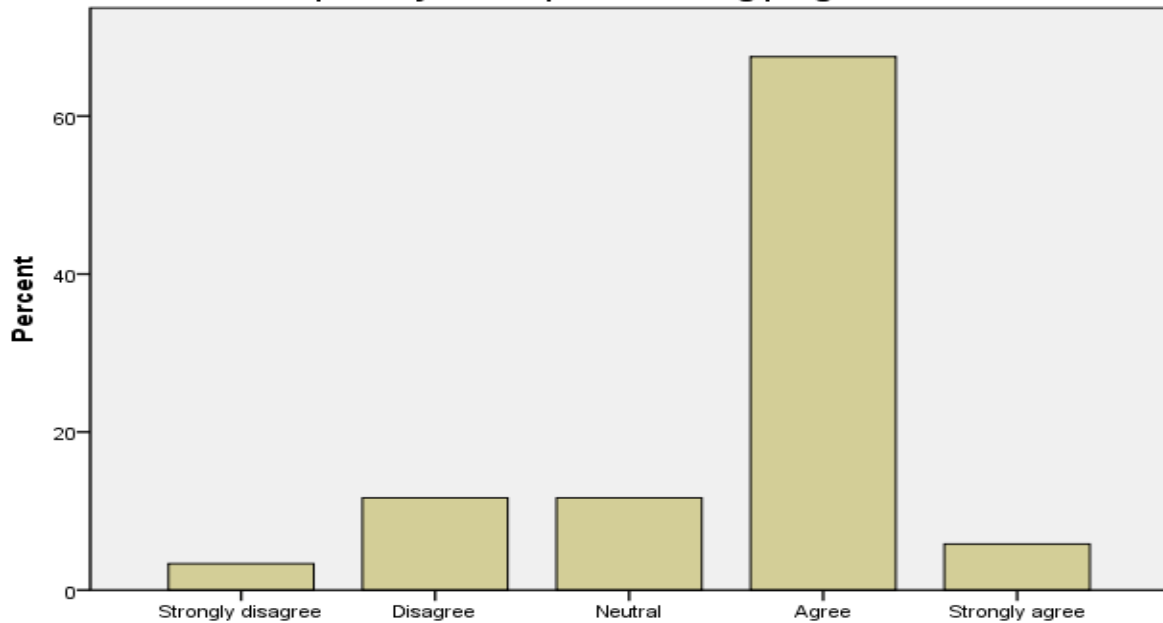
Promotions are given to front line sales personnel based on his/her participation in competency development training programs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.3	3.3
	Disagree	14	11.7	15
	Neutral	14	11.7	26.7
	Agree	81	67.5	94.2
	Strongly agree	7	5.8	100
Total	120	100	100	



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Promotions are given to front line sales personnel based on his/her participation in competency development training programmes



Promotions are given to front line sales personnel based on his/her participation in competency development training programmes

From the following table we can observe that about 66.7% of the respondents agreed that a front line sales personnel’s participation in competency development training programs is taken into account during performance appraisal. Following bar chart also shows taller bars corresponding to the same.

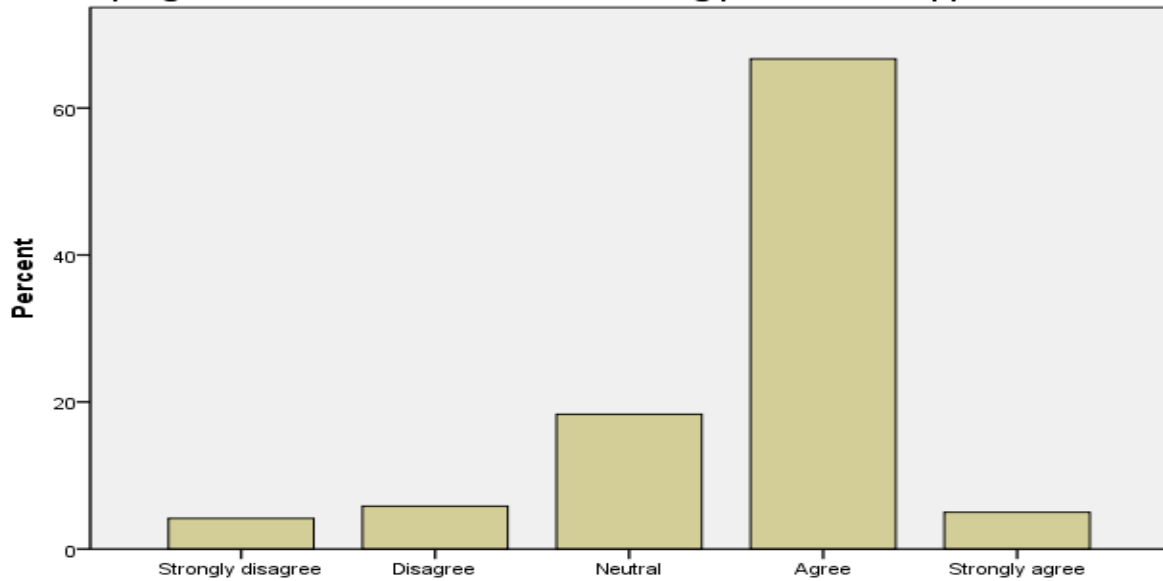
A front line sales personnel’s participation in competency development training programs is taken into account during performance appraisal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	4.2	4.2
	Disagree	7	5.8	10
	Neutral	22	18.3	28.3
	Agree	80	66.7	95
	Strongly agree	6	5	100
	Total	120	100	100



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A front line sales personnel’s participation in competency development training programmes is taken into account during performance appraisal



A front line sales personnel’s participation in competency development training programmes is taken into account during performance appraisal

From the following table we can observe that about 45.8% of the respondents agreed that the rewards/recognitions like certificates are issued to front line sales personnel who participate in competency development training programs. Following bar chart also shows taller bars corresponding to the same.

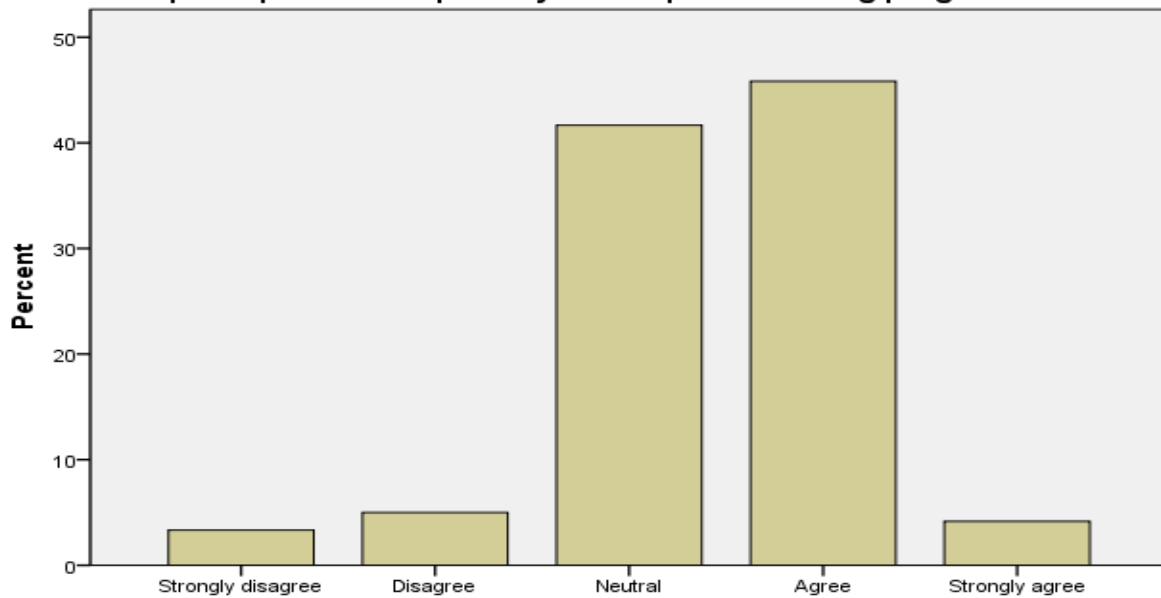
Rewards/ recognitions like certificates are issued to front line sales personnel who participate in competency development training programs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	4	3.3	3.3	3.3
Valid Disagree	6	5	5	8.3
Valid Neutral	50	41.7	41.7	50
Valid Agree	55	45.8	45.8	95.8
Valid Strongly agree	5	4.2	4.2	100
Total	120	100	100	



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Rewards/ recognitions like certificates are issued to front line sales personnel who participate in competency development training programmes



Rewards/ recognitions like certificates are issued to front line sales personnel who participate in competency development training programmes

From the following table we can observe that about 63.3% of the respondents agreed that the adverse actions are taken by management against front line sales personnel who fail to participate in competency development training programs. Following bar chart also shows taller bars corresponding to the same.

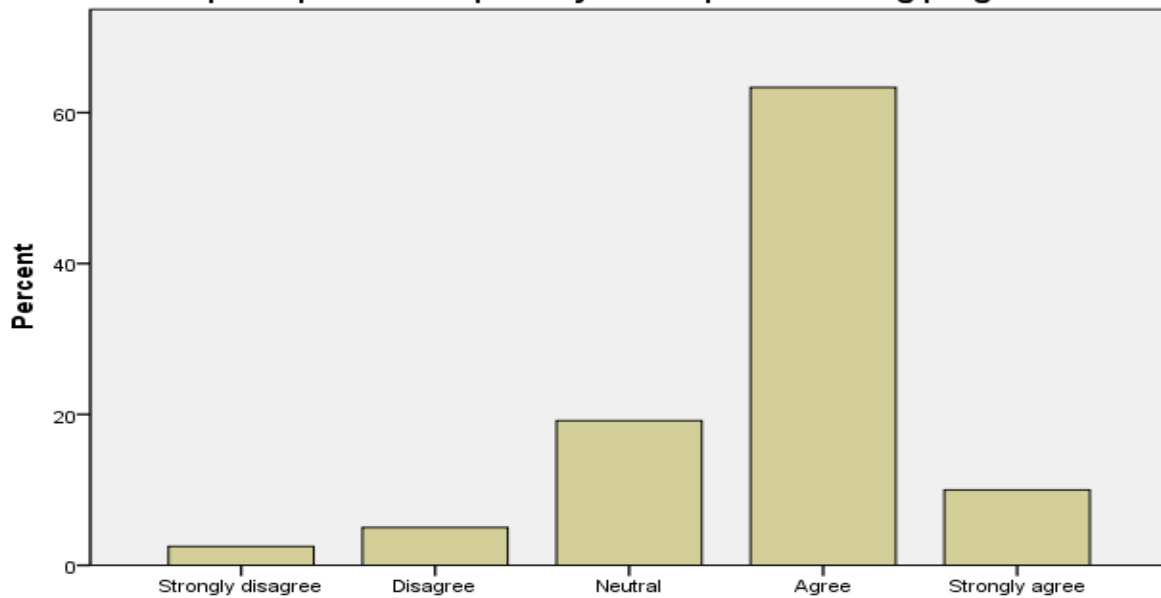
Adverse actions are taken by management against front line sales personnel who fail to participate in competency development training programs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	2.5	2.5	2.5
Valid Disagree	6	5	5	7.5
Valid Neutral	23	19.2	19.2	26.7
Valid Agree	76	63.3	63.3	90
Valid Strongly agree	12	10	10	100
Total	120	100	100	



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Adverse actions are taken by management against front line sales personnel who fail to participate in competency development training programmes



Adverse actions are taken by management against front line sales personnel who fail to participate in competency development training programmes

From the following table we can observe that about 54.2% of the respondents expressed that they haven't ever attended their organization's competency development training programs. Following bar chart also shows taller bars corresponding to the same.

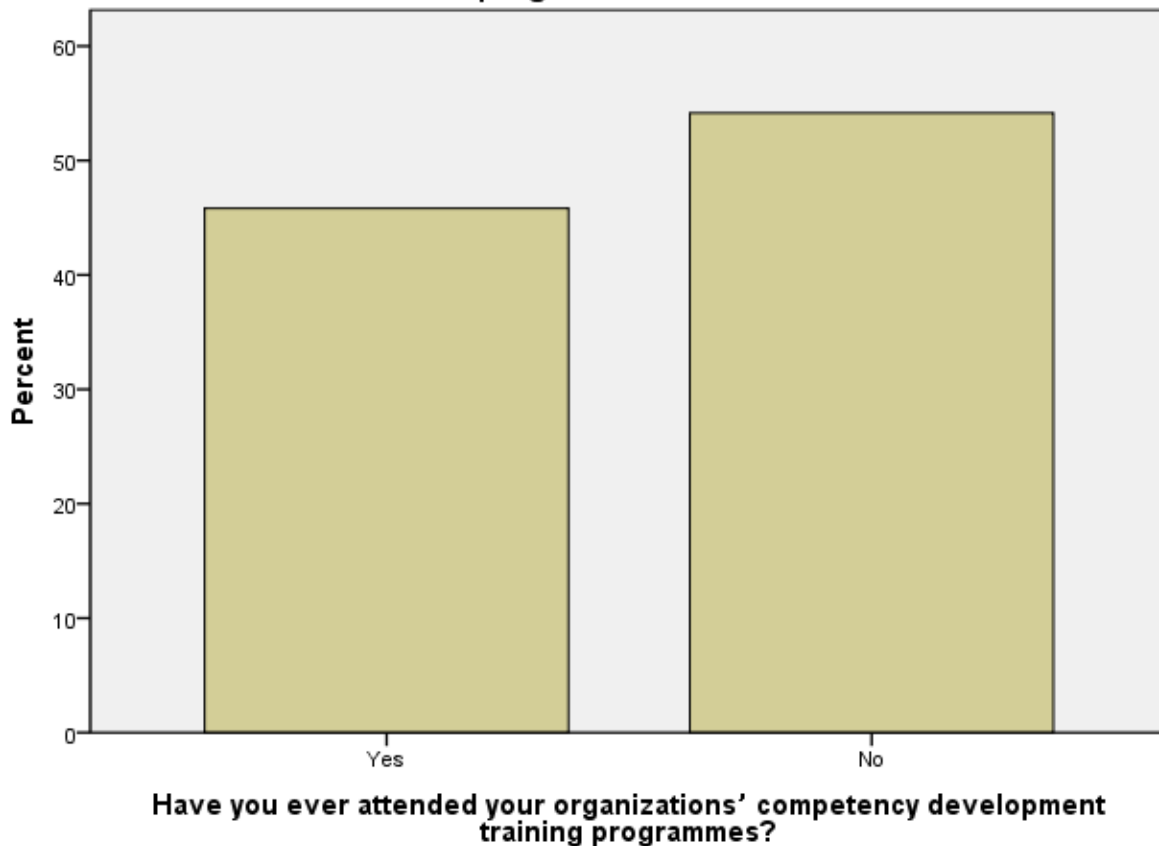
Have you ever attended your organizations' competency development training programs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	55	45.8	45.8	45.8
	No	65	54.2	54.2	100
	Total	120	100	100	



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Have you ever attended your organizations' competency development training programmes?



From the following table we can observe that about 23.3% of the respondents expressed that they attended their organization's competency development training programs once in a month. Following bar chart also shows taller bars corresponding to the same.

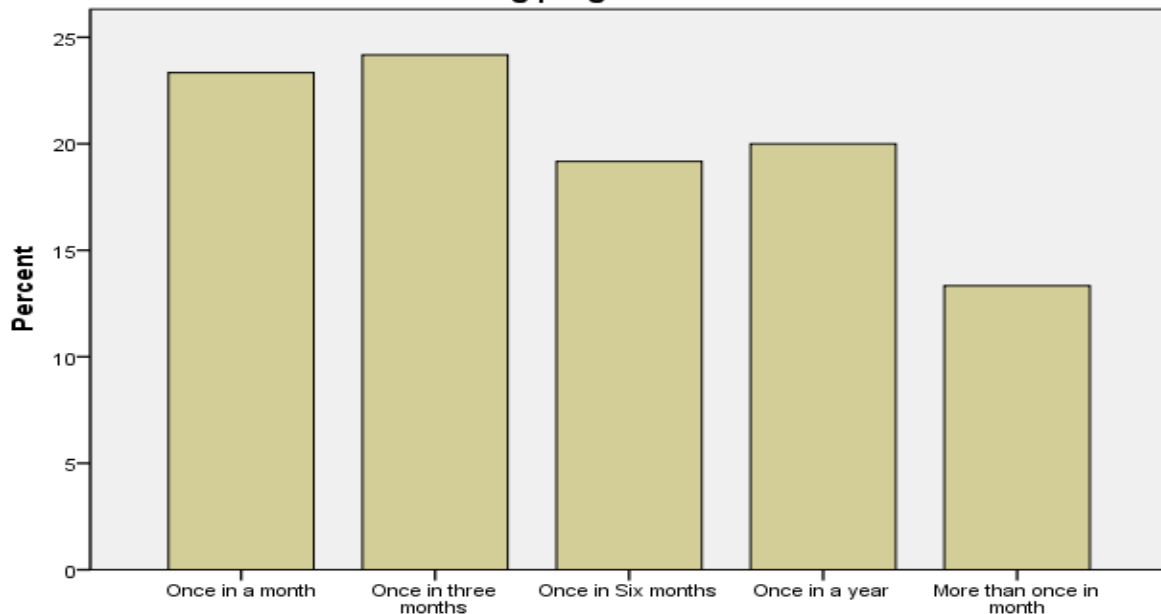
How frequently do you attend your organizations' competency development training programs?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once in a month	28	23.3	23.3
	Once in three months	29	24.2	47.5
	Once in Six months	23	19.2	66.7
	Once in a year	24	20	86.7
	More than once in month	16	13.3	100
	Total	120	100	100



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How frequently do you attend your organizations' competency development training programmes?



How frequently do you attend your organizations' competency development training programmes?

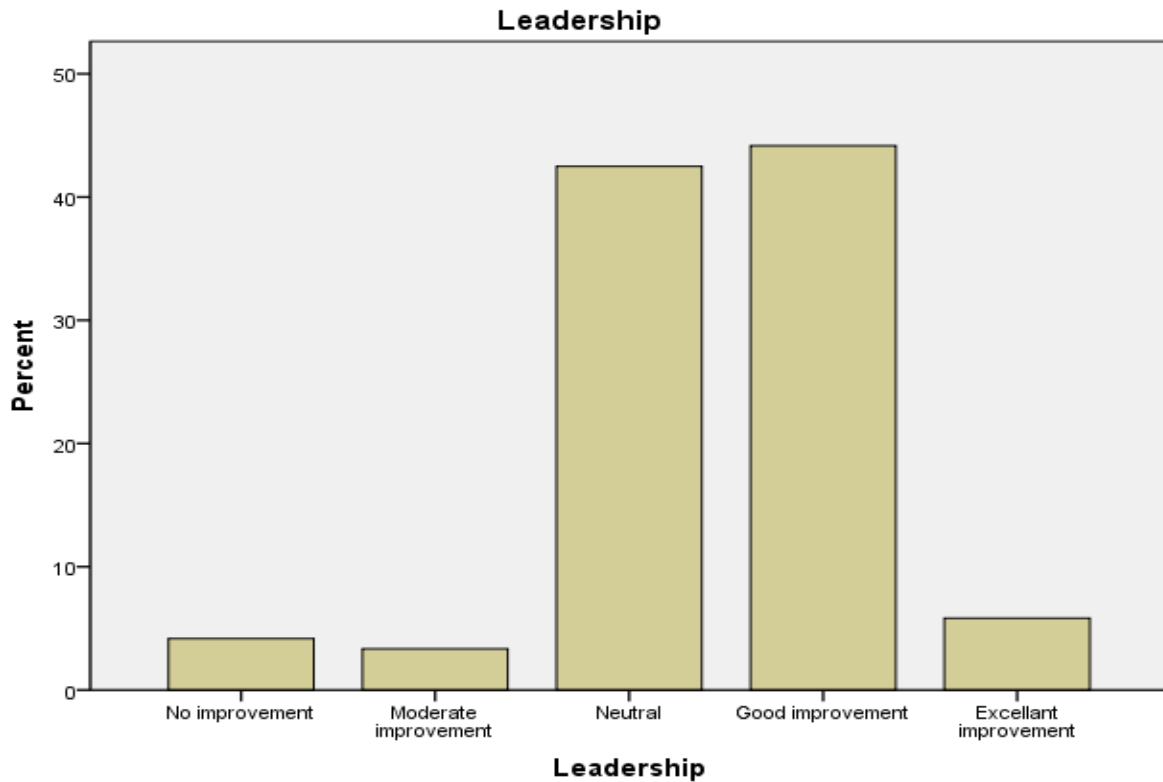
From the following table we can observe that about 44.2% of the respondents expressed that there was a good improvement in leadership skills on attending their organization's competency development training programs. Following bar chart also shows taller bars corresponding to the same.

Leadership

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No improvement	5	4.2	4.2
	Moderate improvement	4	3.3	7.5
	Neutral	51	42.5	50
	Good improvement	53	44.2	94.2
	Excellent improvement	7	5.8	100
	Total	120	100	100



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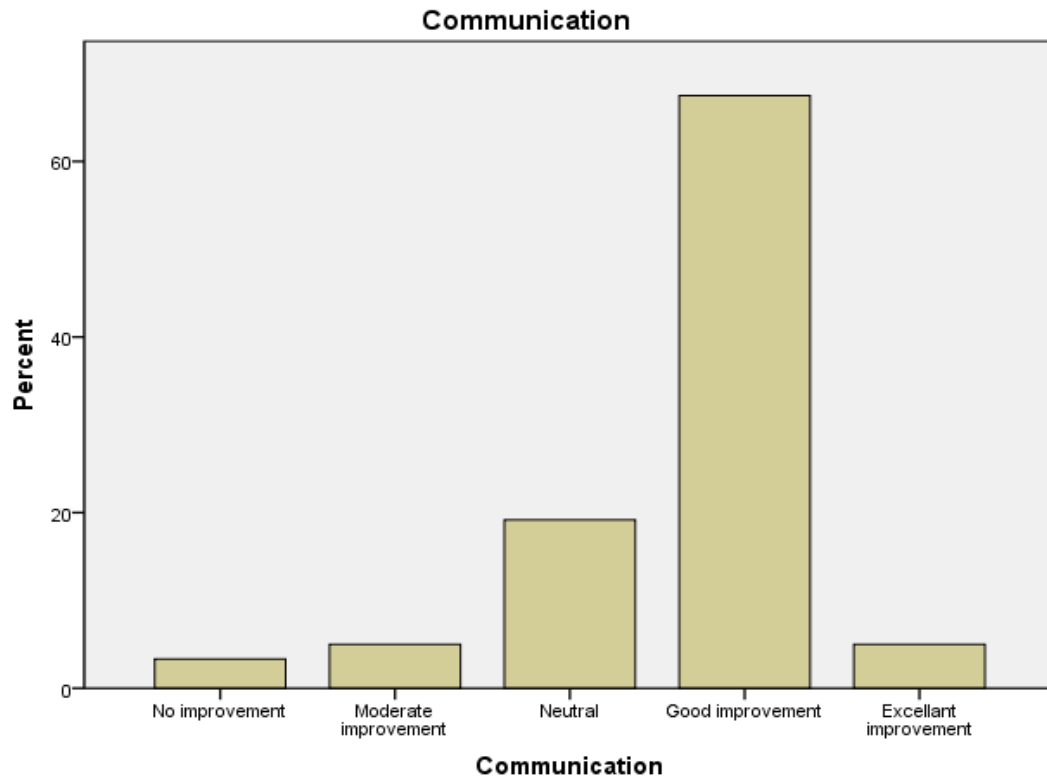
From the following table we can observe that about 67.5% of the respondents expressed that there was a good improvement in communication skills on attending their organization’s competency development training programs. Following bar chart also shows taller bars corresponding to the same.

Communication

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No improvement	4	3.3	3.3
	Moderate improvement	6	5	8.3
	Neutral	23	19.2	27.5
	Good improvement	81	67.5	95
	Excellent improvement	6	5	100
Total	120	100	100	



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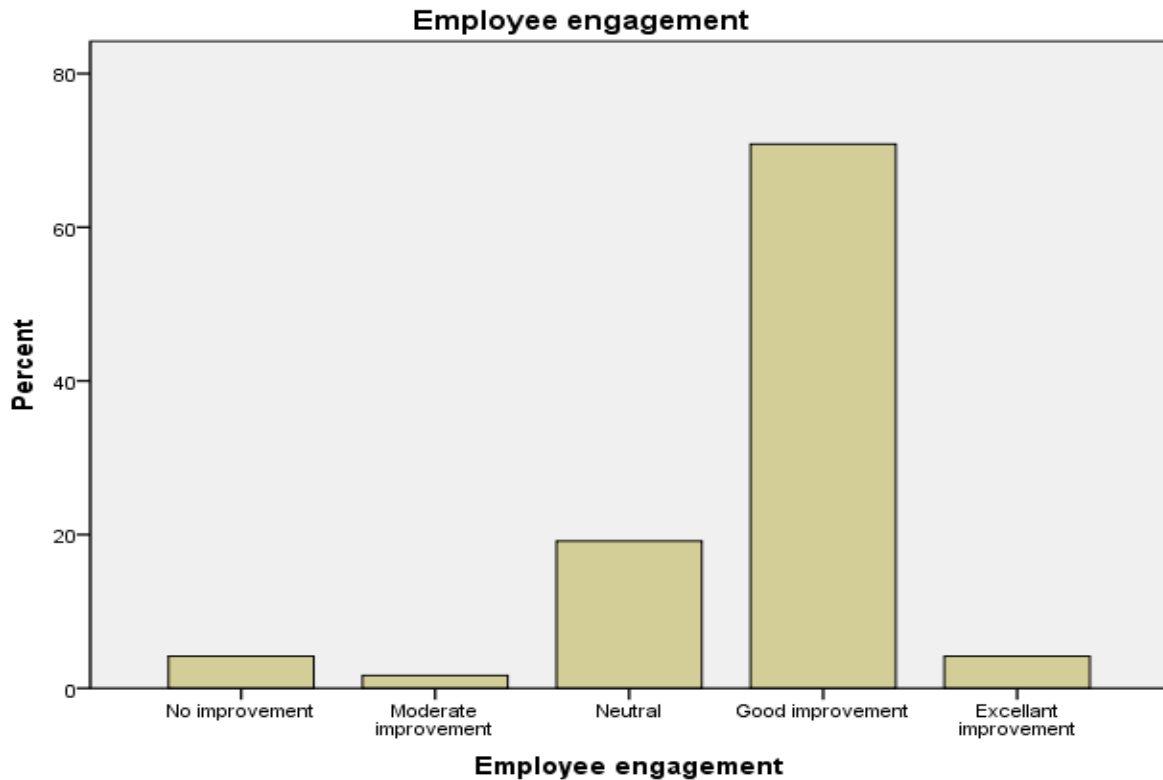
From the following table we can observe that about 70.8% of the respondents expressed that there was a good improvement in employee engagement skills on attending their organization’s competency development training programs. Following bar chart also shows taller bars corresponding to the same.

Employee engagement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No improvement	5	4.2	4.2	4.2
	Moderate improvement	2	1.7	1.7	5.8
	Neutral	23	19.2	19.2	25
	Good improvement	85	70.8	70.8	95.8
	Excellent improvement	5	4.2	4.2	100
	Total	120	100	100	



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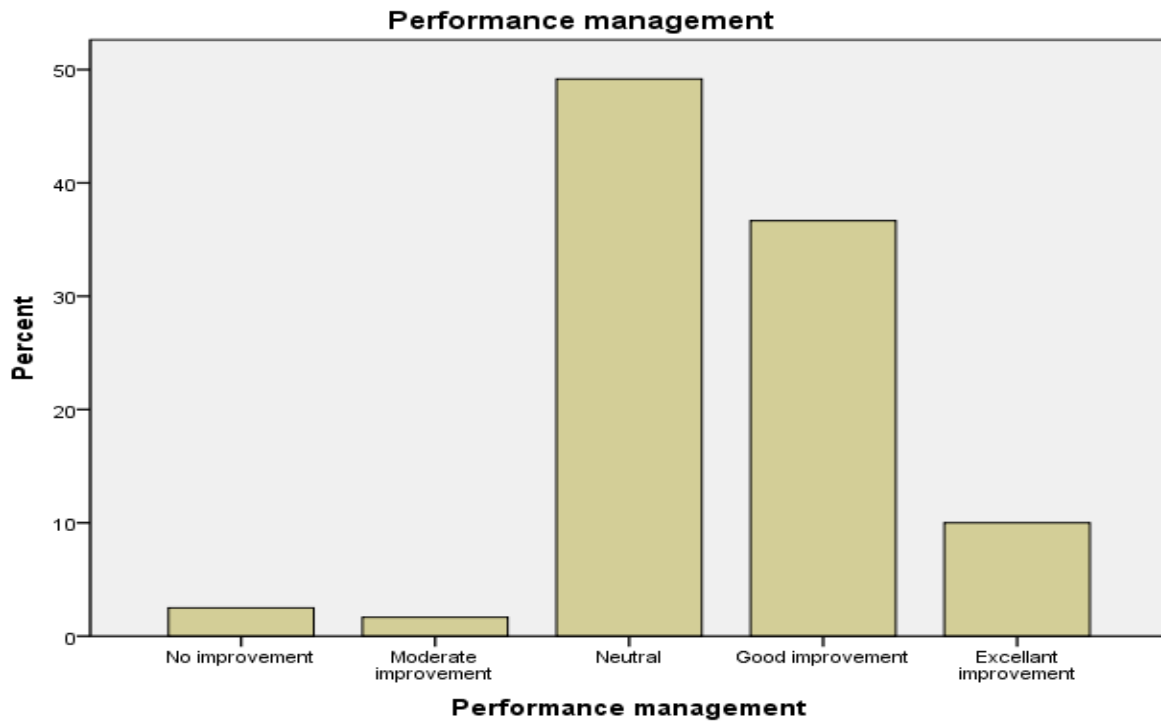
From the following table we can observe that about 49.2% of the respondents were neutral about there was an improvement in performance management on attending their organization’s competency development training programs. Following bar chart also shows taller bars corresponding to the same.

Performance management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No improvement	3	2.5	2.5	2.5
	Moderate improvement	2	1.7	1.7	4.2
	Neutral	59	49.2	49.2	53.3
	Good improvement	44	36.7	36.7	90
	Excellent improvement	12	10	10	100
	Total	120	100	100	



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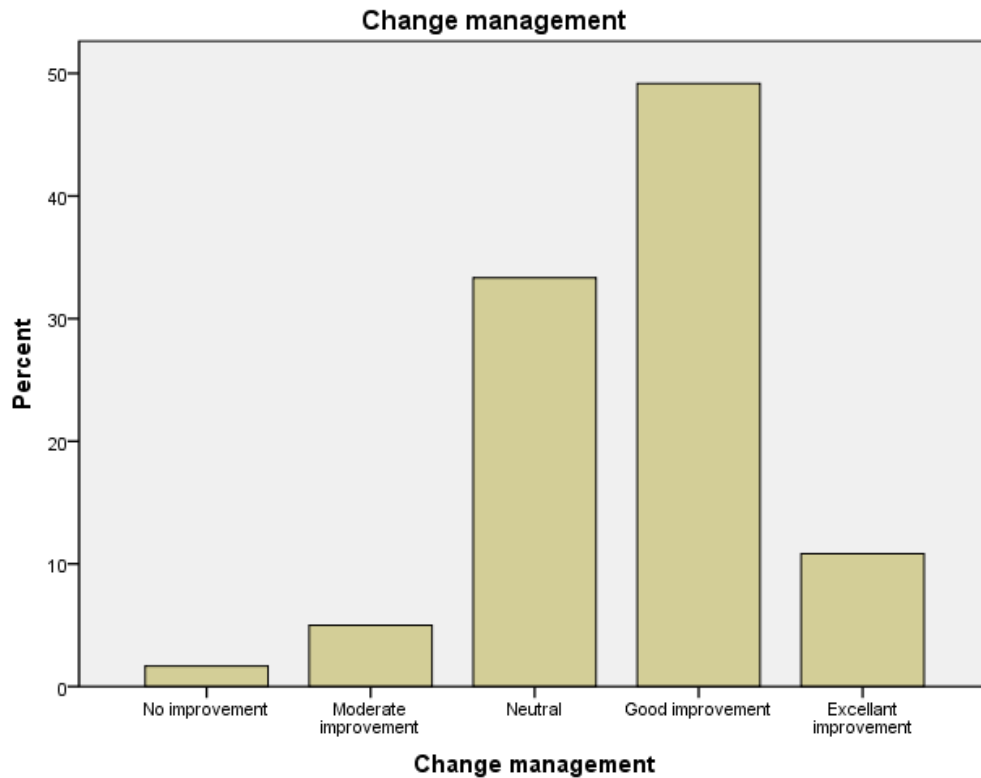
From the following table we can observe that about 49.3% of the respondents expressed that there was a good improvement in change in management skills on attending their organization’s competency development training programs. Following bar chart also shows taller bars corresponding to the same.

Change management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No improvement	2	1.7	1.7	1.7
	Moderate improvement	6	5	5	6.7
	Neutral	40	33.3	33.3	40
	Good improvement	59	49.2	49.2	89.2
	Excellent improvement	13	10.8	10.8	100
	Total	120	100	100	



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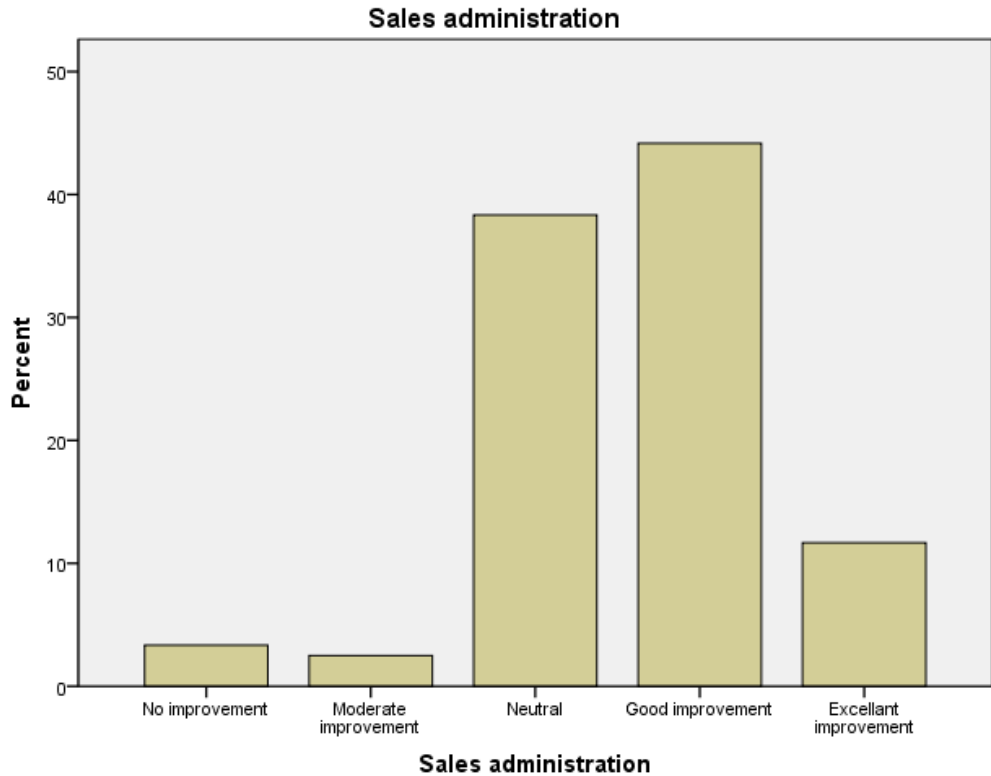
From the following table we can observe that about 44.2% of the respondents expressed that there was a good improvement in sales administration skills on attending their organization’s competency development training programs. Following bar chart also shows taller bars corresponding to the same.

Sales administration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No improvement	4	3.3	3.3	3.3
	Moderate improvement	3	2.5	2.5	5.8
	Neutral	46	38.3	38.3	44.2
	Good improvement	53	44.2	44.2	88.3
	Excellent improvement	14	11.7	11.7	100
	Total	120	100	100	



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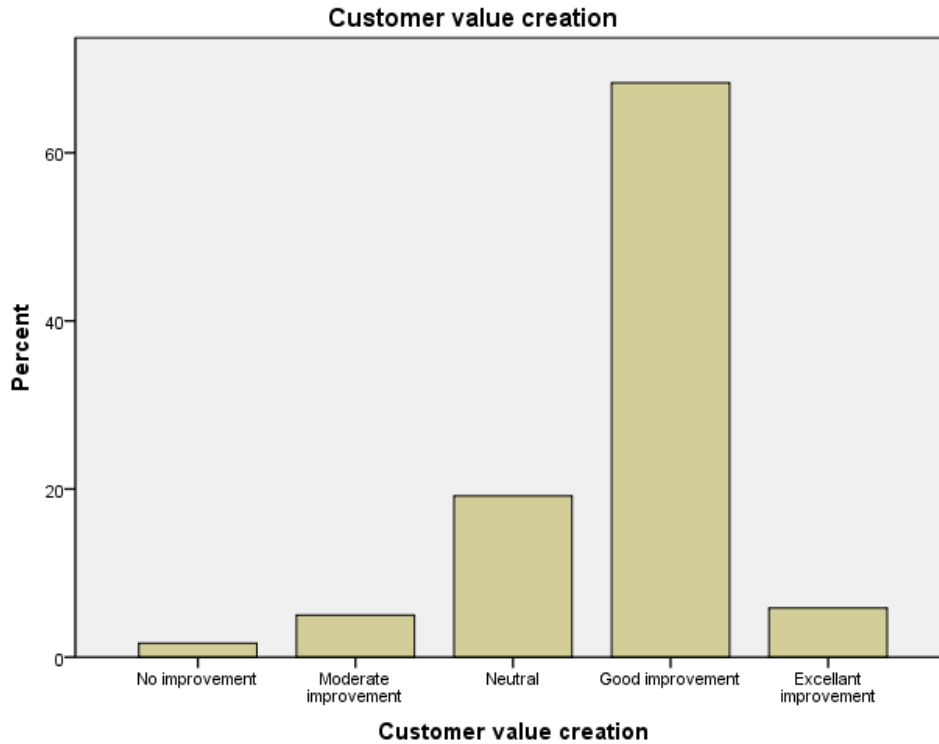
From the following table we can observe that about 68.3% of the respondents expressed that there was a good improvement in customer value creation skills on attending their organization’s competency development training programs. Following bar chart also shows taller bars corresponding to the same.

Customer value creation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No improvement	2	1.7	1.7	1.7
	Moderate improvement	6	5	5	6.7
	Neutral	23	19.2	19.2	25.8
	Good improvement	82	68.3	68.3	94.2
	Excellent improvement	7	5.8	5.8	100
	Total	120	100	100	



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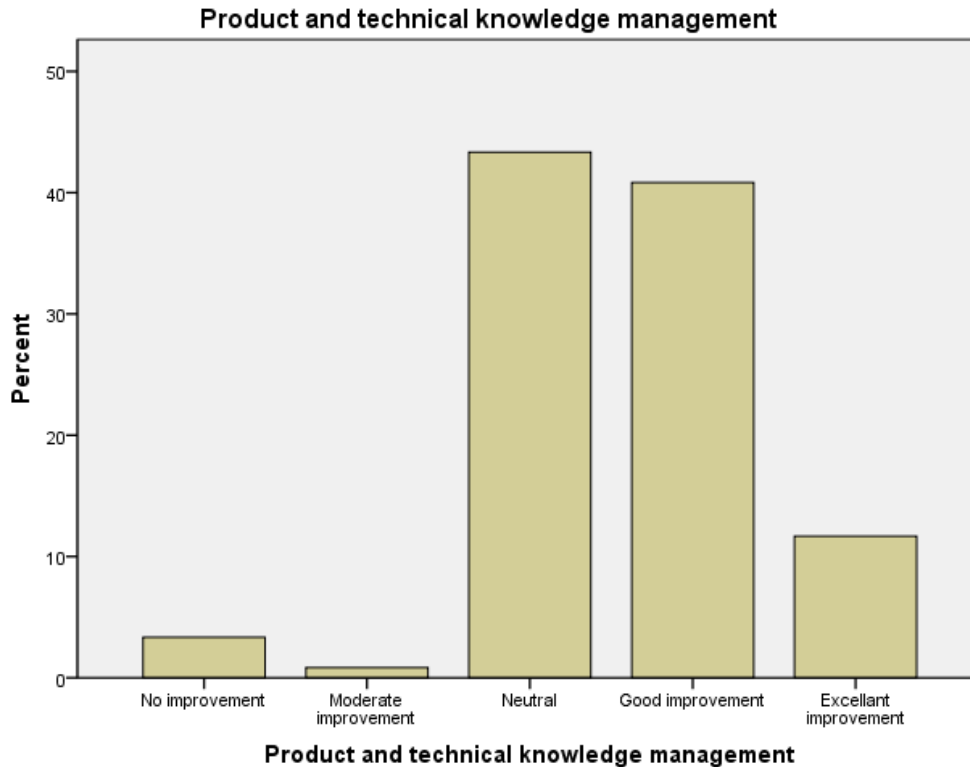
From the following table we can observe that about 43.3% of the respondents neutral about there was an improvement in product and technical knowledge management skills on attending their organization’s competency development training programmes. Following bar chart also shows taller bars corresponding to the same.

Product and technical knowledge management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No improvement	4	3.3	3.3	3.3
	Moderate improvement	1	0.8	0.8	4.2
	Neutral	52	43.3	43.3	47.5
	Good improvement	49	40.8	40.8	88.3
	Excellent improvement	14	11.7	11.7	100
	Total	120	100	100	



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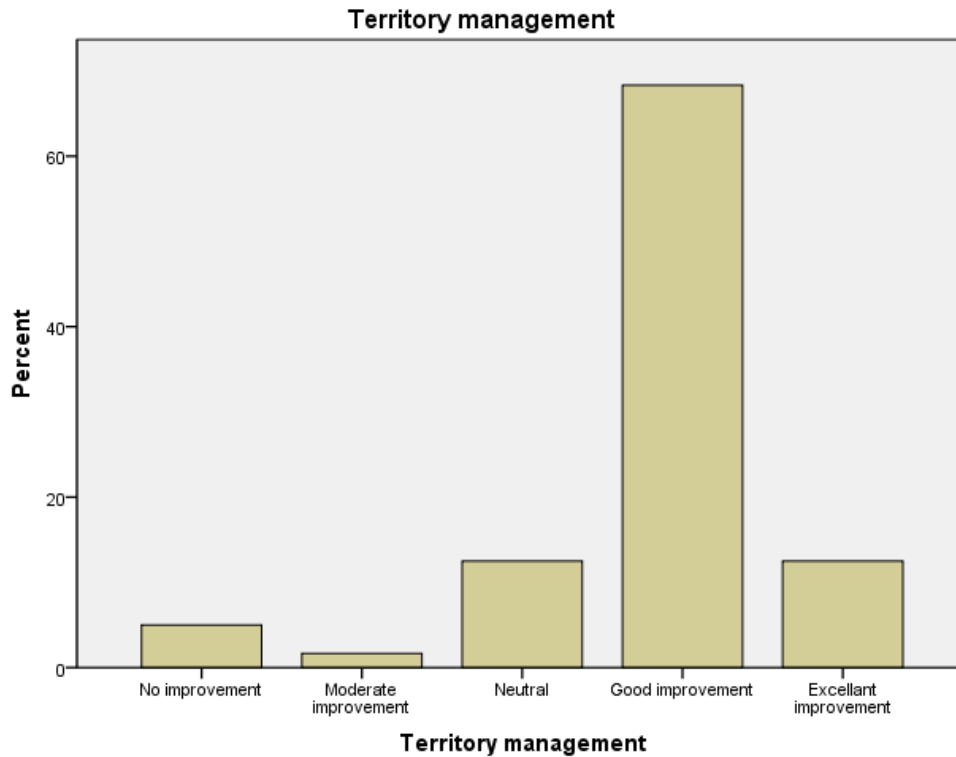
From the following table we can observe that about 68.3% of the respondents expressed that there was a good improvement in territory management skills on attending their organization’s competency development training programmes. Following bar chart also shows taller bars corresponding to the same.

Territory management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No improvement	6	5	5	5
Moderate improvement	2	1.7	1.7	6.7
Neutral	15	12.5	12.5	19.2
Good improvement	82	68.3	68.3	87.5
Excellent improvement	15	12.5	12.5	100
Total	120	100	100	



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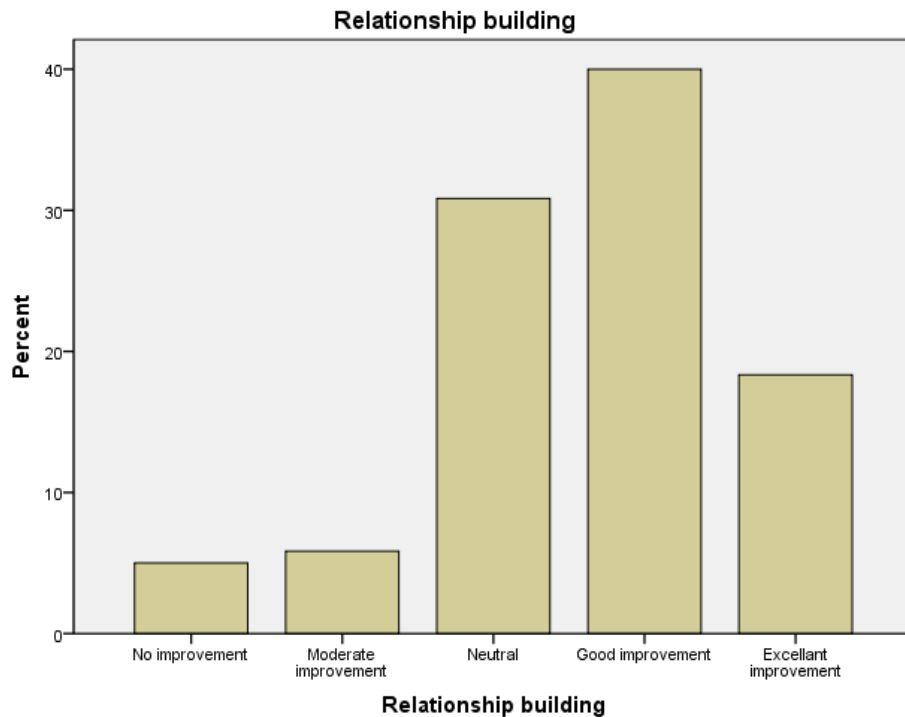
From the following table we can observe that about 40.0% of the respondents expressed that there was a good improvement in relationship building skills on attending their organization’s competency development training programs. Following bar chart also shows taller bars corresponding to the same.

Relationship building

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No improvement	6	5	5
	Moderate improvement	7	5.8	10.8
	Neutral	37	30.8	41.7
	Good improvement	48	40	81.7
	Excellent improvement	22	18.3	100
Total	120	100	100	



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From the following table we can observe that about 50.8% of the respondents agreed that competency development training has helped in the overall improvement of front line sales performance at their organization. Following bar chart also shows taller bars corresponding to the same.

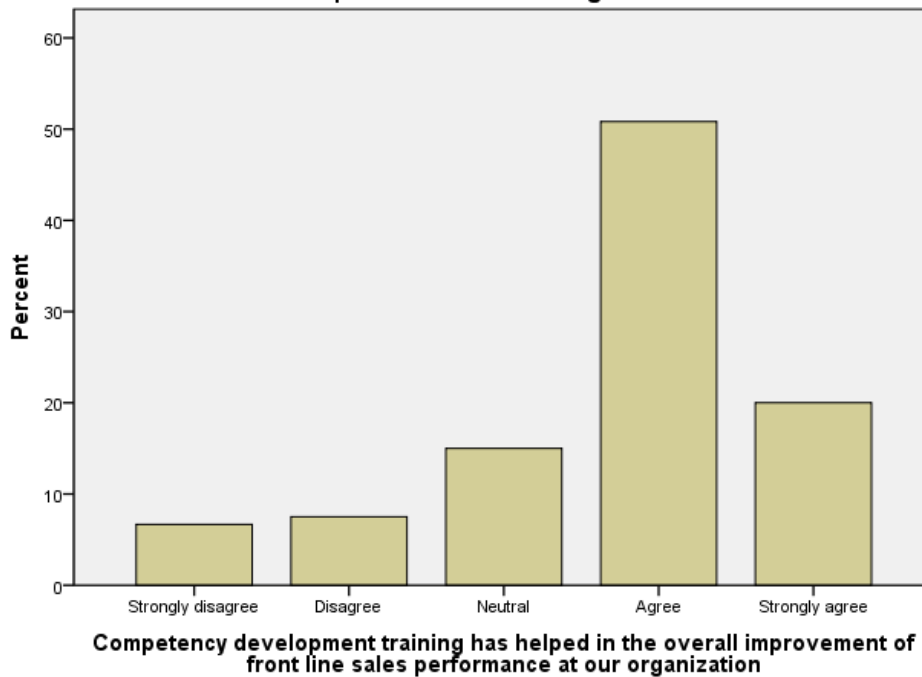
Competency development training has helped in the overall improvement of front line sales performance at our organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	6.7	6.7
	Disagree	9	7.5	14.2
	Neutral	18	15	29.2
	Agree	61	50.8	80
	Strongly agree	24	20	100
Total	120	100	100	



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Competency development training has helped in the overall improvement of front line sales performance at our organization



Chi-Square Test

Hypothesis – 1

In order to determine whether there is a significant difference between the responses of respondents regarding their organization ensures all its front line sales personnel to attend the competency development training programmes conducted by it, a chi square test for equal proportions was applied by using SPSS.

Null hypothesis: The organization does not ensure that all its front line sales personnel attend the competency development training programmes conducted by it.

Alternate Hypothesis: The organization ensures that all its front line sales personnel attend the competency development training programmes conducted by it.

My organization conducts competency development training to all its front line sales managers?

	Observed N	Expected N	Residual
Yes	84	60	24
No	36	60	-24
Total	120		



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	My organization conducts competency development training to all its front line sales managers?
Chi-square	19.200 ^a
df	1
Asymp. Sig.	0

From the table above we can observe that the value of chi square statistic was 19.2 and its corresponding p value is $0.000 < 0.05$. Since the p value is less than 0.05, we can reject the null hypothesis and accept the alternate hypothesis that the organization ensures that all its front line sales personnel attend the competency development training programmes conducted by it.

Hypothesis – 2

In order to determine whether there is a significant difference between the responses of respondents regarding competency development training has helped in the overall improvement of front line sales performance at our organization, a chi square test for equal proportions was applied by using SPSS.

Null hypothesis: Competency development training has not helped in the overall improvement of front line sales performance at our organization.

Alternate Hypothesis: Competency development training has helped in the overall improvement of front line sales performance at our organization.

Competency development training has helped in the overall improvement of front line sales performance at our organization

	Observed N	Expected N	Residual
Strongly disagree	8	24	-16
Disagree	9	24	-15
Neutral	18	24	-6
Agree	61	24	37
Strongly agree	24	24	0
Total	120		

	Competency development training has helped in the overall improvement of front line sales performance at our organization
Chi-square	78.583 ^b
df	4
Asymp. Sig.	0

From the table above we can observe that the value of chi square statistic was 78.583 and its corresponding p value is $0.000 < 0.05$. Since the p value is less than 0.05, we can reject the null hypothesis and accept the alternate hypothesis that competency development training has helped in the overall improvement of front line sales performance at our organization.