sales person working in organized retail stores. The sixth chapter provides the construction of skill matrix of sales persons working in organized retail stores. The last chapter is the concluding part of the work, which presents the findings, suggestions and areas for further research.

CHAPTER - II

REVIEW OF LITERATURE

Once the problem is formulated, a brief summary of it should be written down. It is compulsory for a scholar who is pursuing a research work. Review of Literature is the significant part of the research study. The researcher has to acquire information about what has been done in a field of study, to arrive at a fruitful conclusion. Review helps the researcher to gather updated information about previous researches in the area in which the researcher intends to have a study. A similarity with available literature and studies in the area of research is also required by the investigator for making new grounds and for the proper designing of the study. Relevant literature was written by academicians as well as practitioners. Most relevant sources are well referred and undergone lot of research. It also helps to study the different aspects of the problem. Hence, researcher undertakes extensive literature survey connected with the problem by abstracting and indexing various journals, magazines, reports, books, websites, etc. which was tapped depending on the nature of the problem.
The goal of the following literature is to get an understanding of the existing discourse in the problem field. This understanding ensures that the research project is founded upon updated and accepted views regarding the topic. A further result of this understanding should be that the research adds the value to the existing body of knowledge, rather than merely repeating what has been discovered before. Relevant literature was found in various expertise areas, namely the area of retail sector and retail management, sales people and retail salespeople, sales force performance management, and skill matrix. So a review of previous studies in relevant area of the present study was attempted and presented hereunder. Literatures are presented in the order of recent year studies to old studies.

2.1. RETAILING

An important aspect of the current economic scenario in India is the emergence of organized retail. There has been considerable growth in organized retail business in recent years and it is poised for much faster growth in the future. Major industrial houses have entered this area and have announced very ambitious future expansion plans. The related study and articles regarding retailing, retail sector and retail management are as follows:

Seema Shenoy et al\(^7\) concluded that the firm which is operating in a exceedingly cutthroat situation with increasing competition among super markets should

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\(^7\) Seema S.Shenoy, Dr.A.H.Sequeera and Dr.K.Devaraj (2012): *A Conceptual Framework for Customer Centric Strategic Approach for Competitive Advantage with specific*
consider competitive advantage as their heart. The retailers in India should identify and follow the strategy of providing superior performance and facilitate them which is essential.

Manju Malik\(^8\) found out that service quality, store convenience, product quality and availability of new products. Hence the retail managers in the organized retailing should take down the steps to augment the quality of the product, convenience of the store, service after sales, providing attractive promotional scheme and better personal interaction with the customers.

Manju Malik\(^9\) said that the motivating factors which play an important role in making the customers to visit the retail outlets are good assortment of products, branded items, reasonable price, fixed price, retail location near to the customers’ residence and availability of necessary goods under the same roof. There is a significant relationship between Customer Satisfaction and five dimensions of service. Product characteristics, price factor, physical aspects, promotional schemes and personal interaction will exhibit the quality of a retail outlet. It is advisable for the retailers to give stress on the above said factors while providing the services.


Anil Ramesh\textsuperscript{10} found that if the customer confronts the products and evicts keen interest in knowing more about it, really it is the moment of truth. The customer will think over a purchasing decision or they ask the information about the product and evaluate it. He found that a sales representative must understand and identify the individual customer’s needs, present the most suitable products carried by the retailer, answer the customer’s myriad objections, and attempt to close the sale. Finally, he concluded that the proactive method is not followed by the salespeople to covert a shopper to consumer. They are just acting as a order taker or order processor and not selling.

Pinaki Ranjan Bhattacharyya and Sourav Laha\textsuperscript{11} analyses that kid’s zone, online trading, Automatic Telling Machine counters nearby, tailoring facility and availability of food and drink are the expected added benefit s expected by the customers. The customers are saying that their retail shopping place should be spacious, cooperative sales personnel, low price, price transparence, air conditioners, security, toilet facility, parking facility, Transport convenience, quality, reasonable price etc... They also conclude that there is communication gap between the employees and management.

Deepali Bhatnagar\textsuperscript{12} indicates that the customers are giving importance to various attributes regarding the ambience of the store which directly creates a strong image in their minds. The spirit and mood of the customers are being enriched through some attributes like the lighting in the Store, Color scheme, Odor, etc. Store with a beautiful display, perfect lighting coupled with appealing smell and music can create sensations and alter consumer shopping attitude and patronage behavior. Hence the customers when they come for shopping they are expected to be seduced and delighted.

Nityanand Singh\textsuperscript{13} reveals that 97% of the total retail market has been occupied by unorganized retail sector and only the remaining 3% is the participation of organized retailers. Both the system is developing themselves to boost the competition among the retailers which finally benefits the final consumer. Unorganized retailers are being a stiff competitor even the organized retailers growth rate is high. The rising prices of retail estates, high cost of trained and skilled manpower, and complicated tax structure make things tough for organized retail into maintain high growth status, at the same time, it is also challenge for unorganized retail to maintain present status. An appropriate supply chain strategy is required to be followed by organized and unorganized retailers.


Venkateswaran and Mahalakshmi\textsuperscript{14} suggested that innovation, innovation and innovation are the three essentials of retail branding. The customers should be taken care by the retailers, they should be also be in contact, provide an emotional benefit and individuals style should be respected. Retail is a people contact business, it’s not about the share of wallets, its people. Increased manpower and more space for business expansion are the two things which is essentially looked by the modern retailers to develop their industry.

Paromita Goswami and Mridula Mishra\textsuperscript{15} denotes that location, helpful, trustworthy salespeople, home shopping, cleanliness, offers, quality and negatively related to travel convenience are the positively related factors of customer patronage to grocery stores. Kiranas do well on location but poorly on cleanliness, offers, quality, and helpful trustworthy salespeople. The converse is true for organized retailers. They also added that we are probably looking into a future where there shall be a consolidation in the trade with the larger kiranas surviving by changing over to self-service format from over-the-counter format and the two other categories either evolving, moving on to a different trade or simply withering away.


Perera et al.\textsuperscript{16} denotes that Retail Services Quality Scale which incorporates five dimensions, namely physical aspects, reliability, personal interaction, problem solving and policy to measure services in southern and western province supermarkets. They want to emphasize that Quality is a relative phenomenon where judgments is subjective to a particular individual.

Timothy Keiningham et al\textsuperscript{17} examines that for employee and customer satisfaction to force changes in sales, apparent performance standards on some magnitude must be constantly delivered and changes in satisfaction levels must cross attribute-specific doorstep levels.

Sacha Maria Joseph\textsuperscript{18} ascertained that the role of demographic variables, personality, situational variables, self-congruency and value are various variables which contribute to this retailing revolution.

Suresh Garimella\textsuperscript{19} describes that Shopping at bigger store lacks the personal touch, which endears the neighborhood shopkeeper to the buyer. Another aspect


\textsuperscript{17} Timothy L.Keiningham, Lerzan Aksoy, Bruce Cooil, Kenneth Peterson and Terry G.Vavra (2006): A Longitudinal Examination of the Asymmetric Impact of Employee and Customer Satisfaction on Retail Sales, Managing Service Quality, Vol.16 (5), pp 442-459.

\textsuperscript{18} Sacha Maria Joseph, (2006): Ethnicity, Personality and Values: Exploring the Consumer Exodus from Department to Discount Stores, A Dissertation submitted to the Department of Marketing, Florida State University.
advocated in this article is the modernization of conventional shops which will probably help them keep up with changing times and customer requirements.

**Sarwade**\(^{20}\) explains that poor reliable information from dealers or company sale personnel are the major problem faced by the rural retailers. Accessibility; delivery of product and services continues to be difficult in rural area to the retail traders are some other problems faced by them. Hence, he recommended to the companies or dealers to guarantee the sufficient information about the products to the retail traders in village and display of products at shop level should be improved.

**Jacqui Gush**\(^{21}\) concludes that to attain a additional unbeaten long-standing match in the employment relationship companies need to consider graduate recruitment in the circumstance of long-term strategic business planning. The highly centralized structures and systems of most multiple retailers force constraints on their operating system, where self-directed decision making is inadequate primarily to people management, and conformity and compliance are major requirements.

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Prasad\textsuperscript{22} explains that all the retailers’ opinion is, evening hour is the peak hour for sales and morning hour is the slack hour. All the days of a week’s sale will not be the same, many predictable and an unpredictable factor influences the volume of sales in a day. Immediate and fullest attention by the salesman is expected by each and every customer. He finally concludes that most of the manufactured goods are being regularly advertised by manufacturers.

2.2 SALESPERSONS AND RETAIL SALES PERSONS

A very crucial issue to be handled by the Human Resource Management department is to keep the employees highly motivated through identifying and developing their skills and commitment to their jobs. The challenge for retailing firm’s Human Resource Management department is to work towards motivating their employees to work and contribute their firm’s goal and retailing strategy. The following reviews show the related articles and research articles about sales people and retail sales people.

Debasis Bhattacharya and Subrata Ray\textsuperscript{23} opines that the sales managers have to ensure that sales personnel I the retail sector should expend effort in developing and maintaining customer relationships over time.


Vincent Onyemah\textsuperscript{24} found out that Salesperson-organization value fit reduces the chance that coaching will bring about more sentimental obligation to the organization, improve satisfaction with job and supervisor and lower perceived role ambiguity. Formal education for a number of years will reduce the impact of coaching on affective commitment, satisfaction with job and supervisor. Salespeople’s confidence in their company’s product superiority over competitors’ brands also reduces the effectiveness of coaching. But, Salesperson’s organizational tenure has no impact on the effectiveness of coaching.

Thomas Brashear et al\textsuperscript{25} found out that to build a trust between salespeople and their managers shared values should be used which is the strongest factor. The predictive and identification trust build processes should be considerably associated with the salesperson trust in the sales manager. Interpersonal trust was found to be most strongly related to shared values and respect. Trust was directly related to job satisfaction and relationalism, and indirectly related to organizational commitment and turnover intention.


Martin and Bush\textsuperscript{26} implied that the significant predictors of customer oriented selling are a salesperson’s empowerment perceptions, a sales manager’s use of transformational leadership principles, and the salesperson psychological climate dimensions of support, autonomy, and cohesion are all significant predictors of customer oriented selling. The strong impact of transformational leadership on customer-oriented selling indicates that sales managers who want to establish strong customer orientations among their salespeople should focus on transformational leadership. Sales managers should concentrate on the qualitative aspects of leading and guiding sales people.

Rolph Anderson and Wen-yeh (Rene) Huang\textsuperscript{27} describes that to expand Customer Relationship Management (CRM), psychologically and professionally, salespeople need better empowerment. Empowerment requires several individual, managerial, and organizational changes for successful implementation which is complex. To effectively and efficiently carry out their growing yet still poorly defined Customer Relationship Management roles, salespeople need to be comprehensively empowered, trained, motivated, and rewarded. Companies that most effectively empower their salespeople should reap substantial rewards in profitability and loyalty from both their salespeople and customers.


\textsuperscript{27} Rolph E. Anderson and Wen-yeh (Rene) Huang (2006): Empowering Salespeople: Personal, Managerial, and Organizational Perspectives, Psychology and Marketing, Vol.23 (2), pp.139-159.
Dee Knight et al\textsuperscript{28} explains that role stress such as role conflict and role ambiguity affects customer orientation which had direct and indirect effects on job performance mediated by customer orientation. Retailers should anticipate the likelihood that salespeople will experience role conflict, at least to some degree. Salespeople can develop strategies to tolerate low to moderate role conflict through training provided by the company. Salespeople who experienced high levels of role ambiguity demonstrated low levels of customer orientation, selling orientation, and job performance. Retail managers can establish systematic communications with salespeople to identify and clarify areas of ambiguity. Customer-oriented salespeople performed at high levels. Managers who provide retail salespeople with productive criticism and keep them apprised of their advancement may stimulate them to make adjustments for enhanced job performance.

Strutton et al\textsuperscript{29} concludes that the core self-evaluations model developed by Judge and colleagues is a useful theoretical foundation for extending research in the sales management area. The core self-evaluations locus of control and self-efficacy belong to this broader set of dispositions. At elemental attitudinal and behavioral levels, locus of control traits and self-efficacy beliefs have been shown to affect how individuals think.


and behave in ways that will enhance or undercut the extent to which they almost reflexively persevere or demur when confronting difficult challenges.

**Chia-Chi Chang**\(^{30}\) says that the critical determinants of customer retention are service quality and consequent recoveries. Further investigations are guaranteed when effective service programs are used. In particular, with the current emphasis on relationship selling, salespeople should learn how to improvise to serve their customers effectively, including solving problems when service failure occurs. Providing customers a choice of service recovery options, salespeople can augment customers’ sense of control and ultimately their satisfaction with the service recovery and the overall service transaction. Customer satisfaction would be contingent upon the importance of the service.

**Amy Wong** and **Amrik Sohal**\(^ {31} \) reinforced that to build a source of competitive advantage, it is very important for the retailers to offer better service quality to the shoppers. The results established a positive relationship between service quality and customer loyalty, Understanding a customer’s paramount interest at heart sends a influential signal to customers as to the quality and performance of the service delivered to customers. At the same time, careful screening of sales personnel can help make


certain a good job fit that will contribute to city retailer’s positioning through empathy based strategy.

**Mark Johkle et al.**\(^{32}\) proposes and evaluates a model describing the relations among sales manager’s communication practices and salesperson ambiguity, satisfaction performance and commitment using a multi faceted concept which suggests that among sales manager’s communication practices and salesperson ambiguity, satisfaction performance and commitment.

**Albert Taylol et al.**\(^{33}\) indicate that sales person prefers less emphasis on the qualitative criteria. If the criteria are easily controllable by the salespersons and if it gives more output, those criterions must be used for development of the appraisal. The perception of salespeople seems to be either that they are being assessed on inappropriate criteria or that they are being assessed on criteria that are uncontrollable. In both cases, the repercussions may be significant in terms of their potential effects on satisfaction, commitment, turnover, and performance.

**T.S.Barjaty**\(^{34}\) shared that a usual salesman is subjected to distant better and more recurrent fluctuations in his morale and will to do. He also describes that one big


order, and the salesman is at the peak of his morale, and loss of an order or contract, makes him to be submerged. Under such conditions a salesman slips into disadvantageous business and personal habits. He finally concludes that human relation is nothing but “The Big smile-a process of gladly hand-shaking and back-slapping” obviously a smiles helps, but it must spring from the heart.

2.3 SALES FORCE MANAGEMENT

Sales Managers have the full responsibility to stand by the side of a sales person and support him in every other function that he is doing. A sales person faces lot of hurdles in his task like lack of leads and poor communication. By far, the biggest sales-management mistake is lack of an effective, organized, and well-executed prospecting effort. For the organization to succeed, a sales manager may have to do things that are unpopular but necessary. Getting the sales team to prospect as a team and as individuals and to do it well truly ends up making or breaking a sales organization. It has been shown that, especially in the current global financial crisis, sales management control is of utmost importance for the retail, private and corporate banking institutions. Sales management control has received significant attention from scientists and practitioners during the past decade. The following reviews describe the past study regarding sales force performance management.

Stephen Stumph et al\textsuperscript{35} describes that the three specific human resource practices in a firm such as career success, performance and potential explains the effectiveness of employee perception. Structured HR practices in performance management, professional development and the normalized performance rating helps the companies in India to create a strong human resource climate. Employee perception about career success is perceived highly to be effective. The stronger professional development relationship with performance in national firms compared to global firms suggests that national firms are using professional development more as a “carrot” to support employee performance than are international or global firms.

Jean Michael et al.\textsuperscript{36} found and interesting and supporting outcome that the quantity of interaction by the sales person matters more than its quality in improving the performance. Sales force automation provide managers with insight into the types of levers they should attend to when they attempt to improve customer relationships.

Dev Raj Adhikari\textsuperscript{37} described that the human resource professionals are under the changes like working as human capital and relationship builder, supporting line managers to take part in strategic decisions and making human resource function able to


influence in organizations, create environment for learning. Poor employee relations, a lack of an appropriate organizational culture, declining productivity of workers, lack of performance based system, low pay and rising absenteeism are the performance management related issues faced by the Nepalese Organizations. Developing interpersonal and communication skills, professional and vocational skills and leadership skills are the immediate actions that needed for them.

Veena Vohra\textsuperscript{38} pointed out that the employees working for the organizations should take care of the organization, they should also develop themselves to give their best to the firm. With all boundaries remaining only in the mind and seamless knowledge and, technology transfers becoming the way the world works, the competencies of people have to be constantly upgraded. Incongruously, at maximum of the time managing innovations in the technology is easier than managing the person in the next cabin.

Nigel Piercy et al\textsuperscript{39} opined that sales executives concerned with In-Role behaviour performance, to build superior customer relationships, might usefully focus attention on training and development to enhance manager behaviour control skills, as well as the careful evaluation of salesperson organization citizenship behaviors in sales teams, as a route to competitive advantage through achieving Superior Salesperson In-Role Behaviour Performance. Their findings suggest that sales executives should

\textsuperscript{38} Veena Vohra (2008): \textit{Managing People - The changed Script}, ICFAI Press.

encourage a broader approach to evaluating the success of a salesperson in carrying out the duties of a sales position than one focused only on short term outcome performance.

Adivarahan\textsuperscript{40} explains that right from the inception of a person in to the organization till he leaves the organization, the performance analysis should be done. Further he adds that 360 degree analysis and balance score card to give more pertinent meaning, and evaluation should be done throughout the year. The performance method is to be transparent with the concerned and facilitate the concerned for improvement and be a winner in the organization. Finally he concludes, the appraisal can motivate and encourage any employee and organization.

Hog and Ji-Sook\textsuperscript{41} consolidated that the meaningful components of competency which have direct influence on sales person’s performance are the competencies such as impact and influencing, achievement orientation, analytical thinking, initiative, persistence, problem-solving (motive and traits), flexibility, self confidence, and self control (self concept). The casual relationship between the future (individual) performance and competencies which salespersons obtained from performance in the past has been examined by them and they argues that competencies are important for predicting the future performance in organizations. The tie between the


salesperson’s competencies and goal accomplishments will be strengthened by the desirable relations with superiors in the organizations.

Marcel van Marrewijk and Joanna Timmers\textsuperscript{42} found out that the productivity will be improved, workplace climate will be supported human development will be stimulated through collective – individual alignment on issues relate to “corporate identity and values”, “human operations” and “human development”. The Human Capital Management activities strengthen the commitment, dedication and motivation of individual employees, while companies show an increase of their basic assets: material (financial performance) commercial, socialization and creative asset or intellectual; capital. He describes that Human Capital Management aims at the creation of commitment of employees, a commitment that goes further than contractually exchanging services. Finally, the experience from practice shows that if the motivation assessment is conducted in a sphere of complete openness and good communication, job assessment and performance management can be lapsed.

Eric Molleean and Hugo Timmerman’s\textsuperscript{43} explains that if the firm’s leading performance indicators budge towards innovation and the creation of knowledge, this will result in more non-routine work and a higher level of interdependency among workers.


They argue that a contingent performance management system has to focus on learning and group processes, on qualitative as well as quantitative goals and on both the individual as well as the interpersonal level.

Careter and Tony\textsuperscript{44} identified that the sales force in today’s complex selling environment necessarily understand the customers’ desired selling mode. The understanding helps the salespeople to service the customer effectively allocate corporate resources to meet customer needs in such a way as to provide satisfaction. They described in another words, if a customer were in the transactional selling mode it would be an inefficient allocation of corporation’s sales resources to have a sales person call on that account. Moreover, it would have a negative effect on the customer that could result in a lost sale.

Hadyn Ingram and Brenda McDonnell\textsuperscript{45} suggest that managing performance is an ever more challenging activity. The right balances between productivity and people, using indicators which reconcile “hard” and “soft” should be found by the organizations. Using a flexible and holistic approach, a continuous search for service quality should be conducted. People plays a major part, hence short term gains should not be hunted at the expenses of long – term strategies. Harnessing the latent creative energy of teams at every level in the organization may results in Effectiveness.


David Sinclair and Mohamed Zairi\textsuperscript{46} comment that performance measurement was found to be most effective where all of the systems such as performance appraisal management, benchmarking, reward and recognition are clearly identifiable and interlinked so as to be mutually supportive. Successful use of performance measurement appears to be closely linked with the integration of Total Quality Management into strategic and operational management. Strategy development and goal deployment, and process management and measurement are the most important elements of performance measurement system.

Geoy Rismann\textsuperscript{47} suggested that dealing with sales force problems will improve the effectiveness of sales managers. It will also motivate the sales persons to think of the various factors and their functional relationship as they affect the selling effort of the company.


2.4 SKILLS AND SKILL MATRIX

The skill matrix comprises of many ‘cells’. They represent different categories that are combination of a particular skill and particular type of experience. It is the core of career portfolio. In the matrix one can add different skills and experiences one has acquired through classes, jobs and other activities. The following review describes the related study of skills and skill matrix which also explains the importance of present study.

**Dr. Priya Irabatti**\(^{48}\), has found that the buying decision varied according to the approach and attitude of the salesperson, they have to be more friendly, persuasive and convincing towards their customers. Proper training should be given to the salespersons to serve their customers with patience and care. Since customers preferred friendly, pleasing attitude, smile, greeting and eye contact to be the most important non-verbal communication, the training programs could concentrate on these areas.

**Mohd. Sah Bajir et al.**\(^{49}\) suggested that sales persons who possess excellent interpersonal skills can significantly boost sales performance. Hence, sales organizations should give emphasis and efforts to develop improved methods of training and development to enhance their sales person’s interpersonal skills.

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Spicer and Carol\textsuperscript{50} has exposed that competencies are set of skills, knowledge, abilities and attributes, characteristics that enable people to successfully perform jobs. They built a competency model to support Lux Ollica Retail's associate lifecycle, selection, performance management, training and succession planning. They assess that all Human Resource Professionals should consider how they can build a competency model that raises the bar and helps drive business now and in to the future.

Rebecca M.Guidice et al\textsuperscript{51} clearly quotes that Bluffing, a common and consequential form of competitive behaviour, has been comparably ignored in the management literature, even though misleading one’s rival is suggested to be an advantageous skill in a multifaceted and highly competitive environment. To address this deficiency advance scholarship on competitive dynamics, their study investigates the moral reasoning behind Competitive Bluffing and using a simulated market entry game, examines the performance effects of bluffing. They concluded that bluffing is often thought to be an effective business practice, results show that in the context of repeated interacting, bluffing is not conductive to high levels of performance and in fact have undesirable sequences.


Paul Lyons\textsuperscript{52} indicates that the positive outcomes from constructivist-based skills charting strategy through individual’s thinking and performance about the strategy. Those who attain new information are usually in the best position to know how the information benefits them. Performance can be stimulated and enriched through the constructivist learning methods for creation and improvement of skills. Skill Charting and competency mapping represent a variety of tactics aimed at creating improving skills, competence and ultimately, performance improvements are achieved by assisting individuals, working alone or in groups, to systematically isolate important behaviors and standards of performance aimed at addressing specific business needs.

Shabnam et al\textsuperscript{53} found that the organized retail evidently needs supply of higher end labour with better education and skills. The conceptualization of labour entirely in organized retail differs from unorganized retail. The expectation of performance level is also different and much more demanding. There is a scarcity of appropriate labour to cater to the needs of the organized retail. The organized retailers are facing more of a problem of attrition than shortage of supply. However, the problem of finding appropriately skilled labour remains an issue. The most cases the retail management employs and provides training after recruitment.


Denise Lusti et al\textsuperscript{54} found out that knowledge management system model contributes the creation of favorable culture and organizational development. Competency of organization is having the capacity to connect the individuals into a network of collective competencies which creates competitive advantage. Finally it effectively generates valuable results for the organization and its stake holders.

Mc Daniel et al.\textsuperscript{55} said that it is a well-known fact that extensive promotional activities generate better awareness and customers that are well-informed about the offered product lives underpin the generation of more sales to the organization.

Futrell\textsuperscript{56} in his study estimated that top quality sales staff who maximize revenues from existing customers and systematically identify, convert and manage new prospects well will allow a business to grow fast than its competitors.

David Rees and Christie Porter\textsuperscript{57} said that the organizational arrangements main aspect is structured through Skill Matrix. It fulfills the need of aligning the right mix of skills by considering products, services and organizational problems. Team


leaders should be multi disciplinary hence special attention should be given at the time of selecting, motivating and training long lasting relationships with their customers.

Manning and Reece\textsuperscript{58} pointed out that hiring sales persons with the higher level of interpersonal skills, will probably result in sustaining and building customer loyalty, intention to repurchase, and the sales persons will be more likely to develop.

Joseph O. Rentz et al.\textsuperscript{59} advocated that the measure of selling skills should prove useful to the researchers investigating the behaviors and the underlying mental processes of highly skilled “expert” salespeople. Isolating the behaviors and mental processes by that make expert salespeople unique should prove very useful in the selection and training of people. That is sales managers could begin to select sales candidates that possess these behaviors and mental processes and could also train their existing sales force to emulate these positive attributes.


Coulter and Coulter\textsuperscript{60} found that due to the inherent intangibility of services, consumers are often faced with not knowing what to expect from a service until they have consumed and they perceive services as risky.

Rentz et al.\textsuperscript{61} categorized selling skills into three dimensions namely interpersonal, salesmanship and technical skills. These skills should be focused to develop the activities of the sales persons.

Baldauf and Cravens\textsuperscript{62} estimated that a technically skilled sales person sometimes suffers from the problem of transforming this theoretical knowledge into a manner that is understandable and comprehensible for their customer basis.

Michael Rich and Daniel Smith\textsuperscript{63} opined that the social style of the individuals who are related to the prospective salespeople cannot be equally identified by all the prospective salespeople. They establish that the dissimilarity in recognition skill signals the need for sales managers to work out methods of verifying the ability of a prospective sales person to properly identify the social style being evaluated to declare


that whatever style flexing training that might ensure will be meaningful to the trainee. They also concluded that the individuals with lower level of responsiveness are tend to be having lower identification skills, but those with higher level of responsiveness have grater identification skills.

Dench\textsuperscript{64} states that it is interesting to mention that for people entering the workforce for the first time and reentering the work place is important to hold personal skills since it is not simply enough to be technically competent.

Gibson et al.\textsuperscript{65} suggested that interpersonal skills reflect an individual’s ability to interact successfully with others and generally foster positive interpersonal relationships.

Babakus et al.\textsuperscript{66} observed that salespeople play a critical role in organizations in delivering customer value, and the way they fulfill this role is directly influenced by sales managers, the most critical element in a productive sales force.

Caudil et al.\textsuperscript{67} comment that a sales person needs good listening skills in order to identify and resolve problems, to determine what questions to ask and what information to gather, to prevent mistakes and to increase source credibility.


Becker\textsuperscript{68} in his classic human capital theory study found out that investing in a person’s knowledge and skills is similar to business investments in equipment. There are economic effects of investment in competence, providing incentive to both the individual and organization. An increasing number of organizations are realizing the role that the knowledge residing in their human capital plays in creating economic power and value.

William et al.\textsuperscript{69} posited that employing four non-verbal symbolic expressions such as voice qualities, non-verbal vocalization, body movement and spatial distances might result in likelihood of a sale. They also suggested that sales persons who varied their communication styles in relation to the customers might significantly increase the potential to close the sale.

Morgen and Stoltman\textsuperscript{70} found that there was a positive relationship between adaptive personal selling and questioning, listening and non-verbal behaviour. They stated that a sales person’s perceptual abilities, including probing, asking questions,


listening and deducing verbal and non-verbal clues, provide the basis for adaptive selling.

Sujan et al. suggested that an extensive knowledge base is important for sales persons, because it allows them to cope with complex market environment. It is expected that sales persons with commendable marketing skills will produce good performance.

Ford et al. found that besides aptitude; role perception, motivation, personality and organizational factors, sales skills also affect a sales person’s performance.

The results of Churchill et al. research indicated that selling skills were the most important variables both in terms of average size association with performance and in terms of real variation.

Gilani point out that To a great extent, the company’s sales success depends upon the quality of the salesmen you select, develop, control and direct. Their success


will largely depend on how expertly the company recruits and selects them for quality. Salesmen should have good appearance, personality intelligence experience, progress, good attitude, Persistence loyalty, etc.

Katz mapped three main skills such as technical, human and conceptual against the three basic level of management and found out that human skills is an essential skills required for all categories such as top, middle and supervisory level management.

CHAPTER-III

RESEARCH METHODOLOGY

This chapter provides the background of the study, statement of the problem, objectives of the study and hypothesis framed for the study. It also furnishes the details of research design, data collection method, data collection tool adopted in the study and sample frame of the study. The various statistical tools exercised for the analysis of data are also discussed in the study. Finally this chapter outlines the limitations of the study.

3.1. BACKGROUND OF THE STUDY

The present study focuses on the development of skill matrix of the retail persons working in organized retailing sector. Organized retailing all over India is shows
