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\textsuperscript{75} 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

\textsuperscript{74} J.Gilani (1976), in his paper titled \textit{Some Guidelines to Successful Salesmanship - How to Recruit and Select Good Salesman}, Indian Journal of Marketing, and Vol.8, pp 6-8.

signs of enormous activity. The role of organized retailing sector in southern districts of Tamil Nadu is also very vast. The development and growth are tremendous. The presence of unorganized retailers is more than organized retailers. In this condition organized retailers are in the position to prove themselves through their extraordinary services to their customers. One of the important factors which help the retailers to provide better service is the role of sales persons as the sales persons are the one who directly deal with the customers. Even the visual merchandize, store ambience and other salient features are delivered properly; the activities of sales persons at the outset motivate and promote the sales of products. Hence the researcher pays attention to develop a skill matrix through 360 degree feedback collected from sales persons, customers and sales managers. Skill matrix is a tool which can help the retailing industry to train the sales persons in the needed area.

3.2. STATEMENT OF THE RESEARCH PROBLEM

India is a fast growing economy with a large customer base. Retail is India’s largest industry, accounting for over 20% of the country's Gross Domestic Product and around eight percent of employment. Organized retailing is spreading and making its presence felt in different parts of the country. Professional management helps the organized retailers to shine in retail field. Sales force is the backbone of retailing. Retail sector requires good and efficient salesperson to make an effective management of retailing. So, it becomes necessary to build a model for understanding the skills required by salespersons in order to manage sales persons effectively.
In the globalized era, all the sectors are facing a heavy competition. Especially in retail sector where Foreign Direct Investment is allowed, the Indian retailers are feeling very tough to face the competition of the foreign competitors. Employers look for people who enjoy working with others and who have the tact and patience to deal with difficult customers. Among other desirable characteristics are an interest in sales work, a neat appearance, and the ability to communicate clearly and effectively.

The last several years have been tough times for retail salespeople, regardless of their company. The global economic hold back has changed customers’ buying behaviours as well as their expectations from salespeople. Companies have overdue and thus they have cut back expenditure. They demand price concessions, and have involved more competitors in the buying process. Salespeople have had to work harder to demonstrate the unique value of their products, and to provide high level of service simply to retain customers. Even as the economy improves, many sales organizations are feel that selling is as demanding as ever. The rules of the game have altered.

Looking ahead, organized retail stores are depending on their sales forces as engines of economic growth and profitability, yet the sales role has been becoming difficult, as products and services become complex, customers more sophisticated and demanding, and competitors more aggressive. As new people enter sales roles and experienced ones leave them, sales organizations are struggling to help salespeople reach
competence quickly, and provide the training and support necessary for them to perform well.

Improving the sales mainly depends on the salespersons working in retail sector. The salespersons performance can be improved through proper skill training in the needed area. To improve sales and profit, improvement in the salespersons skill is very important. Unless the retail sector gives importance to the skills of salespersons, it is very tough for their survival. Hence, the present study aims at evaluating the skill requirements of sales person in Organized Retailing Sector through the preparation of Skill Matrix Model through 360 degree feedback. It explores the expectations of sales managers, salespersons and customers who are involved in Organized Retailing Stores.

3.3 OBJECTIVES OF THE STUDY

The objectives of the study are

- to identify and list out the skill requirements of the ‘sales person’.
- to analyse the skill requirement through 360 degree feedback.
- to analyse the opinions of Sales Managers, Salespersons and Customers on various skill requirement of salesperson working in organized retail sector.
- to identify the relationship between socio economic profile, demographic profile of the respondents and their opinions on various skills required for sales persons working in organized retail sector.
- to study the gap from the opinions of Sales Managers, Salespersons and Customers on various sales skills required in organized retailing.
to develop the Skill Matrix and to offer solutions for imparting suitable training to salespersons for their effective performance in many organized retailing business.

**3.4 HYPOTHESES FRAMED**

Based on the above objectives of the study, the following hypotheses have been framed and tested in the study:

1. There are no differences in the socio-economic profile and the opinion of the respondents on the nature and level of various skills required for sales persons working in organized retail stores.

2. There is no association between the age, education, family type and the opinion of the respondents on the nature of various skills required for sales persons working in organized retail stores.

3. There are no differences in the opinions of sales managers and sales persons on the nature and level of various skills required for sales persons working in organized retail stores.

4. There are no differences in the opinions of sales managers and customers on the nature and level of various skills required for sales persons working in organized retail stores.

5. There are no differences in the opinions of sales persons and customers on the nature and level of various skills required for sales persons working in organized retail stores.
3.5 RESEARCH DESIGN

Research design is the blueprint which shows the methods and materials used in the study for collection and analysis of data. David Cooper and Pamela Schindler\(^1\) comment that Research design is the conceived plan and structure of investigation to obtain answers to research question. It gives the details of concepts used in the study and the sampling procedure used for the selection of samples. It also describes the statistical tools that are exercised for analysing data. The present study is descriptive in nature. Descriptive research describes data and characteristics about the sample being studied. Holme & Solvang\(^2\) and Yin.R.K\(^3\) view that the choice of the research should be based on the type of research problems that the researcher sets to solve. In the present research work attempt has been made to describe the opinions of the respondents on the skills required for the sales persons of the organized retail stores. The research methodology used in the study is to analyse the opinions of sample salespersons, sample customers and samples sales managers on the needed skills for organized retail salespersons.

3.6 DATA COLLECTION

Data constitutes the foundation for statistical analysis and interpretation. The first important step in the project work is to obtain data. Collection of data given in this study was collected through primary and secondary data.

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3.6.1 Primary Data

The Primary data were collected as fresh for the first time and thus happen to be original in character. The primary data were collected from 347 salespersons working in the selected organized retail stores. The primary data were gathered from 240 customers who are frequently visiting the selected organized retail stores in eight districts of southern Tamil Nadu. The primary data have been collected from the sales managers of the 64 selected organized retail stores. The data from salespersons and sales managers were collected using the questionnaire. The data from customers have been collected through personal interview method with the help of the interview schedule.

3.6.2 Secondary Data

Secondary data are that which have already been collected by someone else and which have already been passed through the statistical process. The secondary data relating to the number of sales persons employed in the organized retail stores in the eight districts were collected from Labour Department of Tamil Nadu, Government of Tamil Nadu. The secondary data about the list of frequently visiting customers for more than one year have been extracted from the billing section of selected organized retail stores. The secondary data regarding the sales managers have been gathered from the respective organized retail stores.

3.6.3 Period of Data Collection
The researcher herself gathered the information from 347 sample salespersons, 240 sample customers and 64 sample sales managers from 01-04-2014 to 30-06-2014.

3.7 DATA COLLECTION TOOL CONSTRUCTION

To meet the specific objectives of the study a structured and undisguised questionnaire was designed. Designing questionnaire is a highly specialized job and requires great deals of skill and experience.

3.7.1 Item Selection

The Researcher by searching various websites, journals, books and magazines have gathered more than 100 items as the skills. The gathered skill items are required to frame the skill matrix of organized retail sales persons.

3.7.2 Rough Draft

After selecting the items, expert’s opinion from 3 academicians and 2 retail shop owners has been got and the number of skill factors are summarized in to 60 variables under various headings like selling and service skills, general merchandise skills, personality skills, communication skills, computer and financial skills and complaint handling skills. The nature and level of the skill requirement about the salesman skill have been asked to the respondents, where the respondents fill in the
nature of any skill as 3 or 2 or 1 which means Essential Skill, Preferred Skill or Tertiary Skill respectively. The level of any skill will be marked by the respondents as 1 or 2 or 3 which means the level of a skill is at knowledge level, or at working level or at expert level respectively.

3.7.3 Validation of the Tool

Sound Measurement must meet the tests of Validity and Reliability. In fact these are the major considerations one should use in evaluating a measurement tool. Validity refers to the extent to which a test measures what we actually wish to measure. Caramines and Zeller\(^4\) view that, Validity depends on the extent to which the empirical measurement reflects a specific domain of content. Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. In other words, Validity is the extent to which differences are found by a measuring instrument.

There are other three relevant evidences which validate one’s assessment. Relevant evidence often depends on the nature of the research problem and the judgement of the researcher. But one can certainly consider three types of validity in this connection.

a) Content Validity  
b) Criterion-related Validity and  
c) Construct Validity

In this study, the tools have been evaluated by means of content validity. Three experts from academic and one from industry area were consulted. Their suggestions were incorporated in tools.

3.7.4 Reliability Test

Caramines & Zeller\textsuperscript{5} said that, Reliability relates to the extent to which an experiment, test, or any measuring procedure yields the same result on repeated trials. Reliability of the instrument in this study was established using Cronbach’s alpha as a measure of reliability of psychometric instrument. In order to find out the internal consistency of items, the measure of Cronbach’s alpha was utilized. Scale reliability is the proportion of variance attributable to the true score of the latent variable. The investigator had found out the reliability of the instrument. David Cooper and Pamela Schindler\textsuperscript{6} in their book Business research Methods have clearly indicated that the test and retest method will be more useful to find out the reliability and the suitability of the instrument. The investigator followed the above principle and subjected the questionnaire to test and retest method, by giving a long gap between each test. She could obtain consistent results with repeated measurements of the same respondents with the same instrument in different conditions and environment.

\textsuperscript{6} Op.Cit. p.5.
Hence it is presumed that in any environment the perception of the respondents with regard to the statements did not vary. Hence the investigator confirmed the reliability as well as the stability of the instrument.

Also the investigator attempted to further verify the reliability through statistical tools, for which she has calculated the Cron Bach’s alpha for the critical factors of the three research tools. Nunnally & Bernstein\(^7\) and George. D & Mallery\(^8\) suggested that if the alpha value for the scale is 0.7 or more, it is considered as a good scale. Reliability test has also been done using Split-Half method; the investigator divides the total number of 60 variables into two half, the sum of two parts has been correlated. The result of Cron Bach’s alpha suggested that overall reliability co-efficient of skill matrix for sales persons working in organized retail sector were 0.736, 0.702 and 0.833 respectively.

3.7.5 Pre-Test

To develop the skill matrix, a well structured questionnaire and interview schedule was prepared by the researcher herself after a thorough discussion with academicians and experts in the field of retailing. The researcher prepared a draft Questionnaire, where she has included 60 skill matrix variables under various dimensions of skill matrix such as selling and service skills, general merchandise skills, personality skills, communication skills, computer and financial skills, and complaints handling.

skills. A pre-testing was conducted with 50 sample respondents, which includes 30 salespersons, 10 customers and 10 sales managers to finalize the interview schedule and the questionnaires. It helped the researcher to add or delete the statements from the questionnaires and interview schedule.

**3.8 SAMPLE FRAME**

Sampling is the foundation of all research works. Reliable sampling ensures the accuracy and validity of the result of the study. It is a tool, for understanding the characters of the population by examining only a small part of it. In order to ensure the reliability and validity of the findings of the present study, the researcher has exercised relevant sampling techniques for choosing salespersons, customers and sales managers.

**3.8.1 Sampling Method**

The Sampling Method used in the present study is Multistage Simple Random Sampling. The researcher has fixed the total sample size as 651, whereas it has been divided in terms of different type of respondents like organized retail stores sales persons (347), customers of organized retail stores (240) and organized retail stores sales managers (64) in the first stage. As a second stage the sample size has been divided in terms of districts such as Madurai, Tirunelveli, Thoothukudi, Kanyakumari, Virudhunagar, Dindigul, Ramnad and Sivaganga which are the 8 southern districts of Tamilnadu. Hence the researcher has used Multistage sampling and after that researcher has randomly selected the sample respondents which will be called as Multistage Random Sampling.
3.8.2 Sample Unit

After planning the sample method, the researcher decided on how to contact the respondent group. The researcher had contacted the respondents personally and collected the details from them. The sampling unit for this study comprises of sales persons, customers and sales managers of organized retailing stores in the selected 8 districts.

3.8.3 Sample Size

First, the details of retailing stores operating in all the eight southern districts of Tamilnadu namely Madurai, Tirunelveli, Thoothukudi, Kanyakumari, Virudhunagar, Dindigul, Ramnad, and Sivaganga were collected. There were 189 multi brand retail stores in the southern districts of Tamil Nadu. The researcher prepared the list of multi brand retail stores employing more than 30 sales persons from the records of Labour Department of Tamilnadu in each district. 64 retail stores satisfied the condition prescribed for the present analysis and thus these 64 stores have been chosen. Ten per cent of salespersons from each district have been chosen based on simple random sampling technique. District-wise distribution of sample salespersons is in Table 3.8.1.

<table>
<thead>
<tr>
<th>SI No.</th>
<th>District</th>
<th>No. of Organized Retail Stores</th>
<th>No. of Organized Retail Stores Chosen for Study</th>
<th>No. of Salespersons Working in the Selected Retail Stores</th>
<th>No. of Salespersons Chosen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Madurai</td>
<td>54</td>
<td>12</td>
<td>692</td>
<td>69</td>
</tr>
<tr>
<td>2</td>
<td>Tirunelveli</td>
<td>30</td>
<td>10</td>
<td>547</td>
<td>55</td>
</tr>
<tr>
<td>3</td>
<td>Thoothukudi</td>
<td>20</td>
<td>9</td>
<td>472</td>
<td>47</td>
</tr>
</tbody>
</table>
The present study aims at getting 360 degree feedback on the various skills required for salesmanship in organized retail stores. Thus, the researcher gathered the opinions of customers and sales managers also on the various skills required for the salespersons in organized retail stores for 360 degree feedback.

The customers who are frequently visiting the stores for more than one year have been traced from the billing sections of the respective stores. Ten per cent of customers from each district have been chosen based on simple random sampling technique. District-wise distribution of sample customers is in Table 3.8.2.

### TABLE 3.8.2

**District-Wise Distribution of Sample Customers**

<table>
<thead>
<tr>
<th>SI No.</th>
<th>District</th>
<th>No. of Organized Retail Stores Chosen for the Study</th>
<th>No. of Customers Frequently Visiting the Store for More Than One Year</th>
<th>No. of Customers Chosen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Madurai</td>
<td>12</td>
<td>433</td>
<td>43</td>
</tr>
<tr>
<td>2</td>
<td>Tirunelveli</td>
<td>10</td>
<td>339</td>
<td>34</td>
</tr>
<tr>
<td>3</td>
<td>Thoothukudi</td>
<td>9</td>
<td>314</td>
<td>31</td>
</tr>
<tr>
<td>4</td>
<td>Kanyakumari</td>
<td>9</td>
<td>333</td>
<td>33</td>
</tr>
<tr>
<td>5</td>
<td>Virudhunagar</td>
<td>7</td>
<td>291</td>
<td>29</td>
</tr>
<tr>
<td>6</td>
<td>Dindigul</td>
<td>6</td>
<td>254</td>
<td>25</td>
</tr>
<tr>
<td>7</td>
<td>Ramnad</td>
<td>6</td>
<td>225</td>
<td>23</td>
</tr>
<tr>
<td>8</td>
<td>Sivaganga</td>
<td>5</td>
<td>216</td>
<td>22</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>64</strong></td>
<td><strong>2404</strong></td>
<td><strong>240</strong></td>
</tr>
</tbody>
</table>

Source: Records of the Billing Sections of the selected Organized Retail Stores.
It is quite true that the sales managers can observe well and provide correct information out of their experience in salesmanship. One sales manager has been chosen from each selected retail store for eliciting his opinion on the various skills required for salesmanship in organized retailing. Thus, the sample consists of 347 salespersons, 240 customers and 64 senior most managers.

3.9 TOOLS OF ANALYSIS

The researcher has applied percentage analysis for studying the opinions of sales managers, salespersons and customers on the skills required for organized retail salespersons. The researcher has also made an attempt to use the Karl Pearson’s coefficient of correlation test in order to find out the association between the two quantitative variables. This test would also give the type of association, degree of association and significance of association. In the present study the researcher has used this test to find out association, significance of association between the personal and family characteristics of the respondents and the opinions of the respondents about the skills of retail salespersons working in organized retailing sector.

3.9.1 Percentage Analysis

The distribution of opinions of the respondents on the nature and level of various skills required for organized retail sales persons has been analysed using percentage analysis.

3.9.2 Correlation

The correlation is one of the most important common and most useful statistics. A correlation is a single number that describes the degree of relationships
between two variables. The values in the correlation table are standardized and range from zero to one, positive and negative. The correlation between the socio-economic profile and the respondents’ opinions on nature and level of various skills required for organized retail sales persons.

### 3.9.3 Chi-square test

Chi-Square test is a non-parametric test used to determine if categorical data shows dependency or the two classifications are independent. The researcher has employed Chi-square test in the present study to examine the association between the social characteristics of the respondents and their views on the required skills of retail sales persons in organized retailing stores have been analysed.

### 3.9.4 ‘t’ Test

The ‘t’ test has wide number of application in research. It is to test significant difference between the mean of the two dependent groups. By using the mean and standard deviation of the two groups ‘t’ value is calculated. If the calculated value of ‘t’ is 2.59 and above, the difference between the mean is significant at 0.01 level. If the calculated value of ‘t’ is 1.96 and above, the difference between the mean is significant at 0.05 level.

\[
t = \sqrt{\frac{M_1 - M_2}{\frac{\sigma_1^2}{N_1} + \frac{\sigma_2^2}{N_2}}}
\]

Where,

\[M_1, M_2 = \text{Mean of Group I, II Variable}\]
σ₁, σ₂ = Standard Deviation
N₁, N₂ = Total Number of Class

The t-test has been exercised for analyzing the gaps in the opinions of different groups of respondents on various skills for performing the duty of a salesperson employed in organized retail sector. Independent sample ‘t’ test was adopted for analyzing the variables. ‘t’ test was used to find the significant difference between the arithmetic means of the two groups, the quantitative variables at five per cent level of significance. Different socio-demographic variables with two categories were considered in the present study.

3.9.5 MEASUREMENTS OF VARIABLES USED IN THE STUDY

Age

The completed years as on 31-03-2014, of the sample respondents has been taken as age.

Gender

The gender of the respondent has been measured as a dummy variable in the study. The score one has been assigned for men respondents and the score zero has been allotted for woman respondents.

Education

The education of the sample respondents has been measured with the scores as given below:

<table>
<thead>
<tr>
<th>Sales Persons</th>
<th>Customers</th>
<th>Sales Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>UG or Diploma</td>
<td>Uneducated</td>
<td>Professional</td>
</tr>
<tr>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>
Family Type

The family type of the respondent has been measured as dummy variable in the study. The score one represents joint family and the score zero is nuclear.

Family Size

The total number of both adult members and children in a family has been taken as family size.

Individual Income

Income earned by the sample sales persons and sample sales managers has been taken as individual income.

Others Income

Income earned by the other members in the family of sample sales persons and sample sales managers has been taken as other’s income.

Family Income

The sum total of sample sales persons and sample sales managers individual income and other income has been taken as family income. The overall income of the family members of sample respondents has been taken as family income.

Experience
The total number of years of experience of sample sales persons and sample sales managers in the currently working organized retail stores has been taken as experience.

**Total Experience**

The total number of years of experience worked in present and previous organized retail stores of sample sales persons and sample sales managers has been taken as total experience.

**3.10 LIMITATIONS OF THE STUDY**

The following are the limitations in the study,

**3.10.1 Temporal**

Temporal generalization is not possible because of the dynamic characteristics of trend or society.

**3.10.2 Geographical**

The present study is confined only to the 8 southern districts of Tamil Nadu. Hence the result of the study may not be generalized

**3.10.3 Conceptual**

The result cannot be applied to unorganized Retail stores.

**3.10.4 Analytical**

The study is limited by the limitations of the analytical tools used for the analysis of the data in the study.
3.10.5 Specific

Some limitations are associated with the respondents such as unwillingness or their inability to provide certain information. Similarly there are memory bias and reporting bias.

CHAPTER - IV

OPINION ANALYSIS

This chapter furnishes the results of the analysis of opinions of skills of salespersons working in organized retail sector. The researcher collected the data from 347 salespersons, 240 customers and 64 sales managers. The first section brings out the opinions on the Nature and Level of sales and service skills, general merchandising skills, personality skills, communication skills, computers and financial skills, and complaint handling skills of retail sales persons working in organized retailing sector. The opinions have been analysed by the researcher using percentage analysis. This section describes the opinions of respondents on the Nature either a skill is essential or preferred or tertiary for a sales person working in organized retailing sector. It also exhibits the respondents’ opinions about the level at expert or working or knowledge in frequency tables. The second section of this chapter records the relationship between the opinions of sample respondents and their socio-economic characteristics. The last section furnishes the details of association between the opinions of sample respondents and their demographic characteristics.