CHAPTER-V

FINDINGS

AND

SUGGESTIONS
5. Findings and Suggestions

This section includes the findings which have appeared from the subject study and some suggestions which are based on the findings enclosed herewith. These suggestions can act as guidelines for the managers or the policy makers which define the training and development programmes for the B2B front line sales managers of India.

5.1 Findings of the study

In this section findings of the study have been summarized, theoretical and practical significance of this study has been portrayed in this lesser focused area of training and development in downstream business of petroleum industry which is lubricant sector.

5.1.1 Objective 1- To identify the factors affecting the training needs of public, private & multi-national companies.

To achieve this objective an EFA (exploratory factor analysis) was performed on 19 statements related to effectiveness factors of T&D (training and development). To check the suitability of exploratory factor analysis, Kaiser-Meyer-Olkin (KMO>0.5) measure of sampling adequacy and Bartlett's test of Sphericity was performed, the results KMO 0.822 and P<0.05 which indicated that the data is befitted for the factor analysis. With the PCA (Principal Component Analysis) and the Varimax rotation helped us to extract 4 clear factors from these 19 statements which explained 67.80 percentage of variance.

- The first factor was the linear combination of the six statements such as “Comfortable training environment, Evaluated after training, Information gained, Interval between, Resource used and Competent Faculty” and it was labeled as “Training- Content, Expertise, and Implementation & Evaluation”. Long et al (1999), and Ridoutt et al. (2002), also postulated and came up with the same taxonomy that factors influencing the implementation of T&D programmes at work place were job characteristics like hours worked occupation and worker characteristics like motivation, tenure, education and
ability therefore confirming the important factor derived in the present study. Yaqoot et al. (2017). also revealed in their study of public sector that contextual factors like training environment and training motivation have positive effectiveness in the conducted T&D programmes.

- The second factor was the linear combination of the four statements such as “Well planned, Overall training, Importance to the personal and Develop my career” and this factor is labeled as “Perceived Value of Training & Development”. Yaqoot et al. (2017). Verified that well planned equipped training environment enhances the trainee reception of the new knowledge and intention to learn new things from the training thus confirming that factor training environment has affirmative relationship with the training effectiveness.

- The third factor was the linear combination of the five statements such as “Organization development, new skill, Self-development, Technical skill and work better with job satisfaction” and it is labeled as “Motivation – Organizational & Self Development”. Long et al. (1999) and Ridoutt et al. (2002). also came up with the same taxonomy of the factors related to worker characteristic like motivation and enterprise characteristics like employers, industry, sector, human resource policies, technological change and self-employed which are also in confirmation with the subject matter explored factor of this study. Saini, R. (2015). clarified with positive significant positive relationship of utilization of personal skills, identification and sustaining good behavior, leadership training and implementation of training to training effectiveness which also stands in confirmation to first and third factor.

- The fourth and the final factor was the linear combination of the four statements such as “Improves job performance, Offered minimize accident, Improve working condition and Work development” and it is labeled as “Work related factors & Attitude”. Long et al. (1999) and Ridoutt et al. (2002) also confirmed this factor with their derived factor of worker characteristics and job characteristics. Ali, M. A. (2016) also supported the above explored factor that alignment of the training must be with the individual job and employee attitude towards training.
Therefore, it was concluded from the above findings that all the four derived factors from the study have an affirmative relationship with training and development programs effectiveness.

Thereafter, reliability analysis for each of the factor extracted from the EFA (exploratory factor analysis) was assessed by computing the Cronbach’s Alpha coefficient.

Results of the reliability analysis clearly indicated that all the four factors were highly reliable and had high internal consistency since the Cronbach’s Alpha coefficient for all the four extracted factors were more than 0.7

“Corrected Item-Total Correlation” the resultant values higher than 0.5 were another additional indicator for high internal consistency among the statements of that particular factor in which they were extracted.

Furthermore, to check the final validity of the factors so extracted CFA (confirmatory factor analysis) was also performed. In the present study, the researcher has used AMOS 18.0 in order to test the purposed measured model.

Results of the proposed measurement model achieved a good acceptable model fit for all goodness of fit indices GFI (0.864), Parsimony Normed Fit Index (PNIF 0.743), Parsimony Comparative Fit Index (PCFI 0.775) and Parsimony Goodness of Fit Index (PGFI 0.659) Adjusted Goodness of Fit Index (AGFI 0.821) and Comparative Fit Index (CFI 0.914) and badness of fit indices like Root Mean Square Residual (RMSR 0.026) and Root Mean Square Error of Approximation (RMSEA 0.079) which advised the researcher to proceed for further analysis with the proposed measurement model.

Next, the proposed measurement model was assessed, and validity of the proposed measurement model was established with the support of Convergent and Discriminant validity by following definite rules which were proposed by various authors.

Results indicated that the value of composite reliability for all the four construct is more than 0.7 and the value of average variance extracted is more than 0.5. Furthermore, in each construct the value of composite reliability is more than the average variance extracted for that particular construct. Therefore, it can be concluded that the present measurement model has good Convergent validity.
• Further, the value of average variance extracted for each construct is more than the value of maximum share variance and average shared variance. From this it can be concluded that, the present measurement model has good Discriminant validity.

• Moreover, the descriptive analysis of the factor affecting training and development programs need of public, private and multi-national companies was done. From the mean value which varied from 4.20 to 4.55 it is quite evident that majority of the respondents feels that training and development programs being conducted by their respective organization plays an important role. However, in order to get a more vivid picture we performed one-way ANOVA to check the variation in the responses of employees employed in Multinational companies, Public and private sector companies. Results of one-way ANOVA indicated that there is no significant difference in the means scores of multinational companies, public and private sector companies pertaining to the factors “Training- Content, Expertise, Implementation & Evaluation, Perceived Value of Training & Development and Motivation – Organizational & Self Development” As the p-value of these three factors is more than 0.05, it means that null hypothesis is accepted for these three factors.

• Conclusion from the above results is that PAN India, all 4regions-NEWS(North-East-West-South), B2B FLM'(front line managers) of public, private and multinational companies feels that three factors so extracted by using theoretical and analytical framework named Training, Perceived value and Motivation are all necessarily affecting their training needs and development and there is no significant difference in them. Results depicted that FLM’s of all the 3 sectors have common thought process about the 3 major factors which affect their training needs which count for their personal and professional growth and finally the growth of the organization.

• However, FLM’s opinion of all 3 sectors across 4 regions of India, varied on one extracted factor which was “Work-related factors and attitude” wherein the p-value of this factor was less than 0.05. Therefore, a decision was taken to reject the null hypothesis and alternative hypothesis was accepted depicting
that there was a statistically significant difference in this factor affecting their training needs of B2B Sales force of lubricant sector companies.

- The result of above statement manifested that B2B sales force of all 3 sectors opinionated about the difference in work related factors & attitude. Four variables which counted for this variance were “Improves job performance” “Offered minimize accident” “Improve working condition” and “Work development” which explained us that complete sales force across sectors and regions had extremely strong difference in opinion about the above mentioned 4 variables.

- The mean value of the respondents for Work related factors & Attitude, who were employed in public sector companies was 4.3110, the mean value of the respondents who were employed in multi-national company was 4.4695 and finally who were employed in private companies was 4.2014 indicated that 123 front line managers who were working in multinational companies across sectors of India found factors affecting the training needs more appropriate and effective as compared to employees working for public sector-86 in number and private sector companies-108 in numbers.

5.1.2 Objective 2 - To study the training programmes and methods in relation to the training needs of the managers

In order to achieve this objective multiple-choice question were framed as a part of the primary survey. We did Descriptive analysis, applied Cross tabulation- between industry type and training methods and between block/region and training methods for all the four multiple choice questions.

- As per the descriptive analysis, out of the 805 responses received for the multiple options of the subject first question, it was inferred from the results that the most preferred method of training perceived by the employees was training via external agency (208 sales managers voted for it) followed by installed programming (178 votes), conferences (164 votes), internal job rotation (140 votes) and finally the least preferred method of training was focused discussions (115). In order to get more insight, the researcher applied cross-tabulation. Zahra et al, (2014) described that training imparted outside the job environment i.e. by external agencies are gaining attention due to the
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availability of training facilities and good amount of time to concentrate on the training objectives. This training method is considered important and beneficial to the trainees as they engage them in group discussions and brainstorming sessions and hence encourage their participation in the training process.

In addition to the above results from Cross tabulation- between industry type and training methods indicated that in multinational lubricant companies due importance was given to T&D since inference from data was drawn that out of 316 respondents 122 respondents (38.6% of total respondents) were from multinational companies who responded for all the options of training methods and recorded highest for training via external agency (82 respondents) followed by installed programming’s (70 respondents) and rest as mentioned above. Private sector companies’ sales managers numbered 108 (34.17% of total respondents) were also strongly in favor of the training via external agency (67 respondents) followed by installed programming’s (56 respondents) and rest. Finally, Public sector FLM’s which were just 86 in number (27.21%of total respondents) were also in favor of training via external agency (59 respondents) followed by conferences (53 respondents), then installed programming’s (52 respondents) and thereafter were rest methods. So complete scenario summarized that there was not major difference in the training methods used across different lubricant sector companies.

Moreover the results of the Cross tabulation- between block/region and training methods depicted that in case of FLM’s of North region of lubricant sector companies more importance was given to T&D methods and inference from data was drawn that out of 316 respondents 89 respondents (28.16% of total respondents) were from north who responded for all the options of training methods and recorded highest for training via external agency (70 respondents) followed by conferences (57), focused discussions(49), installed programming’s (48) and internal job rotations(46). East region companies’ sales managers numbered 67 (21.20% of total respondents) were also strongly in favor of the training via external agency (48 respondents) followed by conferences (38 respondents) and rest. West region FLM’s were
75 in number (23.73% of total respondents) were also in favor of training via external agency (43 respondents) followed by installed programming’s (42 respondents) and thereafter were rest methods. Finally, in case of South region FLM’s which contributed to 26.89% (85 respondents) of total respondents have different scenario compared to all other regions with focus mainly on Installed programming’s (52) followed by trainings via external agency (47). Complete scenario summarized that there was major difference in the training methods across N (north)-E (east) and W (west)-S (south) regions. Though some similarity was there across N&E and W&S, but major difference was found when frequency data method wise was closely observed across all regions which validates that there was major difference in training programmes & methods across regions of India wherein these lubricant sector companies are situated.

- Again as per the descriptive analysis, out of the 656 responses received for the multiple options of the subject second question, it was inferred from the results that the most preferred method of training perceived by the employees was OJT (On the Job Trainings 157 sales managers voted for it) followed by expert lectures (145 votes), all the four training methods (142 votes), OFT (Off the Job Trainings-129 votes) and finally the least preferred method of training was Audio visuals (83 votes). In order to get more insight, the researcher applied cross-tabulation method. Dessler, (2013) advocated that OJT was of greater importance to both employees and the organization they serve. OJT was mostly type of coaching as this method was conducted mostly in-house and was cost effective to the organization. OJT does not require complex training as it motivates trainees when they learn by carrying out the job and they were able to receive immediate feedbacks from their managers.

- In addition to the above results from Cross tabulation- between industry type and training methods indicated that in multinational lubricant companies due importance was given to T&D and their methods since inference from data was drawn that out of 316 respondents 122 respondents (38.6% of total respondents) were from multinational companies who responded for all the options of training methods and recorded highest for OJT (63 respondents) followed by All options (54 respondents), expert lectures (54 respondents), and
rest. Private sector companies’ sales managers numbered 108 (34.17% of total respondents) were also strongly in favor of the OJT (51 respondents) followed by All options (47 respondents) and rest. Finally, Public sector FLM’s which were just 86 in number (27.21% of total respondents) were also in favor of expert lectures (46 respondents) followed by OJT (43 respondents), then All options (41 respondents) and thereafter were rest methods. So complete scenario summarized that MNC’s & Private Sector FLM’s were more in favor of OJT and All the options(OJT, OFT, Lectures & Audio visuals) and even public sector FLM’s were also in favor of OJT and lectures which clearly depicted that there was not major difference in the training methods used across different lubricant sector companies.

- Moreover the results of the Cross tabulation- between block/region and training methods depicted that in case of FLM’s of North region of lubricant sector companies more importance was given to T&D methods and inference from data was drawn that out of 316 respondents 89 respondents (28.16% of total respondents) were from north who responded for all the options of training methods and recorded highest for OJT (47 respondents) followed by OFT (45), lectures (43), All the options (35) and audio visual (34). East region companies’ sales managers numbered 67 (21.20% of total respondents) were also strongly in favor of the OJT (40 respondents) followed by Expert lectures (30 respondents) and rest. West region FLM’s were 75 in number (23.73% of total respondents) were in favor of Expert lectures (39 respondents) followed by OJT (38 respondents) and thereafter were rest methods. Finally, in case of South region FLM’s which contributed to 26.89% (85 respondents) of total respondents have different scenario compared to all other regions with focus mainly on All the options (OJT, OFT, Lectures & Audio visuals) 47 respondents followed by Lectures (33). Complete scenario summarized that there was major difference in the training methods across N (north)- E (east)- W(west) and S(south) regions of India wherein theses lubricant sector companies are situated.

- As per the descriptive analysis, out of the 707 responses received for the multiple options of the subject third question of the type of trainings provided to new joinee, result indicated that Induction training (234 sales managers
voted for it) was the most used training method when it comes to train a new employee. The next important training method was Technical Trainings (181 votes) followed by Management Trainings (121 votes), Sales trainings (89 votes) and finally the least preferred method of training for a new employee was Presentation trainings (82 votes). In order to get more insight, the researcher applied cross-tabulation. Sthapit, (2012). explained that induction training was the most effective and appropriate in terms of increasing the learning curve of the trainee and was least effective on the behavior change criterion. This study was based on the survey conducted from Feb-March 2012 on wherein 104 low and middle level managers of Nepali development banks established from June 2001 to June 2010 were taken as the sample size and hence proved that induction training has the affirmative relationship with the effectiveness of T&D programmes.

- In addition to the above results from Cross tabulation- between industry type and training methods indicated that in multinational lubricant companies due importance was given to T&D and their types since inference from data was drawn that out of 316 respondents 122 respondents (38.6% of total respondents) were from multinational companies who responded for all the options of type of trainings provided to new joinee and recorded highest for Induction training(96respondents) followed by Technical training (70 respondents), Management training(46 respondents), and rest. Private sector companies sales managers numbered 108 (34.17% of total respondents) were also strongly in favor of the Induction training (80 respondents) followed by Technical training (59 respondents) and rest. Finally, Public sector FLM’s which were just 86 in number (27.21% of total respondents) were also in favor of Induction training (58 respondents) followed by Technical training (52 respondents) and thereafter was rest methods. So complete scenario summarized that MNC’s, Private Sector and Public sector all FLM’s were in favor of Induction training followed by Technical training, Management and Sales trainings however least preferred by all sector employees was Presentation training which clearly manifested that there was not major difference in the type of the training provided to new joinee, across different lubricant sector companies.
Moreover the results of the Cross tabulation- between block/region and training methods depicted that in case of FLM’s of North region of lubricant sector companies more importance was given to T&D suitability types for new employees and inference from data was drawn that out of 316 respondents, 89 respondents (28.16% of total respondents) were from north who responded for all the options of training types for new joinee and recorded highest for Induction training (76 respondents) followed by technical training (60), sales training(39), management training (36) & presentation training (18) . East region companies sales managers numbered 67 (21.20% of total respondents) were also strongly in favor of the Induction training (46 respondents) followed by technical training (45) management training (22) and rest. West region FLM’s were 75 in number (23.73% of total respondents) were in favor of Induction training (50 respondents) followed by technical training (39) management training (31), and thereafter were rest methods. In case of South region FLM’s which contributed to 26.89% (85 respondents) of total respondents also focused on Induction training (62 respondents) followed by technical training (37) and management training (32).Though all regions managers have common understanding about induction and technical trainings with most preferred and necessary as induction training but they differ on some trainings like-management, sales and presentation trainings Complete scenario summarized that there was major difference in the training types for new joinee across N (north)-E (east)-W (west) and S(south)regions of India wherein theses lubricant sector companies are situated.

As per the descriptive analysis, out of the 722 responses received for the multiple options of the subject fourth question about some other necessary trainings for employees result indicated that EHS (environment health safety) - (231 votes for this) training was the most used training method when it comes to train all the employees. The next important training method is negotiation trainings (138 votes) followed by occupational health trainings (136 votes), machining operations trainings (112 votes) and finally the least preferred method of training all the employees was soft skills trainings(105 votes). In order to get more insight, the researcher applied cross-tabulation. Saleem et al., (2011), have described different dimensions for designing training
programs like safety training techniques, customer service training, various types of technical & computer related trainings, diversity training, quality programs training, and ethics training, communication, & work relationship skills training.

- In addition to the above results from Cross tabulation- between industry type and training methods indicated that in multinational lubricant companies due importance was given to T&D and their types since inference from data was drawn that out of 316 respondents 122 respondents (38.6% of total respondents) were from multinational companies who responded for some other necessary trainings for employees and recorded highest for EHS trainings (96 respondents) followed by Occupational health trainings (56 respondents), Negotiation training (51 respondents), and rest. Private sector companies’ sales managers numbered 108 (34.17% of total respondents) were also strongly in favor of the EHS training (84 respondents) followed by Occupational health training (45 respondents), Negotiation training (41 respondents) and rest. Finally, Public sector FLM’s which were just 86 in number (27.21% of total respondents) were also in favor of EHS training (51 respondents) followed by Negotiation training (46 respondents), Occupational health training (35 respondents) and thereafter were rest methods. So complete scenario summarized that MNC’s, Private Sector and Public sector all FLM’s were in favor of EHS training followed by other training methods however least preferred by all sector employees was Soft Skill training which clearly manifested that there was not major difference in the type of the training provided to new joinee, across different lubricant sector companies.

- Moreover the results of the Cross tabulation- between block/region and training methods depicted that in case of FLM’s of North region of lubricant sector companies more importance was given to T&D newer methods and inference from data was drawn that out of 316 respondents, 89 respondents (28.16% of total respondents) were from north who responded for the newer methods of training and recorded highest for EHS training (66 respondents) followed by Negotiation training (57), Occupational health training (39), Soft skill training (27) & Machining operation training (25). East region companies’ sales managers numbered 67 (21.20% of total respondents) were
also strongly in favor of the EHS training (44 respondents) followed by Occupational health training (39), negotiation training (31) and rest. West region FLM’s were 75 in number (23.73% of total respondents) were in favor of EHS training (54 respondents) followed by OHT training (28), Negotiation training (28), and thereafter were rest methods. In case of South region FLM’s which contributed to 26.89% (85 respondents) also focused on EHS training (67 respondents) followed by MOT (37) and soft skill training (32). Though all regions managers have common understanding about EHS (Environment health safety training) with most preferred and necessary training but they differ on other trainings. Complete scenario summarized that there was major difference in the other necessary trainings across N (north)-E (east)-W (west) and S (south) regions of India wherein theses lubricant sector companies are situated.

- In nutshell in order to achieve this objective of training programmes and methods in relation to the training needs of managers through multiple choice questions framed it was manifested from the results that there was not major difference in training programmes and methods of public, private and multi-national companies.

- In addition to the above, results also indicated that there was major difference in training programmes and methods in relation to the training needs of managers across N (north)-E (east)-W (west) and S (south) regions of India wherein theses lubricant sector companies are situated.

5.1.3 Objective 3- To Study the Perception of B2B Sales Force of the Companies Under Study towards Training Programs Run by the Companies.

In order to achieve this objective, one-way ANOVA and two-way ANOVA were performed on 47 statements related to perception of B2B sales force of the companies under study towards Training programs run by the companies. Researcher applied two-way ANOVA to find out the variation in the perception average score of employees who were working in four different zones (North, East, West and South) and three different sectors (Public, Private and multi-national companies) towards training programs.
Results of the descriptive analysis indicated that in all the category the mean value of majority of the respondents were in the range of disagree (2) to agree (4). Two-way ANOVA indicated that there was significant difference in the means scores of employees employed in north, east, west and south zone related to perception of B2B sales force of the companies under study towards Training programs run by the companies. It also revealed that the p-value (.000) of two-way ANOVA across regions and type of industry was less than 0.05 and even interaction between industry type (Public, Private and multi-national companies) and four different zones (North, East, West and South) was significant at 0.05 level of significance. As the p-value of this interaction is 0.03. It means null hypothesis was rejected and alternative hypothesis was accepted.

Perception about T&D of North sales managers was significantly different from South sales managers (.000) and extent of difference of opinion b/w N vs W was not so significant (.033) as the N-S have but N-E (.546) have common say about T&D, same applied to the perception differential between East Vs South (.000), lesser b/w E-W (.157) and common thoughts b/w E-N (.546) as stated above too. West Vs South (.000) high difference of opinions, lesser b/w W-N (.033) & W-E (.157) share some commonality and finally South Vs North-East –West (.000 for all three regions) which established the fact of difference in perception across regions about T&D. Conclusion was that North-East-West share common perception about T&D but South FLM’s perception was significantly different from all other regions which was (.000) far less than (Alpha=.050) & called for the statistically significant difference in the perception average score between different regions.

Summarization from primary survey and analysis of the data of all the sales managers concluded the fact that south managers were opinionated of the greater importance to training & development and felt that T&D was vital for their job satisfaction, performance, productivity & career development compared to other regional sales managers due to cultural differences and better literacy rate.

From two-way ANOVA of estimated marginal means across sectors it was inferred that multinational company’s managers (with mean value 3.25) had greater perception
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about T&D programs followed by private (mv 3.21) and very small perception was of Public sector (mv 2.90) managers. Results from the pair wise comparison presented that there was significant difference of public sector managers’ perception versus private and multinational since in both cases P value was 0.000 which was less than .05 and across multinational versus private (P value 0.520) where it was not significant difference of perception score.

- Perception about T&D of Public sector sales managers is significantly different from both MNC & Private sector company sales managers (.000 for each). Analyzing the perception differential between MNC Vs Public (.000) huge difference of perception but MNC-Private (.520) share common thoughts & finally Private Vs Public (.000) significantly different perception but again states the common opinion for Private-MNC FLM’s (.520). Conclusion is that Private & MNC FLM’s have somewhat common perception (.520) about T&D but Public sector FLM’s perception is significantly different from both MNC & Private sector FLM’s (.000) which is far less than (Alpha=.050) & calls for the statistically significant difference in the perception average score between FLM’s of different sector lube companies.

- Findings established the fact that public sector FLM’s felt that T&D could help them in their job-related work & were important from organizational development perspective and not career perspective & progressions and were having more or less neutral or negative connotations about T&D usefulness compared to private and multinational company sales managers. Ngure (2013) described in his study on training of civil servant course on senior management with the conclusion that staff perceptions of training and development course was negative and was viewed it only as requirement for promotion and even those who attended the course merely wanted to meet the requirement as provided in scheme of service.

From the inferred results, since there was significant difference of perception about training programmes across regions and sectors in lieu of that Post-hoc tests were conducted for regions and sectors to find out which industry and which zone vary significantly from which industry and zone.
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- Results from the Post-Hoc multiple comparison across regions presented that there was significant difference of south managers perception from all other regions since in all cases p value was 0.000 which is less than .05 and across rest other regions like north-east (P value 0.888), north-west (P value 0.215) and east-west (P value 0.688) there was not significant difference of perception score accepting the null hypothesis.

- Results from the Post-Hoc multiple comparison across sectors presented that there was significant difference among public sector managers’ perception versus private and multinational since in both cases P value was 0.000 which was less than .05 and across multinational versus private (P value 0.892) where it was not significant difference of perception score.

- In addition to this, results also revealed that the interaction between industry type (Public, Private and multi-national companies) and four different zones (North, East, West and South) was significant at 0.05 level of significance. Perception of North FLM’s about T&D of Public-MNC-Private sector companies was significantly different from each other which rejected the null hypothesis. East FLM’s of Public-Private sector companies share common perception but both had significant different opinion from MNC FLM’s which also rejected the null hypothesis. In West region MNC-Private FLM’s shared common thought process about T&D but had significant different thought process from Public sector employees. South scene stated that MNC-Private sales managers had some common perception statements not all but Public FLM’s had significant difference of opinion and perception about T&D from above both sector company persons which finally rejected our null hypothesis.

- From the above data analysis of table, no-4.30,4.31,4.32 and figure 4.1 shows that perception of North FLM’s about T&D of Public-MNC-Private sector companies was significantly different from each other which rejected the null hypothesis. East FLM’s of Public-Private sector companies share common perception but both had significant different opinion from MNC FLM’s which also rejected the null hypothesis. In West region MNC-Private FLM’s shared common thought process about T&D but had significant different thought process from Public sector employees. South scene stated that MNC-Private sales managers had some common perception statements not all but Public
FLM’s had significant difference of opinion and perception about T&D from above both sector company persons which finally rejected our null hypothesis.

- Overall fact can be attributed that south region and public sector managers have significant difference of opinion about the perceived value of T&D compared to other regions and sectors.

In order to find out which industry and which zone vary significantly from which industry and zone. The researcher further applied one-way ANOVA.

- Results of the descriptive analysis across regions showed that their respondents were highest from 90 respondents from north zone and 85 from south zone. From the mean value it can be inferred that perception of the south respondents (mv 3.45) was highest followed by north (mv 3.1).

- As the p-value of ANOVA table (.000) was less than 0.05, it meant that there was significant difference in the means values of employees employed in different zones. Therefore, in order to check which zone’s means value vary significantly from which zone, we applied post-hoc test. In this, the means values of north, east, west and south zone relating to perception of B2B sales force towards training programs were compared in pairs to have clearer picture.

- Further results from multiple comparisons (Block/Region wise) depicted that there was significant difference of south managers perception from all other 3 regions since in all cases p-value was 0.000 which is far less than .05 so null hypothesis is rejected in these cases. For rest options significant difference was not there in the means score of the managers of north zone to that of east zone companies since the p-value of this pair was 0.906, which is more than 0.05. Therefore, null hypothesis was accepted as there was no difference in the means values of employees of north zone and east zone and across rest other regions like north-west (p-value 0.275) and east-west (p-value 0.734) there was not significant difference of perception score so null hypothesis accepted here.

- Conclusion was that North-East-West had somewhat common perception about T&D but South FLM’s perception was significantly different from all other regions which was (.000) far lesser than (Alpha=.050) & called for the
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- Statistically significant difference in the perception average score between different regions.
- After the data analysis of the primary survey, reason for the same we were able to summarize & attribute to the fact that due to better literacy rate and cultural difference in south, they felt that T&D was very important from career perspective and it was an investment for them to learn new skills from T&D programmes and it was optimum usage of their time & money. Overall south FLM’s had strong and significant open and positive approach towards training & development.
- Descriptive analysis of the perception of B2B sales force towards training and development programs across sectors depicted that there were 86 respondents of public sector companies (mv 2.9) and highest 123 respondents of multi-national companies (mv 3.26) and finally 108 respondents of private companies (mv 3.23). From the mean value it was quite evident that majority of the respondent’s perception towards training and development programs being conducted by their respective organization plays an important role and it was effective in increasing their performance. However, in order to get a more vivid picture we performed one-way ANOVA to check the variation in the responses of employees employed in Multinational companies, Public and private sector companies.
- As the p-value of ANOVA table (0.000) was less than 0.05, it means that there was significant difference in the means values. Therefore, in order to check whose means value, vary significantly from which sector, post-hoc test was applied. In this, the mean values of multinational companies, public and private sector companies pertaining to perception score of training and development programs were compared in pairs to have clearer picture.
- Further results from multiple comparisons (Sector wise) depicted that there was significant difference in the means values of employees of public versus private and public versus multi-national companies since the p-value (0.000) of these pairs were less than 0.05. Therefore, null hypothesis is rejected but in case of multi-national companies versus private with p-value of 0.910 this was not significant difference so null hypothesis accepted here.
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- Conclusion was that Private & MNC FLM’s had somewhat common perception about T&D but Public sector FLM’s perception was significantly different from both MNC & Private sector FLM’s (.000) which was far less than (Alpha=.050) & called for the statistically significant difference in the perception average score between different sector lube companies.

- As per the data analysis of the primary survey done, we found out that public sector company’s sales managers were of the strong opinion that T&D could help them in their job-related techno-commercial tasks and were important for organizational development but does not enhance their skill sets & contribute to their career development.

- Public sector FLM’s got us the view that as per the set protocol of some years with just a requirement to complete the set number of training as mentioned in the scheme of service, they would get automatic scale revisions & promotions etc. and T&D was not vital from career perspective as compared to the private & multinational sales managers which were strong contender for training and development for their career progressions.

- Outcome of the two-way ANOVA indicated that there was significant difference in the means values of employees employed in different zones (N-E-W-S) and significant variation in the means score of employees working in public, private and multi-national companies. Even interaction between industry type (Public, Private and multi-national companies) and four different zones (North, East, West and South) was significantly different.

- Final takeaways from one-way ANOVA and post-hoc multiple comparison test as interpreted from scree plot related to perception of B2B sales force towards training and development programs were that all employees of different zone perceived differently on the overall performance of the sales force. Luong (2015) supported through his study this view by explaining that the effective training and development programmes encourage performance. Therefore, employees should be adequately trained to boost their morale and therefore improve performance.
5.1.4 Objective 4- To evaluate the effectiveness of Training & Development Programs in the companies under study.

In order to achieve this objective, one-way ANOVA, two-way ANOVA and Cross-tabulation were performed on 10 statements related to effectiveness assessment of Training and Development. First of all level assessment of the respondents segregation was done as low, medium and high based on their frequency in the study.

- Results indicated that only five (5) respondents felt that the training and development programs given by their organization was ineffective, 50% (161) of the employees felt that it was to some extent effective. However, 47.6% (151) respondents perceived them as effective. It means that all the companies should try to improve the quality of training and development programs. This could be done by including new techniques of training. Moreover, they can invite experts on training and development. So that overall effectiveness of these programs increases. In order to get more insight, cross-tabulation analysis was conducted.

- Cross tabulation of Effectiveness assessment of Training and development with Type of Industry results indicated that out of the total 317 respondents, 123 managers of multinational companies compared to 108 of private sector and just 86 managers of public sector companies perceived T&D effective, which clearly manifested that multinational companies give very high importance to T&D and even their managers also perceived T&D to be highly effective since data manifested that 56managrs found somewhat effective and 64managers of MNC found T&D highly effective. Second to them were private sector companies with good amount of effectiveness assessment with 67 count as somewhat effective and 40 found highly effective and least were public with 38 found somewhat effective and 47 managers found highly effective, which clearly indicated that public sector managers 86 in number had very less perceived effectiveness value of T&D.

- Results of the cross tabulation of effectiveness assessment of Training and development with block/region of the respondents depicted that all the five (5) employees of south zone perceived training and development programs as ineffective, Results indicated that out of the total 317 respondents, North zone
stands highest at 90 managers compared to 80 of south zone, 75 of west zone and just 67 managers of east zone which perceived T&D effective.

- Further the researcher applied two-way ANOVA to find out the variation in the effectiveness assessment scores of employees who were working in four different zones (North, East, West and South) and three different sectors (Public, Private and multi-national companies).

- Results of the descriptive analysis indicated that in all the category the mean value of majority of the respondents were in the range of disagree (2) to neutral (3). The minimum mean value was 2.06 and maximum mean value was observed as 2.70

- Results of the two-way ANOVA indicated that there was significant difference in the means scores of employees employed in north, east, west and south zone relating to assessment of effectiveness of training and development programs. As the p-value (.000) of two-way ANOVA is less than 0.05, it means that there was significant difference in the means values of employees employed in different zones.

- Further, results also depicted that the p-value (.080) for type of industry was more than 0.05. It means null hypothesis was accepted that there was no significant variation in the means score of employees working in public, private and multi-national companies related to assessment of effectiveness of training and development programs.

- In addition to this, results also revealed that the interaction between industry type (Public, Private and multi-national companies) and four different zones (North, East, West and South) was not significant at 0.05 level of significance. As the p-value of this interaction is 0.10. It means null hypothesis is accepted and alternative hypothesis is rejected. In order to find out which industry and which zone vary significantly from which industry and zone. The researcher further applied one-way ANOVA

- Descriptive analysis of the factor measuring effectiveness of training and development programs depicted that there were 86 respondents of public sector companies, 123 respondents of multi-national companies and finally 108 respondents of private companies. From the mean value it was quite evident that majority of the respondents feels that training and development
programs being conducted by their respective organization plays an important role and it was effective in increasing their performance. However, in order to get a more vivid picture we performed one-way ANOVA to check the variation in the responses of employees employed in Multinational companies, Public and private sector companies.

- As the p-value of ANOVA table (0.048) was less than 0.05, it means that there was significant difference in the means values. Therefore, in order to check whose means value, vary significantly from which sector, post-hoc test was applied. In this, the meant that values of multinational companies, public and private sector companies pertaining to effectiveness assessment of training and development were compared in pairs to have clearer picture.

- Further results from Multiple comparison(Sector wise) depicted that there was no significant difference in the means values of employees of multi-national companies and that of public sector companies since the p-value (.599) of this pair was more than 0.05. Therefore, null hypothesis is accepted that there is no difference in the means values of employees working in multi-national companies and employees of public sector companies.

- However, the means values of employees of public sector and private sector, they vary significantly as the p-value for this pair was .023 which is less than 0.05. Therefore, alternative hypothesis is accepted that there is statistically significant difference in the means scores of public and private sector employees. The mean value of private sector employees was 2.36 and mean value for employees of public sector was 2.53 which manifested that public sector managers found training and development programs more effective as compared to private sector managers.

- Further, results revealed that although the mean score of employees who were working in multi-national companies and private sector companies was not significant at 0.05 level of significance as the p-value for this relationship is 0.053. The means value of employees of multi-national was 2.49 and private employees was 2.36 which clearly indicated that employees of multi-national companies feels that training and development programs that they receive at their respective organization was more effective as perceived by private sector managers.
Findings & Suggestions

- Results of the descriptive analysis showed that there were 90 respondents from north zone, 67 from east zone, 75 from west zone and finally 85 from south zone. From the mean value it can be inferred that most of the respondents feels that training and development programs being conducted by their respective organization plays some role and to some extent it is effective in increasing their performance. However, in order to get a more vivid picture we performed one-way ANOVA to check the variation in the responses of employees employed in north, east, west and south zone.

- As the p-value of ANOVA table (.000) was less than 0.01, it meant that there was significant difference in the means values of employees employed in different zones. Therefore, in order to check which zone’s means value varies significantly from which zone, we applied post-hoc test. In this, the means values of north, east, west and south zone relating to effectiveness assessment of training and development were compared in pairs to have clearer picture.

- Further results from multiple comparisons (Block/Region wise) depicted that there was no significant difference in the means score of the managers of north zone to that of east zone companies since the p-value of this pair was 0.930, which is more than 0.05. Therefore, null hypothesis was accepted as there was no difference in the means values of employees of north zone and east zone.

- In addition to this, results also indicated that there was no significant difference in the means score of the employees of north zone to that of west zone companies since the p-value of this pair was 0.381, which was more than 0.05. Therefore, null hypothesis was accepted that there was no difference in the means values of employees of north zone and west zone.

- Nevertheless, the means values of employees who were working in north zone companies and south zone companies, they vary significantly as the p-value for this pair was .000 which was less than 0.05. Therefore, alternative hypothesis is accepted that there was statistically significant difference in the means scores of north zone companies and south zone companies. The mean value of employees of north zone companies was 2.54 and mean value of employees of south zone companies was 2.17 which manifested that north zone managers found training and development programs more effective as compared to employees of south zone.
Findings & Suggestions

- Furthermore, results of the multiple comparison analysis presented that there was no significant difference in the means score of the employees of east zone to that of west zone companies. As the p-value of this combination is 0.369, which was more than 0.05. Therefore, null hypothesis was accepted that there was no difference in the means values of employees of east zone and west zone companies.

- Moreover, the means values of employees of east zone companies and south zone companies, vary significantly as the p-value for this combination was .000 which was less than 0.05 Therefore, alternative hypothesis is accepted that there was statistically significant difference in the means scores of east zone companies and south zone company’s employees. The mean value of employees working in east zone companies was 2.53 and mean value for employees of south zone companies was 2.17 which manifested that managers of east zone found training and development programs more effective as compared to employees of south zone.

- In last, results of the multiple comparison analysis depicted that there was statistically significant difference in the means score of the employees of west zone companies and employees of south zone companies. The p-value of this combination was 0.00, which is less than 0.05. Therefore, alternative hypothesis was accepted that there was significant difference in the means values of employees of west zone and that of south zone companies. The mean value of employees working in west zone companies was 2.61 and mean value for employees working in south zone companies was 2.17. It means that, employees of west zone found training and development programs more effective as compared to employees of south zone.

- Final outcome of the two-way ANOVA relating to effectiveness assessment of training and development indicated that there was significant difference in the means values of employees employed in different zones (N-E-W-S) and no significant variation in the means score of employees working in public, private and multi-national companies. Even interaction between industry type (Public, Private and multi-national companies) and four different zones (North, East, West and South) was not significant.
Findings & Suggestions

- Final takeaways from one-way ANOVA and post-hoc multiple comparison test as interpreted from scree plot relating to effectiveness assessment of training and development were that employees of west (Mean value 2.61), north (mean value 2.54), and east zone (mean value 2.53) found training and development programs more effective as compared to employees of south zone (mean value 2.17) and that public sector managers (mean value 2.53) found training and development programs more effective as compared to MNC managers (2.49) & Private sector managers (mean value 2.36). In affirmation of the above findings about effectiveness of T&D programs across India it can be co-related to Armstrong, (2009) postulates which stated the following three major points for making training effective - clearly defined objectives & purpose, in order to entrench training all possible ways to be used and last was appropriate & relevant training methods to be used to ensure transfer of training at workplace.

5.1.5 Objective 5- To evaluate the influence of training programmes on sales force performance.

In order to achieve this objective, one-way ANOVA, two-way ANOVA and Cross-tabulation were performed on 10 statements related to influence of training and development on sales force performance. First of all, level assessment of the respondent’s segregation was done as low, medium and high based on their frequency in the study.

- Results indicated that there was only one (1) respondent who felt that the influence of training and development programs that was given by their organization was very low. Results also show that more than 4/5th (266 in number) of the employees felt that training and development programs that was given by their organization was to some extent influencing in improving their overall sales force performance. It means that the training and development techniques that are being practiced in these three different sectors (public, private and multi-national companies) is effective in increasing the overall performance of the employees working in north, east, west and south zone. In last, there were 15.8% (50) respondents who perceived that training and development programs that were provided to them was influencing in
improving the performance of sales force. In order to get more insight, cross-tabulation analysis was conducted.

- Cross Tabulation of Influence of Training Programmes and Type of Industry
  results indicated that out of the total 317 respondents, 123 managers of multinational companies compared to 108 of private sector and just 86 managers of public sector companies reported that training and development programs that is given to them were influencing in increasing their overall performance, wherein data clearly manifested that multinational companies give very high importance to T&D and even their managers also reported about their positive influence on sales force performance, since data manifested that 123MNC managers found T&D’s good influence on their performance out of which 106 managers were of medium influence opinion and 17 with high influence. Second to them were 108 private sector companies managers with good amount of influence reporting with 87 count as somewhat effective and 21 found highly effective and least were 86 public sector managers with 73 found somewhat effective and 12 managers found highly effective, which clearly indicated that public sector managers 86 in number had very less perceived influence of T&D’s on their sales performance.

- Results of the cross tabulation of effectiveness assessment of Training and development with block/region of the respondents depicted that one (1) employee of east zone perceived training and development programs influence on their sales performance as low. Results indicated that out of the total 317 respondents, North zone stands highest at 90 managers compared to 85 of south zone, 75 of west zone and just 66 managers of east zone which perceived T&D’s good amount of influence on their sales performance.

- Further the researcher applied two-way ANOVA to find out the variation in the scores of employees assessing the influence of training and development programs on the overall performance of the sales force who were working in four different zones (North, East, West and South) and three different sectors (Public, Private and multi-national companies).

- Results of the descriptive analysis indicated that in all the category the mean value of majority of the respondents were in the range of disagree (2) to
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neutral (3). The minimum mean value was 2.00 and maximum mean value was observed as 2.44

- Results of the two-way ANOVA indicated that there was significant difference in the means scores of employees employed in north, east, west and south zone related to assessment of influence of training programs on sales force performance. As the p-value (.000) of two-way ANOVA is less than 0.05, it means that there was significant difference in the means values of employees employed in different zones.

- Further, results also depicted that the p-value (0.425) for type of industry was more than 0.05. It means null hypothesis was accepted that there was no significant variation in the means score of employees working in public, private and multi-national companies related to assessment of influence of training programs on sales force performance.

- In addition to this, results also revealed that the interaction between industry type (Public, Private and multi-national companies) and four different zones (North, East, West and South) was not significant at 0.05 level of significance. As the p-value of this interaction is 0.072. It means null hypothesis is accepted and alternative hypothesis is rejected. In order to find out which industry and which zone vary significantly from which industry and zone. The researcher further applied one-way ANOVA.

- Descriptive analysis (sector wise) of the factor measuring effectiveness of training and development programs depicted that there were 86 respondents of public sector companies, 123 respondents of multi-national companies and finally 108 respondents of private companies. From the mean value it was quite evident that majority of the respondents feels that training and development programs being conducted by their respective organization plays an important role and it was effective in increasing their overall performance. However, in order to get a more vivid picture we performed one-way ANOVA to check the variation in the responses of employees employed in Multinational companies, Public and private sector companies.

- Results of one-way ANOVA indicated that there was no significant difference in the means scores of multinational companies, public and private sector companies pertaining to training and development influence on their sales
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force. As the p-value of ANOVA table is 0.381, which is more than 0.05, it means that there is no significant difference in the perceptions of employees of different sectors (multinational companies, public and private sector companies) regarding influence of training and development programs means values.

- Results of the descriptive analysis (block/region wise) indicated that there were 90 respondents from north zone, 67 from east zone, 75 from west zone and finally 85 from south zone. From the mean value it can be inferred that most of the respondents felt that training and development programs being conducted by their respective organization plays vital influence in increasing the overall performance of their sales force. Nevertheless, in order to get a more insight, we performed one-way ANOVA to check the variation in the responses of employees employed in north, east, west and south zone.

- Results of one-way ANOVA indicated that there was significant difference in the means scores of employees employed in north, east, west and south zone. It means that employees of different zone perceived differently that training and development influence the overall performance of the sales force. As the p-value (0.000) of ANOVA table is less than 0.01, it meant that there was significant difference in the means values of employees employed in different zones. Therefore, in order to check which zone’s mean value, vary significantly from which zone, we applied post-hoc test. In this, the mean values of north, east, west and south zone relating to influence of training and development on performance of sales force were compared in pairs to have a precise information.

- Further results from Multiple comparison (Block/Region wise) depicted that there was statistically significant difference in the means score of the employees of north zone and employees of east zone companies. As the p-value (0.000) of this combination is less than 0.01. Therefore, alternative hypothesis was accepted that there was a significant difference in the means values of employees of north zone (2.02) and employees of east zone (2.32) companies. Summarization was that employees of east zone found training and development programs more influential on sales force performance as compared to employees of north zone companies.
In addition to this, results also presented that there was a significant difference in the means score of the employees of north zone companies and employees of west zone companies. As the p-value of this pair was 0.026, which is less than 0.05. Therefore, null hypothesis was rejected that there was a significant difference in the mean values of employees working in north zone (2.02) and employees of west zone (2.14) companies indicating that west region managers found more influence of training programmes on overall performance compared to north region managers.

Nevertheless, the means values of employees who were working in north zone companies and south zone companies, they vary significantly as the p-value for this pair was .009 which was less than 0.05. Therefore, alternative hypothesis is accepted that there was statistically significant difference in the means scores of north zone companies and south zone companies. The mean value of employees of north zone companies was 2.02 and mean value of employees of south zone companies was 2.16 which manifested that south zone managers found training and development programs more influential for overall sales force performance as compared to employees of north zone.

Furthermore, results of the multiple comparison analysis presented that there was significant difference in the means score of the employees of east zone to that of west zone companies. As the p-value of this combination is 0.03, which was less than 0.05. Therefore, null hypothesis was rejected that there was significant difference in the means values of employees of east zone and west zone companies.

Moreover, the means values of employees of east zone companies and south zone companies, vary significantly as the p-value for this combination was .005 which was less than 0.05 Therefore, alternative hypothesis is accepted that there was statistically significant difference in the means scores of east zone companies and south zone company’s employees. The mean value of employees working in east zone companies was 2.32 and mean value for employees of south zone companies was 2.16 which manifested that east zone found training and development programs more influential on sales force performance as compared to south zone.
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- In last, results of the multiple comparison analysis depicted that there was no significant difference in the means score of the employees of west zone companies and employees of south zone companies. The p-value of this combination was 0.75, which is more than 0.05. Therefore, null hypothesis was accepted that there was no significant difference in the means values of employees of west zone and that of south zone companies.

- Outcome of the two-way ANOVA indicated that there was significant difference in the means values of employees employed in different zones (N-E-W-S) and no significant variation in the means score of employees working in public, private and multi-national companies. Even interaction between industry type (Public, Private and multi-national companies) and four different zones (North, East, West and South) was not significantly different.

- Final takeaways from one-way ANOVA and post-hoc multiple comparison test as interpreted from scree plot related to evaluating the influence of training and development programs on sales force performance were that all employees of different zone perceived differently the T&D influence on the overall performance of the sales force.

- East region with mean value (2.32) followed by south (2.16), west (2.14) and last north (2.02) managers were in the descending order of influence evaluation of training program on sales force performance.

- Sector wise comparison results manifested that Private sector managers (mean value 2.19) found training and development programs influence more on sales force performance as compared to multinational companies(2.13) followed by public sector(2.12)

- In relation to the above findings Glaveli & Karassavidou, (2011). explained that T&D along with the competencies acquired through training and learning opportunities, innovation and cost reductions stimulate performance and have a greater impact on job related performance. Khan et al., (2011) also declared that training greatly impacts the employee performance.

5.2 Suggestions

Training and development managers and policy makers of all sectors-public, private and multinational companies should focus more on quality of the training content,
expertise of the trainer delivering the same with the comfortable training environment rather than quantity and price.

- Employee to be trained should be motivated enough to acquire new skill sets for their personal and organizational growth. Perceived value of the training in terms of their personal growth, career with the organization should be shown to the employees well before the training is imparted. In fact, need of the hour is that B2B sales managers across all lubricants sectors should have a self-drive inculcated through pre-training brain storming sessions for the final trainings in all areas of work-related environment which can improve the working condition, their job and work performance and finally reduce the related accidents.

- Latest training and development methods with vivid interest of the B2B sales managers should be employed across all regions of India to have highly positive opinion about training and development practices across all lubricant sectors. Training methods should vary from latest online trainings to reputed external agency/lobby trainings with development methods varying from job rotations to succession planning’s.

- Majority of the training budget should be allocated to important training such as Induction, Technical, Sales, Negotiation, OJT (on the job training), training through external agencies, EHS (Environment health safety), Occupational health and Soft skills which can be made the mandatory training for all B2B managers across lubricant sector and regions of India.

- Training and Development programmes should be devised in such a way that have common family structure which can be implemented and evaluated across Public, Multinational and Private lubricant sector companies and North-East-West-South regions of India to have maximum impact, though due care should be given to the cultural aspect of region and sector of the organization to have highly effective T&D programmes.

- Finally, while deciding the training and development programmes for B2B FLM’s main attributes to be taken care and present are that they should be organizational focused and most importantly employee oriented.