# Effectiveness of Sales Force Training in Insurance Companies: A Case Study of KPK

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**Abstract**

*The aim of this study is to examine the pre-training preparation which is indispensable for the sales personnel based on their practice and to evaluate the post training effectiveness of the sales personnel concerned with the target accomplishment in insurance companies by sales forces. The sample was composed of 600 respondents where 500 were male and 100 female. The study found that training was a fundamental drug to treat the untrained candidates, which can increase the productivity and efficiency of the sales force. Most of the respondent supported the arguments that in insurance companies training must be given to potential personnel, while adopting such a strategy in an enterprise can save both resources and time along with energy. It is also concluded that training caused positive foundation for self evaluation and self monitoring, which increases the chances of increase sales.*

**Keywords**: Sales force, Training

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Productivity and skills of the workforce can be enhanced through training. Every individuals required knowledge to perform their tasks efficiently and target achievement. All resources are important but human capital is an asset for organization

profitability and long term performance. (Bhatti & Qureshi, 2007; Samad, 2006).Training can be categorized like on-the-job and off-the-job-training, in and outside the organization, but training is a logical development of awareness and attitude to perform their job in paramount way (Abiodun, 1999). The organization which forecasts to get a competitive position and effectiveness is mainly based on the staff working with in the organizational structure according to their skill and competence. The employees can create surplus by carrying out their responsibilities using their skill, knowledge and ability of action orientation.

Excellent and most admired organization conduct training and development programs for its staff based on the organization chain of command. The needs of the training recognized first and then structure is designed in logical manner, practice and then evaluation is done for the effectiveness. The four primacies of training must have to be analyzed. They comprise reviewing the needs of enterprise, top management skills, information and attitude, division's needs and their well-designed duties (Desimone *et al.*, 2002). The fundamental challenge copes by the work force to maximize the comparative skill through training and development. The purpose or mission is to enhance fundamental knowledge, skill and assertion (Stavrou *et al.*, 2004). The manager of the enterprise is also a symbol of standard and his training is central for organization as well as for the lower staff by performing their duties with effective commitment, involvement and for self-monitoring (Akintayo, 1996).

The attitude and behavioral status of the masses varies with the span of time. The commitment of the staff, their technical skill, conceptual knowledge, know-how about the culture of the organization enlarges the strength of the organization (Oribabor 2000). Training is a changing phenomenon depending with the demand of prevailing market and best practices should be accepted by the management to achieve the common purpose of the

organization (Thomas, 1992; Cox 1993). The rational of training is very broad, knowledge come through experiences but training has also a great contribution in the enhancement of knowledge. The manager brings strategic change through training by assigning individual targets to strive that task with his own efforts, which can achieve overall organizational goal. The financial institution of many insurance companies, which work for risk coverage and saving the capital of the masses, all the beneficiaries are required much information by purchasing the policies of the these companies so, the sales force required too much updated knowledge and different tools for convincing potential individuals. The sales force of the insurance company required positive core self-evaluation, self-monitoring and Machiavellianism for the achievement of the assigned target, which can be possible through training.

## Statement of the Problem

Sales force training is important and imperative in the Insurance companies for communication, convincing skills, knowledge, intellectual capabilities, core self evaluation and for self monitoring. It is apparent that rejection chance is more than 90 in the sales of insurance policies. The masses investment and saving in the financial institution can increase country economic development as well as capture resources for well mannered standards from the flow of capital among peoples.

## Objective of the Study

1. To examine the pre training preparation essential for the sales personnel based on their practice.
2. To recognize the sales forces belief about the training necessities and evaluate process executed in the enterprise.
3. To evaluate the post training effectiveness of the sales personnel concerned with the target accomplishment.

## Literature Review

Oribabor (2000) found that training and development can incline the competence, technical skill, mental model as well as managerial skill which become the source for the organization growth. Isyaku (2000) stated that method of training and development is a revolving process. The new challenge should cope with further advance training. Raymond (1986) mentioned that training attributes and attitudes are also key factor for organization growth and effectiveness. Olaniyan and Lucas (2008), productivity is directly related to effective training. The modern world demanding for a large capital investment in training and for the growth of the organization and training is logical enlargement of promising knowledge and ability required to perform their task and get the organization long term strategies. Adeniyi (1995) concluded that to accomplish the effectiveness and wealth maximization or profitability, training and development for staff is a panacea which has a large share in the success of the organization. Oguntimehin (2001) and Graig (1976) discussed all the scenario of the business enterprise that training can facilitate high profitability and competitive advantage. He mentioned some key factors that can be enhanced through training and development like yield, quality of activity; expertise, understanding, manner; technology.

Hameed and Waheed (2011) concluded that performance of the organization is directly related to achievement and failure of the enterprise that's why organizations inject a lot of capital in development of employ. The effectiveness is also affected owing to performance. Sivakumar (2012) found that analyses of the managers are essential to recognize the need of training. The management training is vital and management become result oriented, the organizations are competitive and can produce quality services.

## Research Methodology

### Research Design

The study is planned to investigate the behavioral practices of workforce after training and development, its effect on organizational performance and goal achievement. The research design used in this study is descriptive research.

### Sample Design and Type of Statistic

The study was conducted in KPK Province due to large investments of masses in Insurance companies owed to uncertain situation. The population composed of 600 people were considering as a sample for the study, where 500 were males and 100 females. The selected groups' ages are among 25- 40 year and above 43 years. The selected people are qualified and cooperative and good responded of the questionnaires.

## Data Analysis

Chi squire tests and percentage Analysis are used to analyze the primary data collected from the sales force of the Insurance Companies.

*Table 1. Are Training Need Evaluation is Important?*

| Scale | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 412 | 68.7 |
| Agree | 98 | 16.4 |
| Reasonably Agree | 70 | 11.6 |
| Disagree | 20 | 3.3 |
| Strongly Disagree | 0 | 0 |
| Total | 600 | 100 |

Table 1 displays a clear picture that 68.9 percent respondents strongly agree with the statement; while 16.4 percent only agree while 11.6 percent are reasonable agree. Most of

respondents supported the arguments that inside Insurance companies, training would be given to the capable person, while adopting such a strategy, an enterprise can save both resources, money and time along with energy.

*Table 2. Whether Sales Force Expect Actions Based Training*

| Scale | Frequency | Percentage |
|---|---|---|
| Strongly Agree | 240 | 40 |
| Agree | 253 | 42.1 |
| Reasonably Agree | 87 | 14.5 |
| Disagree | 18 | 3 |
| Strongly Disagree | 2 | 0.4 |
| Total | 600 | 100 |

Table 2 shows that 40 percent of respondents strongly agree that training must be activity based, while 42.1 percent only agree while 14.5 percent are almost agreed. The 3 percent sales forces disagree and 0.4 are strongly disagreed. They foresee action based learning throughout training. Accomplishment based training is well proverbial which reflects promising skill in learning.

*Table 3. Whether sales force go for preparation before Training*

| Scale | Frequencies | Percentages |
|---|---|---|
| Strongly Agree | 181 | 30.1 |
| Agree | 253 | 42 |
| Reasonably Agree | 129 | 21.5 |
| Disagree | 35 | 5.8 |
| Strongly Disagree | 2 | 0.34 |
| Total | 600 | 100 |

The above table shows that 30.1 percent of the sale force strongly agree that the potential personnel have to step forward for the preparation, while 42 percent people show their agreement that they must acquire groundwork of training. Where 21.5 percent of sales force are reasonably agreed, 5.8 percent are disagreed and 0.34 are strongly disagreed that sales force are going for pre preparation. It is concluded in the above data that before attending

the training, it is ideal to be prepared since preparedness gives confidence and also grows the attention of the person to attend the training.

*Table 4. Whether the structure of the training is relevant*

| Scale | Frequencies | Percentages |
|---|---|---|
| Strongly Agree | 191 | 31.9 |
| Agree | 240 | 40 |
| Reasonably Agree | 130 | 21.7 |
| Disagree | 37 | 6.1 |
| Strongly Disagree | 2 | 0.33 |
| Total | 600 | 100 |

The above data in table shows that 31.9 percent sales force is strongly agreed that structure of the training should be relevant; it includes some relevant activities which are closely related to training**.** While 40 percent respondents agree that sales force information and structure of training must be related. The least sales force, which is 21.7% is partially agreed, 6.1 percent is disagreed while 0.33 percent is strongly disagreed to the structure, method and setup of the training. The important things for sales force are the methods and structure of training, due to which the efficiency of the trainees can be enhanced.

*Table 5. Selection Criteria and Association of Gender Bias*

| Gender | 5 | 4 | 3 | 2 | 1 | Total |
|---|---|---|---|---|---|---|
| Male | 141 | 138 | 74 | 69 | 45 | 467 |
| Female | 40 | 45 | 20 | 16 | 12 | 133 |
| Total | 181 | 183 | 94 | 85 | 57 | 600 |

*Note.* Calculated value is less than tabulated vale 5.49> 9.89

Table 5 shows it is clear that the calculated value at the interval of 5% is less than the tabulated value (9.89). Training is a fundamental drug to treat the untrained candidates, which increases productivity and efficiency of the sales force. The assertive position and self monitoring increase positively. Gender bias can be omitted by participating in the training.

*Table 6. The Age Limit and Participation of Candidates in Training*

| S.No | Age | 4 | 3 | 2 | 1 | Total |
|---|---|---|---|---|---|---|
| 1 | <25 | 21 | 26 | 18 | 14 | 79 |
| 2 | 26-35 | 44 | 36 | 19 | 11 | 110 |
| 3 | 36<40 | 63 | 51 | 21 | 8 | 140 |
| 4 | >40 | 123 | 107 | 29 | 9 | 268 |
| Total | | 251 | 220 | 87 | 42 | 600 |

Calculated Value is greater than Tabulated Value = 16.45 > 11.65

By using the significant level 5% the calculated level is better than table value, which shows that the relationship between age and attitude and states that mature people attain the training with more enthusiasm. As the age inclines, the maturity level of participants is increased and sense of responsibility is enhanced. This attitude make both organization and training effective.

*Table 7. Associations between education of sales force and ability level improvement by participating training.*

| S.No | Qualification | 5 | 4 | 3 | 2 | Total |
|---|---|---|---|---|---|---|
| 1 | B.A | 40 | 28 | 15 | 7 | 90 |
| 2 | SSC | 80 | 82 | 9 | 10 | 181 |
| 3 | Intermediate | 161 | 148 | 12 | 8 | 329 |
| Total | | 281 | 258 | 36 | 25 | 600 |

*Note.* Calculated Value is less than Tabulated Value = 14.16 < 14.69

The result of the above table indicates that significance level at 5%, the tabulated value is greater than calculated value. The training level is continuous process and training should be launched for qualified personnel's and those who deserved training for the ability level improvement.

## Conclusion

It is concluded statistically from above study that training provided in insurance companies in Khyber Pakhtunkhwa were given to the interested and capable persons without gender prejudice, which can hoard resources and time of the companies. It was found that 40, 42.1, 14.5, 3, and 0.4 percent respondents

were strongly agreed, agreed, almost agreed, disagreed and strongly disagreed respectively that training must be activity based. It is also concluded that preparation before the training increases core self evaluation, self monitoring and self assurance. It is suggested that training level is never ending process and training should be initiated for qualified personnel for ability level improvement. The core value of the training is that competition is condensed; companies must launch training programs to increase their knowledge, communication skills, and their intrinsic competence to compete with the rivals and giving high productivity by achieving their targets effectively.

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