

## **ANALYSIS OF SALES EMPLOYEES COMPETENCIES IN THE AUTOMOTIVES IN BARAMATI CITY**

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### **Abstract:**

In Baramati, a region known for its growing automotive sector, understanding the competencies required for sales executives. The objectives are designed such as to study competencies, require for sales executives of automobile showrooms in Baramati, to assess the competencies of sales executives across automobile showrooms in Baramati. Descriptive research technique is used in research, Random sampling method used. Primary sources i.e. questionnaire, Observation. sales manager of Arenaare more competent in terms of Communication skills, Personality & Professionalism, Promotional schemes, follow up & Customer Relationship Management

**Key Words:** Employee Competencies, Automotive Sector

**1.Introduction** The automotive industry is a significant contributor to the economy, and the role of sales executives is crucial in driving the success of automotive companies. In Baramati, a region known for its growing automotive sector, understanding the competencies required for sales executives can help in enhancing their performance and, consequently, the overall business outcomes.

This study aims to explore the key competencies that sales executives in the automotive industry in Baramati need to possess. Competencies are defined as a combination of skills, knowledge, and behaviours that contribute to effective job performance. Identifying these competencies can help in various human resource functions such as recruitment, training, and performance management. A sales executive is responsible for helping build up a business by identifying new business prospects and selling product to them. They must maintain relationships with current clients and build and maintain relationship.

To work as a sales executive, it is recommended that you hold at least a bachelor's degree in Sales and Marketing. Some employees will even prefer to hire someone with a master's degree. Experience in sales and marketing is a huge plus. You must understand the sales and

marketing processes and be able to negotiate with clients. You must be able to search out business leads and trending products. Communication skills are also vital to this job.

## **2. Literature Review**

A literature review on the competencies of sales executives in automotive showrooms involves exploring the various skills, knowledge, attitudes, and attributes that contribute to the effectiveness and performance of sales professionals in the automotive sector. Competencies refer to a combination of skills, knowledge, behaviors, and attitudes that sales executives must possess to perform effectively. In the context of automotive showrooms, these competencies are crucial due to the high-value nature of the products and the need for building customer trust and relationships.

### **David McClelland (1973):**

McClelland, often credited with popularizing the concept of competency, defined it as an underlying characteristic of an individual that is causally related to effective or superior performance in a job or situation. Competencies include motives, traits, skills, aspects of self-image, social roles, or knowledge.

David McClelland is widely regarded as the pioneer of the competency movement in psychology and human resources. His seminal paper, "Testing for Competence Rather than for Intelligence" (1973), challenged traditional methods of employee selection based on intelligence and aptitude tests. McClelland argued that these traditional methods were not sufficient predictors of job performance. Instead, he proposed a focus on "competencies" a set of underlying characteristics that drive superior performance in a specific job role.

McClelland proposed that competencies such as motives, traits, skills, and knowledge are better predictors of job performance than traditional intelligence tests.

**Key Points:** Focuses on underlying characteristics that drive superior job performance. Competencies like achievement motivation, customer orientation, and resilience are crucial for sales roles.

**Application:** Helps identify and develop specific competencies in sales executives that lead to high performance and customer satisfaction.

**Spencer and Spencer (1993):** Competency is defined as a set of related knowledge, skills, and abilities (KSAs) that enable an individual to act effectively in a job or situation. Competencies are observable and measurable characteristics that differentiate between average and superior performance.

Lyle M. Spencer and Signe M. Spencer expanded on McClelland's ideas in their book, "Competence at Work: Models for Superior Performance" (1993). They provided a structured approach to understanding and developing competencies within organizations. Spencer and Spencer distinguish between "threshold competencies" (basic skills for job performance) and "differentiating competencies" (attributes that distinguish top performers).

**Key Points:** The model includes a comprehensive dictionary of competencies categorized into achievement, helping, impact, managerial, and cognitive clusters.

**Application:** Provides a framework for defining and developing key competencies like communication, negotiation, and customer relationship management in sales executives.

**Core Concepts of Spencer and Spencer's Model: -**

**Definition of Competency:** "An underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job."

### **Boyatzis (1982):**

Richard Boyatzis defines a competency as a capacity that exists in a person that leads to behavior that meets job demands within the parameters of the organizational environment, and that, in turn, brings about desired results. He emphasizes that competencies are related to performance outcomes and success in a particular role.

**Concept:** Boyatzis defines a competency as an underlying characteristic that results in effective performance and incorporates emotional intelligence.

**Key Points:** Differentiates between threshold and differentiating competencies and includes emotional and social competencies as critical for job success.

**Application:** Particularly useful for understanding the role of emotional intelligence in sales, helping to assess and develop competencies related to self-awareness, empathy, and interpersonal skills.

### **Objectives of the Study**

1. To study importance of sales employee's competencies in automobile sector.
2. To identify various factors that effect on employees' competencies.
3. To analyze the various skills that boost employees' competencies

**Research Methodology-** Research methodology refers to the systematic approach used to conduct a research study. It outlines the strategies and techniques for gathering and analyzing data, ensuring the research objectives are met effectively. It includes decisions on research design (qualitative, quantitative, or mixed methods), sampling methods, data collection tools, data analysis techniques, and ethical considerations.

**Statement of Research Problem: -** Salespeople are representing the showrooms and the automotive companies. They are interacting with customer and facilitating them in their purchase decision. The competencies of sales executives influence the purchase decision in favorable & unfavorable manner. So, it is important to assess the competencies of sales executives & to compare it with the sales executives of other showrooms.

### **Research Type:**

Descriptive research technique is used in research.

### **Research Method:**

Quantitative research method is used for research.

### **Sampling Type& Size:**

Simple Random Sampling with 150 Sample size.

### **The Data Used for This Study Are-**

#### **Primary data-**

Primary data consisted of original information gathered for the specific purpose. Data collected for the research is from primary sources i.e. Questionnaire.

#### **Secondary data-**

Secondary data is second hand-based data. The secondary data are collected from company website, Internet, newspapers& magazine etc.

### Data Analysis

Data analysis is the process of collecting, cleaning, transforming, and interpreting data to uncover patterns, insights, and trends. It helps in making informed decisions by identifying relationships and drawing conclusions based on the data. Data analysis is widely used to enhance strategies, improve efficiency, and solve problems through data-driven insights.

1. Majority of sales managers having Age group above 25-44 (i.e. cumulative 80%).
2. Most of sales managers having experience more than 3 years (i.e. cumulative 80%)
3. The majority of the frequency of interaction with sales executives i.e. 60% of daily interaction and 40% of weekly interactions with sales executive. And no respondents interact monthly or occasionally.
4. Majority of sales manager have excellent communication skills, Personality & Professionalism.
5. It seems that product knowledge & promotional schemes of sales manager are excellent.

**Table No.1**

The Following table indicates the skill that increase employee competencies

Sr. No.	Reasons	Mean	S.D.	Rank
1	Communication skill	4.01	0.89	3
2	Personality Professionalism	3.81	0.94	6
3	Product Knowledge	4.22	0.94	1
4	Knowledge of financial product	4.16	0.74	2
5	Promotional schemes	3.75	1.01	7
6	Follow up & customer relation management	3.95	1.24	4
7	Time management	3.93	1.19	5

(Source: Field Data)

Table No. reveals that ‘Product Knowledge’ is the main skill with mean 4.22 and S.D.0.94 followed by ‘Knowledge of financial product’ with mean 4.16 and ‘Communication Skill’ with mean 4.01. Promotional Scheme of original business is a very minor reason with mean 3.75 and S.D. 1.01.

**Table No.2**

Following Table Indicates Factors Affecting on Employee Competencies

Factors Affecting on Employee Competencies

Sr. No.	Particulars	Mean	S.D.	Rank
1	Unaware about Market Competition	3.89	0.88	6
2	Lack of Product Knowledge	3.66	0.95	7
3	Educational Background of Customer	3.98	1.02	5
4	Customer’s Lack of Communication	4.54	0.71	1
5	Less Working Experience of Employee	4.36	0.89	2
6	Geographical Area of Customer	4.1	0.88	4
7	Customer C Bill Score	4.16	0.86	3

(Source: Field Data)

Table No. reveals that ‘Customer’s Lack of Communication with mean 4.54 and S.D.0.71 followed by ‘Less Working Experience of Employee’ with mean 4.36. ‘Lack of Product Knowledge’ is least effective factors that effects on employees’ competencies.

**Hypothesis Testing**

Hypothesis:

H<sub>0</sub>: There is no significant relationship between Employee Competencies and Deal Finalization.

H<sub>1</sub>: There is significant relationship between Employee Competencies and Deal Finalization.

Scenario of Deal Finalizations

Sr.	Particulars	Mean
1	Percentage of deal finalized	29.12

2	No. of Deal Finalized	3354
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Correlation between No of deal & Total No. of deal

S r. N o	Variables	Descriptio n	Number of Deal Finalized	Total Deal
1	No. of Deal Finalized	Pearson Correlation	1	.699**
		Sig. (2- tailed)		.000
		N	150	150
2	Total Deal	Pearson Correlation	.699**	1
		Sig. (2- tailed)	.000	
		N	150	150
**. Correlation is significant at the 0.01 level (2-tailed).				

Above table shows that there is moderate positive co-relationship between number of deal & total deal finalized. The Pearson correlation is 0.596 which is significant at 0.01 levels. The correlation between No. of deal finalized to total deal is 0.699 which is significant at 0.01 level of significance. This leaves statistical evidence that the No. of deal is positively related with No. of deal with total deal.

The entire discussion held above reveals that the employee competency effect on deal finalization. Hence, the stated Null Hypothesis is rejected and Alternative Hypothesis i.e. there is significant relationship between Employee Competencies and Deal Finalization.

### Suggestions

- Develop a competency framework that focuses on enhancing interpersonal skills, product expertise, and digital literacy through targeted training programs.

- Conduct regular competency assessments to identify gaps, followed by personalized training to address specific areas for improvement, particularly in customer interaction and technology use.
- Implement HR practices like continuous skill development, mentoring, competency-based appraisals, and reward systems. Encourage on-the-job learning, role-playing exercises, and ongoing feedback to foster a culture of competency growth.
- Focus on improving customer relationship management, negotiation and digital skills through structured training.

### **Conclusion**

The study on the Analysis of Sales Employees Competencies in the Automotives in Baramati City reveals significant areas for improvement. While sales employee possesses basic skills in product knowledge and customer interaction, there is a clear need for more advanced competencies in areas like negotiation, customer relationship management, and the use of digital tools such as CRM systems. These gaps can lead to inefficiencies in sales processes, lower customer satisfaction, and ultimately, lost sales opportunities. The findings suggest that many sales executives are underprepared for the evolving demands of the automotive sales industry, where a customer-centric approach and technological proficiency are increasingly important.

To address these challenges, showrooms should implement structured training programs and adopt HR practices that promote continuous competency development. By investing in the growth of their sales teams through regular skill assessments, personalized training, and competency-based performance reviews, showrooms can enhance both employee effectiveness and customer experience. Moreover, fostering a culture of ongoing learning and development will help sales executives stay competitive, adapt to market changes, and contribute more effectively to the success of the business.

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