Antecedents of Salesman Retention

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ABSTRACT
Marketing in yester years, enjoyed the pride of place in the world of business. But in recent times, marketing has been under attack and marketing men on the firing line. Salesman retention is the prime importance of all organizations. The main aim of the article is to study the antecedents of salesman retention. Convenience samples of 363 respondents were taken. For data analysis Mean, Reliability analysis and Correlation analysis were employed. The study revealed Leader-Member relationship, career planning and development, Job satisfaction, intrinsic rewards, flexible working hours and Motivation are the antecedents for Salesman retention.

Introduction:
Campion (1991) found that inescapable turnover was characterized as critical to an organization. Retention could be improved by many factors like better recruitment effort, selecting right man for the right job, continuous review of job specifications and job descriptions, compensation practices, leadership and supervision, career planning and development, working condition, team building, centralization, organization communication and commitment, counseling leavers, flexible working hours, employee participation, turnover policies and appreciations (Mobley, 1982; Arthur, 2001).

IMPORTANCE OF RETENTION
- High turnover often leaves customers and employees in the lurch; departing employees take a great deal of knowledge with them. This lack of continuity makes it hard to meet your organization’s goals and serve customers well.
- Replacing the employees costs much expense. The cost of replacing an employee is estimated as up to twice the individual’s annual salary (or higher for some positions, such as middle management), and this doesn’t even include the cost of lost knowledge.
- Recruiting employees consume a great deal of time and effort, while sometimes much of this results in wild goose chase. You’re not the only one out there vying for qualified employees, and job searchers make decisions based on more than the sum of salary and benefits.
- Bringing employees up to the speed takes even more time. And when you are short-staffed; you often need to put in extra time to get the work done.
- In almost all cases, it is senseless to allow good people to leave your organization. When they leave, they take with them intellectual property, relationships, investments (in both time and money), an occasional employee or two, and a chunk of your future.

Objectives of the study
Following are the major objectives of the study
- To know the importance of Salesman Retention in recent world
- To determine the influencing factors of Salesman Retention.

Theatrical Frame work
For this study the following theoretical Framework was formulated. Independent variables are Leader-Member relationship, career planning and development, Job satisfaction, intrinsic rewards, flexible working hours, Motivation and Dependent variable is Salesman retention.

Research Hypotheses
Based on the theoretical Framework the following research hypotheses were formulated
H1: There is a significant relation between Salesman Retention and Job satisfaction
H2: There is a significant relation between Salesman Retention and Intrinsic rewards
H3: There is a significant relation between Salesman Retention and Leader-Member relationship
H4: There is a significant relation between Salesman Retention and Motivation
H5: There is a significant relation between Salesman Retention and flexible working hours
H6: There is a significant relation between Salesman Retention and career planning and development

Methodology of Study:
For this study the following methodology was applied
- Sampling Method: Convenience
- Sample Size: 363
- Sampling Error: Response-363, Non-response - 12
- Primary Data: Questionnaire
- Secondary Data: Journals, Magazines, Books, Websites
- Data analysis: Percentages, Frequency tables, Reliability analysis, Pearson’s correlation.

Data Analysis:
Demographics
Demographics of the respondents for this study are as follows. Education: Up to Inter/Diploma=8, UG=162, PG and above=173, Age 30 and below =126, 31-40years=182, 41 and above=55, Income Levels: Below 200000= 137, 200001-300000=122, 300001-400000=74, 400001 and above =30, Marital Status: Married= 195, unmarried=168

Reliability
Reliability test was administered to establish the goodness of data. In statistics, reliability is the consistency of a set of measurements. For this study Cronbach’s Alpha coefficient was calculated

Table-1: Reliability

<table>
<thead>
<tr>
<th>S.NO</th>
<th>Dimension</th>
<th>Cron Bach’s Alpha</th>
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<tbody>
<tr>
<td>1</td>
<td>Salesman retention</td>
<td>.821</td>
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<tr>
<td>2</td>
<td>Leader-Member relationship</td>
<td>.711</td>
</tr>
<tr>
<td>3</td>
<td>career planning and development</td>
<td>.742</td>
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<tr>
<td>4</td>
<td>Job satisfaction</td>
<td>.764</td>
</tr>
<tr>
<td>5</td>
<td>Intrinsic rewards</td>
<td>.247</td>
</tr>
<tr>
<td>6</td>
<td>flexible working hours</td>
<td>.739</td>
</tr>
<tr>
<td>7</td>
<td>Motivation</td>
<td>.700</td>
</tr>
</tbody>
</table>
Cranach's alpha for all dimensions is more than .70 hence the data is reliable for further analysis.

**Hypotheses:**

H1: There is a significant relation between Salesman Retention and Job satisfaction

Table-2

<table>
<thead>
<tr>
<th></th>
<th>Salesman Retention</th>
<th>Job satisfaction</th>
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<td>Salesman Retention</td>
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<tr>
<td>Job satisfaction</td>
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</table>

**Source-Primary data**

**Interpretation:**

Sig.value is <.05 hence rejected null hypotheses and accepted alternative hypotheses. Concluded that there is a positive relation between Salesman Retention and Job satisfaction i.e. More the Job satisfaction high will be the Salesman Retention.

H2: There is a significant relation between Salesman Retention and Intrinsic rewards

Table-3

<table>
<thead>
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<th></th>
<th>Salesman Retention</th>
<th>Intrinsic rewards</th>
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<td>Salesman Retention</td>
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<td>Intrinsic rewards</td>
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</tbody>
</table>

**Source-Primary data**

**Interpretation:**

Sig.value is <.05 hence rejected null hypotheses and accepted alternative hypotheses. Concluded that there is a positive relation between Salesman Retention and Intrinsic rewards i.e. More the Intrinsic rewards high will be the Salesman Retention.

H3: There is a significant relation between Salesman Retention and flexible working hours

Table-4

<table>
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<td>.481 .000</td>
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**Source-Primary data**

**Interpretation:**

Sig.value is <.05 hence rejected null hypotheses and accepted alternative hypotheses. Concluded that there is a positive relation between Salesman Retention and flexible working hours i.e. More the flexible working hours high will be the Salesman Retention.

H4: There is a significant relation between Salesman Retention and Motivation

Table-5

<table>
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</thead>
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<tr>
<td>Motivation</td>
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</table>

**Source-Primary data**

**Interpretation:**

Sig.value is <.05 hence rejected null hypotheses and accepted alternative hypotheses. Concluded that there is a positive relation between Salesman Retention and Motivation i.e. More the Motivation high will be the Salesman Retention.

H5: There is a significant relation between Salesman Retention and Leader-Member relationship

Table-6

<table>
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<td>Leader-Member relationship</td>
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**Source-Primary data**

**Interpretation:**

Sig.value is <.05 hence rejected null hypotheses and accepted alternative hypotheses. Concluded that there is a positive relation between Salesman Retention and Leader-Member relationship i.e. good the Leader-Member relationship high will be the Salesman Retention.

H6: There is a significant relation between Salesman Retention and career planning and development

Table-7

<table>
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<th>career planning and development</th>
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</tr>
</tbody>
</table>

**Source-Primary data**

**Interpretation:**

Sig.value is <.05 hence rejected null hypotheses and accepted alternative hypotheses. Concluded that there is a positive relation between Salesman Retention and career planning and development i.e. good the career planning and development high will be the Salesman Retention.

**Conclusions**

Results of research on antecedents of Salesman Retention stipulated following Conclusions:

- There is a positive relation between Salesman Retention and Leader-Member relationship, career planning and development, Job satisfaction, intrinsic rewards, flexible working hours and Motivation

**Limitations:**

1. Sample size was limited to 363 because of limited time which is small to represent the Whole population
2. The research was limited to Medical representatives only
REFERENCE

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