

Purpose of this research was to analyze the opinions of salespeople about TNA along with concentrating on studying the current TNA practices; to study relationship between TNA and human productivity of medical representatives; to study the segregation of training and non-training needs.

Survey questionnaires were designed and pre-tested. The study was carried out by taking a sample of size 292 medical representatives and 60 training/sales managers working with 32 pharmaceutical organizations of Pakistan. In addition, a semi-structured questionnaire was designed to interview 53 doctors. Data were processed in MS Excel and analyzed in SPSS.

Results supported the TNA-HP model by showing direct impact of TNA on HP i.e. TNA explained 36% of variation in HP. In addition, TNA and human productivity were found correlated directly and through training and KSA. TNA was found essential for goal setting; medical representatives to be acclimatized with adopting new sales approaches, techniques and procedures; arousing learning motivation of trainees. TNA was found instrumental to help reduce training cost and to identify cost of training. Segregating training and non-training needs was found helpful for attaining cost effectiveness of a training program. Results also revealed significant difference among average opinions of training/sales managers while responding to six different situations of Prokopenko and Kubr model.