# CHAPTER 5

# RECRUITMENT AND SELECTION

## 5.1 MEANING OF RECURITMENT AND SELECTION

Recruitment and selection are closely related terms and considered as two sides of the same coin. However, a close security reveals that there remains some difference between the two. Recruitment is the process where the prospective candidates are found and encouraged to apply. On the other hand, selection is the process of choosing a few out of the total large reserve so provided by recruitment. Selection is the process of weeding out or rejecting the misfits. Thus, it can be said that selection is the step following recruitment. According to Dale Yoder, recruitment is positive in its approach, whereas, selection is negative by its function. This clearly distinguishes between the two.

## 5.2 IMPORTANCE OF RECRUITMENT

Recruitment of sales personnel is and endless job for any organization. Recruitment of the right type of salesmen possessing all the essential qualities in sufficient number are necessary to carry out the selling activities of an organization. This is totally dependent on a sound recruitment policy. The success of any organization depends on the performance of its sales force and such performance depends a lot on their quality. It has been rightly pointed out that salesman is the spearhead of any business. The aim of any recruitment policy should always be to choose the right man for the right job. Otherwise, the recruitees become a burden on the organization. A good recruitment policy builds a stable and efficient work force and helps in achieving organizational goals and objectives in a planned and systematic manner. A good recruitment policy also reduces the worries of the management by considerably reducing the supervising responsibilities. In sum, a good sales force once recruited,

contributes significantly to increased sales as well as higher profits of an organization. This increases the confidence of the sales manager as the leader of the sales force.

Recruitment of salesmen is considered as an endless job for any organization. The need for continuous recruitment is felt because of the following reasons.

## 1. To replace the vacancy created

Vacancy, in an organization usually arises due to resignation, retirement, death and promotion of the salesmen on roll. Vacancies arising out of these reasons are to be filled up through recruitment in the form of replacement. Such recruitments have to be undertaken as early as possible so that sales activities of the organization does not suffer.

## 2. To cope up with expansion programmes

Industries grow and expand with the passage of time. Companies often add new products to the existing product one, enter new markets, undertake aggressive selling and so on. Such expansion programmes most often lead to the creation of additional work in the sales organization. To cope up with the additional work load, the need of recruitment of additional sales personnel arises in an organization.

The need of salesmen and the frequency with which they are to be recruited vary from company to company in accordance with the products to be sold, the size of the firm, the choice of the channels of distribution by the firm, firm's financial position, and the nature of the market to be covered. As soon as the recruitment need of sales personnel arises in an organization, the exact requirement with regards to the number of sales personnel and their requisite qualification and qualities has to be determined. This makes the recruitment of salesmen an important problem which has to be faced with caution. The number

of sales personnel to be appointed can be ascertained from the list of retirements, resignations, deaths, promotions and the type of expansion programme that the organization is undertaking. A through analysis of the work that the future recruitee will perform, otherwise known as job analysis, has to be done. Such a job analysis, necessarily indicates the duties, responsibilities, activities, and assignments of the sales force. It also helps to point out the qualities of head and heart that salesman should possess to fit in to the job.

## 5.3 THE PROCESS OF RECRUITMENT

Recruitment of sales force involves certain steps or processes. They are:

1. Analysis of the job to be done by the salesman (job analysis)
2. Determination of the characteristics and qualities to be possessed by the salesman (personal analysis).
3. Tapping the various sources of recruitment,
4. Careful selection of the candidates,
5. Appointment agreement.

All these steps or processes are basically sequential and utmost care is needed at each step in order to select the right man for the right job. Success failure of an organization depends a lot on the type of salesmen selected. Therefore, selection must be made very carefully.

### 1. Job Analysis

Job analysis is the first step in the process of recruitment and selection. It is concerned with the determination of job traits i.e. nature of duties and responsibilities involved in performing any particular job effectively. In other words, it provides description and job specification on the required sales position. The sales manager has to remain aware of the job which the salesman has to do. The nature of duties and responsibilities of salesmen varies not only

from product to product but also from firm to firm. Therefore, the sales manager has to determine-in advance-the king of duties to be assigned to the salesmen to be recruited so that scientific selection can be made and appropriate training can be imparted.

### 2. Personal Analysis

On the basis of job analysis, the sales manager has to determine the probable characteristics and qualities which the future salesman has to possess. The personal analysis basically means the employee or man specification. The sales manager has to determine the specific qualities that the future incumbent is imposed to possess. Otherwise known as job specifications or personnel specification, personal analysis covers the following heads:

a. **General Qualities:** including good personality, sound health, intelligence, honesty, integrity, sociability, consistency and power of observation.

b. **Particular Qualities**: include educational qualifications, past experiences, knowledge of the product, customers and market.

c. **Technical knowledge:** like the chemical and mechanical composition of the product to be sold. Knowledge of legal implications in relation to sales, languages known, etc.

## 5.4 SOURCE OF RECRUITMENT

This is the third step in the selection process. After ascertaining the exact number of salesmen required for the sales organization and further knowledge with regards to the qualification, experience and qualities through job analysis and job specification, the sales manager proceeds further to find out the possible sources of recruiting these sales personnel. In other to carry out the recruitment process effectively, the sales manager is expected to know all possible sources of

recruitment. At this stage, a pool of the interested and prospective employees is made so that the right kind of person for the right job can be selected from that pool. All the sources of recruitment can broadly be divided into two, namely, internal and external.

## I. Internal Sources

Some business organizations make recruitments from among the persons working in the organization. As the vacancies of salesmen are filled through recruitments from within the organization, it is termed as internal source of recruitment. Talented and qualified persons working in various departments of the organization are considered while filling up the vacancies that arise from time to time. The major internal sources are:

### 1. Promotions

Most often, firms employ sales personnel within the organization by promoting certain employees from lower to higher post. In fact, most organization follow this policy of selection through which honesty and sincerity of the employees get recognition. Such employees feel elevated and are automatically induced to work harder in future.

### 2. Transfers

Employees of the other departments such as finance, advertisement, production, warehousing may be considered for the job of the salesmen on a transfer basis. Usually, the personnel department of the organization has the record of each employee and promising and talented employees can be considered for selection by transfers.

### 3. Re-employment of Former Employee

It is another source of excellence. Those employees whose past records are clean, sound and up to the mark can be called back to the original work atmosphere, in case they are willing to rejoin the organization. Experts opine that there is no

harm in employing such people since seasoned pole are sure to be loyal. In fact, the level of efficiency of already experienced persons is usually much higher than the new recruits. Similarly, it also reduces the intangible costs of training, labor turnover, etc. Above all, it helps in building the reputation of the sales organization.

## Advantage of Internal Sources of Recruitment

1. In case of internal recruitments, the capacity and character of the recruitees can be easily evaluated since all the past records speak volumes about them.
2. Employees of an organization are generally well acquainted with the policies and programmes of the organization as well as the sales department. Therefore, the organization needs little effort to make them well-versed.
3. Very often little training and guidance is needed if the employee so recruited belongs to the sales office or distribution office. Such recruitees adjust to the work atmosphere immediately because of their past exposure with the organization. Consequent to joining duties, they can immediately start working without and time lag between joining and working.
4. Recruitment form within the organization is done chiefly on the basis of reliability, loyalty, sincerity and hard work of employees. This helps as an incentive to the promoted staff as they develop a sense of belongingness to the organization. On the other hand, such internal recruitment works as a moral booster for the other employees to work hard with the hope of getting such promotions in near future.
5. Internal source of recruitment saves considerable expenditure of the firm on recruitment and training since, hiring a candidate from outside the organization is a costly affair and involves a lot of expenditure.

## Disadvantages of Internal Sources of Recruitment

1. Internal sources of recruitment offer limited scope of selection. In other words, the selection has to be done from within a few employees suitable for the post and therefore the scope of getting the best is limited to the employees working in the organization.

2. Another disadvantage of internal sources of recruitment is that qualification, capabilities and character of a personal available in the organization may not exactly fit in with the qualification and character required for the potential salesman.

3. Very often nepotism and favoritism may influence the internal source of recruitment process. In such cases, it creates wide spread frustration and discontentment among the employees of the organization and may also lead to decrease in morale of the employees.

## II. External Sources

There are also a number of external sources of recruitment. The important ones are:

### 1. Advertisement

Advertisement is one of the most widely used sources of recruiting. Advertisements are made in newspapers, magazines and trade journals in the 'situation vacant' columns, inviting applications from the prospective candidates. The advertisements so inserted provide particulars about the posts to b e filled up, the requisite qualifications, pay scales, methods of applying for the posts advertised and so on. This source of recruitment offers the merit of wider scope of selection.

### 2. Employment Exchanges

Private and public employment exchanges are the special offices which render services to both job seekers and employers. It works a s a liaison between the possible employers and employees. Personas seeking employment usually register their names in such offices indicating their qualification, and experiences. When these agencies are asked to suggest candidates for particular jobs, they recommend suitable candidates to fill up such vacancies. The organization selects candidates from among such recommended candidates according to their requirements. In developed countries, employment exchanges screen the candidates according to their recruitments before final recommendation to the organization. As a result, the employer gets a wide scope and in some specific cases they employ the sponsored candidates directly. In India, however, no such screening is done by the employment exchanges. Therefore, the employer has to find out whether the list of candidates supplied by the exchange would meet the organizational requirement or not.

### 3. Recommendations

At times, it can be considered as a reliable source of recruitment. Salesmen may also be recruited by the recommendation of the existing employees. These employees, usually recommend the names of their friends, realties and other contacts. In such cases, the requisite qualifications are made known to existing employees and they are asked to make recommendations. As the employee knows the requirements of the organization, usually they recommendations. As the employee knows the requirements of the organization, usually they recommend the most suitable person. Also he takes the moral responsibility for the success of failure of the prospective employee. Some organizations usually make it a policy to recruit staff only from the relatives of the existing employees. This is done particularly to encourage the existing employees.

### 4. College and as School

Schools, colleges are universities are an important source of recruitment, particularly in the western countries. Popularly known as 'campus interview', in

India too, it is gaining popularity gradually. Under this method of recruitment, the head of the institution is requested to recommend candidates who can fit into their job requirements. The firm asks the authority to make such recommendations. These authorities recommend the cases of students whose records has been sound and promising. Students from disciplines like commerce, mathematics, economics, marketing, business administration often make excellent trainees. Sometimes, the personnel officer is sent to interview and select candidates from such institutions.

**5. Competing Firms**

It is another important source of recruiting salesman. Salesmen serving in competing firms may be offered higher and other facilities and amenities so tha they are attracted to join the organization. The main advantage of such recruitment is that the salesman so recruited requires very little training and their past experience in dealing with customers helps in expanding business. However, certain demerits lie in this type of recruitment system. Bringing rival salesman into the firm generally has an adverse impact on the morale of the existing salesmen in the organization. Sometimes incompetent salesman are brought into the firm at a higher cost.

**6. Non-competing Firms**

Sometimes the sales manager picks up salesmen form non-competing firms for recruitments. If the sales manager is satisfied and confident about the efficiency and suitability of such salesmen, they can be offered an appointment. By employing such salesmen, the firm is able to save on preliminary training. By this source, the management gets experienced and qualified candidates and they work with great zeal and enthusiasm. The contact established by them with the customer and their general knowledge of selling technique may help them sell the firm's product.

**7. Self Offers**

In highly unemployed countries, many concerns often receive applications o f job seekers directly. T hey appeal to the employers to consider their case stating their qualification and experiences, if any. Generally, reputed firms receive such applications. The sales manager can also refer to the 'situation wanted' columns of newspapers and journals. Many qualified and experienced salesmen aspiring for better advertise their offer in such columns. Such advertisers clearly state their qualifications, experience and salary expected in their advertisements.

**8. Wholesalers, Retailers and Customers**

At times, wholesalers, retailers and customers happen to be an important source of recruiting salesmen. Some customers possess good product knowledge by virtue of their keenness and inquisitiveness. Therefore, they may be considered for appointment by the sales manager provided that they possess the requisite aptitude and other qualifications. Sometimes, wholesalers and retailers have the information regarding salesmen looking for bigger and better opportunities. Therefore, they are able to provide relevant information. On certain occasions, even the customers of the firm like wholesalers and retailers may also prove suitable for salesman's job

## 5.5 DEFINITION OF SELECTION

After the candidates have been solicited for the job by using various sources of recruitment, the sales manager has to take necessary steps to select the best possible candidates as salesmen.

## 5.6 The process of selection

The main purposes of selection is to find out the right man for the right job in an organization. T he selection procedure adopted to select a candidate usually varies from firm to firm depending upon the management and selection policy of

the firm. However, in general, the usual procedure adopted for selection candidates as salesman is as follows:

**a. Application Blank**

The application blank is a formal application submitted by the person in search of a job. Usually this contains a number of questions having blank spaces to be filled up by the applicant. The questions so included are framed in such a way answers to them would give a clear idea about the candidate. An application blank usually consists of

i. Personal data sheet,
ii. Job description sheet and
iii. Man specification sheet.

**The personal data sheet:** is to be filled up by the applicants. It contains questions seeking information about all possible personal data about the candidate which are considered essential for the job.

**Job description or job analysis:** is a statement of the specific job responsibilities, activities and authority. All these are related to the job only and not with any individual.

**Man specification sheet:** indicates the specific requirements of a particular job. This clearly specifies the requisite qualities of head and heart required to be a successful salesman. The qualification and qualities usually relate to educational qualifications, experience and qualities like physical fitness, mental aptitude, and personality.

The main aim of application blank is to introduce the candidate to the interview board. A careful analysis of such application forms duly filled in by the candidates helps the sales manager to form an idea about the qualifications and experiences of the candidates.

It provides and opportunity to the interviewers to prepare themselves for interviewing the candidates in an appropriate manner by putting suitable questions. This also serves as a permanent record in the record section of the organization.

**b. References**

In almost all the cases, the candidate is required to mention the names of two or three individuals, called 'referees'. The reference information may be about the integrity of the candidates. After getting the references provided by the candidates, it one of the important duties of the sales manager to verify the general character and ability of the application concerned from the refree. The sales manager can also ask them to send confidential reports about the candidates. He has to check and verify the reports made by the refrees about the candidates and the candidate's own statements. The sales manager can get the accurate and frank opinion of the reference by taking them into confidence and assuring that the information so provided will not be disclosed and kept strictly confidential. Sometimes telephone calls or personal enquires can be made from referees in order to get correct and accurate information about the candidates. Personal contact is one of the best way to obtain honest and frank opinion of the referees because people are more frank orally than in writing.

**c. Personal Interview**

After going through the applications and checking up the references, sales manager decides about the candidates who stand a chance for selection. Personal interview is the most common as well as important stage in the selection process. It is used to weed out misfit or unfit candidates. In big organizations, there remains a selection process. The panel of experts decides the number of candidates to be called for an interview. Interview letters are sent to

candidates to appear for a personal interview specifying the date, time and place. The candidates so called for an interviewed by an interviewing board to judge the merit of the candidates in relation to their ability in oral communication, personal appearance, manners, attitude to the selling job, and life in general. Interviewers should be of unbiased mind, and skilled in grasping the mind and capacity of others. Each member of the selection committee is provided with files of the candidates containing detailed information about the candidates at ease. Generally, the atmosphere at the time of the interview should be relaxed. The interview should begin with routine questions which are generally expected by the candidates. The number of personal interview to be conducted depends on the type of job the interview may be enough. But if a job is in the management cadre, there may be two or three formal interviews. During this preliminary interview, simple and probing questions are asked to test the alertness, tact and intellectual qualities of the candidates by exchanging their view in a friendly and pleasant manner. During the course of interview, the candidates need to be given enough opportunities to answer the questions and exchange views in a friendly environment. Scores of personal interviews are recorded and tabulated on merit basis.

### d. Psychological Test

In addition to the general personal interview, some business firms conduct psychological tests in studying the behavioral aspect of the candidates. These tests help the organization in measuring the candidate's ability, attitude, aptitude and character. Tests such as intelligence, personality, aptitude, achievement, interest and capacity form an integral part of such psychological tests. Intelligence test usually measures the mental capacity, knowledge, memory, tact, wit, etc. of the candidates.

The personality test measures the ability of candidate to control his temperaments and act as the situation demands. The aptitude test measures the capacity of an applicant to learn the required skills. The interest test determines the preference of an applicant to the job. Achievement test measures the level of knowledge and proficiency of a candidate. The capacity test measures the capacity of a candidate to use his fingers and hands at the time of need. These tests play an important role as they help to get an accurate and reliable picture about the candidates.

### e. Medical Examination

The candidates found fit as per the results of interview and tests are then sent for medical examination. Thus, the next step in the selection procedure is the physical examination of the candidates. Physical fitness is almost a prerequisite for the salesman as well as the firm. To be efficient, a salesman is required to possess a good health. In order to verify the physical fitness of the candidate, the firm conducts medical examination of the candidates on its own. The candidates are medically examined by a panel of company doctors who certify his fitness. Such examination helps the companies in eliminating physically unsound salesmen. As compared to indoor salesmen, traveling and technical salesmen have to undergo a strict medical examination as they require sound health to carry out their duties efficiently. In case of minor ailments which can be cured, such ailments are overlooked by the company.

### f. Final Interview

After the candidates come out successful from the interviews, psychological tests and medical examination, they are called for the final round of interview. All the information regarding the qualification, experience, reference of the candidate and the formal tests like interview, physical test, psychological test, help the selection committees to arrive at a final decision. This interview is a formal interview for the candidates. During the final interview, the candidates are

asked some crucial questions regarding their willingness to accept the job and the terms and conditions. Their communication ability, manners, presence of mind of the candidate are also observed by the selection committee before the final selection. If the selection committee is satisfied at this phase, the candidate is selected for appointment

## Appointment Agreement

After the selection procedure is completed, many business firms execute service agreements with the selected candidates. Such agreements usually take the form of a legal contract which contains a clear statement of the terms and conditions of the service. Such agreements cover a number of terms and conditions such as duties, authorities, sales territories, sales quota, remuneration, traveling expense admissible, stipulated time period for which the salesman has to remain under probation, and so on. Some organizations insist on the signing of a bond by the salesman for remaining with the organization for a stipulated period of time.