

## RECRUITING SALES FORCE AT SC CARREFOUR ROMANIA SA

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**Abstract:** *This research shows how SC Carrefour Romania SA recruits its sales force, the main activity of the Human Resource Department. The paper includes a brief presentation of this department, the recruitment sources and methods used by this company, concluding by identifying some methods to improve this process.*

**Key words:** *SC Carrefour Romania SA, recruitment, sales force*

### INTRODUCTION

Sales force has a key role in the communication policy, in transmitting information from the producer to the consumer, but especially from the consumer to the producer. Consumers' feedback gets quickly to the producing organization through the sales force.

The sales force's objectives are basically the following (Philip Kotler, 1998):

- *Prospecting - finding new customers;*
- *Communication - transmitting information about the company's products and services;*
- *Selling - they sell products contacting the customers, presenting them the products, answering objections, and concluding the business;*
- *Serving - the sales staff provides services to the customers (support in solving problems, technical assistance, financial support);*
- *Gathering information - the sales staff performs market research, collects information on these and report on business contacts.*

Sales force is part of the enterprise communication system, characterized by flexibility, selectivity, interactivity when dealing with buyers, variety of tasks performed.

### MATERIALS AND METHODS

Personnel recruitment and selection is an essential operation, sometimes difficult, with crucial influence on all activities of a company. Its role is to find "the right man in the right place" (Petrescu, 1995).

Personnel recruitment is the process of searching, locating, identifying and attracting potential candidates to be chosen from those having the necessary professional characteristics, or best fit the requirements of current and future vacancies. Human resources recruitment is the managerial process of maintaining and developing the most appropriate internal and external sources, necessary to ensure competitive personnel to achieve the organizational goals. From this point of view, recruitment can be an active process, especially when the organization aims at maintaining or keeping links or contacts with the external sources of recruitment (Manolescu, 1998).

Ovidiu Nicolescu (1998) defines the process of sales force recruiting as follows: "Personnel recruitment represents all actions to attract potential candidates in sufficient number and quality required to fill a new or vacant position".

Recruitment is a process closely related to the organization and reorganization of the company. Any change in the purpose of supplementing the recruitment objectives makes it a necessary and balanced process. A good recruitment allows the company to hire people whose skills are very close or similar to the job requirements. The company proposes one or more vacancies for a specific profile, and the labor market provides

individuals with diverse skills, able to be employed at any time. The company states proposals on job requirements and skills that the future occupant may not always have.

The recruitment procedure varies from one company to another, as it results from the human resources policy, company size, or job characteristics.

Recruitment is a complicated process, involving large financial resources, and having a strong impact on the organization. The effort for the recruitment success should start from personnel forecasting and planning, and from analyzing the available positions. If the personnel forecast requires human resources, then the respective company will have to recruit systematically new employees. On the other hand, recruitment should focus on finding and attracting qualified personnel. Therefore, the recruitment success depends on how well the vacancy is defined. Whether the job is new or dismissed, its requirements must be specified precisely so that the recruitment be effective.

### RESEARCH RESULTS

Carrefour Romania has an HR Department for labor management, structured on more key areas. The administrative area has at its headquarters a team of 6 people and deals with the relationship between the central HR department and the stores, as well as the effective exercise of HR in terms of the document flow: personnel papers, applying procedures, feedback and so on. In addition, there are 1-2 people in each hypermarket, dealing with HR activities such as employment, specific document processing and updating, etc.

The French group Carrefour is a real force in creating new jobs. The goal of this hypermarket is to have 99% Romanian personnel. Each Carrefour store has an average of 400 employees. Carrefour created for its staff a training and promotion plan, attended by all employees. Another strength of the group policy is internal promotion.

The company's human resources policy guarantees:

- equal opportunities in employment
- working conditions at international standards
- sharing group values
- active policy of training
- personalized career management
- real opportunities for promotion and personal and professional development
- motivating benefit packages

The company invests heavily in youth, integrating them in local training programs, making periodic assessments within the company to detect people with growing potential.

In this way, each employee is given the opportunity to develop a career in the great distribution. *"The real goal of Carrefour human resources policy is the best level integration of all employees, creating a strong spirit, proper to the company. This spirit is defined by the concept 'all under one roof', each employee representing an important part, and together - as Carrefour team – we will be more performant".*

The responsibilities of the Human Resources Department are:

- attracting, selecting and hiring new employees using the CV information, recommendations and interviews;
- communicating information about the new positions to the company's employees and to other companies;
- ensuring that the employees have the education, training and schooling to meet their obligations;

- using an effective process to analyze employee performance and to determine bonus and salary increase;
- calculating the salary and benefits for each employee;
- communicating the eventual changes of salary or benefits;
- proposing the management plans for changes in the company (expansion, withdrawals, etc.) so that the competent employees are available to support the business.

The tasks of the Human Resources Department are:

- organizing the human resources (organizational structure, job descriptions, personnel records and vacancies);
- providing human resources (personnel recruitment, selection and employment);
- preparing personnel plans based on the organizational chart;
- making individual employment contracts and civil service conventions;
- recording the labor contracts in ReviSal and other legal records therein;
- preparing legal documents for ceasing activity;
- proposing for approval the necessary personnel by trades, positions, specialties and training, resulted from the object structure of the company;
- preparing job descriptions;
- recording annual leaves, sick leaves and unpaid leaves;
- preparing the statistical reports specific to this department;
- preparing the necessary paperwork for personnel retirement, according to law;
- developing the personnel motivation system (base salaries, management benefits, merit salaries, bonuses, training vouchers, promotions, health insurance, pension rights);
- implementing, maintaining and continuous improving the quality management system;
- preparing the documents for the quality management system (standard operating procedures, instructions and quality manual);
- developing the annual training plan, the annual work plan, and the annual activity report for the department;
- organizing the annual evaluation of the employees' professional performance;
- ensuring the confidentiality of documents and information handled by employees;
- providing a controlled access to the documents of human resources for the persons designated by top management;
- providing professional training for the employee of Human Resources Department;
- managing the professional training of the employees;
- managing the database by responsible persons, in accordance with management decisions;
- informing the top management on the new changes in labor legislation;
- ensuring a good communication and cooperation with the department heads;
- representing the company in relations with external institutions on issues of human resources;

- analyzing the specific correspondence between company's culture and performance and formulating improvement proposals;
- respecting the legal duties related to: ROF and RI; confidentiality; labor protection; security and fire regulations; sanitary rules specific to the professional activity; proper storage and management of departmental inventory.

The recruitment sources used by Carrefour Romania are both internal, but especially external, since the company wants to hire experienced persons, qualified in the field somewhere else, as it would be more expensive to train its own employees. Carrefour also hires graduates without experience, as they may have beneficial and innovative ideas for the company's objectives.

This company uses the followings recruitment methods:

- The website of the retailer, [www.carrefour.ro](http://www.carrefour.ro); the section Careers displays the available jobs in different cities and also the requirements and responsibilities related to the respective positions.
- Educational institutions. Carrefour focuses its annual recruiting efforts on graduates or students from various universities in the form of internships. "The internship is not regulated so well in Romania - for the students who come to us during the summer, we have to make employment contracts of limited duration," says Cosmina Nicolau, the human resources communication manager for the retail chain Carrefour Romania. The company has ten internship positions open for this summer, for various fields like human resources, commercial management, acquisitions.
- Direct Applications. An important and inexpensive source of candidates is the who presents his own initiative at the office (or sent by mail a CV accompanied by a cover letter), looking for a job and offering his services; thus he enters into a database and participates in recruitment when vacancies arise.
- Job fairs in Bucharest or province.
- The references made by Carrefour employees is considered a relatively cheap and fast recruitment method.
- Job advertisements in the media.
- In case of mass recruitment, Carrefour organizes "open days". Candidates must call the number 0800.0800.04 (free call) to sign up for interviews.
- The Romanian recruitment site **bestjobs.ro**

Therefore, according to its own recruitment policy, Carrefour Romania uses those specific and efficient methods of finding the most suitable persons to fill vacancies, attracting them to participate in the selection.

Andreea Mihai, the marketing director of Carrefour Romania, mentions: "the requirements for employment are in accordance with the recruited positions. These are education, professional experience, foreign languages and diplomas for specific positions".

Also, people eager to join Carrefour Romania should have the following qualities:

- customer orientation;
- willingness to learn;
- willing career development;
- ability to work in teams;
- reliability;
- dynamism;
- resistance to stress;
- responsibilities and achievements.

## CONCLUSIONS

The main methods of improving the recruitment processes for this company would be:

- Directing to pupils and students by offering an internship in hypermarkets during the summer, so that those who wish to know the responsibilities, duties and satisfactions of the sales force to develop a desire to work in such a system, so that after graduation to apply for a job with Carrefour, having information and knowing the work environment and the company (Mihai D, 2014).
- The persons responsible for recruitment should focus more on the attitude and behavior characteristics of the future employees; these are identified by personality tests, although the tests of logic and distributive attention remain dominant.
- A psychologist should participate in job interviews alongside the person responsible for recruitment. The psychologist will not ask questions, but make a psychological analysis of the candidate, in order to find more information to choose the one closest to the specific requirements of the respective position.

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