



**Institute Of Technology Management And Entrepreneurship**

**THE RECRUITMENT AND SELECTION PROCESS FOR THE BEST  
MARKETING PERSONNEL IN TECHNICAL ORGANIZATION**

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**THE RECRUITMENT AND SELECTION PROCESS FOR THE BEST MARKETING  
PERSONNEL IN TECHNICAL ORGANIZATION**

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## DECLARATION

I declare that this thesis entitle **“THE RECRUITMENT AND SELECTION PROCESS FOR THE BEST MARKETING PERSONNEL IN TECHNICAL ORGANIZATION”** is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

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## ABSTRACT

This study proposes that the best Marketing Personnel (MP) can be hired through the systematic recruitment and selection process. The review of past literature reveals that there is a variety of techniques applied to make the hiring process more efficient and suit with the vacancies. The objectives of the study are to explore the recruitment and selection techniques as well as selection criteria applied by organization in hiring MP and to suggest training needs by MP for career development. Usable 107 returned mailed questionnaires were received out of 900 mailed to organizations and the data were analyzed pertaining to the objectives of the study. The data were analyzed using descriptive statistic under frequency and also factor analysis before further analyzed using simple linear regression. The findings of the present study reveal that the organizations do practice external recruiting techniques in recruitment process whereby interview and job knowledge test were used in the selection process. Communication skill is the most important criteria in selection. Furthermore, there are needs of training to enhance capabilities of MP. In conclusion, the combination of good recruitment and selection as well as training will contribute to the best MP in the organizations.

## ABSTRAK

Penyelidikan ini menyarankan bahawa Pegawai Pemasaran (PP) terbaik boleh diambil bekerja menerusi proses pengambilan dan pemilihan yang sistematik. Sorotan karya ke atas laporan penyelidikan oleh penyelidik terdahulu mendedahkan pelbagai teknik yang diaplikasikan dengan tujuan menjadikan proses pengambilan dan pemilihan lebih berkesan. Objektif penyelidikan ini ialah meneroka teknik pengambilan dan pemilihan serta ciri-ciri yang dinilai semasa proses pemilihan PP. Seterusnya, objektif terakhir dalam kajian ini ialah mencadangkan keperluan latihan yang diperlukan oleh PP. Sejumlah 107 kertas soalan soal selidik melalui pos telah dikembalikan daripada 900 yang dihantar kepada organisasi. Berpandukan objektif kajian, data kajian telah dianalisis menggunakan kaedah kekerapan dan analisis faktor sebelum dilanjutkan dengan regresi linear ringkas. Dapatan kajian menunjukkan teknik pengambilan luar diamalkan manakala pemilihan dilakukan melalui temuduga dan ujian pengetahuan. Keputusan menunjukkan kemahiran berkomunikasi amat penting dalam penilaian pemilihan PP. Manakala keperluan latihan diperlukan untuk mengembangkan pembangunan kerjaya seseorang PP. Kesimpulannya, kombinasi antara pengambilan dan pemilihan yang sistematik dan juga latihan akan menyumbang kepada pengambilan PP terbaik dalam organisasi.

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.0 Background**

The recruitment and selection process are very important to every organization. This chapter will discuss about the importance of marketing for organizations and the need of getting the right MP, the importance of recruitment and selection process, problem of the study, objectives, significance, scope and limitations of the study.

## 1.1 The importance of Marketing for Organization

Marketing is a powerful force in today's advanced societies. The organization's aims are to win customers and to deliver the best value to its customers. Marketing is the key function of any business to obtain optimum profit at minimum cost. The role of marketing is to try to reach as many customers to increase sales and profit of the business.

Marketing plays a major role to deliver the products to potential customers and at the same time to win customers for its organization. In addition, marketing has evolved from market-based to market-and asset-based, then to market, asset, and competency-based. The role of marketing is to achieve the best balance between market needs, assets, and competencies of the company (Kin, 2004).

Marketing is the management process for identifying, anticipating and satisfying customers' requirements profitably (Ahmad Murad, 2001). Furthermore, marketing is primarily concerned about the sophisticated strategy of trying to have what customer wants. The difference between selling and marketing is; selling focuses on the needs of the seller, where as marketing focuses on the needs of the buyer. Selling is preoccupied with the seller's needs to convert his products into cash; marketing with the idea of satisfying the needs of the customer by means of the products as well as the whole cluster of customer



value satisfactions associations with creating, delivering, and finally consuming the product (Diwan, 1999). Eccles (2004) stated that, the role of the selling function has been to communicate the offer; the role of marketing has been to define the need and develop the offer. Marketing is, therefore, more than delivering the message; it is about raising the visibility of solutions.

On the other hand, marketing has a much wider scope compared with selling but inter-related to each other. However, marketing and selling have very strong relationship as suggested by Matthyssens and Wesley (2006), cooperation between marketing and sales could be strongly improved in different areas of the marketing and sales management process. According to Woodburn (2004), while marketing is identifying the needs and value sought by market segments, other departments are looking at innovation and technical developments arising from all kinds of sources. Therefore, the role of marketing in the organizations is important in order to market the products and generate profits.

Marketing addresses some of the demanding challenges in business where the decision on applications of marketing strategies will have impact on every aspect of the business. The Ford Motor Company's Mustang has been one of the automobile industry's great success stories. Introduced in the spring of 1964, approximately one million Mustangs were sold before the car reached its second birthday. The unparalleled success of Mustang reflects a combination of research, creativity, and aggressive marketing (Diwan, 1999).

The use of globally standardized products has been reported to positively influence firm performance Waheeduzzaman, and Dube (2002). Furthermore cited from Powers and Loyka (2007), market factors identified as legal requirements, cultural/social customs and taboos, consumer preferences, consumer purchasing habits, product use conditions, economic development, marketing infrastructure, and competition. With all the requirements, this clarify that marketing plays an important role towards organization performance. Thus, from having focused initially on gaining new customers, marketing is thus, now, more preoccupied with retaining existing customers (Lindgreen *et al.*, 2004).

Many organizations require good marketing teams to market their products or services. The organization operating and produce the products require talented MP to plan, distribute and selling the goods at competitive prices. The well-planned promotion program and the right place for the products meet the demand by the marketing teams will give a big impact to the market. The good marketing program will contribute to the long life cycle of product in the market and will help the organization develop and upgrade the product from time to time to make it competitive with other products in the same segment.

According to Tapp and Hughes (2004), working effectively as a customer-focused organization will require organizations to change structures, processes and ways of working to harness the opportunities provided by new technology. This will involve marketers in understanding more about the challenges of organizational change, a complex and contested

area, and working closely with other areas, such as human resources, to influence change program. It requires a new attitude, both amongst marketers and non-marketers that gives the marketing function legitimacy in influencing all aspects of the interaction between the organization and its customers. Therefore, the role of MP to work with the technology development is very important.

In addition, getting and keeping customer depends on whether the organization does the right thing in terms of customers' value and also depends on what competition does. Furthermore, the marketing and selling of professional, technical, and field services have always been extremely difficult functions, primarily because of the complexity, sophistication, and number of options and alternatives for marketing and selling available. Over the last 50 years, a very significant set of workable mechanism for the marketing and promotion of tangible products has evolved to sell the form, fit, and function, as well as the label (Blumberg, 2003).

Therefore, the organization needs marketing expertise to communicate effectively about the products and services to its customers, besides as a driver of organization's business planning process which contributes to the organization's success.

## 1.2 The need for getting the right Marketing Personnel

or

Conventional marketing known as 4Ps classic or transaction marketing is now seen as deficient in the current business environment (Brady & Davis, 1993; Doyle, 1995). In addition, the realization of the importance of customer satisfaction in business success in the emerging highly competitive business environment led to the marketing era, where firms emphasize customer needs fulfillment and customer satisfaction as the criteria for business success. Therefore, it is important to have and keep the talented MP working in the organization. In a highly competitive market, the need for a highly skilled labour force is crucial for survival (Tanova & Nadiri, 2005), thus, the organization need to hire the skilled MP for survival in marketplace.

Furthermore, marketing is important in the free-market economy. Reported by Diwan (1999), business has a number of responsibilities in free-market economy in terms of to serve the buying public by offering goods or services that provide satisfaction for the public's needs and desires; to serve those members of the buying public who choose to become its customers by ensuring that its goods and services meet fairly the representations made about them. Besides, to serve its owners by providing a return on the capital that they have invested; to serve its employees by providing them with satisfactory working conditions and adequate compensation, and finally, to serve society as a whole by efficiently and effectively carrying out the responsibilities to the specific groups cited, and

by doing so in ways that meet the legal requirements and social policies of the society or societies in which the company operates. These responsibilities clearly indicate that over time none can be effectively discharged if the firm cannot market its goods or services. Thus, marketing expertise is a responsible group to ensure the organization achieves its goals.

According to Bennett (2005), long-term approaches were more prevalent among companies with a strong marketing orientation and which employed highly qualified marketing staff. Marketing orientation and the employment of highly qualified marketing staff were significantly associated with the adoption of corporate strategies that recognized the inevitability of cyclical fluctuations. Therefore, the employment of specialist well-qualified marketing staff and the adoption of a marketing orientation are highly desirable.

Thus, getting the right MP is essential and crucial. Some may overlook that MP also requires the special skill in order to be the best MP in the organization. Since it is very important to get the right MP, it is a very heavy task for Human Resource Management (HRM) in choosing the right person. Ahmad Murad (2001), stated that concerned with mobilizing the staff and other stakeholders, including those who supply the firm with services and products, by making sure that they fully understand what expected of them and that they then contribute in the most appropriate way. In other words, the organization needs to have capable and talented staff at the first place of hiring process.

The common task of MP that people normally thought is selling the product. Often, the heavy responsibility is waiting for those who are hired as MP. The task like promoting of existing products, developing new products to cater for consumer demand or developing market for new products or services are only half of the task. The identifying and analyses of an organization's strength, weakness, and managing the distribution channels are very important. By getting the right persons will help to reduce turnover and at the same time to ensure the operating and marketing plan will work smoothly. This can be one of the organization's strengths when successfully hire talented MP and retain them for a long period of time.

Javalgi *et al.* (2005) discussed that, customer loyalty towards services is intangible. The intangibility of services makes the evaluation of service quality more difficult. This shows that the need of good MP who is well-qualified to perform the task is important. Customers nowadays focus more on benefits oriented rather than buying a product at up front. Kin (2004) stated that customers do not buy products; they buy benefits that come with the products. As a result, the marketing group needs people with analytical thinking and is concerned with the marketing environments.

The marketing scenario nowadays is towards open market which gives many choices to potential buyers. The use of technology to deliver information gives no choice to the organization except walk through the same way. This means, getting a good MP with

knowledge in technology is very important and crucial. Customers are getting more educated and more demanding. As a result, finding ways of hiring process is very important while a selection criterion also plays the role as predictors of the individuals' performance in the long term.

In addition, the roles of marketing in globally environment are full of challenges and risks. Marketing can make the difference between whether to be successful or disaster of organization in marketplace. Hence, the high capabilities of MP in handling marketing issues can be used to struggle for survival and growth of product in achieving high rate of profitability. Since the most important thing in marketing is to satisfy customers need, thus the first challenge is to find the right person to handle marketing task.

According to Dalrymple and Parsons (2000), MP is responsible to design pricing, promotions, and distribution plans to make these items leap into the hands of the customers. Further, MP is responsible for meeting organizational goals while ensuring that the customer and public are not harmed by marketing activities. Many of these roles require not only knowledge of marketing concept and practices, but the exercise of interpersonal skills as well.

Therefore, HRM have to clearly understand the needs of MP and, the uses of the systematic hiring system help to identify the best candidate that suit and meet the organization's requirement. HRM is the team that should have the knowledge, ability and rights in deciding the best hiring practice. Therefore the close relationship with the marketing department would help to understand the needs of capable MP.

### **1.3 The importance of Recruitment and Selection**

Recruitment and selection (RS) have different definitions but these processes are closely related for the successful hiring process. Recruitment is the process of attracting qualified candidates to apply for vacant positions within an organization (Pynes, 2004). Selection is the process of choosing the best candidate for an available position (Orey, 1996).

RS process can be taken by the organization either internally or externally. Recruitment has its own unique way of attracting candidates, techniques like direct mail recruitment, search firms, campus recruiting and job fairs (Arthur, 1998). Newspaper advertising is a widely used technique by the organization in attracting external candidates. However, job posting and bidding, promotion, transfer and employee referral (Stone, 1998) are techniques used to attract applications internally.