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## MEASURING THE SALES COMPETENCIES BY DETERMINING EMOTIONAL AND SALES INTELLIGENCE FOR SELECTING THE SALES RECRUITS THROUGH ONLINE

AMIT PHILLORA

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**Abstract:** The research paper deals with the importance of Sales Intelligence. SI is an application of Emotional Intelligence. The research paper deals in finding the Sales Quotient and Emotional Quotient, so that the correct sales person must be hired in the organisation related to sales and marketing. Emotional Intelligence Scale (EIS) is used for calculating the EQ.

**Keywords:** Emotional Intelligence, Psychometric Test, Emotional Intelligence Scale, Emotional Quotient.

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### Introduction:

**Sales Effectiveness & Efficiency:** **Efficiency** is a productivity metrics meaning how fast one can do something. Hence a Testing efficiency metric can be "No. of test cases executed per hour or per person day". This explains how efficient (i.e. fast) the person is at testing. **Effectiveness** is a quality metrics meaning how good a person is at testing. Hence Testing effectiveness metrics can be "No. of bugs identified by a tester in a given feature / Total no. of bugs identified in that feature".

Here the difference between total bugs and bugs identified by the tester could be that some bugs must have been uncovered by the customer since the tester was not able to detect them during testing. Sales effectiveness refers to the ability of a company's sales professionals to "win" at each stage of the customer's buying process, and ultimately earn the business on the right terms and in the right timeframe. Efficiency is a productivity metrics meaning how fast one can do something.

Hence Testing efficiency metric can be "No. of test cases executed per hour or per person day". This explains how efficient (i.e. fast) the person is at testing. It seen that a person may improve his sales in case he knows important characteristics about the product he is selling.

He can also improve his sale if he can link them up with strategically for various kinds of persons coming as buyers likely buyers. This means optimum utilization of his sales intelligence and knowledge gained for promoting the sales both from product or services angle but also the customer's angle too. This measure is defined as sales efficiency ( $\eta$ ). It is said that we are what our emotions are. Hence emotional Intelligence has a very significant role in affecting ones sales efficiency. Hence to a sales person to be successful in his career, he must use both Emotional Intelligence and Sales Intelligence to improve his sales. While hiring sales persons it has thus become necessary to test the candidates from both points of view. At present organisation are mostly harping on sale and perhaps not giving importance to Emotional Intelligence factor. The research aims at producing a some kind of psychometric test or an instrument for the Human Resource personnel of an organisation to help them short listing the no of suitable candidates by using this filter and then calling for interview only those who clear this instrumental test. This will help them in exercising their choice faster, more effectively and efficiently for selecting suitable candidates from large number of applicants. The instrument subsequently after suitable

development can be used to serve following main purposes:

- Measure sales intelligence for recruiting a job seeker (Candidates/ Applicant for the job) in sales organization.
- To use of sales efficiency at the time of performance appraisals of sales employees of sales organization.
- To know the impact of improvisation of Emotional Quotient on sales on sales personnel of sales organization.

**Recruitment:** The Term recruitment is a Human Resource Management activity through which eligible candidates for a given job are short listed against the established quality requisite for that vacancy. This process helps in identifying the eligible candidate for calling them for selection procedure. Now-a-days recruitments are done by following processes:- Direct Walk-ins, Online through Job Portals, News Paper/Employment news/ Local, TV Ads References, Recruitments can again be classified in to two categories, Internal Recruitments, External Recruitments. Internal Recruitments are carried out within the organization. If a requirement is there for certain position and management decides to recruit a person from their company itself rather than hiring a person from outside then emails are circulated to each employees of the company stating the requirements and key skills and eligibility they are looking for and the interested candidates contact the HR Manager for the company so that interviews can be scheduled for them.

**External Recruitments:** Over here HR managers' either contact Placement agencies or publish ads or buy portal services for finding the eligible the people for the required post. There are two types of people who use the Job portal, viz, Job Seekers and Recruiters. In a slight crude form we can call them as recruiter and applicant.

**Job Seekers:** Job seekers are those individuals who are looking for getting a job. The bio-data or CVs of these individuals are of prime

requirements of the companies and recruitment agents involved in recruitment process.

**Recruiters:** They are the people who in an organization are looking for the correct people to be placed in their companies/establishments to fill the existing vacancies. Mainly it's the work of HR Department of the company. After having understood what job seekers, recruiters and recruitment procedure, are let us define On Line Job Portal.

**Online Job portals** are such media by which recruitments are done through internet. Here internet plays a vital role. Basically, Job Portals are effective recruitment tools by which companies and placement agencies find the right kinds of candidates for their current requirements.

**Resume Database Access:** Over here the recruiter's gets access to the portals database, from there, with the help of search engines available in the portals he manually searches the required Cvs and arrange interviews with them. If recruiter is a Placement agent of a recruitment agency he/she can forward the mails to the hiring companies directly through mass mailing options.

**Review of Literature:** Recruitment is an age old process which over the period of time has got refined as the man became more and more civilized. It has seen days of kings and public, lord and slaves, and today in more civilized democratic set up we still have lords and slave setup, but now roles are reversed. Toady public is the lord and assets or process owners are the slaves. The organizational and job design range from general to specific, from basic overall objectives of an organization to the specific content of an individual task. The organizational and job design would strengthen its application if knowledge of objectives, functions, relationships, structure, job enrichment, and job enlargement were added to the personnel manager's expertise. The organization of work relies heavily upon a close systematic approach

where feedback is considered to be an important input. A large number of research papers and articles have found place in professional journals & magazines. Mr Rajat Sanyal in an article entitled, "RECRUITMENT PLANNING AS BUSINESS STRATEGY" describes and suggest management steps for the Recruitment Planning. Flippo appeared as an expert in the era of eighties, the administrator of personnel function. Recruiting a pool of potential candidates for hiring, through a set of comprehensive selection techniques is what leads to the need of proper orientation and introduction obligatory. Insight from organizational behaviour leads to the discussions on psychological testing in selection. To Flippo, validity and reliability of these testing methodologies has to be ensured for future performance relevance with selection. In addition, contributions by organizations like naukari.com and individuals like Mr. Sanjeev Sharma and Mr. BB Goel are also noteworthy. Sales Intelligence is similar to Business Intelligence (BI) but is specifically designed for the use of sales people and sales manager's only. We can calculate sales intelligence by using SQ. An SQ scale will be employed to measure level of intelligence a job seeker or existing sales employee uses for the promotion of sales. This is worked out based on some set of questions. Sales intelligence solutions are predominantly designed for companies in the manufacturing, distribution and wholesale sectors. These are highly competitive markets, where volumes are high, margins are low. (SI) solutions provide unique insight into customer buying patterns. By automatically analysing and evaluating these patterns, Sales Intelligence pro-actively identifies and delivers up-sell, cross-sell and switch-sell opportunities. Goleman (1995) formulated the best-known theory of emotional intelligence. Goleman's explanation of the construct was based on Salovey and Mayer's (1990) original theory. Among other claims,

Goleman theorized that emotional intelligence is equal to, if not more important than, IQ as an important indicator of success in one's professional and personal life. Elaborating further on the construct, Goleman (1998) explained that an individual's emotional intelligence can affect one's work situation. He also applied his conceptual understanding to organization as a whole. Emotional Intelligence has a profound effect on the sales efficacy. It forms the basis transaction of communication impacting directly on interpersonal relationship.

**Significance of the Study:** Marketing and sales are the most important functions of any business organisation. While the former put the product on a high platform so that its visibility increases, the later is the actual process which helps the organisation to recover its investment and earn profit for sustenance and growth. Hence, while skilled workers and excellence planners are needed for satisfactory production or services the sales and the marketing create and maintain brand image of the organisation. The research project is expected produce an instrument which can be gainfully utilised to filter out of suitable candidates among large no of candidates, so that the HR Manager can call manageable no of candidates for the final interview. The instrument may be made as on online test which can further cut down the cost part of conducting the test. With continuous refinement if needed it may result in to a benchmark procedure which may give win-win situation for both the recruiters and job seekers.

**Objective:**

The main objectives of the research project are:-

- ✓ To conduct recruitment and selection processes of Online Job Portals by determining Emotional and sales intelligence of the applicant by administrating a combined Testing Instrument.
- ✓ To Identify Factors influencing the sales efficiency of sales personnel.
- ✓ To access the impact of behavioural changes

in sales employee  
 ✓ To study the role of EQ and SQ playing for achieving the sales for sales employee.

**Hypothesis:** Sales are affected by emotions and sales Intelligence.

**Study design:** Here it is proposed to do experimental designs

**Total:** Population of study (Sample) = 30 People.

**Sampling:** Random Sampling Method has been used in this Research. The sample size is 30 Sales Personnel.

**Variables:**

**Independent Variable:** Individual persons/ Sales Persons.

**Dependent Variable:** Emotional Quotient (EQ) and Sales Quotient (SQ).

**Study methods:** Emotional Intelligence Scale and Monster Interview Guide will be taken for measuring EI & SI.

**Collection of data:**

**Primary Data:** A questionnaire one on EQ and SQ each was sent to all the 30 selected sample  
 The scale is as follows: **EIS Scale:**

✓ Studying the behavioural approach and personality for sales recruit.

elements. The information on EQ and SQ was captured from the selected sales executives and HR managers involved in recruitment and training and development aspects of job seekers and sales staff.

**Scoring Procedure:**

**Test Used:** For Calculating EQ and SQ of the Sales Recruit.

✓ **Emotional Intelligence Test:** E.I.S. (Emotional Intelligence Scale), by Anukool Hyde, Sanjjot De, Upender Dhar.

✓ **SQ Test:** Used by monsterindia.com  
**Interview Guide.**

**Description of Tests:**

- **Emotional Intelligence Scale:** It is the test which consists of 34 questions having 5 Scales which used for calculating the Emotional Quotient.

Factors	Scale
Strongly Agree	5
Agree	4
Uncertain	3
Disagree	2
Strongly disagree	1

Rating Summary of Interview Guide used for Calculating Sales Quotient		
Rating Summary[Maximum Score]		
Factors	Minimum Acceptable Score	Maximum Scores
Career	4	6
Sales Ability	18	21
Adaptability/Flexibility	7	9
Collaboration	2	3
Communication	5	6
Initiative	7	9
Judgment/Decision Making	4	6
Planning/Organizing	3	6
Work Standards	7	12
<b>Average Score</b>	57	78

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This instrument calculates EQ based on following 8 factors. Minimum desirable factor wise are worked out as follows: This has been worked out as follows.

Rating Score Sheet for Calculating Emotional Quotient of existing sales personnel.

• **Monsterindia.com Interview Guide for Calculating Sales Quotient.**

The interview Guide is used by Monsterindia.com for selecting the Tele Sales executives/Managers.

**Interview Format:**

2. Position in Details and Validate it is what is the candidates' expectation. Series of Interview Questions.
3. Discussion about Background and Sales Experience.

Overview. **Sample:** Random-Sample of 30 Sales Professionals from different sales organizations

**Calculation**

**Formula for calculating Sales Efficiency.** It can be seen that there exist a relation between SE; SQ & EQ. SE is directly proportional to SQ & EQ, respectively. Hence relationships those exist among the three can be shown mathematically:-

**Sales Efficiency (SE) ( $\eta$ )  $\propto$  Sales Quotient**

**Emotional Quotient**

Or,  $\eta \propto SQ \times EQ$

- Calculated Sales efficiency may be equal to Minimum Desired Sales efficiency. In this case sales efficiency will be 100% and the candidate is fit for absorption. Index in this case will = 1
- Calculated Sales efficiency may be less than Minimum Desired Sales efficiency. In this case sales efficiency will be below 100% or Index < 1. And the candidate may not be fit for absorption.
- Calculated Sales efficiency may be more than Minimum Desired Sales efficiency. In this case sales efficiency will be higher than 100% or Index > 1. The candidate got this Index is fit for not only absorption but may be for higher rank in the hierarchy.

The data capture from 30 participants and required calculations are shown in the Appendix A to the research proceedings

**Result and Discussion:** The test was conducted on 2 Sales Personnel and 05 Non Sales personnel. Based on the data obtained from the sample population, Indices for all the elements were worked out for both the case. The result shows that 5 People obtained Index value less than 1. Out of these 5, 4 are not from Non-sales balance one is from sales but was rejected during the interview. Rest all other were from sales environment. Thus the concept of Indices is working properly. The Scatter plot obtained between SQ & EQ captured for all the 30 candidates is shown below:-

A trend Line (shown bold among the cluster of points in above graph) was obtained (assuming Linear Relationship). The X Axis has Marks on EI and the Y Axis has marks on SQ obtained by all the 30 Candidates. This line has equation,  $y = mx + C$ . where, **m = Slope of the line; C = Intercept of line on Y Axis.** This trend line when extended towards left, cuts Y axis at some point. The cut on Y axis is called Intercept C of the Trend line. The value of Intercept C provided by software is 20.46. The slope of this line m is 0.69 as produced by Excel Regression output. The upward slope or the positive slope or positive inclination of the trend line with respect to X Axis gives clear understanding that as the EI increases the SQ is also increasing proportionately. This gives that a correlation of 0.450411 exists between SQ & EQ. The Higher is the Value of Multiple r the more closely the two parameters relates to each other. The figure of 0.45 indicates that there is positive relationship of medium strength existing between EQ & SQ for the given person. Or in other words, the persons with higher EI develop higher SQ. EI contributes 45% towards this, balance 100%-45% =55% is contributed by other factures. Like training, exposures etc. Statistical analysis and inference support our hypothesis that SQ does

depend on EQ.

**Conclusion:** Since they already were employed it is expected that they have been good in achieving their targets. This will validate the hypothesis.

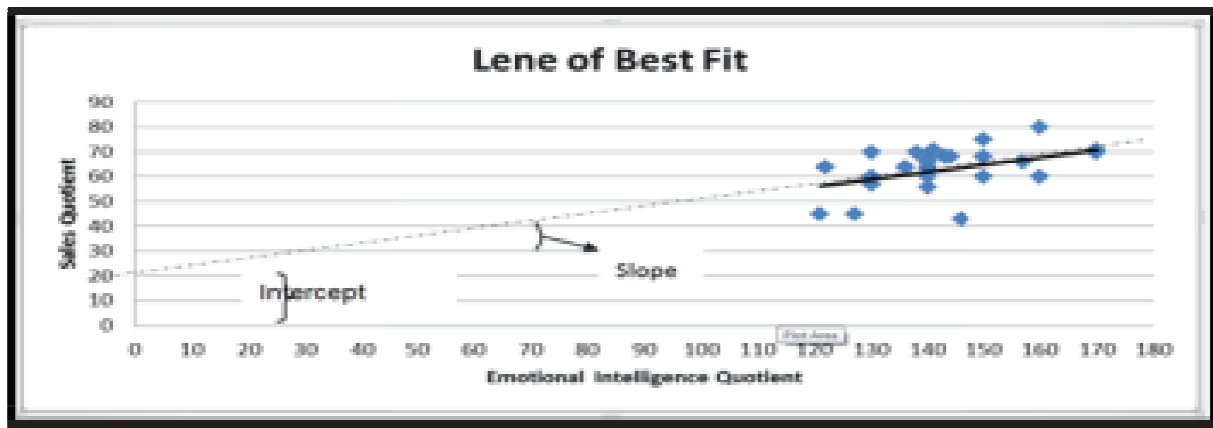
**Delimitations:** The project presently serves as a pilot study for identifying suitable Sale personnel for any organisation. With suitable modification it may be possible to tailor make it for a given specific organisation.

**Suggestions for further work:** In cases where there are large numbers of candidates apply for

posts/vacancies then this instrument can serve as a filter for selection procedure.

**Implementation of the study:** With continuous refinement if needed it may result in to a benchmark procedure which may give win-win situation for both the recruiters and job seekers. Also the research work will focus to harness potential of IT to enhance its reach, efficiency, effectiveness, efficacy and transparency.

It may also help in generating a Recruitment Management System for the institutions.



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C/o Group Capt BS Phillora/House Number -2-48/  
 Plot 140/Old Bombay Road/Telecom Nagar/Gachibowli/Hyderabad-500032/Talanganana/  
 amitphillora /amitphillora@gmail.com