



Analysing Key Responsibilities, Knowledge, and Skill Requirements for HR and Sales Roles: A Case Study of Filco Pvt Ltd

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ABSTRACT

Human Resource (HR) and Sales functions play a crucial role in organizational success, requiring specialized knowledge, skills, and strategic execution. This study explores the key responsibilities, knowledge domains, and skill sets necessary for HR Executives, Sales Executives, and Sales Representatives within Filco Pvt Ltd. The HR Executive role primarily focuses on recruitment, employee relations, payroll, and compliance, demanding expertise in HR policies, payroll software, and performance management. Sales Executives are responsible for generating new business and maintaining client relationships, requiring strong industry knowledge, CRM proficiency, and market awareness. Meanwhile, Sales Representatives focus on customer management, payment handling, and financial coordination, necessitating strong planning, delivery, and finance handling skills. The study highlights the importance of role-specific competencies in ensuring efficiency and growth in these job functions. While no mandatory certifications are required for these positions, relevant expertise and industry experience remain key to success. The findings provide valuable insights for organizations in structuring job roles effectively, aligning workforce capabilities with business objectives, and enhancing recruitment strategies. This research contributes to human resource and sales management literature by identifying core job elements critical for operational excellence

INTRODUCTION

In today's competitive business environment, organizations must strategically define job roles and required competencies to ensure operational success (Vidani, 2015). Human Resource (HR) management and Sales functions are two critical pillars of any organization, directly impacting workforce efficiency, customer satisfaction, and business growth (Vidani & Solanki, 2015) (Vidani & Pathak, 2016). The effectiveness of these roles depends on a well-defined set of responsibilities, relevant industry knowledge, and essential skill sets (Solanki & Vidani, 2016).

HR Executives are responsible for managing recruitment, payroll, compliance, and employee engagement, requiring expertise in HR policies, payroll software, and grievance handling (Vidani, 2016). Sales Executives, on the other hand, focus on acquiring new customers, maintaining client relationships, and driving revenue growth through strong sales and technical proficiency (Bhatt, Patel, & Vidani, 2017) (Vidani & Plaha, 2017). Sales Representatives play a crucial role in customer management, payment handling, and financial coordination, necessitating skills in financial planning and operations (Niyati & Vidani, 2016). While no mandatory certifications are required for these roles, industry-specific expertise and practical skills are essential for high performance (Pradhan, Tshogay, & Vidani, 2016).

This research aims to analyse the job roles, responsibilities, knowledge domains, and skill requirements for HR and Sales positions within Filco Pvt Ltd (Modi, Harkani, Radadiya, & Vidani, 2016) (Vidani J. N., 2020). By examining these aspects, the study provides insights into how organizations can structure their workforce effectively to align with business objectives, enhance recruitment strategies, and improve overall performance (Sukhanandi, Tank, & Vidani, 2018).

Research Gap

While extensive research has been conducted on human resource management and sales functions, there remains a gap in literature regarding the specific alignment of job roles, required knowledge, and skill sets in mid-sized organizations like Filco Pvt Ltd. Most existing studies focus on broader HR and sales strategies in large corporations, often overlooking how smaller organizations define and structure these roles to meet business demands. Additionally, research has primarily emphasized either competency frameworks or job descriptions, but few studies provide a comparative analysis of HR and sales roles within a single organizational context.

Moreover, while skill development and certification requirements have been widely explored, limited research has addressed the practical implications of having non-mandatory certifications for HR and sales professionals. Understanding how organizations compensate for the lack of formal certifications through on-the-job training, experience-based learning, or internal development programs remains an underexplored area.

This study aims to bridge these gaps by analysing the responsibilities, knowledge areas, and skills essential for HR and sales roles in Filco Pvt Ltd. By doing so, it will offer insights into workforce structuring, recruitment strategies, and the impact of role-specific competencies on organizational success.

LITERATURE REVIEW

HR Roles

1. **Soft, Hard, and Digital Skills for Managers** The study highlights the importance of soft skills for HR managers, emphasizing that these skills are crucial alongside hard skills in the digital age (Singh, Vidani, & Nagoria, 2016) (Vidani J. N., 2018). The research introduces a "three-zone competency stoplight" to visualize the skill requirements for HR and sales roles, indicating that soft skills are particularly essential for HR managers (Mala, Vidani, & Solanki, 2016) (Vidani & Dholakia, 2020). Published Jan 22, 2024 • Victoriia M. Varenyk, Zhanna Piskova.
2. **Skills and Competencies for Contemporary HR Practitioners** This paper identifies the evolving competencies required for HR professionals due to technological advancements and global business changes (Dhere, Vidani, & Solanki, 2016) (Vidani, Meghrajani, & Siddarth, 2023) (Rathod, Meghrajani, & Vidani, 2022). Key skills include relationship building, influence, negotiation, and leadership (Singh & Vidani, 2016) (Vidani & Das, 2021). The study underscores the need for HR practitioners to expand their knowledge beyond traditional HR practices to include areas like finance and IT (Vidani & Plaha, 2016) (Vidani J. N., 2022). Published Apr 20, 2017 • Leanne Mcdonnell, A. Sikander
3. **21st Century HR: A Competency Model for HR Analysts** The research develops a competency model for HR analysts, focusing on the knowledge, skills, abilities, and other characteristics (KSAOs) needed in the digital era (Vidani, Chack, & Rathod, 2017) (Saxena & Vidani, 2023). It identifies six competencies, including consulting, technical knowledge, and data analysis, which are crucial for HR roles in a digitalized work environment (Vidani, 2018). Published Jul 29, 2020 • Steve McCartney, C. Murphy, J. McCarthy.
4. **Requirements for HR Specialist 2022** This study discusses the shift in HR requirements, with a greater emphasis on soft skills such as empathy, diplomacy, and ethics (Biharani & Vidani, 2018) (Vidani, Das, Meghrajani, & Singh, 2023). The research highlights the importance of these skills in the context of remote communication and the expanding information space, suggesting that soft skills are becoming more critical than hard skills for HR specialists (Odedra, Rabadiya, & Vidani, 2018). Published Apr 20, 2022 • T. Suvalova.

Sales Roles

1. **Determining Competencies for Frontline Sales Managers** The paper provides a competency model for frontline sales managers, identifying the knowledge and skills necessary for sales effectiveness (Vasveliyya & Vidani, 2019) (Vidani, Das, Meghrajani, & Chaudasi, 2023). It emphasizes the importance of understanding these competencies to improve individual and organizational sales performance, serving as a guide for HR initiatives to enhance sales force effectiveness (Sachaniya, Vora, & Vidani, 2019) (Bansal, Pophalkar, & Vidani, 2023). Published May 31, 2013 • T. K. Busch.

2. **The Present and Future of the B2B Sales Profession** This study evaluates the current and future skill sets required for B2B sales professionals (Vidani, 2019) (Chaudhary, Patel, & Vidani, 2023). It identifies the roles, qualifications, and competencies necessary for success in B2B sales, offering insights into the evolving nature of sales roles and the skills needed to adapt to changing market demands (Vidani, Jacob, & Patel, 2019) (Patel, Chaudhary, & Vidani, 2023). Published Mar 3, 2023 • Samer Elhajar, Laurent Yacoub, Fadila Ouaida.
3. **Sales Trainer Roles, Competencies, Skills, and Behaviors** Through a case study, this research identifies the roles and competencies associated with sales trainers (Vidani J. N., 2016) (Sharma & Vidani, 2023). It highlights the importance of specific skills and competencies for executing sales training effectively, providing recommendations for practitioners to enhance training outcomes (Vidani & Singh, 2017). Published Jul 1, 2008 Joe M. Ricks, J. Williams, W. A. Weeks.

Summary

The literature indicates a significant shift towards the importance of soft skills in both HR and sales roles, driven by digitalization and changing market demands. HR roles are increasingly focusing on competencies beyond traditional practices, while sales roles require a deep understanding of evolving market needs and effective training methodologies. Both fields emphasize the need for continuous learning and adaptation to maintain competitive advantage.

METHODOLOGY

Table 1. Research Methodology

Research Design	Descriptive research
Sample Method	non probability convenient method
Data Collection Method	Primary method
Data Collection Method	Personal Interview
Type of Questions	Open ended
Data Collection mode	Face to face
Data Analysis methods	Summarization of information collected in tabular format
Sampling Size	3
Survey Area	Ahmedabad & Rajkot

Table 2. Data Analysis (Developed from the Interviews)

Position	Job Role	Key Responsibility Areas	Knowledge	Skills (General & Specific)	Job Openings	Certifications Required (if any)
HR Executive (Filco Pvt Ltd)	Responsible for managing recruitment, employee relations, payroll, compliance	Employee engagement, grievance handling, and conflict resolution.	HR policies, Payroll software, Recruitment strategies and performance management.	Effective People & Process Management, HR Tech & Compliance Expertise	0	Not mandatory certifications
Sales Executive (Filco Pvt Ltd)	Responsible for generating sales, acquiring new customers, and managing client relationships	Sales & Customer Management and Operations & Market Awareness	Industry & Product Expertise and Sales & CRM Proficiency	Strong Sales & Customer Skills and Technical & Sales Proficiency	3	Not mandatory certifications
Sales Representative (Filco Pvt Ltd)	Sales & Customer Management and Delivery & Payment Handling	Sales, Delivery & Customer Handling and Payment, Reporting & Coordination	Sales & Customer Management and Operations & Finance Handling	Smart Selling & Delivery and Accurate Payments & Planning	0	Not mandatory certifications

(Source: Developed by Researcher from Personal Interviews)

RESULT AND DISCUSSION

The findings of this study highlight the distinct responsibilities, knowledge requirements, and skill sets necessary for HR and sales roles within Filco Pvt Ltd. The HR Executive position primarily revolves around employee management, recruitment, payroll, and compliance, requiring expertise in HR policies, payroll software, and performance management. Effective people management and technical HR proficiency are critical for ensuring smooth organizational functioning. This aligns with previous studies emphasizing the strategic role of HR in enhancing employee engagement and organizational efficiency.

On the other hand, the Sales Executive role is centred on customer acquisition, sales management, and market awareness. Strong sales expertise, CRM proficiency, and technical sales knowledge are necessary to drive revenue and maintain client relationships. This finding supports existing literature that underscores the importance of sales and market knowledge in business development. Similarly, Sales Representatives play a crucial role in financial handling and customer management, requiring accuracy in payment processing, sales operations, and financial planning.

A notable observation is the absence of mandatory certifications for these roles. While formal certifications may enhance credibility, practical experience and on-the-job learning appear to be more valued in Filco Pvt Ltd. This raises an important question about the role of industry certifications in skill validation and whether organizations should prioritize experience over formal qualifications.

The study's insights suggest that companies must strategically align job roles with business objectives by refining their recruitment and training approaches. While HR and sales functions differ in focus, both require specialized expertise to contribute effectively to business growth. Future research could explore the impact of professional certifications on job performance and career progression in similar organizations.

Theoretical Implications

This study contributes to the existing literature on human resource and sales management by providing an in-depth analysis of role-specific responsibilities, required knowledge, and skill sets within a mid-sized organization. It supports competency-based role structuring theories by demonstrating the significance of aligning job responsibilities with specific expertise. Additionally, the research reinforces human capital theory, which emphasizes that skills and knowledge directly impact organizational success. The study also contributes to discussions on employee development by questioning the necessity of mandatory certifications, suggesting that experiential learning and practical expertise may serve as viable alternatives to formal credentials.

Practical Implications

The findings of this research offer practical insights for HR practitioners and business leaders in structuring job roles effectively. Organizations can leverage this study to refine their hiring strategies, ensuring that recruitment criteria align with role-specific competencies. Additionally, companies can develop targeted training programs to enhance employee performance without necessarily relying on external certifications. For sales teams, the study underscores the importance of customer relationship management (CRM) skills, technical sales proficiency, and market awareness, which can be improved through internal coaching and mentoring. HR departments can use these insights to implement skill development initiatives, ensuring that employees remain adaptable and competitive in a dynamic business environment.

CONCLUSION AND RECOMMENDATION

Conclusion

This study examined the key responsibilities, knowledge requirements, and skill sets necessary for HR Executives, Sales Executives, and Sales Representatives within Filco Pvt Ltd. The findings suggest that HR professionals require expertise in employee engagement, payroll management, and compliance, while sales roles demand strong customer relationship management, market awareness, and financial handling skills. Notably, the absence of mandatory certifications indicates that practical experience and on-the-job training play a more significant role in employee success. These insights are crucial for businesses looking to enhance their workforce planning, recruitment strategies, and professional development

programs. By aligning job roles with specific competencies, organizations can improve operational efficiency and drive business growth.

Recommendations

1. Exploration of Certification Impact: Future studies could investigate the role of industry certifications in HR and sales roles, analysing whether certified professionals perform better than those relying solely on experience.
2. Comparative Industry Analysis: A comparative study across different industries could provide insights into how job roles, skill requirements, and knowledge expectations vary across sectors.
3. Technology Integration in HR & Sales: With advancements in HRTech and SalesTech, future research could explore how digital tools impact the effectiveness of HR and sales professionals.
4. Longitudinal Employee Performance Studies: Future research could track employee performance over time to assess how experience, certifications, and continuous training contribute to career growth and job effectiveness.
5. Workforce Adaptability in a Changing Business Environment: The study could be expanded to analyse how HR and sales roles are evolving in response to changing market conditions, customer behaviour, and digital transformation.

By addressing these areas, future research can further enhance the understanding of HR and sales management, leading to more effective workforce strategies in diverse organizational contexts.

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