Retail Sales Chain: A Study of Human Resource Management Actions in Iranian Cosmetics Retail Chains

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Abstract: In this paper how four sales retail chains in the Iranian cosmetics industry attempt to make low-payment, low-status sales force-level retail sales jobs respect to employee satisfaction rates discussed. Both retailer and employee sales force viewpoints considered. Base on the social and commercial context of Iranian cosmetics industry, five types of sales force jobs identified (Temporary sales forces, permanent sales forces, career seekers, shopkeepers and networkers as independent representatives) in which each of them has its own motivators and driven forces to work in the cosmetics retail sales chain. The principal challenge that considered in this paper is how to make retail sales work more interesting. Study shows that cosmetics retailers companies in Iran concentrate their focus on just a few motivators and driven forces regardless to their employee categories while there are significant differences between retail sales job types that requires different contingency based combinations of motivators and driven forces. However for all types of the retail sales jobs a variety of different actions recognized that could improve retail sales force satisfaction and performance respect to main HRM activities. Finally we discussed employee satisfaction rates in four cosmetics retailers companies as our case study findings.

1. Introduction

Human resource management (HRM) in the retail sales chain was not widely studied in the researches (Marchington, 1996; Miller, 2006) while HRM is so important for retail sales companies (Arrowsmith and McGoldrick, 1996). Because of business dynamics that exists in the large scale retail sales chains, human resource (HR) managers should always manage different sales force spread regarding to so many sales retail functions and sales locations (Miller, 2006). In this paper how four sales retail chains in the Iranian cosmetics industry attempt to make low-payment, low-status sales force-level retail sales jobs discussed. Study shows that working in the retail sales jobs has its own motivation and driven forces. Regardless of motivation or driven force source, we use term "motivating" for two cases. First used for the context of particular retail sales job and second for working in the retail sales jobs. Our study shows that Iranian cosmetics retail sales firms often directly interface with the challenges like irregular working hours, payments, trainings and definitely motivating of the retail sales forces. Also despite of high graded retail sales management position between Iranian attitudes, working in the retail sales chain in Iran always considered as a low-status and low-graded job. Base on the social and commercial context of Iranian cosmetics industry, four types of sales force jobs identified (Temporary sales forces, permanent sales forces, shopkeepers and networkers as independent representatives) in which each of them has its own motivation and driven forces to work in the cosmetics retail sales chain. Our research shows that job satisfaction between different sales forces and different job types is base on different flexible motivational factors and driven forces. However human resource managers always face to challenge of make working in the retail sales chain motivating for sales forces. In the next session an analytical framework for human resource actions suggested. Then we used proposed model to discuss cosmetics retailing in Iran and firms that have used some implications of HRM practices. Next research methodology that used in our study of four cosmetics firms in Iran respectively described. Our finding illustrated and last session concludes the paper.

2. Analytical framework for interpretation

To have a structured analysis of HRM actions, we used Baret, C., Gadrey, J., Gallouj,

C.(1999) model with the modifications that developed by Lars Esbjerg, Nuka Buck, Klaus G.Grunert,(2010). In this model, HRM actions of retailers are the output of interactions between retail sales managers and retail chain employees (Baret et el. 1999). Four socio economic aspects assumed to be effective on HRM actions at retail stores and chain level. Market aspect illustrates market structure, rules, competitors and type of competition in the market. Industrial relations aspect determines labor market rules and regulations, industry work unions and national acts. Organizational aspect refers to organizational structure, technology and internal processes that uses by retailer. Type of decision makings and also affective technologies also refers to organizational aspect. Employees domestic roles and divisions relates to domestic and social roles aspect. These four aspects could influence and also are influenced by the HRM actions.

3. Changes in the social and corporate context of Iranian cosmetics retailing

An analytical structure introduced in the previous section that we used it to analyze our Iranian cosmetics case studies base on it. Presented model used to arrange our discussion of a number of developments that influence or potentially could influence HRM actions and the nature of retail chain jobs in Iran. Lean retailing (Lars Esbjerg et al, 2010)., new information technologies, simplification of so many retail chain jobs, globalization of retail chains, the growth of discounting strategies and also a great tendency to retail chain concentration are some of counted developments.

3.1. Market

The Iranian cosmetics retail market still has traditional format (no discounters, a few specialized supermarkets and hypermarkets in just some of the cities) that characterized as both high vertical and horizontal concentration to response growing market share. But all of like these scarce developments have some effects for the HRM actions of cosmetics retailers like opening hour restrictions and market regulations for retailers. Emerging of discounting concurrently with the presence of so many internal and external cosmetics retailers in the Iran's market, in one hand, and more customer focus to product price rather than its quality, concludes that Iranian cosmetics retailers today, concentrate more and more on products price rather than product quality. Respectively, for decreasing costs, retailers force to reduce staffing level and also employee incentives and incomes that has negative side effect on retail chain jobs. Another aspect of the market is its working hours that could

have effects on the HRM actions. Currently, cosmetics retailers could be open every day from 7 am to 11 pm. Market regulations is different base on each market and also each city. Some of the markets are not open in the Fridays, and some others are even in Fridays. However by increasing required flexibility in the market, retailers force to be more flexible by working even in extra hours (for example early mornings, latest hours of the nights and weekends).

3.2. Organization

More interest in cosmetics retailing and its price-based nature implies retail chain organizations. Decision making always is centralized in most of the Iranian cosmetics retail chains. Also centralized marketing strategy and buying activities facilitates HRM actions like as combined recruitment and training programs. To keep costs down, cosmetics retailers would have to lean thinking mentality (Hammer, 2004; Womack and Jones, 1994) in which develops closer customer relationship, continuous work processes improvement and focusing on the customer requirements and needs (Wright and Lund, 2006). Also lean thinking like lean production requires multi-skilled and team based work force and a system of management by stress (Parker and Slaughter, 1988). In the retail chain context, lean thinking refers to *efficient consumer response* (Joint Industry Project on Efficient Consumer Response, 1995), lean logistics (Wright and Lund, 2006) and also lean retailing (Abernathy, F.H., Dunlop, J.T., Hammond, J.H., Weil, D., 2000; Christopherson, 2001).

Lean retailing has been based on innovations in information technology. Emerging new communications and IT based technologies eliminated so many of manual store tasks and bring more retail chain productivity (Davis,E., Freedman, M.,Lane,J., McCall, B.,Nestoriak, N.,Park, T.,2006; Sieling, M., Friedman, B., Dumas, M., 200). Computerized advancements such as checkout lenses and gateways are often with retail jobs simplifications in which brings need for decrease human resource costs (Carre´, F.,Holgate,B.,Tilly,C.,2005). Finally application of new information technologies improves efficiency of retail chains.

3.3. Industrial relations

Unionization does not exist among Iranian employees neither in the retail chains. Minimum wages, benefits, working hours and other working regulations has been outlined by Iranian ministry of work and social affairs. Pension and training schemes depends on the job but generally no special training course needed to working in the cosmetics retail chain

in Iran. In some cases for beauty consultants it is necessary to pass some training courses while it isn't required for all types of the products either all of the cities of the country. Therefore there is a distinct and direct link between industrial relations and HRM actions. There is not any predefined minimum wage that depends on the working status in Iran and the only wage limitation is what that defined by Iranian ministry of labor and social affairs for all of the jobs. There are not any considerable employee unions that could effects corporate compensation decisions. Entry-level incomes for retail chain jobs are very low by Iranian standards that confirm society attitude and perceptions of retail chain jobs as being so low income jobs. Retail chain jobs income in Iran is so low and although there is so many other effective factors on the retail employees performance but still payment and compensation plans of the retail chain jobs play principal role in the decision makings about retailer selection for retail chain job seekers and also is most important factor in the current workforce satisfaction about their job.

3.4. Domestic and social roles

High percentage of female retailers in the Iran's cosmetics retail chain is one of the most bolded characteristics of the Iranian cosmetics retail chain market. Also our findings shows that there is not any considerable difference in the employment pattern while women could apply for different cosmetics retail chain jobs and also they have the same opportunity to grow up and promote to managerial positions. Although incomes differential is small but if compared to other countries is so high and significant. Our findings shows that income differential between women and men, just because of their gender, is about 15–30 % in Iran that depends on the job type, organization type, geographical region and so on.

4. Case study design and methodology

To analyze how cosmetics retailers make low-payment retail chain store level jobs interesting, a multiple case study research selected. Investigating a few numbers of samples provides necessary details and required research depth. Also case studies are appropriate to analyze social factors (Maaløe, 1996) and producing practical knowledge (Flyvbjerg, 2004). There is different view point about number of samples or cases to study on in the literature review. Dyer and Wilkins (1991) and Flyvbjerg (2004) supposes that researchers select just one sample to deeply study while Eisenhardt (1989) and Yin (2009) suggests that researchers select between four and then cases to study on that could be able to represent more exact results. In this study we analyzed HRM actions of four cosmetics retailers in Iran to gain more reliable and richer results. Theoretical sampling that stated by Glaser (1978) used which type of service quality is different across different type of cosmetics retailers. According to what that stated by Parasuraman, A., Zeithaml, V.A., Berry, L.L., (1988), five dimensions of service quality exists: reliability, responsiveness, assurance, empathy and tangibles while delivering high quality services to customers depends on the level of skills of employees. Therefore it is obvious that cosmetics retailers should attempt to work on service quality strategy that influence HRM actions, job context, work quality and employee satisfactions. Respectively job quality in the retail chains that offers high quality services should be more that what that exists in the retail chains with low service quality. To be able to withdraw comparisons between different cosmetics retail suppliers, we selected four different cosmetics retailers in Iran's market to study on in our research. These four cosmetics retailers selected due to fundamentally differences that exist between their sales strategies and also their retail chains concepts in which provide a variety of most dominant cosmetics retail chains types in Iran. Schematic supply and retail chain models of the selected cosmetics retailers illustrated as figures 1, 2, 3 and 4. The target employees in each of the cases illustrated in the figures and are cosmetics retail chain visitors (as sales entry level in Cinere, NIVEA and L'OREAL) and sales consultants (as sales forces in Oriflame). Selected employee works typically contains direct customers interactions that differs base on the retail chain types and concepts and also corporate sales strategy.
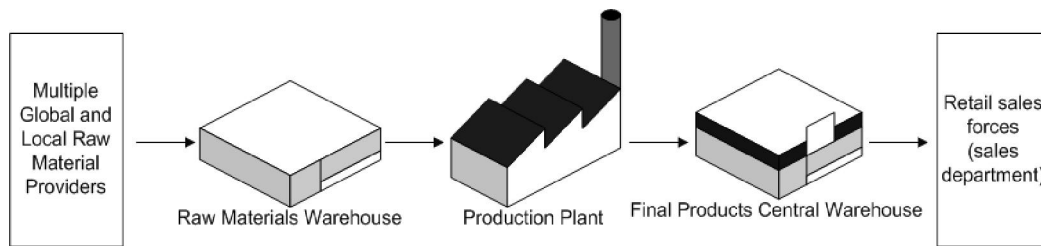
Figure 1 – Supply and retail chain schematic model: *cineré*
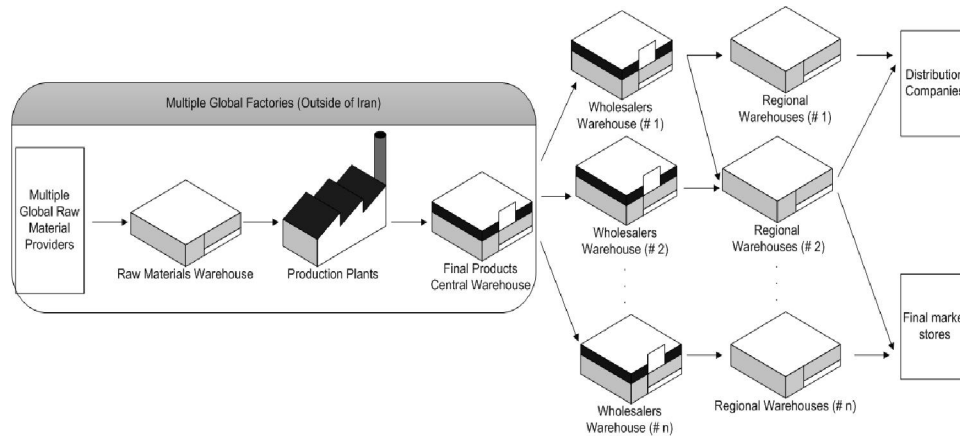

Figure 2 - Supply and retail chain schematic model: **NIVEA**
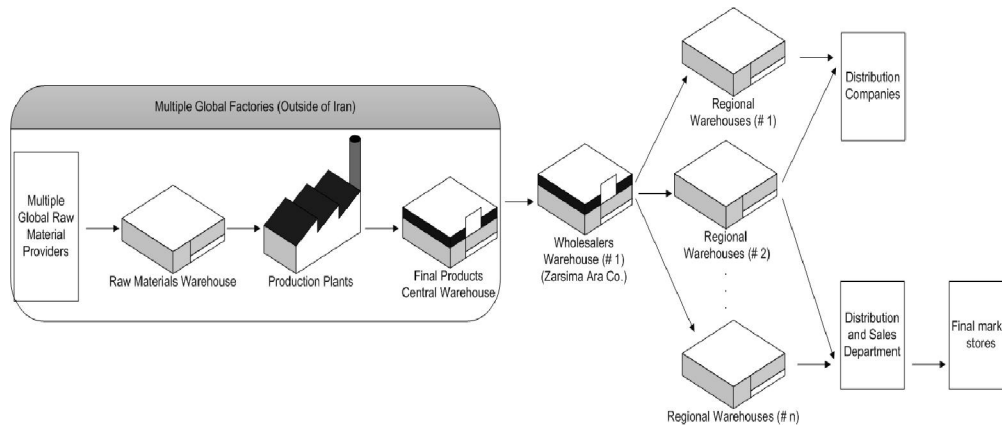

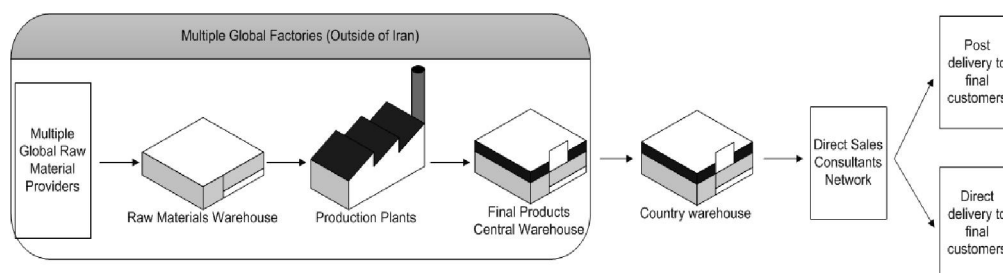Figure 3 - Supply and retail chain schematic model: **L'oréal**

Figure 4 - Supply and retail chain schematic model: **Oriflame**

4.1. Data collection

To collect required information for HRM actions analysis, eight to ten stores and respectively sales groups selected. Therefore there is a selection bias in the selected items that means our study findings limits in case of generalizations. However, we attempted to select best stores and sales groups as our research cases. In each of our cases, we used semi-structured and face-to-face interviews that suggested by Kvale and Brinkmann (2009). We concentrated our interviews to count different levels of sales retail chain. For example, human resource managers, sales managers, area sales managers (in Oriflame, NIVEA and L'Oréal), sales representatives and sales visitors (in cineré) and sales groups leaders and consultants (especially in the Oriflame). Obviously there is also informant selection bias because managers in our study selected some of their sales representatives or visitors to take interview to but with selecting a wide variety of informants we ensured that different aspects of HRM actions heard that respectively certifies that neither manager's personal perceptions nor retail sales employees prefers encountered to our study. Also, we found that HRM actions and its meaning is a conclusion of different interactions between different retail sales chain levels like as human resource managers, store managers, shop keepers, beauty consultants, sales representatives and consultants, sales visitors, sales groups leaders, area sales manager, sales managers and so on. Finally 120 semi-structured interviews had done. All of the extracted information from the interviews collected. Complementary descriptive notes commented under each interview report during interviews or after that. In some of the cases interviews completely noted. Internal magazines, advertisements, newsletters, corporate website and also intranets, and in some of the cases training materials used to enrich our interviews and gather any HRM actions that taken by four under study companies. Base on what that stated by Yin (2009), combining different data sources is one of the case study advantages.

4.2. Data analysis

At first each of our retail chain samples analyzed separately. Interview notes and gathered information reviewed to find any pattern or them out base on what that Miles and Huberman (1994) suggested. We used open coding system (Strauss and Corbin, 1998) to code collected interviews. Coding interviews may cause miss contextualizing of gathered data (Coffey and Atkinson, 1995, p. 30) therefore to eliminate this effect we either analyzed data according to the meaning condensation method (Kvale and Brinkmann, 2009). Interviewed cases were classified and documented base on meaning condensation and narrative meaning methods (Kvale and Brinkmann, 2009; Mishler, 1986) to count studied context in account (Coffey and Atkinson, 1995; Mishler, 1979). Also to trustworthiness checking of the gathered data, member checks (Lincoln and Guba, 1985) conducted which sends collected information to interviewed informants to double check our perceptions and findings and eliminate any misperceptions and also take into account any feedbacks. At last experimental collected information for each of the retail sales chains analyzed to find out similarities and dissimilarities between selected retail chain cases.

5. Case study findings

One of the most remarkable findings of our study is that there is four main types of retail chain sales jobs in the Iranian cosmetics retail market. Each of these four types of jobs play different roles in the employee lives and requires different aspiration to work on. Therefore to study about HRM actions that taken by cosmetics retailers to making retail chain jobs more interesting we should take into account all of these types of retail chain jobs. To presenting our research findings at first we outlined four different cosmetics retail chain sales jobs in Iran. Then we tried to discuss about the ways in which retailers base on them try to make retail chain sales jobs more interesting. For this purpose we focused on three major aspects of HRM actions that taken by cosmetics retailers that are sales force recruitment, sales force

holding and sales force development. Finally we discussed about some effective factors on the jobs satisfaction between employees of different job types and also their perceptions and experience about different jobs.

5.1. Five types of retail chain sales workers

Base on the social and commercial context of Iranian cosmetics industry, five types of retail sales jobs identified: (1) Temporary sales forces, who work in the cosmetics retail chain sales jobs temporarily and for a short period of time, (2) permanent sales forces, who works permanently in the retail sales chains but without managerial motivations and ambitions, (3) shopkeepers, who work in the retail sales chains but significantly have their own business, and selected it by their ambitions, also works with different cosmetics retailers in the market, (4) career seekers, who searching to find a job in the cosmetics retail sales chains and have managerial visions and (5) networkers as independent representatives who wants to build their own sales groups and sales networks. Each of these five types of employees also has its own motivation and driven forces to work in the cosmetics retail sales chain. For each of the stated job types detailed analysis base on our research done and its results shown in the figures 5, 6, 7, 8 and 9. Figures 5,6,7,8 and 9, table headlines describes following meanings. A.P. indicates Average percent of each type of the employee categories in its entire combination. Percent of male employees indicated with M. and respectively percent of female employees with F. Employee category stated to withdraw main employee groups status. Education and work experiences columns show employees academic background and also familiarity with the business concepts. "Specialized training courses passed" column utilized to show any training courses that employees passed before outside of the company or inside of it. Motivation and driven forces refers to the most important factors that motivates employees and are the basic building block reason to their cooperation in the cosmetics retail chain sales activities. Main work objective outlines employee work vision that finally in the perfect status of their work, they assumed to stand on it. Income, working hours and conditions respectively shows average monthly payments, practical working times and type of work regarding to internal and external processes and also environmental effects on the job routines. Social factors indicate the social aspect benefits for each of the employee category types and respectively job categories. Sales force recruitment, holding and development columns indicate type of activities that for each of the stated

purposes (Sales force Recruitment, Holding and Development) applied to each employee category type. Temporary sales forces mainly include students and unskilled people who want to work and have income but just for a period of time in the short run. They always prefer part-time working types because of their ambitions. They always didn't have any managerial visions or even career objectives in the cosmetics retail chains or any other types of retailing. The principal motivation and driven force to start working as a temporary cosmetics retailer was just financial issues. Nearby fifty three percent of them selected it due to cover educational costs of the universities and twenty three percent stated that they are forced to have additional income due to their family financial situations. Nearby eighteen percent selected this type of work just to have new working experience that maybe in the near future they can use it in their own businesses. The other one didn't nominate a special reason to their work. Our findings show that retail chain sales jobs significantly rise people communication skills and are one of the most remarkable tools to build a social communication network. But in Iran a few people join to cosmetics retail chain for such these purposes while most of them join to it due to financial objectives. Figure 5 illustrates temporary sales force analysis table which contains detailed information about temporary sales forces that some of the information discusses in the next session of the paper.

Figure 5 - Temporary sales force analysis table

Permanent sales forces mainly include graduated people who started their work in the cosmetics retail chain sales jobs. Permanent sales forces always prefer to have a long term employment rather than short time horizon. Working environment and colleagues are significantly important for them. Our research indicates that base on the work experience and also academic background, they have different ambitions. But mainly this type of employees prefers to have a stable and long term rather than temporary and short term employment. Some of them have managerial ambitions while the other ones don't. Lack of professional sales trainings and courses in the Iranian cosmetics sales market is the main reason than people even of this type of employees don't have any specialized training courses passed. Our findings show that nearby seventy four percent of employees that works as permanent sales forces have bachelor degree and nearby fifty eight percent of them are females. Eighteen percent of permanent sales forces have MSC certificate that eighty eight percent of them are males.

This type of employees always looks after managerial positions and if the employer company couldn't prepare their growth path they will change their company to have this opportunity. There are also eight percent of employees that have different academic background and always have entry level jobs that never like these types of jobs could satisfy them but because of their stated ambition that is to have a long term stable job, they prefer to remain in one company to have growth opportunity in a long term horizon. Figure 6 contains detailed information about permanent sales forces that some of its columns discussed in the next session of the paper.

Figure 6 - Permanent sales force analysis table

"Career seekers" refers to the people whom don't have any work but prefers to work in the retail chain sales jobs that respectively contain both temporary and permanent sales force types that base on their academic background, work experience and motivation we could classify them in the different categories as shown in the Figure 7. Career seekers base on their employee types always select retail chain because of its simplicity to learn, flexibility to work and also prefer it for a short run. It means that dominant percent of them are temporary job seekers.

Figure 7 - Career seekers analysis table

Shopkeepers in our research contain different type of people. Investors, sales managers and sales assistants are most three types of jobs that exist in this category. Investors refer to the people who financed their own business and always work with different cosmetics trademarks. Their primary ambition is to increase their own business profit and working with one brand or loyalty to one trademark doesn't exist between them. Our research shows that sixty one percent of cosmetics retail shopkeepers are investors that are small stores and boutiques. Also seventy one percent of investors are males that show capital combination in the cosmetics retail chain. Also our finding shows that ninety one percent of the sales managers that refer to the grand cosmetics and luxury products stores are males while eighty six percent of sales assistants are females. This combination shows that in the Iranian cosmetics market there is a great lack of female investors or managerial motivated ones that maybe this is due to Iranian traditional business environment. However motivation and driven forces for sales managers and sales assistants are sales promotions and discount rates to their income and store brand that could satisfy their social aspect. Figure 8 contain Shopkeepers detailed information.

Figure 8 - Shopkeepers analysis table

Networkers or sales representatives refer to the type of employees that works independently as sales agents and they are not formally hired by the company. Base on their academic background, work experience and also personal goals they have different motivators and driven forces. Networkers also in case of necessary required specialized training courses are same as temporary sales forces while their motivation to have this job in long term is more than temporary jobs. They believe that without investing they could start their own business that in the near future could be growth to a great sales group. Lack of hiring system, specialized interviews and also concept of this type of sales strategy causes to see a variety of different people in this retail chain job type. Our research shows that in the Iranian cosmetics retail chain direct sales industry, nearby forty three percent of networkers are people who works as other companies clerks or non workers. This findings shows that public income in Iran is low and people need to have other additional sources to cover their own life costs. Also social and cultural features of the Iranian society fortify this attitude that "to have better life you should just earn more money nothing else". Eighty two percent of this forty three percent are females that shows in Iranian retail chain market, males prefers to start different additional income sources rather than cosmetics retail sales and this market behavior is due to Iranian environmental social and cultural factors. Twenty one percent of networkers are students that have different ambitions. Some of them want to cover their university costs and the other ones prefer to have a flexible part time job with their friends to both satisfy their social aspect and financial reasons. Also they prefer working as a networker rather than temporary sales forces because they believe that there is more potential to growth both financial and social. Most stated impediments for this employee category are Iranian social beliefs and viewpoints to network marketing industry in one hand and governmental pressures and lack of clear governmental regulations and rules in another hand. However regardless of type of employee category in the network marketing industry, our findings show that most of the people who works in the Iranian cosmetics retail sales network marketing industry wants to attain their perfect and idealized position that companies draw for them. Their vision is to build a more reliable, fast growing and great sales groups that could make more money to them to guarantee their future life and enjoy more of life. Figures 9 shows detailed

information about this type of cosmetics retail chains sales jobs.

Figure 9 - Networkers analysis table
5.2. How make retail sales work interesting?

Iranian cosmetics retailers face the challenge of make retail sales work more interesting for the different types of employees. Now in this paper we want to discuss about different HRM actions that retailers do to increase job satisfaction and making retail sales jobs more interesting. All the five companies that we studied on have centralized HRM system that was on HRM departments or sales departments. Nearby all of the HRM managers stated that HRM is one of the key success factors in the Iranian retail cosmetics business and also they classified HRM activities between three distinct actions. These three distinct actions are sales force recruitment, sales force holding and sales force development. Also they admired that stated actions are in the direct interface with the other organization managers like sales, marketing and finance managers.

5.2.1.   Sales force recruitment

Retail chain managers are always engaged to fining proper people out for company retail sales activities. In some of the cases this is HR manager responsibility while the other ones prefer to delegate like this actions to the sales department or marketing managers. However regardless to the responsible department or managers all of our studied organizations stated this is one of most important cases that they have in their organizations. HR managers and other responsible people in recruitment process admitted that temporary sales forces always are transitional workers that in the long term we couldn't count on them as our organization human resources while some of the other ones stated that it depends to our holding and development strategies. However all of them argued that there are different recruitment tools that could satisfy our needs rather than investing more money to holding and developing sales forces. Number of HR managers and especially sales managers and responsible stated that hiring impose a variety of hidden costs to the organization and therefore they should attend to the different motivational and promotional tools to hold and develop their sales forces. Different recruitment tools found in our research which some of them are applicable for just number of situations and employee types. It means that sales force recruitment strategy quietly depends on the sales strategy, retail chain sales concept, type of employee and positions that companies attempting to find proper person to. Some of the most applicable

recruitment tools in the Iranian cosmetics retail chains stated in the figures 5 to 9.

5.2.2.   Sales force holding

One of other most important activities of the HRM in the retail chains is keeping sales forces. As discussed in the recruitment session, HRM actions directly depends on the sales strategy and also people who organization tries to find them. However for holding human resources that engages in the retail sales jobs, different companies uses different tools base on what that stated. Some of them use financial motivators and the other ones concentrated their effort on making work environment more desirable for the employees. Our finding show that whenever that companies use a combination of financial and nonfinancial motivators will take better result. Training is one of the most remarkable nonfinancial motivators in which could bring sense of loyalty between sales forces to the company that trained them. Also sales promotions, marketing motivators and cash awards and financial bonuses are some of the most regular financial tools to motivate retail chain sales forces. One of most interesting results in our research was that brand management with the combination of marketing strategies play a significant role in holding retail chain sales forces. HR managers, sales managers and other people whom has direct interface with the sales forces either stressed that social acceptance and society attitudes and beliefs about one trademark significantly affects on stability of the sales forces in different levels of the organization and any decisions by them related to moving from one company to another one. Events management (chronological, business and human resource related celebrities) and working on the similar tools finally provides a different organizational culture that differs one retail chain from another one and as a conclusion brings sales force loyalty to the company.

5.2.3.   Sales force development

Different sales strategies acquire different sales force actions. Some of HR mangers stated that job rotation for fixed and routine jobs with the use of job enrichment and enlargement could be use full to developing sales force skills while other ones supposed that rotating sales forces between fixed and flexible job types could be more effective. The proposers stated that job rotation and enrichment in retail sales work doesn't have any motivational aspect while rotating people between fixed types and flexible types has. Sales managers stressed that because of commercial relationships that sales forces build to their clients and customers, job rotation is not a supposable way to rise sales force motivation up. Hence they suggest that retail sales organizations should focus on the internal

motivators and tools rather than externally changing organization sales force interface. Like these contradictions between different HR managers and sales managers viewpoints shows contingency based nature of the any retail chains decisions to be taken. However companies use different strategies to develop their sales forces base on their sales strategies. Between sales force actions, training and using IT technologies are most regarded ones as effective factors to increase competitiveness of the company sales forces. Specialized training brings continues improvement approach and IT technologies facilitates sales force work and also increase their work satisfaction. Sales promotions, marketing promotions and also HRM actions as discussed in section 5.2.2 supposed to be applicable in the sales force development process by HRM mangers.

6. Discussion

Theoretical contribution of our research remarked as two major aspect of our study. At first, we have studied differences between five types of Iranian cosmetics retail chain sales jobs (temporary sales forces, permanent sales forces, career seekers, shopkeepers and networkers as independent representatives) and then we described differences between their motivators and driven forces to work in the cosmetics retail chain. Also we categorized main HRM activities related to the sales forces in three distinct and remarkable actions (sales force recruitment, sales force holding and sales force development). Our research shows that there are different types of motivators and driven forces that companies use them base on their sales strategies. Each type of motivators used to special category of employees while some combinations exist in some of the cases. In our research we used Baret et al. (1999) framework that updated by Lars Esbjerg et al (2010) by putting HRM actions at the center. Our finding shows that HRM actions are influenced by different factors that we described all of this factors in the research context. Emerging of discounting concurrently with the presence of so many internal and external cosmetics retailers in the Iran's market, in one hand, and more customer focus to product price rather than its quality, concludes that Iranian cosmetics retailers today, concentrate more and more on products price rather than product quality. Respectively, for decreasing costs, retailers force to reduce staffing level and also employee incentives and incomes that has negative side

effect on retail chain sales jobs. More interest in cosmetics retailing and its price-based nature implies retail chain organizations. Decision making always is centralized in most of the Iranian cosmetics retail chains. Also centralized marketing strategy and buying activities facilitates HRM actions like as combined recruitment and training programs. Unionization does not exist among Iranian employees neither in the retail chains. Minimum wages, benefits, working hours and other working regulations has been outlined by Iranian ministry of work and social affairs. Pension and training schemes depends on the job but generally no special training course needed to working in the cosmetics retail chain in Iran. In some cases for beauty consultants it is necessary to pass some training courses while it isn't required for all types of the products either all of the cities of the country. Therefore there is a distinct and direct link between industrial relations and HRM actions. Retail chain jobs income in Iran is so low and although there is so many other effective factors on the retail employees performance but still payment and compensation plans of the retail chain jobs play principal role in the decision makings about retailer selection for retail chain job seekers and also is most important factor in the current workforce satisfaction about their job. Also our research shows that retail sales organizations should integrate corporate level HRM with the retail chain HRM activities while in practice they effect on the sales force status as a whole. Focus on the internal motivators and tools rather than externally changing organization of sales force founded in our research to be better than other HRM actions. Finally our research shows that a combination of HRM actions respect to employee and job types is the best HRM strategy that cosmetics retail chain companies could take it into practice. At last, to illustrate work interesting factor of different job types in the different cosmetics company that we studied on, we used three different satisfaction rates (job, company and business satisfaction rates).our research outlined differences of employee satisfaction rates between selected companies. To show research results we used 0 to 10 scores which lower scores shows lower satisfaction and upper scores implies for more employee satisfactions. Satisfaction rates of different types of employees for each company calculated respect to type of job, company and business. Its results illustrated in figure 10.

Figure 10 - Sales force satisfaction rates table

Appendix

				Temporary Sales Forces										
No.	A.P	M.	F.	Employee Category	Education	Work Experience	Specialized Training Courses Passed	Motivation and Driven Forces	Main Work Objective	Income (per month)	Working Hours	Working Conditions	Social Factors	Sales Force Recruitment	Sales Force Holding	Sales Force Development
1	53	74	26	Student	Diploma/ Undergraduate	< 3 years	Company Sales Brief Course	university costs & living costs	Cover life costs	250 - 650 USD	Flexible	Flexible/Not Challenging	Communication Skills/Friends finding	High recruitment rate Poor selection process	Financial motivators Specialized trainings Using IT technologies Brand management	Training courses Using organizational culture Using IT technologies Job rotation and enrichment
2	23	37	63	Clerks/Non workers	Diploma/ License	< 5 years	Company Sales Brief Course	Additional income to cover life expenses	Cover life costs	251 - 650 USD	Flexible	Flexible/Not Challenging	Communication Skills/Friends finding			
3	18	91	9	Student/Non workers	License	< 2 years	Company Sales Brief Course	New work experience	Find experiences	252 - 650 USD	Flexible	Flexible/Not Challenging	Finding business partners			
4	6	47	53	Part time workers	Diploma/ Undergraduate	3 years < to < 7 years	Company Sales Brief Course	Others	Others	253 - 650 USD	Flexible	Flexible/Not Challenging	Communication Skills			

Figure 5 – Temporary sales force table

				Permanent Sales Forces										
No.	A.P	M.	F.	Employee Category	Education	Work Experience	Specialized Training Courses Passed	Motivation and Driven Forces	Work Objective	Income (per month)	Working Hours	Working Conditions	Social Factors	Sales Force Recruitment	Sales Force Holding	Sales Force Development
1	74	42	58	Graduated	License	3 years < to < 7 years	Specialized Training Courses	Work stability/ Organizational growth	Long-term employment	450 - 750 USD	Fix	Routine	New relationships/New friends	Low recruitment rate Long term recruitment Strong selection process Using specialized interviews	Financial motivators Trainings Working environment Bonuses Extra work facilities	Job Rotation Job Enrichment Job Enlargement Training Trips Training Courses Job Promotions
2	18	88	12	Graduated	MSC	3 years < to < 7 years	Specialized Training Courses	Work stability/Fixed but growing income/ Acquire managerial roles	Operational or executive management role	550 - 1250 USD	Fix/ Flexible	Fix but challenging	New relationships/ New business leaders connections			
3	8	62	38	Other	Other	< 3 years	Specialized Training Courses	Work stability	Long-term employment	350 - 500 USD	Fix	Routine	New friends			

Figure 6 – Permanent sales force table

				Career Seekers Table										
No.	A.P	M.	F.	Employee Category	Education	Work Experience	Specialized Training Courses Passed	Motivation and Driven Forces	Work Objective	Income (per month)	Working Hours	Working Conditions	Social Factors	Sales Force Recruitment	Sales Force Holding	Sales Force Development
1	13	83	17	Student	Diploma/ Undergraduate	< 3 years	-	university costs & living costs	Cover life costs		Flexible/ Part time	Routine	-	Depends on the employee category (base on temporary and permanent sales force tables)	Depends on the employee category (base on temporary and permanent sales force tables)	Depends on the employee category (base on temporary and permanent sales force tables)
2	6	92	8	Clerks/ Non workers	Diploma/ License	< 5 years	-	Additional income to cover life expenses	Cover life costs	300 450 USD	Flexible/ Part time	Routine	-			
3	8	67	33	Part time workers	Diploma/ Undergraduate	3 years < to < 7 years	-	Others	Others	-	Flexible/ Part time	Routine	-			
4	57	47	53	Graduated	License	3 years < to < 7 years	-	Work stability/ Organizational growth	Long-term employment		Fix	Routine/Fix but challenging	-			
5	11	83	17	Graduated	MSC	3 years < to < 7 years	-	Work stability/Fixed but growing income/ Acquire managerial roles	Operational or executive management role	350 550 USD	Fix	Fix but challenging	-			
6	5	77	23	Other	Other	< 3 years	-	Work stability	Long-term employment		Flexible/ Part time	Routine	-			

Figure 7 – Career seekers table

				Shopkeepers Table										
No.	A.P	M.	F.	Employee Category	Education	Work Experience	Specialized Training Courses Passed	Motivation and Driven Forces	Work Objective	Income (per month)	Working Hours	Working Conditions	Social Factors	Sales Force Recruitment	Sales Force Holding	Sales Force Development
1	61	71	29	Investors	Diploma/ License	more than 10 years	experimental knowledge	Product quality and reliability/Company responsiveness/Supply chain/Price/Customer viewpoint/Company marketing strategy /Profit margin/Market demand	Maximizing business profit	850 - more than 10000 USD	Full time	Flexible/Challenging	-	Tenders/ Advertisements/Other marketing affairs/Brand management	Satisfying investors objectives	Training/Brand management/ Sales promotions
2	11	91	9	Sales managers	Diploma/ License	more than 10 years	experimental knowledge	Profit margin/Market demand/Sales promotions	Run own business	850 - 3000 USD	Full time	Flexible/Challenging	Familiarity with the business environment and leaders/Finding business partners/New		Profit margin/Sales promotions	Training/Brand management/ Sales promotions

	No.	A.P	M.	F.	Employee Category	Education	Work Experience	Specialized Training Courses Passed	Motivation and Driven Forces	Work Objective	Income (per month)	Working Hours	Working Conditions	Social Factors	Sales Force Recruitment	Sales Force Holding	Profit margin/Sales promotions/Trainings	Trainings/Sales promotions
														relationships/ New business leaders connections				
	3	28	14	86	Sales assistants	Diploma/ License	< 5 years	experimental knowledge	Profit margin/Sales promotions/Income/ Store brand management	Have work/ Run own business	350 - 750 USD	Full time	Flexible/Not Challenging	Communication Skills/Friends finding/Finding business partners/New relationships/ New business leaders connections			Profit margin/Sales promotions/ Trainings	Trainings/Sales promotions

Figure 8 – Shop keepers table

										Networkers Table							
No.	A.P	M.	F.	Employee Category	Education	Work Experience	Specialized Training Courses Passed	Motivation and Driven Forces	Work Objective	Income (per month)	Working Hours	Working Conditions	Social Factors	Sales Force Recruitment	Sales Force Holding	Sales Force Development	
1	21	27	73	Student	Diploma/ Undergraduate	< 3 years	-	More income to have more stable life and enjoy life through making more money /working with different people/Making social network	Building a fast growing, great, enthusiastic and reliable money maker sales group/Have a great social network	100 - 3000 USD	Flexible	Flexible/ Challenging	Communication Skills/Friends finding/Finding own business partners	Direct sales strategies (person to person/person to group/marketing actions/sales promotions)	Make income to subsidiary sales forces via supporting activities/ Training/Using different motivational approach to fire sales forces up to increase their sales group performance	continues trainings rather than teaching(How to manage sales forces/Leadership types and sales groups leader roles/Building effective relationship/Networked communications/Motivating people/Sales promotions/Marketing promotions/Bonuses/Events	
2	43	18	82	Clerks/Non workers	Diploma/ License	< 5 years	-										
3	7	44	56	Retired	Diploma/ License	more than 10 years	-										
4	15	29	71	Part time workers	Diploma/ License	3 years < to < 7 years	-										
5	14	14	86	other	Diploma/ License	< 3 years	-										

Figure 9 – Networkers table

Cosmetics Retail Chain Sales Employees Satisfaction Rates Averages			Type of Retail Chain Sales Jobs	A/N	Company Name
Business Satisfaction Rate	Company Satisfaction Rate	Job Satisfaction Rate			
-	-	-	Temporary Sales Forces	N	
8	7	5	Permanent Sales Forces	A	
9	9	-	Career Seekers	A	Oriflame
-	-	-	Shopkeepers	N	
8	9	8	Networkers	A	
10	5	4	Temporary Sales Forces	A	
8	5	6	Permanent Sales Forces	A	
9	7	-	Career Seekers	A	cineré
10	6	9	Shopkeepers	A	
-	-	-	Networkers	N	
10	9	7	Temporary Sales Forces	A	
10	9	9	Permanent Sales Forces	A	
9	10	-	Career Seekers	A	L'Oreal
10	9	9	Shopkeepers	A	
-	-	-	Networkers	N	
10	8	8	Temporary Sales Forces	A	
10	8	8	Permanent Sales Forces	A	
9	9	-	Career Seekers	A	NIVEA
10	7	9	Shopkeepers	A	
-	-	-	Networkers	N	

Figure 10 – Satisfaction rates table

7. Conclusion

In this paper we discussed about different ways in which Iranian cosmetics retailers work to make retail chain sales jobs more interesting. Our research considered both retail chains companies and employees perspectives. We classified retail chain sales jobs into five different categories which each of them has its motivators and driven forces (temporary sales forces, permanent sales forces, career seekers, shopkeepers and networkers as independent representatives). For different major aspects of HRM activities (sales force recruitment, sales force holding and sales force development), retail chain companies forced to use different motivational and driven forces tools to make retail sales jobs more interesting. To illustrate work interesting factor of different job types in the different cosmetics company that we studied on, we used three different satisfaction rates (job, company and business satisfaction rates). For the temporary sales forces, retail chain is always a short run job because of different reasons such as its income, social acceptance, growth ability and also type of the employees that engage in this category of retail sales job types. Also they select temporary job type because its nature is flexible and

doesn't need specialized preliminary training courses. Networkers also in case of necessary required specialized training courses are same as temporary sales forces while their motivation to have this job in long term is more than temporary jobs. They believe that without investing they could start their own business that in the near future could be growth to a great sales group. They have two major motivations to work as independent sales representatives that are making more money and making a social network. Both of them don't have any managerial motivation at first while for networkers it is essential to know how to manage their sales groups whenever that their sales groups grow. In contrast, permanent sales forces always prefer to have a long term employment rather than short time horizon. Working environment and colleagues are significantly important for them. Career seekers base on their employee types always select retail chain because of its simplicity to learn, flexibility to work and also prefer it for a short run. It means that dominant percent of them are temporary job seekers. Shopkeepers category includes both investors and clerks. Clerks consist of sales managers and sales assistants. Each of them has its own driven forces but most important factor for them is market demand and also product profit margin. Respectively sales promotions are important for shop clerks. Finally Networkers category contains different type of employees but major group of them are students and non workers. Both of them have strong financial motivations while building a social network is less important for them but is necessary because of the nature of network marketing business. Brand management regardless of employee types stated as one of the most important factors that directly effects on the retail sales force performance. Finally our research on five different cosmetics retailers in Iran shows that a combination of HRM actions respect to employee and job types is the best HRM strategy that cosmetics retail chain companies could take it into practice.

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