

## CONTENT AND SPECIFIC PERSONNEL POLICY IN THE SERVICES

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**Abstract:** *With industrialization, today, we tend to forget that marketing strategies are influenced by the people matter. As you teach the marketing people to choose others certain products or services, so you can be more successful. Service strategy can be expressed, in most cases, with in fewer words or phrases, and words achieve their goal only if values express the essence of the company, if the desire drives achievement. If employees seek business strategy in a book, then the company does not have a strategy. Achieving the quality in performance will consist of fairness, timeliness, politeness and kindness to consumers.*

**Key words:** *service company, personnel policy in services, personal contacts, internal marketing, interactive marketing, service quality.*

Subjective factor of the production process has seen some changes which are found in the work: the role and place of man in the technical system of social production. A significant result of technical changes/industrial is structural movement at all levels of the social division of labor, thus reducing significantly the number of employees in the primary sector and its growth in the tertiary sector. The development of science, culture and activities that contribute to the formation, development and improvement of employment, directly serving the person, contribute to increasing the qualitative and quantitative elements of the service. [10, page 45]

Similarly, identifying a difference between "human resources" and "personal" meaning: if we refer to "staff" we consider employees the organization as a defined and finite, factor like a typewriter: each has its place and its use, and we cannot expect more of not we can expect more; and the "human resource" refers to the fact that any individual, if he is created the necessary conditions, can grow and can develop; it emphasizes that employees are not an investment like fixed or mobile capital but are a source of income for the organization, if they are given the necessary opportunities. So as a result, it touches the core of human resource management: managers should learn how to create the conditions that allow employees to "produce" more. [8]

In service companies, quality is addicted on changes in habits, attitudes, aspirations, and general way of thinking of the staff. This improvement is based on what exists and creation of what does not exist, assuming the involvement of each employee and total attitude. In other words, managers of service companies should also create an internal environment so that the employees serving consumers behave and a positive attitude.

Given the content of universal principles defined by F. Taylor, own and management, knowledge in services is increasing most, they highlight the following aspects of personal and human factor: control unit, are the study of knowledge in the field, scientific selection, training and equal division of labor within the firm, managers design processes and operations and employees execute, the need for cooperation in the work process.

Or if it is complementary to the previous ones of H. Fayol then: complex work can be assigned to specialized performers, managers show authority and responsibility, employees need to respect the discipline, unity of command, subordination of individual interests to those of the organization, decent wages, centralization of power and authority structure, managers should be honest, keeping order, stopping staff turnover and encouraging initiative, fairness and team spirit [9]. Compliance and implementation of the mentioned would allow "ideal" model of organization to provide quality service and achieving.

Functional system of service firms is based on several factors: the organizational system personnel and equipment. The latter two techniques are the main for techniques in intangibles, differentiation from the competition and providing services. Important in this are personal physical, intellectual characteristics, and employee communication.

Service field generated, by service characteristics, confirming that the competitiveness and performance depends on how their employees are mobilized and involved in activities. Human resources are a prime factor in achieving service and the service needs of consumers. This climate is reflected in the organizational culture of enterprise services, comprising all the strategies, techniques and methods by which a company's employees submit rules, norms and value systems that should be implemented them. Organizational culture is the result of the unit, which includes internal aspects of enterprise services and involves all staff. [6, page 14].

Know is that a service provider is the company that creates value. Intangible nature of the service requires that the human factor and the staff of the company, its qualifications to influence the quality and level of service. In firms paratactic of performing services have highlighted the following aspects of employees [13, page 131] identifies employees, according to customers, the service provided; they are, in the eyes of customers, the company itself, helping to increase or decrease its reputation; responsible for operational marketing optics in the customer relationship.

Thus, it can be easy to imagine trying to offer a practical aspect of it by printing a tangible service features. The intangibility is stronger, the consumer's perception of the service received was to identify the perception of the provider at the same time, even if the intangibility of services with lower levels, according to customers, staff provider identifies with company itself. Anything said or done can influence customer attitudes towards enterprise services. If employees are not perfect or have a professional misconduct to customers, the perception of the latter to the company will be adversely affected.

It attests to the complexity of the document provided to serving and precisely because of this complexity is important as serving act to be characterized by a pronounced flexibility to consider the environment, staff contacts, relations with customers additional services. They may raise various issues provider and to influence positively or negatively related service or support service base for better customer satisfaction.

Another service is the large share of staff in relation to material facilities that directly affect productivity. Hence identify very special role in human resource services. This role is distinct, however, depending on the types of services and especially the role differ depending on the position in which it finds to the client and the frequency with which it comes in contact with the customer.

In this context, we can talk about the following staff: contactors or contact staff modifiers, influencers and insulation. For customer service is the most important person contact or persona which actually deliver. Under these conditions, all back-office activities will be designed to support the top so that customer service to provide its expected satisfaction. Hence the new concept for structuring the service enterprise. As a result, management will address staff performance, and on the other hand, will take account of the customization and consumer relations, taking action by developing its professionalism.

Given the seasonality and perishability of services, it is difficult to plan, control and identified the demand quantity for short periods, so these impediments can be easily corrected by efficient personnel policy. Service companies will hire additional staff in busy periods, will train staff to perform various operations and will attract people to perform work that requires no experience and skill or physical labor replacement by equipment.

Simultaneity of production and consumption highlights, again, the managerial function that should pay attention to staff selection criteria, preparation and training, in particular staff contact. Heterogeneity, ie the impossibility of repeating services, in the same way from a service to another service requires the company to replace where possible staff with equipment, to achieve repetitive operations. Another important aspect related to the complexity of human resource management services companies, is expressed by internal functional organization, the productive system and the involvement of consumer cooperative and a large number of staff in the execution of services. Also, personnel policy will need to develop the system contact and collaboration between different categories of staff ie interface system performance.

To understand the complex issues of policy and other personal services proposed mixed model analysis of internal marketing, which emphasizes the connection with the whole system of creating staff, service and quality assurance services.

To effectively lead a service company is to administer, manage, coordinate, monitor and ensure the proper atmosphere, along with goals and dealing with organizational culture. [20] The work involves decisions should be based on knowledge of reality, optical marketing situation and the strategic capacities and resources. I mean, working in services is the "excellence" a dynamic concept, although this should be done in any field. The traditional approach to service management switch in position "based on optical Marketing" by requiring functional correlation of performance capacity, different from the traditional. The company must be organized in such a way as to enable the mobilization of resources with a focus on customer contact. [10, page 53]

Focus on staff, has been in the practice of marketing services concern the development of internal marketing specialists, in this new approach, employee management is based largely on the fact that the marketing services customers buy the first force work or performance. Consequently, attracting the best in the industry and maintaining motivation and interest are of paramount importance, keeping the best employees is especially important in critical situations where quality is the only factor that makes the difference between competitors. This situation occurs most frequently in services, where customers are very demanding with employees who, in turn, have high expectations of work, the latter being a source of self-actualization and self-development. Under these conditions the effect of internal marketing is used to create more customer satisfaction, which clearly appreciate the logic and benefits polite and courteous behavior towards clients.

Fundamental tool for employee satisfaction, in terms of internal marketing, is to apply a treatment to such clients. The Leonard Berry and Parasuraman [3, page 151], together with a few colleagues have done some of the most innovative research on quality of service, reaching the following conclusion: "Internal marketing refers to attracting, developing, motivating and retaining qualified employees through job products that satisfy their needs. internal marketing is the philosophy of treating employees like customers, it is a strategy of shaping job required people and products. "So, we're talking about a new form a basis of expression and orientation of personnel policy in services.

This was supported not only by the legislation, and the Sasser and Arbeit, who said that "staff are the most important market of the services of a company" [11, page 91] Posting marketing techniques in the field of personnel is indicated by describing jobs like products and employees like customers "Seeing job offers as products and employees as buyers are forcing managers to show the same care their jobs also care for their purchases of services".

A concept of marketing services that address human resources organization is interactive marketing services, which gained role in the foundation and development of personnel policy, developed by Christian Grönroos [12, page 236-238, page 42]. After that, because of the relationship between employees of the services involved in what he called "interactive marketing", it is essential that they be responsive to customer needs. Grönroos recognizes that interactions between the buyer and the supplier have an impact on purchasing decisions and repeat the act of purchasing, but also provide marketing opportunities for the organization. To take advantage of these opportunities is necessary customer orientation and selling of

personal horizons. The objective of internal marketing, from his point of view, is to have "employees who are also motivated and loyal customers".

From this point of view, it is not enough that employees are motivated to carry out their work more, but they should have also the quality of the seller. More effective services requires also efficient coordination between the staff liaison and coordinating staff, they are seen as a way of integrating the various functions vital relationships with customers in service companies.

Human resource management is the organizational activity that allows the most efficient use of people (employees) to achieve organizational goals, individual and group. It consists of many activities, including: analyzing and designing job descriptions; staff planning; recruitment, selection and orientation of personnel; advice to employees for future personal career; performance evaluation; compensation and benefits specific to the workplace; health and safety; relationships at work; discipline, control and evaluation of staff functions etc. Managerial speaking, the challenge focuses on the need to preserve and harmonize predictable deadlines team members who have different values and approaches. To develop the creative team, the manager must build an environment of trust in which subordinates can exchange ideas with management, to be heard and rewarded for their ideas.

The primary mission of the enterprise services which aspire to achieve excellence in business, is to meet the needs and desires of its customers. This goal is possible to achieve if companies offer services adapted to the needs of its customers. The designed system includes assessment activities and actions service, which is based on a global principle – ensuring satisfaction and service level desired by the consumer. Add course, concern for productivity and internal efficiency, staff evaluation, capacity building and development while external efficiency, environmental reporting. [10, page 56]

Achieving an appropriate quality for full customer satisfaction is essential to the survival and prosperity of any service businesses operating in a competitive environment. Under the impact of globalization, the Internet and hyper – competition, marketing has experienced a strong improvement process, passing successively through three stages: relationship marketing, one-to – one marketing and interactive marketing. All three stages of external marketing and relationship have a common goal: customer loyalty, and the differences between them are extremely sensitive.

Our reaction to a situation that makes the difference, we must accept that there are things we can control them and situations that we can not resolve favorably. [1] The company must organize service that enables resource mobilization focusing on customer contact, that have structured activities, focusing on personnel contact action that would facilitate achieving the objectives. "Managers need to identify and care for employees with a lot of creativity and develop creativity team or company. Those who feel the need to share ideas and recognize these are worthwhile. Ignoring ideas, criticism generating initiatives disappointment and creative individual".

Increasing workload and increasing tension in the company are closely related to morale and motivation level of employees, according to a survey by WFD Consulting, based in Boston, a group of 103 managers and leaders of American business quoted [www.management – issues.com](http://www.management – issues.com) site. Eight out of ten respondents said that the workload has increased greatly in the last 12 months, which raised the level of stress. Half of the respondents complained that the level of motivation, energy and endurance employees decreased. Less than half of employees agreed that the workload is reasonable organization. A third of respondents say that the organization has eliminated work that brings very little value in the company or unnecessary work. [25]

Regarding personal qualities and professional services of employees, we can specify their extended character, which refers to efficient commercial attitude of staff contact. These are based on certain personality traits determined primarily by the level of empathy, that employee 's desire to know the client transposing into his role as the desire to perceive customer needs and expectations correctly, therefore it can become a prime criterion in the recruitment of staff contact.

The desire for self-improvement is the other feature that should characterize staff contact, not the employee 's desire to acquire some power in the company, but the desire of continuous improvement of its business.

Openness (receptivity and flexibility in the face of certain situations) that makes contact with the customer, which often restoring confidence in the services provided is determined by the responsiveness and timeliness provider.

Extroversion that a provider will accept dialogue with the client supports both the role of the transmitter and the receiver. It should be noted that employees too extroverts tend not to listen to the

speaker, being concerned solely with your image. The best employee is one who prioritizes understanding customer needs and expectations.

Confidence gives power provider to accept more relaxed "unknown" and "attacks" from occasional customers.

Finally, it is noted that commercial flair or the employee's ability to know how to seize and capitalize on favorable market opportunities, is the main feature of contact personnel. The role of government is to impose these personality traits as selection criteria and recruitment provider.

Finally we conclude that the marketing policy approach in service companies should be made in terms of marketing, whose landmark orientation and customer satisfaction. For this reason, the personnel policy is an extended, one making all components of human resource management as a management function, this service because employees are the element on which the quality, satisfaction and consumer loyalty, means of differentiation from competitors. Managers in developing personnel policy must be based on the idea that employees treat their customers.

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