

SOME ASPECTS CONCERNING THE QUANTIFICATION OF THE COMPANY'S PERFORMANCE FROM THE EMPLOYED STAFF'S PERSPECTIVE

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The forte of the success or the insuccess of a campaign is represented by the human resources. Their quality, given by the qualification and the amount of information that every employee brings in the company, represent the company's performance generator key on the market.

From this point of view, the way that the immediate and long term results of every employee are established, assessed, controlled and rewarded, are decisive for the company's performance on the whole.

The company's performance and its ability to respond to the market's demands and reactions also depend on the human resources providing degree, as well as on the efficiency of their employment.

The assessment of the employed staff's performance is necessary from two main reasons: It allows the person to identify the domains in which he or she has certain deficiencies and remedy them. The assessment of a person's contribution in order to establish a just recompensation.

The clients' perspective is assessed with the help of some indicators that characterize the production and the enterprise's strategy.

Keywords: *employees' loyalty, strategic jobs, clients' satisfaction, clients' profitability, company's performance.*

Most of the companies use four categories of results in order to measure the objectives related to their employees.

These are: the clients' satisfaction measuring the employees' loyalty; measuring the productivity of the employees; filling up the strategic jobs; the loyalty and the guarding of the clients; the clients' profitability.

MATERIAL AND METHOD

The clients' satisfaction is a pre-condition for the rise of the productivity, responsibility, quality and service of the clients.

A company that was in the stage of implementing a "scoring table" observed the fact that those employees who were considered to be the most satisfied from the point of view of the activities that they accomplished, had satisfied clients.

RESULTS AND DISCUSSIONS

The employee's state of spirit is extremely important for many service businesses in which, frequently, the most poorly paid and less experienced employee interacts directly with the clients. The companies measure the employees' satisfaction through an annual statistical research or a continuous one through which a certain percentage from the aleatory chosen employees is interviewed every month. The elements of a research related to the employees' satisfaction can contain: - Involvement in the decision making process; - Acknowledgement of the fact that they accomplish a quality work; - Access to enough information in order to accomplish their work correctly; - Active encouragement to be creative and to have initiative; - Support from the firm; - Satisfaction on the whole of the entire company;

The employees will be asked to assess their own feelings on a scale from 1 to 3 or from 1 to 5, whose categories vary from "disagreement" to "total agreement". Then we can determine an indicator of the employees' satisfaction at the entire firm's level and at departments' level.

Keeping the employees has as objective the necessity to guard those employees that the enterprise needs on long term. The theory which imposes this indicator is based on the fact that the firm makes a long term investment in its employees, so any abandonment represent a loss in the intellectual capital of the business. The loyal, long term employees give value to the organization by knowing the organizational process and being serious regarding the clients' needs. Measuring the keeping of the employee's supposes measuring the indicator given by the rotation of the key employees.

The productivity of the employees is a unit indicator of the impact of the employees' skills and their spirit in innovation, in internal processes and their improvement, as well as the clients' satisfaction. The purpose is to make the connection between the production and the number of employees used for that production. The simplest indicator of the productivity is the revenue per employee / profit per employee. The revenue per employee / Profit per employee establish a correlation between the efficiency of the work force use based on the productivity and the analysis of the profitability (through the commercial profitability rate). This indicator points out the production that can be generated by each employee. As the employees and the firm become more efficient by selling a bigger amount of products that have a big extended value, the revenue per employee / profit per employee increases.

A series of firms from different industries have developed a new indicator of assessment of the staff – the rate of filling up the strategic jobs – as an element of achieving the objective related to the personnel's training. In order to obtain this rate, first the managers have to define a set of qualities that the most important employees must possess in order to achieve a certain activity in the firm. Then, the managers will have to measure the knowledge and the skills that the employees

have and if this knowledge is enough to accomplish the established goals in terms of financial performance of the clients or the internal processes.

The rate of the strategic jobs covering will be calculated as a percentage of the strategic jobs of the qualified employees at the total number of strategic jobs.

Usually, this rate points out the discrepancies in the present competences, as they are measured from the point of view of the knowledge, skills, attitudes and future needs. These discrepancies motivate the strategic initiatives.

The clients' perspective is quantified with the help of some indicators that characterize the production and the enterprise's strategy.

The loyalty and the guarding of the clients can be measured with the help of a rate that reflects the way that a business succeeds to maintain continuous business relations with its clients.

A way that allows maintaining or extending the market quota at certain target market segments is guarding the clients from those segment. Researches over the loyalty and the profitability of the clients have shown the importance of guarding the clients. Many enterprises can easily identify all those clients that they can guard in their market segment.

Guarding the clients, as well as attracting new ones are output measures. They show whether a company has successfully accomplished their necessities. An indicator of the clients' satisfaction is a qualitative indicator, being a measurement of the quality of the activities of the firm that involve the present clients. Recent research has shown that focusing on the clients' satisfaction is not enough to reach a high level of loyalty and profitability. Only when clients consider that they are completely or extremely satisfied following their experience as buyers then the company can count on their behaviors as constant buyers.

The clients' satisfaction indicator has a series of disadvantages. It refers to attitudes, not to actual behavior. That is why the satisfaction indicator shouldn't be the only characterization indicator used by the company in assessing the qualitative network with the clients. The satisfaction measurement will be better used when it can point out the necessary critical elements that can provide new clients. The clients' satisfaction indicator must be related to the objective output indicators, as well as the clients' guarding and attracting new ones.

The acquisition of new clients can be measured with the help of a rate that can show the way that a business attracts or wins new clients. The companies that try to develop their business will have as main goal the increasing of the number of clients in the target segments. The attraction of new clients can be measured through the number of new clients or the total selling's volume to new clients in target segments. Many companies try to attract new clients through high and often expensive marketing efforts. These companies can examine the number of answers they give to clients' demanding or analyze the report of the demanding expressed by new clients to total demanding expressed by the company's clients. Also, they can measure the demanding cost for a new client and the rate of the income brought by the new clients in the business quota or by monetary unit spent in promoting and advertising.

The companies want more than happy and satisfied clients – they want profitable clients. A financial indicator, such as the clients' profitability, helps the companies to focus on the profitability and not on the clients' number.

The clients' profitability indicator can show the fact that certain clients are not profitable. There is a chance that these clients are not profitable, because the company has made important efforts in order to make them become clients, but the costs of this attraction must be assigned and deducted from the selling of future products and services. In these cases, the profitability along the lasting of the relationship with the client becomes the basis of judging the fact if attracting a new non-profitable client on the moment must be encouraged or discouraged. The newly attracted, but non-profitable clients can continue to be positively assessed because of the growing potential. But the non-profitable clients, that have been loyal to the company, will initiate social actions through which they will have to become aware of the loss that this cooperation supposes, to accept increasing of the prices in order to make their position profitable.

CONCLUSIONS

Taking into account the increasing of the national and international competition, the optimum satisfaction of the clients' needs has become the necessary condition in order to enter and maintain a certain position on the market. That is why the quality becomes a strategic goal, not only for the producers, but also for the distributors.

The confirmation of the quality by the final user (the client) is not possible unless the economic agents that have contributed to the achieving of a certain product have satisfied the client's demanding.

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