

Controlling in the Context of Socio-Economic Factors of Service Quality Management

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Abstract—Internationalization, globalization, and the entry of foreign producers into the national market shift the requirements for quality of services continually to a higher level due to competition. The quality of service is built on the quality of human resources, on the mutual interaction of the customer and the service provider. The contact person is the crucial link between the internal and external environment of the service enterprise and creates the perceived quality for the customer. The article assesses the impact of controlling implementation, in the context of quality management implementation, on workers in the direct contact with the customer. Based on the results of an empirical survey, to identify positive and negative factors that create a feeling of satisfaction or dissatisfaction, and it is passed on to the customer. The identified socio-economic factors affect directly or indirectly the quality of the service delivery. On the basis of the achieved results, a model has been proposed focusing on the socio-economic factors that affect the satisfaction of the contact persons and their loyalty, in the context of other factors involved in quality creation in service enterprises. By respecting these factors and relationships, service processes can be continually improved. The model is a part of the implementation of the quality management, and its aim is to point out the importance of finding and solving staff's satisfaction. The gradual implementation of the quality management system with the control support will allow more effective quality enhancement, thereby achieving a better company name and stability in the service market.

Keywords—controlling, quality management, social aspects, human resources, service

I. INTRODUCTION

In the past, the controlling has been promoted mainly in large and medium-sized enterprises. It is currently being implemented in small and micro-enterprises, mainly through the external controlling. Even less is controlling implemented in the service enterprises, compared to the manufacturing enterprises. The nature of the service enterprises operation is of a different nature, which should also be taken into account when preparing and implementing controlling into these types of enterprises. Here too, the introduction of controlling focuses mainly on the medium and larger small enterprises, or the tool is only in the plane of vision for future periods in the service enterprises [1]. Increasingly, there is a combination of building of the quality management and the controlling [2]. The service enterprises are more vulnerable to the human resources, whose satisfaction is reflected in the customer's satisfaction and the quality of service provided to the customer. Therefore, the implementing these tools into

service enterprises requires a higher degree of sensitivity and communication at all levels [3]. When planning and implementing controlling, special attention should be paid to the positions of the contact persons. It is important to maintain and gradually increase the sense of satisfaction of the contact person in the process of providing the service, which is in line with the implementation of quality management. At the same time, there is a requirement that the introduction of the control contributes to building of the quality management and increasing the perception of quality on the part of employees as well as external customers [4].

When introducing and using the controlling and the quality management in the service enterprises, it is necessary to take into account in particular the psychological aspect that affects the internal interest groups with regard to the specification of their status and working conditions. This new trend in the services management shifts the focus from solving the technical and technological issues to human resources in the enterprise. They represent a flexible component in terms of the performance and benefits for the company [5]. The human resources bring change into the enterprises, but different interest groups respond differently to the introduced changes. It is important to know the expectations and concerns of employees, managers and enterprise owners for its successful deployment. The positive expectations lead to more efficient performance for all. The motivation and confidence building are also very important. Without them it would not be possible to persuade the mentioned groups of a possible change, respectively, they could refuse or sabotage the tool [6].

The market economy provides many opportunities that the enterprises can use, but it also exposes them to risks. The opportunities and risks are crucial for achieving the future goals of the enterprise and for its effective operation [7]. The controlling as management tool allows the utmost advantage of the opportunities and eliminate risks. Through it, the managers get the most important information from a great deal of information. The controlling eliminates noise affecting decision making and ensures correct interpretation of information. The controlling becomes a part of the control, planning and coordination of all systems in the enterprise, or a part of the enterprise's management. In the enterprises where the quality management is also a part of, the controlling is an indispensable tool of this system for forming the enterprise for the future [2].

The psychology as a science exploring cognitive processes and emotional states enters this process. Through

it, we learn about the perception, thinking, emotion, learning and activating activity. The controlling as a part of an enterprise is not only a managerial activity but also an internal process that affects the behaviour and experiencing of all people in the enterprise. The psychology becomes one of the most important components of the controlling because they have a common object of influence. The subject of influence in general can be characterized as a person whose activity in an enterprise is purpose-built.

Based on the above, it can be said that the psychology examines what kind of person is in the enterprise. The role of controlling is to modify the conditions of action with respect to this finding to achieve the best possible match. It connects the man and the goals, visions and culture of the enterprise. The controlling is based on the psychology, and vice versa, the psychology determines its action. It is given by the man as an emotional being, on which all the activities of the enterprise depend. This factor is much stronger in the process of providing services where the customer enters the process, in interaction with the contact person, and with a high degree of individual perception and evaluation of all factors in both subjects [8]. The examining the psychological aspects of the controlling is based on this inseparable context. We understand it as a prerequisite for creating and streamlining the controlling and the management team of the whole enterprise. Through the mutual dependency between the variables, it allows a more flexible and efficient system. This ensures the creation of conditions for achieving the goals and visions of the enterprise [9]. The aim of the submitted contribution is to present the detected facts, opinions, feelings, perceptions and controlling of human resources in the service enterprise.

II. OBJECTIVE AND METHODS

The satisfaction of the internal customers - employees is largely reflected in the satisfaction of external customers of the service organization, so the organizations should regularly review and address the satisfaction of their employees. From this it depends largely the loyalty of employees. It is better for an organization to provide benefits or improve working conditions for a good employee, than constantly searching for and educating new ones. A good workplace atmosphere is important in services, which is transmitted in the relation to the customer. If there are constant problems at the workplace that need to be addressed, the employees feel tired and do not have the energy to solve customers' problems, they work reluctantly, inflexibly, losing the customers' appeal.

The aim of this paper is to determine the critical socio-economic factors that affect employees of the service enterprises in the phase of implementation and enforcement of the controlling, and directly or indirectly affecting the production of the services quality. The paper focuses on the importance of human resources in the direct contact with the customer, where the observed socio-economic factors, in the process of providing services, are transferred to the satisfaction of an external customer.

Based on the analysis of secondary sources of domestic and foreign authors, the issue and the theoretical basis for designing the model were examined. The partial results of the empirical survey of the satisfaction of the contact staff

focused on building the quality management in the service enterprises [10] were also used. An empirical survey has been carried out on a sample of small and medium-sized enterprises operating in Slovakia. For the collection of the primary research data, the questionnaire method was used. 385 questionnaires from contact persons of service companies were processed in the evaluation. Of the total, 54% were small and 46% medium-sized. The sample included respondents firms where controlling implementing or plan to be implemented in the short term. Employees are informed about the nature of controlling. The results of the research identified the positive and negative socio-economic factors that are key to the implementation of the controlling. Based on the obtained results, a model was designed, showing the effect of the identified socio-economic factors on the satisfaction of contact officers, its position in relation to other interest groups and the impact on the satisfaction of external customers and position on the market.

III. RESULTS AND DISCUSSION

The following section reports on the results of the satisfaction survey of the service staff, focusing on the perception of the need for controlling in the company and consequently on the socio-economic factors of the working environment that affect their satisfaction.

The first part of the survey evaluated the need for the introduction of controlling into the enterprise from the point of view of employees. About half of respondents 48% consider controlling to be a good solution for their business, 26% think it is necessary for their business, 12% can not express their opinion clearly, 11% perceive it as a necessity from the environment of their business, and 3% consider controlling as unnecessary for their business. The variety of responses is also related to the sectoral diversity of enterprises, their size and, in particular, business relationships. As a good solution for the business, employees of transport and trading companies, to a lesser, the extent financial companies, expressed their opinion.

In the next section, we examined what is necessary to modify or rebuild for the introduction of controlling in the enterprise. They could tag more answers. According to 50% of the employees, it is necessary to introduce a management style using the initiative and suggestions of the middle managers, 33% of the employees consider it necessary to create an internal information system, 32% to rebuild the planning control system, to rebuild the motivation system 31% of the staff, 25% think it necessary to adjust the corporate culture. The need to build and improve an internal system for introducing controlling varies, depending on the size of the business. It can be assumed that larger businesses have some more sophisticated or specialized areas. There is a clear need to change the management style, the employees would appreciate shifting competencies to the lower levels, which we consider to be a legitimate requirement in terms of their position towards the customer, which would allow a faster solution of problems or a specific customer requirements. The employees should act in front of the customers more flexible and more competent, which is positive for the evaluation of enterprises in the market.

In the next section, we came directly to the socio-economic factors, through the examination of barriers from

the point of view of employees (Fig. 1.) that arise when implementing controlling into an enterprise. Since the introduction of controlling, 21% of employees have no concerns, 18% fear that they will be over-supervised, 12% fear of failing to meet the standard, 10% worrying about worse workplace relationships. Other concerns are the loss of their place, the deterioration of the corporate culture, the possible reduction in salary. Only 3% of the staff considers the arrival of new employees in the company as a barrier.

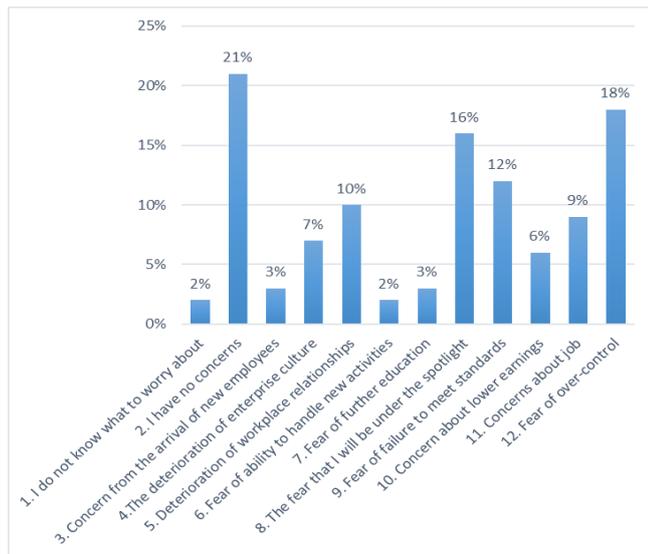


Fig. 1. Barriers employees in implementing of the controlling (source: authors)

The results point to the basic concerns of employees, their individual feelings and concerns from the unknown. For employees who are satisfied with their status and job, it raises concerns that their condition will not get worse. For the employees who are not quite happy for various reasons, there are fears of a possible worsening of the situation, on the other hand there is hope for an improvement. Therefore, rather dissatisfied employees often accept changes more easily.

Figure 2 shows employee feelings that invoke the introduction of controlling into the business (they could mark more options).

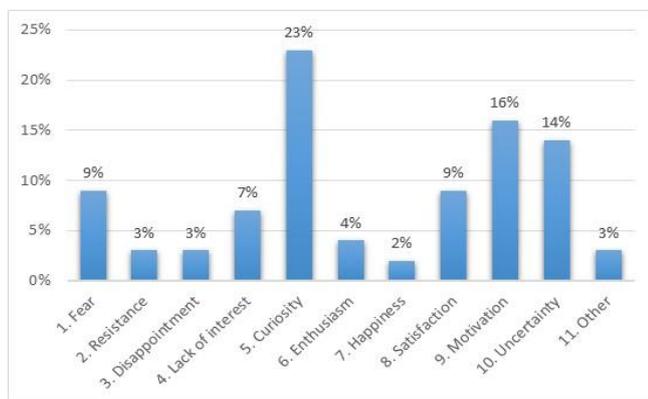


Fig. 2. Feelings of introducing controlling (source: authors)

The introduction of the controlling raises curiosity in 23% of employees, which can be described as a positive factor to the new and changes, 16% of employees feel motivation, in 14% of staff the controlling raises feelings of insecurity, 9% of fear and satisfaction. Uncertain about the controlling is about 7% of the employees. Only 4% of employees feel enthusiasm, in 3% the controlling provokes resistance, disappointment and other feelings and only 2% of respondents feel lucky. These figures require a deeper psychological analysis to produce conclusions that would clearly lead to an increase in employee satisfaction. At present, it is important for each enterprise to explore the socio-economic factors and the satisfaction of their employees, who are important to build a sense of trust and consequently their loyalty [11]. This will only provide the enterprise with a more efficient solution. The cost of new employees, from their search to the total adaptation, is much higher than improving working conditions and introducing bonuses for the experienced employees.

The last part of the survey monitored the psychological aspects of the working environment that positively, negatively or neutrally influence the introduction of controlling into the enterprise. The employees expect a positive impact of the introduction of the controlling on the workplace relations only in 24%, the greater share has positive expectations in the area of communication (59%), motivation of employees (60%), career advancement (33%), working time (49%), satisfaction (65%), employee behaviour (44%), and the positive impact on the relevance of information is assumed by up to 65% of employees. 13% is worried about losing their job, and 28% of employees are worried about increased working time and also lowering their overall satisfaction in the enterprise.

When comparing the research results on the socio-economic factors in the implementation of the controlling to the enterprise and building the quality management in the service enterprises, it can be concluded that these factors are broadly consistent [10]. For the employees, good working relationships, workplace communication at all levels, awareness, motivation, trust, leadership are of great importance. The employees are also worried about additional workloads because they are aware of the impacts not only on themselves but also on the customers. Also, the customer satisfaction is important to them, indicating a good employee relationship to the enterprise, the employer, and their responsibility for the enterprise's reputation on the market.

A. Model of the Socio-Economic Factors of the Contact Employees in the Services

On the basis of a summary of the results of the partial research, a model of the socio-economic factors of the contact persons in the services in the implementation of the quality management with the support of the control (Figure 3) was compiled. The emphasis is placed on the position of the contact person, in the process of providing services, within the individual interest groups (manager, employee and external customer). The contact person also has his / her own career goals and priorities [12]. In order to maintain his / her position or move career, they must meet and exceed the manager's requirements. It is important to meet the needs of the external customers, which are diverse and each meeting is individual. The model shows the impact of the external

environment that forms all interest groups. It also forms the internal environment in the socio-economic, technical, technological and professional spheres. The right side contains the most important socio-economic factors perceived by the contact person in connection with the implementation of the controlling. The first part of the factors is broadly consistent, and we can say that the implementation of the controlling acts as a support tool for building of the quality management system. These factors are important indicators for managers, in the decision-making processes.

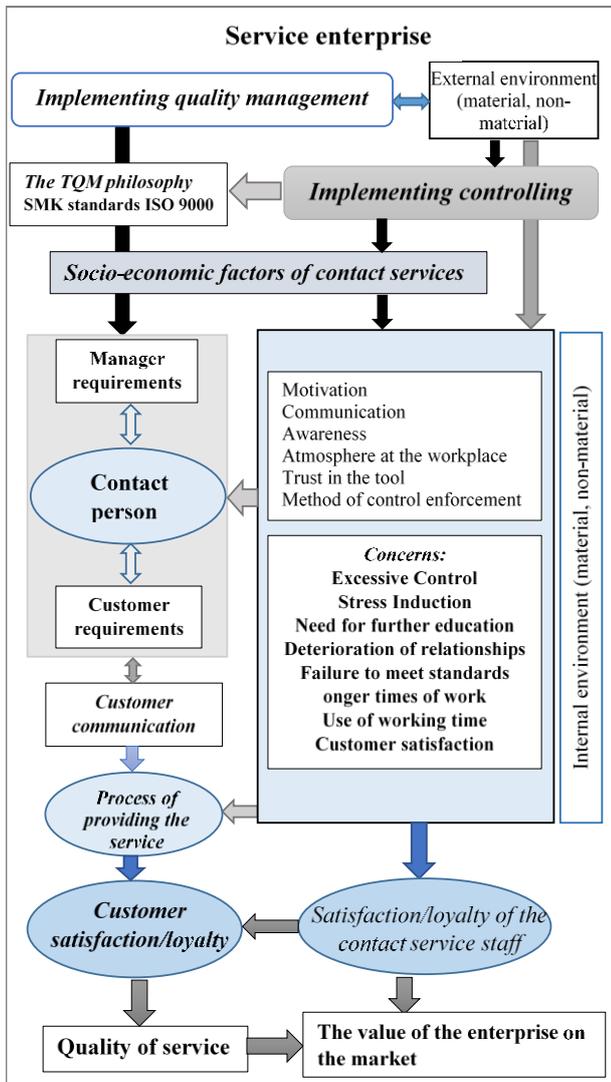


Fig. 3. Model socio-economics factors in the services (source: authors)

The implemented measures should be prioritized to ensure the satisfaction of the contact person, which translates into the interactive level and the satisfaction of the external customers.

IV. CONCLUSION

The service enterprises, despite constantly improving of the technique and technology, find that the knowledge, skills and motivation of their employees can be a source of competitive advantage, especially those enterprises where the degree of the contact between the employees and customers is high. The communication is the basis for finding and removing problems in the organization, but also for

improving human relationships and developing teamwork [13]. Good relationships in the organization are also reflected in a positive approach to the external customers. Ensuring employees' satisfaction at all levels, gaining their loyalty, is the most effective solution for the enterprise.

Recognizing employees' satisfaction priorities, positive and negative impacts, allows targeted investment of resources to address specific issues. While respecting the impact of the identified factors in a service enterprise, the controlling can be seen as a tool to support quality management development, and thereby improve service quality to meet the customer's requirements and needs. The model captures the customer's interaction in the service delivery process, its impact on the service quality and satisfaction assessment. It identifies established socio-economic factors that affect the satisfaction of the contact person and their loyalty. It connects an internal and external view of quality assessment in the services, allowing more objective quality assessment and more targeted remedial action. Correctly targeted investments of the organization, based on the feedback, will increase the loyalty of all interest groups. Taking into account all factors can guarantee the satisfaction of the internal and external customer, their loyalty and good evaluation of the quality of services and organization in the competitive market.

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