

## METHODOLOGICAL APPROACHES TO THE MANAGEMENT OF CLIENT ORIENTATION IN THE DEVELOPMENT OF MANAGEMENT SYSTEM OF SERVICES

**Julia VALEEVA**

*Kazan Cooperative Institute, Branch of Russian University of Cooperation, 420045 Russia  
valis2000@mail.ru*

**Lilia ŞARGU**

*University of European Studies of Moldova, MD-2069 Republic of Moldova  
lsargu@mail.ru*

### Abstract

*This article outlines the main aspects of client orientation of personnel management in the development of retail network services. It is proposed to clarify the concepts of customer orientation based on the aggregation of existing approaches to personnel management. The necessity of a systematic approach to human resources management. Marked three vector system development as progress, ingress regress. It proposed to use project-based approach to identify the respective quantity and quality of staff for the project. The motivational component is an essential element to ensure client-staff. An assessment of the level of customer fighters.*

**Key words:** *customer orientation, service development, retail chains, personnel management*

**JEL Classification:** M12

### I. INTRODUCTION

It is important to note that in respect of the service of retail chains, the starting point is whether the creation of individual needs rises the course of labour relations through the useful effect of being implemented in the economic forum services. Customer-oriented personnel is directly related to the effect of labour services to retail outlets.

### II. CUSTOMER ORIENTATION

The efficiency of retail services depends on the customer-oriented trading company. Customer-oriented distribution network is provided by a number of factors that shape the service and convenience for consumers (<http://smallbusiness.chron.com>; Coltman, 2010; Bocharsky, 2008; Smirnov, 2013)

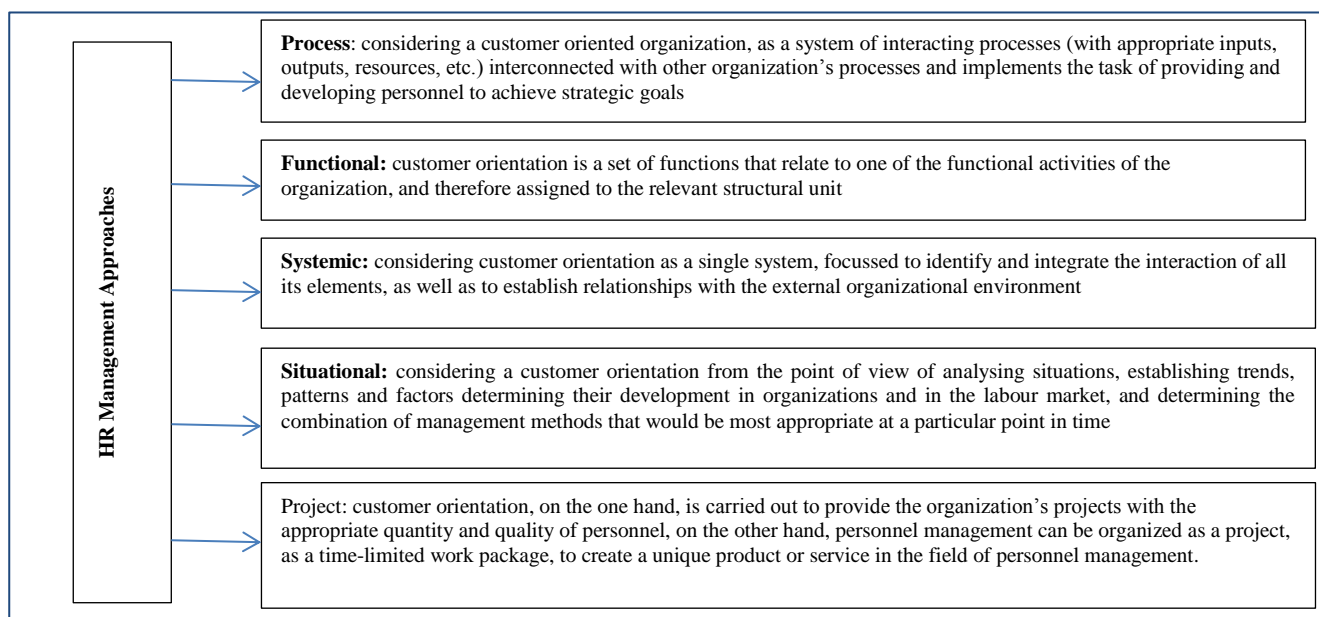
The main factor in achieving customer-organization, as pointed out by the majority of domestic and foreign researchers in the field, is a customer-oriented staff (Perreault & MacCarthy, 1990; Hennig-Thurau, 2004; Motorina, 2012).

The extent to which staff is motivated to high quality customer service, and what resources it is provided for this purpose, has a decisive impact on customer focus throughout the distribution network. For formation of client personnel necessary regulations and codes of personnel with clients, the incentive system, monitoring evaluation (see Figure 1).

Client orientation in this study is considered from two perspectives: the consumer and staff. Under client orientation should be understood tools aimed at the consumer and satisfaction of his needs, as well as organizations, aimed at the implementation of key competences and to obtain permanent and stable profit in the future. Based on the theory of client-management, it was determined that the customer-oriented personnel - this business concept, aimed at udovdetrovnenie and shaping the needs of end users at all levels of management in all divisions by ensuring loyalty and motivation to work.

In the context of this study refers to a client orientation of consumers set of tools to enable the creation of a positive customer experience and long-term relationships with consumers, formed under the influence of an effective quality management system of the trade network.

We will assess the level of customer sales network staff, which will analyse the work process and to conduct appropriate activities that will ensure the efficiency of retail services. The effectiveness of the personnel is dependent on the effectiveness of the Quality Management System. This feature has an American entrepreneur K. Sewell, the largest dealer of Cadillac, Lexus, Hyundai and Chevrolet and promotes customer-oriented in their business, "Service - is not" smile "and" system " (Sewell & Brown, 2008, p. 115).



**Figure 1. Approach essence of personnel management - customer-oriented staff**

Source: Own elaboration

Analysis of the basic scientific approaches, shown in Figure 1, showed the greatest effectiveness of a systematic approach to the study of complex objects, which include socio-economic component of the management system - HR management system and customer-oriented staff.

### III. PERSONNEL MANAGEMENT

A systematic approach to human resources management is presented in the works of Shakhov, Belousov, Odegova, Kibanova and others who believe that the customer-oriented personnel -. It is part of an integrated management of the organization system. Being part of the whole, customer itself is a system of elements that are in the relationship and interaction. It includes elements such as the purpose, function, functional subsystems, mechanisms, technologies, methods and instruments to ensure the functioning of the system. (Odegov & Kartashov, 2015)

Design concepts and terminology "human resource management system" is interpreted ambiguously. Odegov & Zhuravlev believe that the human resource management system - is "... a collection of mechanisms, forms and methods of influence on the formation, development and utilization of personnel in the organization, implemented as a series of interrelated areas and activities" (Odegov & Zhuravlev, 2002). The purpose of creation of a control system or a customer-oriented staff, believes Kibanova, is "to ensure the organization of the necessary number of employees required competence, their motivation and effective use in economic and social terms". (Organization, 2010) The goal of human resource management implementation SK Mordovin defines as "... the strategic and operational management to improve the efficiency of human resources activities". (Mordovin, 2007)

In our view and in the light of modern theories, human resource management involves the implementation of such an approach is customer-oriented.

Theoretical approaches to human resource management tools have a long development process. The first scientific personnel management concept emerged in the Russian practice based on Western human resource management experience. The concept of human resource management (or administrative and bureaucratic) based on the fact that the person in the organization is considered as one of the types of productive resources, personnel management concept (or system-oriented) is the transition from personnel management to human resources management. It comes from the recognition that the control object performs the position of the employee. At the heart of human resource management concepts (or strategically-oriented) is a strategic approach (Becker), according to which the man - it is a non-renewable resource with specific abilities to work. At the same time the social organization represented the unity of the three inter-related characteristics (labor function, social relations, employee status). Ensuring the involvement and commitment of personnel of the organization is achieved through the conclusion of psychological contracts, encouraging a positive attitude to work of the staff, the development of abilities to goal-setting, self-monitoring, self-government, as well as through the formation of a corporate culture that supports the strategic development of the principles of social partnership. The concept of social management (people-management or individual customer orientation) based on management paradigm of management of organizational development skills. Based on the above management paradigm, the employee becomes not so much a particular object of control as his subject, having a comprehensive knowledge. Such employees are the highest value of the organization.

Describing the system of "customer-oriented staff" it is advisable to reflect the evolutionary aspects of management development. In the classical definition, the main trend-states (activity) both possible directions are systematic development progress ingress and regress. In Razumov as a basic condition, reflecting the dynamics and nature of changes in the object, the following: low-grade, competitive, growth and decay (Razumov, 2004). System transition to a new state determines the direction of its development.

In the classic format personnel management can be developed in three basic vectors: 1) from the system simplicity to its complexity, to improve the skills (progress), 2) without significant modifications of the system structure ingress and 3) inhibition of the decline with the loss of the development strategy and the weakening of the competition and from the influence of the external environment (regression). Changing the direction of development of the personnel management system or client-by unskilled personnel, static towards a better, more evidence of the progressive development of client orientation control. The changes relate to both the strategy of customer personnel and organizational development, principles of interaction between trade organizations in the internal and external environment, the organization of the system of values, priorities in the management policy.

Ingressive development personnel or customer-oriented personnel management system can be described as update management plans and values within the same concept of human resource management systems. In this case, the personnel management program at Trade Organization remains the same, but the goals and methods of the various technologies of personnel management functions, personnel management client orientation are corrected, replaced by new ones.

Regressive state personnel or customer-oriented personnel management system is the result of rolling up the organization on a low level of human resource management, output to a stable level of incompetence of the managers of organization (lack of modern knowledge gap between development strategy, management worsening) and the weakening of the relationship in all functional management levels of the system. In summary, we note that the creation and development of the personnel management system or client-staff provides additional advantages, such as: the impact of growth and productivity of the collective trade organization and individual employee, promotion of innovation, Insertion of customer personnel in the organization's management in conjunction with other management subsystems. Useful to describe the client orientation of personnel management system will inevitably impact on improving the competitiveness of the trade organization, as the improvements are logical and necessary conditions for long-term and profitable existence of any organization.

The existing approaches to personnel management to form a methodology for assessing client-staff, it is important to highlight the advantages that we take as a basis for the formation of a technique to retail trade networks for the study of labor processes.

Impressed process approach using the quality management system, which takes place for analysis workflows and it is important to use a technique developed by us. The application of the functional approach is necessary for the formation of the evaluation criteria, including the definition of the functional, its compliance with the qualification requirements of professions studied retail outlets. So, one of the criteria is the degree of implementation of and compliance with functional handbook stated qualifications. These criteria were defined as a result of applied research through interviewees employees and managers of retail chains.

#### **IV. MOTIVATION**

The project approach is relevant and allows you to identify the quantity and quality of staff for the organization of the project but within a limited time and personnel management. In this regard, it is important to take into account such factors as the complexity of the work and the quality of performed work functions. Thus, the three LEDs allocated organization of work processes to be implemented in the second paragraph of this chapter.

An important element in the personnel management system is the motivation. In modern management theory disclosed several variants of theories of motivation, which should be presented in the following classification:

- 1) the original;
- 2) content;
- 3) procedural.

In modern conditions motivation is ratio control method, the behavior of the worker, by acting on it with material and moral stimuli. Considering that the material is the main motivation, the organization for stable operation and ensuring low turnover important application of non-human motifs. In our opinion, in the retail trade networks should be divided into three types of motivation.

Direct material motivation includes basic salary, bonuses for performance of the plan, the award for its organization of work without violations, the percentage of sales, premium achieve specific targets or indicators.

Social package or non-motivation includes additional health insurance, the availability of flexible working arrangements, the provision of training opportunities and training of personnel, organization of power that takes place in the retail networks, in modern conditions the provision of corporate clothing, transfers can be arranged from work to home. Perhaps the extra vacation, discounts and bonuses for the purchase of goods in retail outlets and so on. An important

aspect is financial motivation, which is effectively used in retail networks. This includes public praise from the manager for staff, thank-you letter or certificate from the management, the organization of competitions and events, stand the best workers' organizations, corporate parties and teas, vouchers for holidays. The peculiarity of the modern workforce is that the frames are now becoming hostages of the pendulum between efficiency and loyalty, giving preference to the latter. Changes in this situation occur by the employer to search for new models / forms of remuneration, allows interested / motivated employees to the efficient use of resources. At the present stage of development of the first stage of our country in this motivation is the financial interest of the worker, expressed the economic category of "wages".

It should be noted that the motivation is an important factor in ensuring the effectiveness of services to retail outlets. Level of efficiency comparable with the ratio of the results of the retail organization and expenditure of funds. The more efficiently organized retail service, the higher the level of implementation to achieve the organization goals. organization rezultatiruyuschy performance indicator depends on the level of organization of staff motivation, including tangible and intangible. The motivation system is perceived, as a rule, the personnel to achieve certain results and to obtain a certain amount and compensation.

The proposed approach to performance management services to retail outlets, in our opinion, is viewed through the prism of the increasing impact of the labor force in the framework of the technical and technological level of development of the network, improving the organization of work, provide motivation, professional level of personnel, increase of innovation activity personnel. We have assumed an integrated approach to the development of labor management, identify causal relationships organization efficiency of work processes, factors and conditions improve labor efficiency, affecting the efficiency of the retail network activity.

Consider the basic concepts of financial motivation in retail. Modern concepts, revealing the category of wages, based on the teachings of classical economics. These scientists and economists as Yakovlev, Volgin, Fedchenko, Odegov, Batkaeva et al., considering wages as a cash equivalent value of the goods (or a transformed form of value of the goods), the proposed organization's personnel ( "manpower", "work"). The price of labor, labor - "... it is a significant part of the fund means of subsistence workers, distributed among the staff in accordance with the quantity and quality of labor expended, the real contribution, and depending on the outcome" (<http://testent.ru/publ/studenty/psikhologija/sposoby>). In accordance with this statement, wages must include the costs and labor costs for all phases of reproduction.

The Labour Code of the Russian Federation proposes the following definition of wages: "... this is remuneration for work, depending on the qualifications of the worker, complexity, quantity and conditions of work, as well as the payment of the compensation and incentive-based". (Labour Code) Remuneration is a system of relations between the employee and the employer relating to the establishment and payment of employer payments to employees for their work in accordance with relevant laws, local, legislative and other normative acts, collective and employment contracts and agreements.

Currently in post-industrial countries pool virtually all businesses and corporations, including the organization of trade, universally implement new marketing technologies for the development of existing market segments and expand its potential market.

One of the technologies implemented in the system of customer personnel is the technology of the organization of internal marketing, when different control approaches in relation to its own personnel on the construction of their loyalty programs to the organization, like for buyers. That is to say, the staff Trade Organization should be seen as an internal client that requires the attention and motivation of his loyalty. These technologies can reduce the ultimate total cost of personnel management and improve its performance. Customer-oriented personnel affects the increase in the sales organization, the financial results of its operations and its long-term prospects for prosperity. "... The purpose of this strategy is to increase profits in the long term," - the well-known researcher in the field Fader (2012).

Monitoring and evaluation of customer offer consumers use the technique of SERVQUAL, adapting it for this purpose of the study. Under indicators of customer evaluations of consumers and retail outlets offer to understand the following:

1. Materiality (M1-M5) - this is the material and technical equipment of the retail organization and the composition of its qualification;
2. Responsiveness (O10-O13) - the professionalism and discipline of the staff, especially front-office personnel;
3. Conviction (Y14-U17) - courtesy and tact team members, their level of attention to the customer and competence in their products;
4. Empathy (C18-C22) - is the realization of a personal approach to each customer, understanding his needs and the implementation of care of his needs;
5. Reliability of services (H6, H9) - is to maintain a high level of service quality guarantee to the consumer the timeliness of their execution, as well as the prestige of the retail network as a whole.

**V. SERVICE QUALITY ASSESSMENT**

Methods of assessing the quality of services mirrors enables the assessment of consumers and to develop appropriate recommendations for its improvement. At the first stage adaptation of the issues with regard to the characteristics of the retail network activity.

Practice shows that numerous combination of all the above described loyalty manifestations workers with varying degrees of their implementation.

We have proposed a matrix "level of customer evaluations of consumers" (LPC), which allows you to perform a quantitative and qualitative assessment of the particular manifestations of customer.

**Table 1. The level of customer consumer evaluation matrix**

The level of customer	KP			radar			TL		
	M1	..M5	O10	..O13	Y14	U17 ...	S18..S22	.N6	H9
lack of	0								0
Formal		one	one		one				
Adequate				2		2		2	
Sacrificial							3		

The following table 1 CL - customer-oriented employees to consumers; RL - customer-oriented consumers to the WTO; TL - customer-oriented staff to the trade organization.

"Customer-level assessment" matrix allows you to measure the degree of customer loyalty to the trade organization both qualitatively and quantitatively. Qualitative determination of customer can be demarcated by the graphical form of the curve in our recommended matrix. The quantitative determination is possible by summing the scores for all evaluation levels discussed in the presented matrix loyalty. Each employee or team will receive his characteristic curve and a numerical value indicating his loyalty.

For effective trading services customer-oriented evaluation system should be viewed from two aspects: staff and customers. In this regard, we will assess klientorientoivannosti consumers in accordance with the proposed previously scorecard.

Thus, the motivation and loyalty stacked in personal choice behavioral worker path circuit depending on the system of external stimuli and internal influences motifs in QMS.

It is important to take into account the quality management system of trading services. The trade organization is obliged to organize the work of the entire staff, to provide stable and high quality of products or services corresponding to consumer preferences.

The most important instrument for achieving a high level of customer becomes a system of organization management. This feature indicates a number of researchers. For example, a marketing professor at the College of Business and Industry of the State University of Mississippi, USA Webster, emphasizes that the creation of customer-oriented "... necessary to ensure the quality of management, manifested in various aspects ..." (Webster, 1997).

In this study, we focus on such aspects of quality management as an organizational structure, system of powers and a system of delegation of responsibility.

It follows from the above that the first task of management of the organization is not monitoring the volume of sales of products (services) and the establishment of continuous monitoring program of the entire organization, which focuses on the prevention of problems. It is proposed to conduct the organization of management personnel, resources, and all of its standards-compliant activities, based on the process approach. In this case, the retail trade activities, expenditure resources to transform inputs into outputs, is described as a set of business processes.

The involvement of workers is an important area in the Quality Management System. The involvement of staff in the process as an emotional and intellectual - is a condition where workers trade organizations try to carry out their duties as best as possible. Originally, the term "engagement" is derived from social psychology, where it was used to describe the level of human adaptation to the post. There is a difference between the terms "satisfaction" and "involvement" of employees. For the Russian management concept of "workplace satisfaction," "loyalty to the organization" and "engagement" - the same. In foreign practice these concepts - they are different levels of employee loyalty to one's own company - retail chains. In practice, management client orientation staff allocate the task to move from the weak performance of employee satisfaction to the high degree of involvement. On the basis of their technology this approach, employee involvement inherent positive attitude towards its trade organization, he is easily delayed at work beyond employment schedule, performs more duties than indicated in his job description, willingly advises other people employment in the organization.

Basic approaches of motivation included in the quality management system outlined in ISO 9001-2015, which reflects the importance of the principle of motivation associated with client orientation. Item 6.3 of GOST R ISO 9001-2015 (<http://www.internet-law.ru/gosts/gost/60764>) "personnel" describes the three strategic HR management executives: personnel management; his competence; employee engagement and motivation.

In the field of quality management goals include the following areas, namely customer orientation of staff, customer satisfaction and social, economic and other indicators (labor productivity, sales, quality of service, etc.).

## **VI. CONCLUSIONS**

Thus, the development of the system of staff motivation should be built as part of the corporate culture of the trade organization for the implementation of the quality and increase the efficiency and effectiveness of the quality management system objectives. The program is tailored corporate culture and working methods of motivation Trade Organization employees are integrated in the quality management system and create the conditions for obtaining the effect of work in general management systems. The best indicator of the effectiveness of the system of motivation and optimal built a corporate culture is a complete employee satisfaction (involvement) and sales volume per trade workers on the production volumes for the year. These figures stand out as the key to reflect the most important business processes activity, affect the operation of the trading network in the future. Related incentive system parameters are integrated in the quality management system as a target. Indicators of customer personnel (his satisfaction and productivity) may be influenced by other factors, internal and external environment that have a permanent impact. Their study requires deeper research. Self-assessment and the formation of the quality management system - it is not only the requirements of GOST R ISO 9004 -2010 and adopted by the international business community conceptual model of customer personnel, as well as how to create a system of personnel management, motivation, customer-oriented staff, its results.

Proposed in the quality management system based on the management of client orientation of both staff and customers, it contributes to the timely introduction of new trade organization management levels, which, on the one hand, allow to use the existing experience, stimulation methods, mechanisms to improve the management to achieve its goals and objectives in the field of motivation of employees of the organization and, on the other hand, will affect the growth of HR management performance indicators, landlords naya basis of which is presented in the next section of the research.

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