

HUMAN CAPITAL AS A SIGNIFICANT FACTOR OF THE QUALITY OF SERVICES

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Abstract

The aim of the article is to highlight the need for quality human capital in enterprises services that significantly affect their success. An important prerequisite to fulfilling the company's success and customer satisfaction is effective communication, motivation and communication skills. Communication among employees and customers, employees themselves as well as employees and employers help to increase the effectivity quality of services. Quality of service from the customer's perspective is also expressed through personal qualities, knowledge and motivation. In a service business, employees must perform work on its fulfillment of the requirements personality and professional. The attention is dedicated to the communication with the customers as an innovation factor and the suggestions for the increasing of the quality services and customers' satisfaction, also internal and external communications, categories of workers in the provision of services.

Key words

human capital, quality of services, communication, customers' satisfaction, motivation

JEL Classification: J24, M12, E21

Introduction

In everyday practice we can observe how big is the responsibility of the companies providing services for the population in the selection of a quality human capital. Demand factor for this differs in accordance with their alignment and particular activities. In the current society, being globalized and dynamically developed, it is necessary to conform the company function to the requirements of a demanding customer.

Communication and motivation are considered the significant factors of companies' prosperity. Communication is understood to be mutual cross connection and combination of external and internal communication on all the levels as well as among them respectively.

Services demand a quality human capital disposing knowledge to be able to flexibly and effectively react to changes and requirements of the market. Motivation of employees to reach a high performance is considered an added value, an asset contributing to higher productivity and effect of the companies providing services that is why investment in training and employees carrier planning as well as creating opportunities of promotion is necessary. What is more, goal-directed employee selection means less demanding training of rented employees, and faster adaptation to company culture. Regular comparison on the basis of competences regulates their further development. (Kordoš, M.,Karbach,R. 2014).

Human capital is considered a capital invested in society, and therefore income is expected. Continuous

training is such an investment. A loss can be brought only by random, non managed training which does not refer to long term continual company strategy. Thus the conception of human resources management and human capital exploitation is getting more important and involves several factors and procedures.

1. Communication in a company providing services.

Communication is one of the most significant elements in every company. It is an irreplaceable means of cooperation and connection of employees and managers in their common effort to reach the aimed vision, function and goals. Work in a company providing services is very variable. The employees mostly come in contact with customers. Customers included in the system of work are one of the key factors which make these companies different from manufacturing ones. Communication with customers and meeting their requirements is a part of the process of providing services, that is why it is directly at the same time projected in customers' satisfaction.

There are high exigencies for the employees providing services, concerning not only their proficiency, but also personal qualities. Their role is to communicate with customers on one side and with management staff on the other side.

It is very important that employees take a customer as their business partner and try to fulfill their needs and requirements in the best quality possible. These kind of knowledge is necessary to be transferred inside organizations as a suggestion for

discussion and consequent changes. (Pict.1). According to the frequency of the contact with

customers we can distinguish four groups of employees in services. (Mateides, A., Ďaďo, J. 2002).

Picture 1: Categories of employees in the process of providing services

QUALITY OF SERVICES			
CONTACT WITH CUSTOMERS	Frequent or regular	Direct	Indirect
		Contact employees	Serving employees
	Rare or none	Conceptual employees	Support employees

Source: Mateides, Ďaďo, 2002.

Contact employees – they should be well trained, motivated and prepared to provide services for customers in maximal quality every day. They should be communicative, psychically strong, able to notice and satisfy customers’ needs and react to their requirements.

Serving employees – they work at porter’s lodge, reception, as ushers, informers, etc. They need to have good communication abilities and positive approach to customers. Their work is not so qualification demanding but contributes to increasing value of the offered service for customers.

Conceptual employees – they apply to conceptual questions, their contact with customers is rare, they help at creation and development of company strategy, development of new products, they must be creative employees.

Support employees – their activity influences all the company activities. They include purchase department workers, workers of human resources department, market research and database creation. Managing their psychological endurance and motivation is very important at this group of employees.

Exigencies at recruiting the right member of staff are very high . Every company has different representation of particular positions according to its function and size. In some big companies providing services are these positions closely specialized and employees can focus on their own activity. In smaller companies it is common that employees can alternate at several positions which increases exigencies for their training, skills and flexibility. This work organization is more demanding in term of management, of managing the time and eventually it is less efficient because the employees must span more acts simultaneously and they are less focused on the activity which they are performing.

1.1 Internal communication

At the current demanding market, ensuring quality services is possible only by effective interconnection of quality human capital and capability of employees e.g. of team work. Benefit of this work is above all in creation of higher number of ideas and projects, using of brainstorming, excluding wrong decisions and thereby preventing from needless losses. Team work results depend in large measure on the quality of communication ties inside the team. The communication level also influences the speed and effectivity of introducing innovations which is consequently reflected in customers’ satisfaction.

The goal of communication should understand. To reach understanding, it is necessary to meet the requirements of so-called STROM, where giving information is specific, on term, realistic, acceptable on both sides and measurable. (Nenadal, J a kol. 2008)

Communication level has direct impact on efficiency of executed activity that is why it should be as much as simple and understandable as possible. Any information without communication is priceless. Management is responsible for internal communication as well as interconnection and building formal and informal communication relations. If internal communication is well coordinated by management, all the staff members must know company goals, will be interested in their fulfillment, know company culture rules and try to keep them and improve them. Quality of organization as a whole and at the same time quality of internal environment is reflected outwards to customers who are eventually demonstrated by their satisfaction.

1.2 External communication

Contact workers should be well trained, motivated and prepared to be helpful for customers

every day. Besides professional knowledge about providing services they should team with personal qualities concerning communication abilities, empathy and psychical endurance. They must continually able to notice and satisfy customers' needs and respond to their requirements.

Communication in services is irreplaceable means of increasing the number of customers and keeping existing satisfied customers. It is effective at communication with customers to:

- describe the service, its range, availability and timeliness
- ensure customers' consideration about their share in the service quality
- explain the correlation of the service, its providing and expenses.

Therefore communication with customers, their understanding and subsequent securing their requirements is the basis for the company's survival at the market. (Michalová, V. a kol. 2001)

Emphasis is placed not only on technical side of services, but also on approach and behavior of employees in services. That is why the quality of services depends on human qualities and properties. Not only must the companies provide their clients with services but also their employees with proficiency. For permanent success must the management of the company providing services fulfill the function of their employees' personal development. In the company providing services, the following two aspects in human potential management are crucial:

- ensuring of recruiting the right staff, their employing and using their human capital
- securing trainings, seminars, carrier planning and providing better use of natural skills for employees

The company should identify the needs and expectations of its employees, because of their appreciation, job satisfaction and personal growth. Such an approach of the company helps to ensure that employees' involvement and motivation are on a high level. Providing services is demanding of technical equipment, internal and external arrangement, personal contact and mutual inclination are still important factors for evaluation the quality of

provided services. This holds above all for those services where the quality delivered to the customer basically results from how the people act in relevant situation. Employees' performance, where is a high level of freedom in decision-making to influence a specific situation, is a key factor for determining quality and productivity. Positive or negative results of individuals have a big and immediate impact on how individual customers apperceive the services quality. Services provided by company's workers to external customers are generally realized in terms of so-called interactively oriented processes. The degree of importance of interactive process as an element of services quality can be differenced in accordance with duration, intensity and integrity of external factors. The level of accommodation of employees' qualification profile to the contact with customers has a crucial importance for a company's quality evaluation.

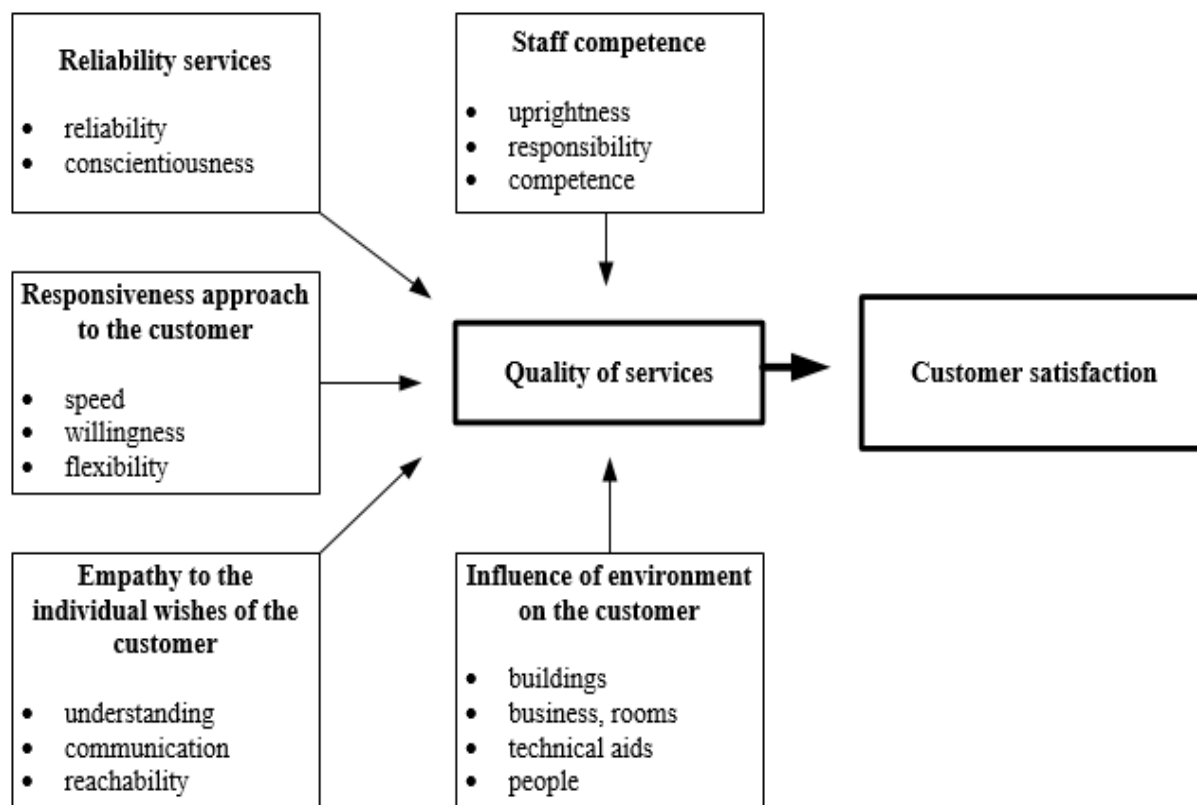
2. Quality of service.

Basic dimensions of service quality by analyzing ordered in Parasurama, Zeithamlová and Berry in 1985, they should help to clarify the quality of service provision (Mateides, Dado, 2002): Communication with customers' comprehensible language, competence of staff, courtesy, trustworthiness, reliability promised services. Sensitivity and responsiveness, security and safety, feasibility potential quality, understanding and knowledge of the customer's environment and the impact on the customer. These dimensions result from empirical data.

Great importance is reliability, which in the process of providing intangible services is transmitted mainly on human resources. (Mateides, Dado, 2002)

For services were provided five basic dimensions of quality (Fig. 2), which should be part of the evaluation of customer satisfaction. These facts may serve as an incentive to provide feedback to external customers. When the research service quality through customer satisfaction can be an incentive to draw up a questionnaire and delimitation dimensions of service quality in a particular organization.

Picture 2: Quality of service from the customer's perspective



Source: Mateides, Ďad'o, 2002.

3. Motivation of employees

The term of motivation represents an internal process, the process of psychological starting of the reasons of people's acting and behavior. These reasons are the motives, internal premises, and internal stimuli leading to certain behavior. Motivation process is thus a process of internal premises activation of human capital directing human activity to certain goal of his endeavor. It is important for the company to understand why an employee behaves in a certain way and what influences their behavior. Understanding motivation reasons, getting to know the possibilities of

its influence, or knowing methods of directing or changing it, is therefore very important for effective staff management.

Term incentive is an internal process, the psychological process of starting up the causes of human action and behavior. These causes are motifs internal assumptions, internal stimuli leading to a certain target behavior. Trial motivation is thus activating the process of internal forecasts, the guidance human activity on specific target its efforts (Nakonečný, 1992).

Picture 3: Processing of external stimuli



Source: : Nakonečný, M.,1992.

Behavior is the result of people's reaction to instigation, customer's demand. The theories of people's behavior bring many findings, sometimes they differ a lot. Several approaches prefer just a relation of stimulations and reactions; others contemplate about what is going on inside a person. However, behavior is not only a reaction to stimulus; we know that different people react differently to the same stimulus. Behavior is the result of internal procedure of processing instigation in the psyche of a person. Crucial motives of human behavior are:

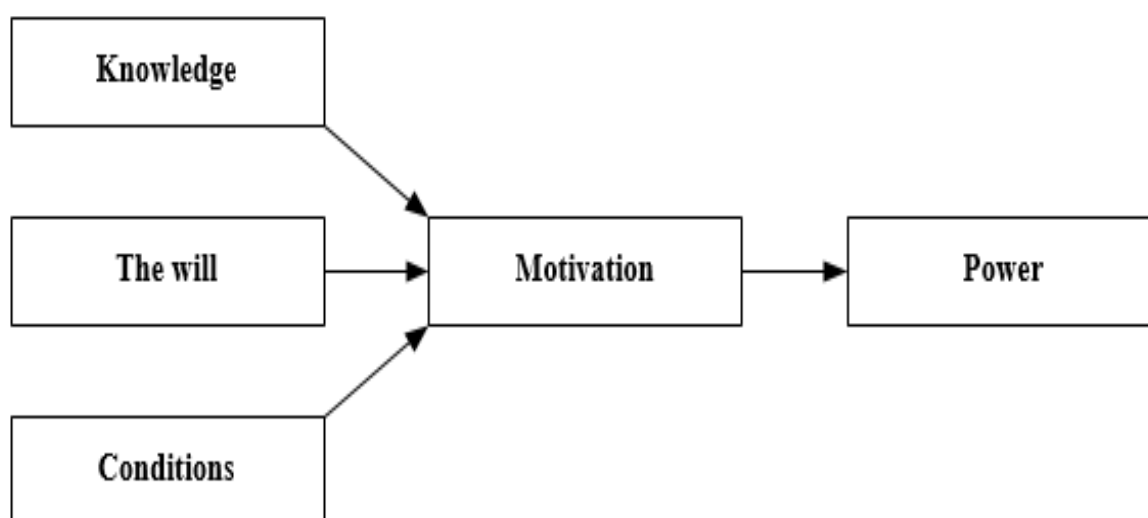
- instincts, primary needs
- secondary motives, personal goals, aspirations, values, ideals

- internal and external influence (social group, wider background)
- trying to merge with or differ from a certain group

Work motivation is directed to a certain working performance, a certain requested behavior, behavior corresponding to the needs of working place or company goals. Basic expectations and conditions of effective work performance are the following:

- knowing the goal
- knowledge, skills, experience
 - creation of suppositions and conditions to use them for requested performance
 - internal need to give the expected performance

Picture 4: Influence of main suppositions on person's performance



Source: Nakonečný, M.1992.

Theory of work motivation looks for principles, methods, patterns, tools for effective motivation of employees, for their activation for demanded work effort, for effective leading to reach the company goals.

Conclusion

The aim of activity of every company providing services is a satisfied customer. Increasing their satisfaction is possible by virtue of quality human capital disposing of knowledge to be able to flexibly and effectively react to changes and demands of the market and thus to reach a higher level of provided services. Their realization leads to higher customers'

satisfaction and therefore to a higher company's efficiency. The most important resource are individual employees involved whose acting and behavior directly influences the service quality. In communication with customers it is very important to keep an individual approach to every customer and to their demands specification for services. In the process of providing services, a quality human capital is necessary, even in a direct contact with customers.

The basics are mutual communication and motivation. In the companies providing services it is necessary to build flexibility, permanent increasing of the quality of human capital built on quality human relations and personal development of every employee.

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