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## Considerations about the Relationship between the Work Satisfaction – Marketing Capabilities and the Performance in the Performing Services Organizations

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*The purpose of the article is to present the relationship between working satisfaction, marketing capabilities and the performing services organisation. The article includes aspects referring to professional satisfaction notion, motivation, motivational persistence, marketing capabilities, TQM, Competence – Based View as it results from the theoretical studies. It describes the undertaken research results in order to identify the factors that conditionate the motivation and the motivational persistence and also the aspects referring to the relationship between human resource performane, internal customer and TQM principles. The paper is a conceptual review that highlights the latest news referring to a new type of organisational culture in which its members perform as a result of the created conditions (the Z Theory proposed by W Ouchi in 1981). This idea of the organisation capability also results from the content of a new research that explains the fact that the organisation can perform thanks to the acquired storage in time known as marketing capabilities. The conclusion is that the value system that makes possible that each service provide to be unique and custom for obtaining profit on a long term, is mainly based on the service culture, the contact staff and customer satisfaction.*

**Keywords:** *the work satisfaction, marketing capabilities, motivation, motivational persistence, competence – based view, TQM*

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## Introduction

The usually economic and social environment of the performing services organisation that is dominated by the growth of the service consumer's interest and experience as also by the intensifying competition, it imposes new orientations as regards of reconsidering the role and the place of the human resource that can generate excellence and efficiency.

Nowadays, more and more performant organisations from the service domain orientate its priorities that focuses them on the human resource that is analysed by the material needs and especially by the aspects referring to the ambiance where the activity is unfolded and on the possibilities of performing to assure the sustainability of the organization. The employee is treated more and more as an internal client because his satisfaction is directly influenced by the contact staff satisfaction, that must be evaluated through its own personal needs system for which must be identified efficient solutions for satisfying them as a condition for obtaining a professional and financial performance on a long term.

## The professional satisfaction – a premise of the performance of the performing services organisation

The working satisfaction must be dealt as a strategic objective both for each employed of a performing service organisation and for the organisation management because a pleased employee, satisfied by his job will contribute to the fidelity of the clients and to obtaining positive economic and financial results on a long term. The satisfaction in work is a positive emotional state that results from the employed person's attitude for the activity and the organisational culture.

According to Thierry's view (1992), the satisfaction in work has *an intrinsic value* expressed by the possibility of a person to satisfy his needs, to accomplish an certain objective, but also a *social value* for the organisation and society by the fact that the satisfied people by their job enjoy the consideration and remain fit and stable in the organisation.

One of the first theorists of the satisfaction in work, Locke, was defining it in 1976 as the result of a person's perception of the feeling that the unfolded work gives him the possibility to make actual the important

values for work. For an employed person it can be important to have an attractive financial motivation or it can be important to have a job that can give the opportunity to have provocative experience.

P.P. Neveanu, in the Psychology Dictionary (1978), defines the professional satisfaction as a complex mental configuration not always conscious complete, consisting in a series of positive attitudes of a person for his done work . *The professional satisfaction is a personality point*, that's why it should exist an agreement between the individual characteristics (abilities, personality) and the organisation's job demands, and this agreement is maintained in time only if the organisation norms and values concur with those of the employed person.

The professional satisfaction concur with the interests field and vocational options. Studies in the organisational psychology domain showed that the shy people are, as a work style, more orientated to charges, to technical jobs, they prefer well structured jobs or the detailed ones, while the open minded ones feel more attracted to responsibilities with a higher ambiguity. From this results is necessary that the recruiting and selection process of the staff that will work in services field, to be done as a result of the job's robot portrait characteristics and of the personality type of the employed person to do the things he knows better, but also that he likes best.

The professional satisfaction can be given in many dimensions :

- the financial dimension (the salary stock);
- the specificity activity domain dimension - the activity domain has a simultaneous role in developing the individual performance of some employed persons because if they rediscover their personality and their professional performance grows, they are able to go beyond the professional moments more difficult;
- the perspective of professional improvement dimension by professional forming programmes (trainings, MBA complexe programmes, foreign courses);
- the organisational culture dimension (the organization values, communication in the organisation, the possibility to take decisions, the importance conferred to its place in the organisation, the support and the feeling of belonging of a team, the ambiance at work that becomes more and more a motivating factor in obtaining

satisfaction in work, the positive or negative stress level in the organization and the existence or the absence of conflicts).

Each employed person of the performing services organisations compares these dimensions with its expectations.

The concept of satisfaction can be explained also in linking with the *work motivation* theory. In this way, there have been theories as those proposed by Maslow (1970), Herzberg (1959), Alderfer (1969), Vroom (1964), Adams (1965), Mc Clelland (1970) that tried to explain what motivates people, which is the foundation of their motivated behaviour and their motivational involvement.

In the theory of motivation, the satisfaction has an important role and it can be analysed by some particular aspects that must be seen as an integrated system:

- the satisfaction is the result of evaluating the achievement regarding the needs and values of each person
- evaluating the satisfaction can help to the appearance of changing because of the unpleased person's motivation to obtain improvement, performance
- obtaining professional satisfaction is a guarantee of increasing the implication in the activity of the organization.

The motivation of the staff is a fund problem. In B. Schneider and D. Bowen's opinion, being motivated means *having the energy to do something to a secure direction and constantly*.<sup>[4]</sup> The motivation is an individual, introspective process that gives energy and the direction and sustains a certain behaviour. An employed person considers him as being motivated if it is recognized his important role in the organisation, and his immediately reaction is the one of a total dedication and loyalty for the organisation.

The factors that favours the staff's motivation is the professional achievement, the recognition, the advance and the work itself. Their absence does not take, obligatory, to insatisfaction, but their presence creates satisfaction. The factors that favours the insatisfaction refers to obtrusive supervision, unfavourable work conditions, tense informal and formal relationships, doubtful safety of the working place, unprecised, insecure and distant staff policy. These factors influence the insatisfaction as their presence is more or less felt. Herzberg tells the satisfaction and insatisfaction cannot have the zero value because the insatisfactions will

never be totally eliminated because the nature of the human is to be forever discontent, but either the satisfactions will not reach zero share. Nevertheless the material payment has a big influence in motivating the staff how much more so if this grows as a consequence of recognizing some qualities.

Recently studies of organizational psychology [2] established the relation between motivational implication and motivational persistence as a constant in adopting a motivational behaviour or act. *Motivational implication* is defined as human's humour to be attracted, to accept or to aim to reach the motivational objectives of the organisation which they belong to. It involves the existence of intrinsic and extrinsic that mobilizes the person and that directs the behaviour to accomplish the objectives.

In the study of the relationship between the motivational implication and persistence, the explorers started from a much more serious analyse of the behaviour cycle of the employed person that reached to remark that a lot of employed persons had leeway to get involved in the organisation's activities, but most of them don't have the ability to maintain their motivational implication and to hold on establishing new objectives. The theoretic pattern that underlies the distinction between motivational implication and motivational persistence, they have borrowed Physics notions. In this way, in Kurt Levin's opinion [2] the motivation acts as a „force field” where there coexist and interact humans, material support and activities. By parity of reasoning with the vector that, taken over from Physics, has associated the direction, sense and size concepts, the motivation has 3 main characteristics: orientation, effort and persistence. *Orientation* means the aim of the actions that establish the carry of motivational interest of a person, the type of payment of which you are interested in and which is directly implied. In the organisation, the personal orientation has to be in direct relationship with the general orientation of the organisation, namely satisfying personal needs should not contravene with the interests of organisational group. *The effort* should be understood as the quantity of emotional and physical energy that an employed person is willing to invest in the professional activity. This is influenced by the temper, the complexion. *The persistence* means perseverance, the constant in adopting a proper behaviour for reaching the objectives, the strenght in time

in that motivational option in contrast with the routine, tiredness, obstacles, the ability to find interest and the satisfaction of the beginning.

Following the studies undertaken by Bandura (1986), Ford (1992), Kasefer (1990), Mitchell (1982) și Pinder (1998) is the *functional theory* pursuant to that the motivation in work is a process that involves two interdependent psychological systems : goal choice and the goal striving. The aim must be seen as those future points waited by the employed by which he is attracted in, involved in, namely the action direction that results pursuant to the motivation theory from the combination of the personality factors and the individual perception of the situation. The effort to reach the aim refers to the resources and processes of autoevaluation according to this progress that makes the employed able to spend time and effort to reach his established purpose. This investment is influenced by the abilities, the skills, the confidence in its personal forces, by the influence of the practices of the work staff where the employed activates, etc [2] .

Starting from the two psychological systems presented results that, at the organisation level, there are two problems related to motivation (Kanfer, 1999 ) [2] that must be solved: the engagement or the disponibility of the employed persons to carry and understand the organisation objectives and the employed persons' ability to sustain all time and to persist in the actions directed to accomplishing the accepted objectives.

The operational factors that condition the motivational persistence which were identified by Constantin T starting from the explanatory theoretical models proposed by Ambrose and Kulik (1990), Sheldon și Elliot (1999), Meier și Albrecht (2003) are: effort, confidence, perseverance, aim, organisation, obstacles and ambition.

## **The relationship between the satisfaction of the staff and the satisfaction of the clients in the performing services organisations**

In the speciality literature was contoured the idea of existing a **powerful relationship between the employed and clients satisfaction**. In 1981, Beryy L.L. analysed in the article „The employed as a client” the activity in the performing services organisation and describes it by the treatment of the employed as clients and by their satisfaction.[4]

In the services companies satisfying the employed persons is a priority after the satisfaction of the clients. The satisfaction of the clients, absolutely necessary for the increase of the turnover can be obtained only by creating value and quality for the client, and the contact staff satisfaction goes to reach this purpose and to minimising the prices.

The concept of satisfying the contact staff is very ample because of the complexity of the activity and the variety of the services. To develop an efficient relationship with the client, the contact staff's work will have a big impact on the perception of the service quality from the consumer. If the contact staff is satisfied by his work, by his team which he works, he will ingrain this satisfaction also to his relationship with the client.

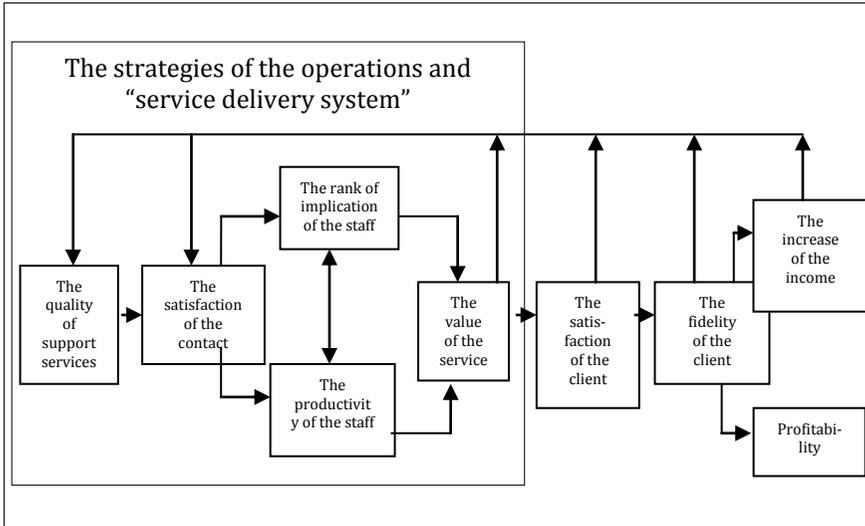
**The satisfaction of the staff** that works in the services domain is a very complex notion that involves a lot of parameters. Generally, a person who is in direct touch with the client, that person is satisfied in his job if (Eiglier,2002)[4]:

- he thinks his salary is not too high, but not too low, taking into account the advantages of his job
- he finds in different daily activities the pleasure that gives him a personal psychological balance
- he has confidence in his activities
- he finds himself in a pleasant physical environment that helps him to think positive about his work and clients
- he is keen on the relations he has to expand with his clients, he gets along with his colleagues and superiors
- when he has problems, his colleagues support him
- he is proud of his work, of his success and the enterprise where he works
- he has the feeling that his work has a utility and it belongs to a respected enterprise for the things it does.

Although this picture seems idyllic, it is the ideal of the performing services organisation's manager that has to know the psychology of the employed person, his work efficiency, the relationship with his colleagues and clients, the reactions and the flexibility in work.

J.L. Heskett considers that the staff's satisfaction is one of the important elements of the organisation that has as a consequence the

development of the profit of the performing services organisation. (figure no.1).



**Figure 1:** The chain of the profit in services

Source: Eiglier, Pierre, 2002,p. 42

The satisfaction of the staff goes to the development of his attachment towards the organisation and the development of the productivity increase. In J.L Heskett’s opinion, the impact of staff’s satisfaction on the client’s one is given by next variables: the stability and the experience of the staff and the productivity that concurs to create value for the client. [4]

### **Theories referring to the role of managerial system in the empowerment of the employed professional performances for assuring the organisation sustainability**

Nowadays, the problem of the effective and efficient implication of human resource in all its complexity in the activity of the performing services organisation, is found among the coordinates that underlies the substantiation of the sustainable developing strategy. More and more organisations are preoccupied with the creation, the deployment and the certification of the quality management system as a condition of the

empowerment of all categories of resources to the direction of building a quality culture obtained with people for people. In this way it can be answered to one of the specified problems, respectively the organisation management undertaking to establish objectives that should be known and understood by the employed people to focus all their energy on achieving the purposes.

The speciality literature gives much more conceptions referring to the professional performances of the human resource and their role in assuring the organisation's sustainability. In this way, since the period of the Second World War, Rensis Likert noticed that the orientation of the managerial style towards the human resource goes to much better results that in case of the management orientation has in view the production capacity. The central idea referring to professional performance, as it resulted from the experiment realised by Likert, it that the ***performance of human resource is influenced by managerial style and the manager's behaviour***. That's why it is recommended the implementation of the participatory management, the use the principle of „support relationship” that can forewarn and delimitate the problems referring to the occupational stress and the lack of communication and encouraging the cohesion of the organisation members because it influence the human resource productivity and direct the activity to face the professional charges.

These aspects are found today in the principles that underlies the total quality management, a management system used in an organisation that endorses the permanent cooperation of all employed people to improve the quality of the products or services to obtain the clients' satisfaction and to attract them towards fidelity and the increase of rentability on a long term according to the society's exigency [10]. Its purpose is to create in the organisation a climate where the human and material resources can be used creatively, efficiently and that could confer the employed people the confidence in the organisation's management, being proud of the membership represented by the organisation itself.

The efficient management's principles, as it results from the standard's content SR ISO 9001, there are more and more assumed and implemented by the performing services organisations because this practice can get individual and collective performance. In the actual conditions, certifying the service quality management system is a guarantee for the costumers

because what they buy and use in concordance with what it has to be. Also, it gives to the external customers confidence, security, empathy (characteristics of services quality), but also to the internal ones proofs of the organisation's capacity to maintain on the market efficiently. By the simple enumeration of the **quality management principles** we can observe the strategic role that comes to the human resource at all hierarchical levels from the organisation in designing and doing the activities in the form of the integrated processes in the system.

These **principles** are: the orientation to the client; the leadership – the ability of the manager to determine the employed persons to obtain some kind of results watching some procedures; the implication of the staff; the approach based on process – the processes facilitate the value procurement that generates satisfaction for the client and for the employed people; the management approach as a processes system to eliminate waste of material resources, energy and time, the migration of customers towards competition; the continuous improvement of performance; the approach based on facts in taking decisions; relationships mutual advantageous with the purveyor.

An important place in the total quality management philosophy it has the notion **internal customer** explained by the necessity to understand and treat each member of the organisation in the same time as a client and purveyor. This orientation makes possible in permanently maintenance attentively the quality that becomes an integrated part of the organisational culture and a guarantee of performance. The manager's role is to sustain the employed people's activity and to promote the initiatives that keep up the relation customer – purveyor. We can find this idea in the speciality literature and under the notion of **internal marketing** that is an important part of services marketing, notion introduced in the speciality literature as a new concept by L. Berry, in USA 1976 and C. Grönroos, in Europe in 1981 and taken over as a different investigation domain in marketing. In Berry and Parasuraman's opinion, internal marketing represents „the attraction, the improvement and the maintenance of the employed people in function to assure the maxime and efficient usage of their working ability, and at the same time, a motivation system that can allow the satisfaction both material necessity and the professional aspirations of the enterprise's staff".[4]

The internal marketing is the step by which there are studied the attitude and the behaviour of human resources from the performing services organisations that, on one hand, get in touch with the customers and on the other hand the ways by which these are treated from the internal customers' point of view.

By the **internal marketing objectives** we can find the following: "[4] :

- the recruitment of the best specialists starting from their affinities with the robot portrait's peculiarities of the targets job,
- building and applying for an own system of continual practical and theoretical training,
- the appropriate motivation of the contact staff to encourage it in the individual step in the favour of a flexible behaviour, efficient in the services production succeeding by which it can enter into a harmonious combination the operational (doing a number of work according to the job description's content) and the relational function (direct contact with the customer),
- the appropriate knowledge and understanding of the service production objectives in order to organise efficiently the activity of the contact staff; the contact staff has a strategic position in the performing services organisation because it contributes directly to creating and keeping up its image; he must understand very well the customers' interests, but also the organisation's ones that were expressed with the help of the internal guideline of these,
- the promotion of working in team; the spirit team, conscientiousness, fairness are the factors that get the employed person to professional performance and professionalism, to satisfaction at the job.

The motivation of human resource and continuous training of it are the essential elements for modern organisations in the complex process of planning and obtaining of performance. The studies about managerial motivation start with the hierarchy of individual needs or with **the pyramid of Maslow**. The theory of needs hierarchy expanded by Maslow in 1970 in the work „Motivation and personality” is based on the following postulate : as the physical needs of a person are satisfied, the upper level needs will fill the personality and potential of that person. Starting from

Maslow’s theory, there were expanded different clasifications of individual needs. Relevant of organisational environment was *Z Theory*, appeared in 1981, which belongs to the Japanese origin American professor William Ouchi.[8] He suggests an organisational culture type based on:

- the point of creating the conditions in the organisation for satisfying the upper needs of the employed people by the involvement and responsibility of them
- considering the participatory management a virtue
- the individual development in the organisation environment in relation with the family and social environment.

This theory indurate the positive aspects of *Y Theory* that emphasise the preoccupation for organisation’s management to assure the necessary conditions so its members be integrated and to achieve the individual duties at the highest levels.

**Table 1:** Motivation by Maslow and Ouchi

Maslow`s Theory and its implications	Ouchi`s Theory and its implications
<b>Self-actualization</b> (self-development, personal achievement, career development)	<b>Higher needs</b> (recognition, esteem, status, self-actualization)
<b>Esteem</b> (assigned or assumed responsibilities, prestige, recognition of contribution and effort, status)	<b>Increased focus on human resources</b> (team work, decision-making by consensus, individual achievement in the organizational environment and its intersection with social and family environment, emphasizing the group responsibilities)
<b>Social</b> (belonging to a group, collegiality, communication)	<b>Increased confidence among members of the organization</b> (job security-long term employment, individual access to
<b>Safety</b> (work safety, working conditions, personnel polity)	

<b>Biological</b> (food, home, salary and other bonuses, transportation)	the organizational culture and his involvement in the business development, setting goals and improvement of the results, informal control)
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Source: Mituț, Iulian, 2010, p. 149

Another theory related to the performance of human resource in the organisation is that of the American professor Victor Vroom. [8]. He considers that the organisation has a major duty on the line of assuring an attractive work climate that can put forward the staff's sustained ability and an attractive motivation. In the conditions of contemporary life it is more and more said about **emotional economy** within the professional performance is the result of considering the ability and motivation of the employed people. That's why, is necessary to integrate the ability of the employed people with the managerial motivation to obtain performance and sustainable development.

Vroom defines performance as a function determined by the work conditions, by the abilities of the employed people expressed by qualifications and experience in domain and managerial motivation.

$PP = f (Me, A, M)$ , where

Me – work conditions

A – the ability of the employed determined by qualification, experience

M – managerial motivation

A relative new word in the vocabulary afferent to the human resource and team working is the **adversity multiplier AQ**, an invented word by Paul Stolz in 1990. This measures the ability of the person to turn the adversities in energy, in supporting points to obtain extremely good performance. Stolz has demonstrated by scientific researches well documented and realised in over 10 years that any obstacles, social and economic negative circumstances leads to the increase of the capacity of a person's reaction and determines a significant increase of the point of the rigidity to the stress factors and have as a result an own performance increase.

In the services domain it is very important the performing services organisation to demonstrate that it is unique by what it offers and the way it is made this thing. The strategic competitive advantage necessary for obtaining high performances on a long term it is obtained by the good organisation and movement of the system.

One of the concepts used as a start in the academical researches that explain the sustainable competitive advantage of the organisations and that suggests that its source is the capability of the organisation, and the collective ability to develop and perform activities is **The Competence – Based View** [3] The Competence–Based View states that a firm performances well over time because it develops distinctive capabilities that allow it to outperform its competitors [12] Capability is a bunch of resources coordinated and oriented toward goal achievement, the skills and collective learning derived from organizational processes that ensure superior coordination of functional activities. They are the result of the accumulation of experience and other forms of tacit knowledge, and can also be produced by deliberate investments in organizational structure and systems.

Recent research has tested the existence of an indirect influence of marketing capabilities an financial performance through additional variables such as customer and market performance.[7] Similarly, stakeholder satisfaction will have an impact on financial performance, and therefore it will exert an indirect effect of marketing capabilities. Stakeholder satisfaction includes employee and customer satisfaction together with the impact of the firm on society and its environment.

Marketing capabilities can be defined as a set of complex resources and skills in the marketing field, which are the result of a process of knowledge accumulation and its integration with values and norms developed through organizational processes from all over the firm . The main resources integrating this kind of capabilities are: the human resources- knowledge, skills and attitudes within the organization; relational resources or market assets and organizational resources.[3]

From a marketing point of view, customer loyalty programs are not enough to increase profitability. Managerial strategies addressed to enhance employee capability to produce satisfaction in service encounters should be emphasized together with policies increasing corporate social responsibility and environmental awareness.[3]

In the good unfolding of the activity in the performing services organisation, the most important role it comes to the service culture and contact staff and customer satisfaction. *The development of a service culture* requires the existence of a value system that makes possible that every performing service to be new and unique and made for every customer to obtain profit on a long term. ***The Management of Total Quality and Six Sigma*** are one of the most modern and used methodologies of improving the efficiency, vigour and quality in the organisations. It can be appreciated the fact that it is carried more and more the necessity of introducing in the services domain the concept „Six Sigma leadership”, a set of principles that go to obtaining the success and the remarkable results on a long term for the organisation. It is based on the combination of 2 key concepts: stability and flexibility. It is a methodology centred on the idea of improving the processes from the organisation, a plan of analyse and bettering of the functions of the organisation and that tends to zero errors in making a process.

The development of the abilities that mix the stability and the flexibility supposes from the leader of Six Sigma the following:

- defining a vision for changing and the border and limits of changing
- the valorisation of the knowledge and relevant information, the measurement and the establishment of the expectations of the customers
- the rigorous planning of the activities and respecting the terms of realisation
- taking a special care of the customers and improving the attitude „Delight the Customer”, that is delighting the customers, their satisfaction is no more enough in nowadays competition
- the deployment of the leadership, the motivation of the staff to obtain the waited results

## Conclusions

The talent of human resource is one of the most important elements by which its creativity can be obtained in the organisation and the attractive position on the market. Understanding the role and the place of the human factor as an organisation resource and also as a marketing one and the

transposal in the organisational policy and the way in which the organisation processes are organised can get to obtaining sustainable performance in a time when emotional economy is more and more important.

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