

THE ROLE OF COMMUNICATION IN IMPROVING THE PERFORMANCE OF THE SERVICES PROVIDED BY THE WORKFORCE RECRUITMENT AGENCIES

Constanța, Popescu¹
Diana, Șerb²
Carmen, Andreiana³

Abstract

The performance is not only multidimensional, but also contingent. It is multidimensional because it involves different action variables and numerous criteria that assess their relevance. Certain performance indicators focus on the customer satisfaction and on the impact created by the organization's products/services, while others assess the performance of the organization with reference to the competing organizations (market shares).

Having as theme the performance management, the article aims to identify the impact of external communication in order to achieve performance. The working hypothesis of this article has assumed that the efficiency of the information flow regarded in two ways (agency-beneficiary and beneficiary-agency) generates the performance of the agency. It is essential to talk about the communication, not only between the staff from AJOFM Dâmbovița and its beneficiaries (informing about the services, resolving the claims), but also from beneficiary to the agency (presenting the demands in order to be satisfied).

In the first part we have analyzed the concepts from the perspective of national and international literature, focusing on the specialists' opinion in this field. In order to support the argument during the scientific approach, we have used as tool a Benchmarking on external communication. The conclusion of the article is that the role of communication is essential in achieving performance.

Keywords: communication, performance, organization, performance management

JEL Classification: J21,L25

1. Introduction

In a society based on information, the performance of the organizations is analyzed and commented, situation which forces the managers to assess each information and to develop some important communicational devices. In the economic sphere, the performance is in the center of the expectations, but along with the management theories, the notion of “performance” has evolved.

Etymologically speaking, the performance comes from “parformer” [fr.] which in the 13th century meant “to perform, to execute”. The verbal form “to perform” [en.] appeared in the 15th century with a broader meaning: fulfillment of a process, of a task and of an obtained result that can be used as success.

2. Defining aspects of the performance

The performance is built by exploiting all components of the organization through the sequence of values developed in a transversal logic opposite to the classical approach which used to manage the organization depending on the profit. It is the case of the global performance in which, during its analysis, the focus is on the identification of the “weak link” in the value chain. The approach is a collaborative one and the performance is being built on cooperation. Illustrative in this way is the management of the conflicts with customers which, instead of being attributed to a particular case, are solved in a global and transversal manner (the partnership with suppliers, for example).

¹ Prof. univ. dr. “Valahia” University of Târgoviște, tantapopescu@yahoo.com

² Drd. „Valahia” University of Târgoviște, dianaserb10@yahoo.com

³ Drd. „Valahia” University of Târgoviște, carmen.andreiana@gmail.com

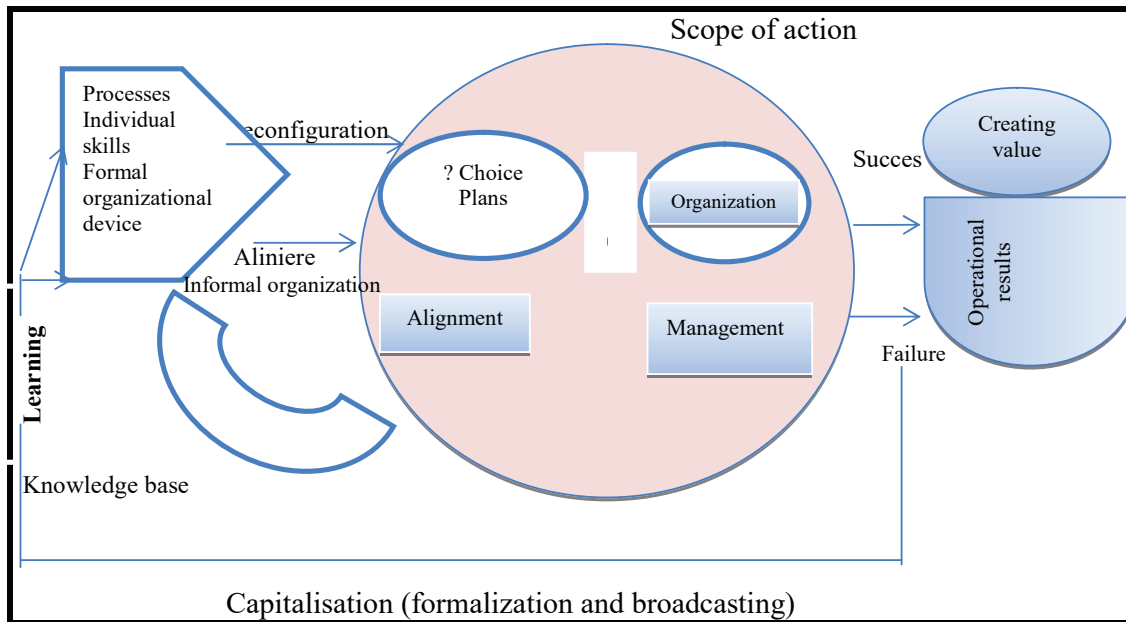


Figure no.1. The performance mechanisms

Source: Leban, 2005

The notion of performance depends on the objectives. The organization must make a rational coordination of the activities in order to pursue the goals and the default objectives. Chester Barnard believes that the pursuit of a goal is “the condition of the existence of an organization”. (Barnard C, 1938)

Lorino (2003) states that “for an enterprise, performance is that element which contributes to improve the value-cost pair” (Lorino P, 2003). In this way, the performance produces at minimum cost useful value for customers. “If you can’t measure performance, then it does not exist” (Lebas M, 1995). Without reducing it to the measures taken in order to describe it, there must still be developed a set of reliable indicators in extensive areas (not just financial).

Performance is relative because it acquires interest only in relation to competing organizations, through a comparison logic. Numerous benchmarking systems and their usage confirm this aspect. The scoring method (by notation) proves the relative aspect of the performance.

The performance prism (Neely A et al, 2000) represents a pattern which shows the five facets of the performance and insists on the size of the stakeholders.

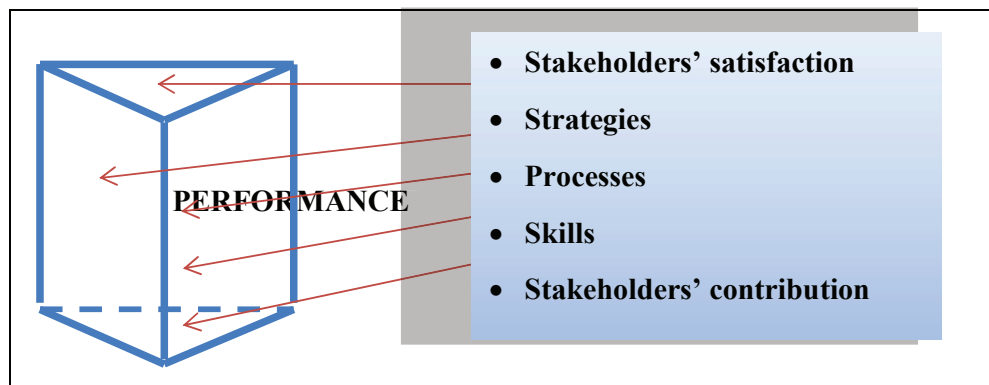


Figure no. 2. The performance prism

Source: adapted after Neely, quoted by Drillon and Poissonnier, 2008

Ernult (2005) draws attention to the frequent confusion between the performance and its measurement. We should avoid the confusion of some close, but restrictive concepts, such as efficacy or efficiency. Ernult proposes to represent the performance using the value/cost pair. It is interesting to establish what value is created, which is its cost, what need of the customer is satisfied (Ernult C, 2005).

3. The role of communication in achieving performance of AJOFM Dâmbovița

3.1. Activity report AJOFM

Services offered to people looking for a job (<http://www.dambovita.anofm.ro/servicii%20oferite.html>):

- a) Information and professional counseling,
- b) Labor mediation,
- c) Training,
- d) Consultancy and support for starting an independent activity or for starting a business,
- e) Completion of the employees incomes,
- f) Stimulation of the workforce mobility.

SERVICES OFFERED TO EMPLOYERS:

- a) Job subsidies,
- b) Grant facilities.

The structure of the target group who aimed active employment measures is presented in table 1.

Table 1. Target group of active measures in 2014

Target Group	Number
Women	2774
Long-term unemployed young people	80
Long-term unemployed adults	111
People with disabilities	26
Gypsies	109
People over 45 years	2164
People over 50 years	1020

Source:http://www.dambovita.anofm.ro/files/Raport%20activitate%20AJOFM_DB%202014.pdf

According to the data in the table it can be seen that the active employment measures were addressed to all people seeking for work and who were registered in the database of AJOFM Dâmbovița.

The evolution of the number of registered unemployed, paid each month in 2014 is presented in the table below.

Table 2. Evolution of registered and paid unemployed in 2014

Year 2014 / Month	1	2	3	4	5	6	7	8	9	10	11	12
Registered unemployed	16614	17081	16328	14785	14134	14506	15300	15487	15704	16027	16381	16228
Paid unemployed	4661	4586	3960	3033	2607	2388	2416	3263	3411	3411	3398	3474

Source:http://www.dambovita.anofm.ro/files/Raport%20activitate%20AJOFM_DB%202014.pdf

These statistics show that there are changes from a numeric point of view, both for the paid and registered unemployed. If the number of registered unemployed in January started from 16614, in December their value decreased to 16228.

The tables 3 and 4 present the number of registered and paid unemployed

Table 3. The number of unemployed women in 2013

Macro region Region of development County	Number of registered unemployed	of which:			Unpaid unemployed	Unemployment rate (%)
		Recipients of unemployment benefit ¹⁾ (unemployed with work experience)	Beneficiaries from			
			Unemployment indemnity ²⁾ (unemployed without work experience)	Beneficiaries of payments according to O.U.G. no. 98/1999		
			Work experience)	O.U.G. no. 98/1999		
			Recipients	Beneficiaries of compensatory payments according to G.P.O. no. 98/1999		
			unemployment benefit ²⁾ (unemployed without work	to G.P.O. no. 98/1999		
Dâmbovița	17157	3445	1742	-	11970	8.1
Women	7041	1376	777	-	4888	7.7

Source: Romanian Statistical Yearbook

According to the data found in the tables, from 17157 registered unemployed 7041 were women, a 7.7% unemployment rate among this category.

Table 4. The number of unemployed by level of education in 2013

Macro region Region of development County	Recipients of unemployment benefit ¹⁾ (unemployed with work experience)				Recipients of unemployment benefit ²⁾ (unemployed without work experience)				Unpaid unemployed			
	Total	of which: by educational level			Total	of which: by educational level			Total	of which: by educational level		
		Primary, secondary, vocational	High school and post high school	University		Primary, secondary, vocational	High school and post high school	University		Primary, secondary, vocational	High school and post high school	University
Dâmbovița	3445	1947	1145	353	1742	85	1432	225	11970	10536	1185	249

Source: Romanian Statistical Yearbook

The data in the table above shows that in Dâmbovița County, from a number of 3445 unemployed who benefit from indemnity in 2013, there are 249 university graduates and the rest of 1847 are graduates from primary, secondary or professional education. The structure of the number of job vacancies divided by activities of national economy in South Muntenia can be observed below, in Table 5.

Table 5. Employment structure in South Muntenia

Activity (sections CAEN Rev.2)	MACROREGION THREE
	South - Muntenia
Total	3221
Agriculture, forestry and fishing	36
Industry - overall	1652
Extractive industry	1

Activity (sections CAEN Rev.2)	MACROREGION THREE
	South - Muntenia
Manufacturing industry	1529
Production and supply of electric energy, gas, hot water and air conditioning	18
Water supply, sewerage, waste management	
Decontamination activities	104
Constructions	154
Wholesale and retail; repair of	
Motor vehicles and motorcycles	138
Transport and storage	110
Hotels and restaurants	36
Information and communication	12
Financial intermediations and insurance	53
Real estate transactions	3
Professional, scientific and technical activities	63
Activities of administrative services and Support services	65
Public administration and defense;	
Social insurance from public system ¹⁾	456
Education	183
Health and social care	196
Artistic, cultural and recreational activities	45
Other service activities	19

Source: Romanian Statistical Yearbook

3.2. Research methodology

Purpose- lacunar information concerning the extent to which the communication between the placement agency's staff and the beneficiaries of the services provided helps to increase its performance led to carry out a research having as main tool a Benchmarking.

Research objectives:

1. Knowledge of the percentage of informing the beneficiaries regarding the range of services in order to achieve performance,
2. The extent to which the communication solve the claims ,
3. Observation of the degree to which the database leads to better communication

Research hypotheses:

- a) Information about the range of services is in line with the beneficiaries expectations,
- b) Periodical surveys lead on the one hand to an increased performance and on the other hand to an improving level of satisfaction,
- c) Beneficiaries' claims are not fulfilled by consumers because of a lacunar communication.

The results obtained

In order to identify the communication effectiveness when ensuring a high level of AJOFM performance, a Benchmarking is used on external communication service. The value received is compared to the one expected and the difference obtained is meant to identify the AJOFM weaknesses as a result of the diagnosis carried out.

Table 6. Benchmarking on communication between the agency and its beneficiaries

Activities	The importance level of the activity within the processes category	Hierarchy	Process	The importance level of the activity in the processes group	Hierarchy	Maturity level					Value received	Value expected
						0%	25%	50%	75%	100%		
											812.5	1000
				1000	500						350	500
Provided services	500	500	Call Centers	200	100					B	100	100
			Information campaigns carried out	400	200					B	150	200
			Internet communication services(site)	400	200			B			100	200
Beneficiaries relationship management	500	500	Creating the database of beneficiaries	400	200					B	200	200
			Creating and implementing the satisfaction questionnaires	100	50					B	50	50
			Resolving the claims	300	150				B		112.5	150
			Managing external communication and allocating the budget	200	100					B	100	100
				1000	500							462.5

After applying this tool, we see that, from 1000 points, AJOFM obtained 812.5. This reflects the fact that it has a satisfaction capacity when speaking about communication for over 81%. By analyzing each activity we can see that the first one aiming the provided services scored 350 of 500 points. The second one obtained a score of 462.5 out of 500 points. Here we see that there is not a difference as big as can be observed in the first activity.

Analyzing each sub-activity from the first activity “provided services”, we can see that there is no difference between the value received and the expected one when talking about call centers, and this shows that the staff who communicates using the telephones, the one who provides information is characterized by competence. However, in the other two sub-activities of the first activity there can be noticed a difference. The second sub-activity of the first activity “information campaigns carried out and their implementation” obtains 150 points of 200. Regarding the last sub-activity “Internet Information Services (site)”, it obtains only half of those 200 points.

Of the four sub-activities in the second activity, there can be seen that only when solving the beneficiaries’ claims we can find a difference between the value received and the expected one; in this case, 112.5 points are obtained out of 150. For the other activities: creating the database, creating and implementing questionnaires, managing external communication and allocating the budget, there is no difference.

The implementation of this tool in order to identify the impact of communication on the performance of AJOFM Dâmbovița points out that when speaking about the external communication process, we can identify not only strengths, but also issues that should be corrected.

Conclusions

Performance is reflected not only by the results of the organizations from an economic point of view. Thus, when we think of performance, we should not only look at the financial indicators: turnover, profit and profitability. An important role in achieving it is represented by the human capital, particularly its competences. Among the broad area of competences of the human resources within an organization, those related to communication, particularly with the target audience, play an important role.

In order to enter the logic of performance management, the organization must generate value creating activities in the future and be receptive to trends and market needs.

The activities must, in this way, be combined in processes and analyzed in isolation. The organization can be perceived as a network of activities oriented towards an overall performance target.

All three hypotheses in the research methodology are verified. The first hypothesis can be verified because the information about the range of services comes up to the beneficiaries' expectations, the second one is verified because the periodical application of the questionnaires results on the one hand in increasing the performance and on the other hand in improving the level of satisfaction and the last one which state that the claims of beneficiaries are not fulfilled by the consumers because of a lacunar communication is verified because there is obtained 112.5 points out of 150.

In conclusion, the performance of AJOFM Dâmbovița is obtained as a result of the communication capability of the staff with the beneficiaries of the services targeted to them.

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