

**COMMUNICATION TECHNIQUES MEANT TO ENSURE CLIENTS'
SATISFACTION IN THE KNOWLEDGE - BASED ORGANISATIONS
WHICH HAVE IMPLEMENTED A QUALITY MANAGEMENT
SYSTEM**

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SUMMARY

Considering the present competitive environment, the correct management of the communication process with clients is essential to the insurance of a long-term partnership with clients. The clients' satisfaction is hard to achieve unless we provide quality of all the processes, which take place within a service-providing organisation. According to a concept which states that „we cannot lead to the future on automatic pilot“, we cannot evolve in the field of car maintenance and car repair without knowing what our clients really expect and what their opinion about our services is.

Keywords: communication, client, quality, satisfaction

1. INTRODUCTION

”If what you say is not what you mean to say, then what you meant to say will be void”, used to write the Chinese philosopher Confucius.

The current scientific paper intends to reveal several methods and techniques of communication, which can be used within the organisations that have implemented a quality management system so that they can achieve a competitive advantage in terms of the products and services, which they provide.

At the same time, we will show the way that we can practise some of the rules leading our thinking and acting way.

The external communication with clients, alongside with the internal communication between the different departments of the organisation, should occur in flawless conditions since the single successful management of the clients' complaints will not ensure the clients' satisfaction. [1], [2] Modern organisations, based on the principle of sustainable development,

must ensure a permanent instruction of its employees in order to continually improve the communication process, which, no matter what pattern it follows, is an extremely important process meant to ensure a permanent connection between the sender and the receiver. Its main objective is to have its own message perceived and accepted. [7]

2. GENERAL CONSIDERATION

The differentiation between performing organisations is conditioned by the manner in which they relate to their own clients, either external or internal. One cannot speak of performance in case there are nonconformities in the communication process. [7] If the process of internal communication occurs properly, it will positively influence the external communication with the clients of the organisation.

The people who interrelate with clients have a key role in the external promoting activity since the business can step forward on condition that clients are satisfied. Otherwise the organisation cannot make a difference on the market and cannot survive but a short period of time and on condition that the level of competitiveness should be reduced in its field. A recent study published by *Capital* magazine mentions that, in the current context, most clients appreciate the kindness of the staff in the service department than the quality of the operations. [9]

3. CASE STUDY - THE ANALYSIS OF THE BEHAVIORAL MANIPULATION TECHNIQUES

The organisational communication can be defined as an informational flow, which ensures the organisational functionality. Depending on the hierarchical level, the informational circuit can be done in three different manners, according to Figure.1: vertically (form top to bottom, and vice versa) or crossly. [1], [2]

For instance, cross communication is illustrated by the communication of a manager at the highest level towards the base level of the organisational structure and vice versa. This type of communication automatically leads to a waste of the organisational resources due to the fact that the information does no longer get to the employees in time. The employees should normally interfere in order to immediately improve the nonconformities, which they noticed. [4]. Another example is that of the client who communicates directly with the workshop manager although communication should be done by means of the service consultant [2].

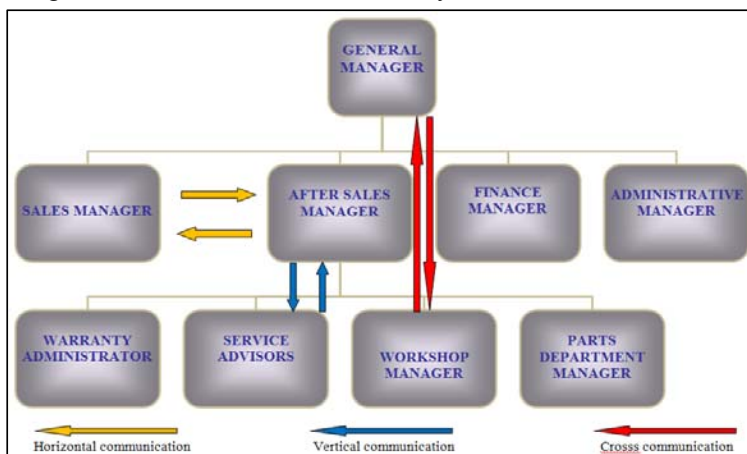


Figure. 1. Informational circuit

According to the informational circuit, clients can be divided into two categories: internal and external clients.

The service providing organisations must permanently ensure an excellent communication between the different departments of the organisational structure and within these departments. Otherwise, nonconformities can occur which may lead to the clients' dissatisfaction.

If the information concerning the necessity of supplementary interventions to the ones that the vehicle was initially appointed for does not get on time to the manager of the service workshop, it might occur that resources should not be sufficient or spare parts should not be available. Thus, the service workshop would not be able to ensure the completion of all the interventions needed to have the vehicle in a conformity condition.

A further example of poor communication is the incorrect transmission of the execution deadline to the service workshop, which can lead to a delay of the completion of the repair. The communication with the client in the invoice area is extremely important because it is the area where we can get the first feedback after the repair was completed. It is in this area that we can still correct the clients' dissatisfaction in case the invoicing operator should notice any and immediately inform the department manager.

In the following lines, we will describe the manner in which several rules can be practised (Figure 2) so that the client should be influenced when it comes to making a buying decision or approaching a complaint about the services performed by the organisation.

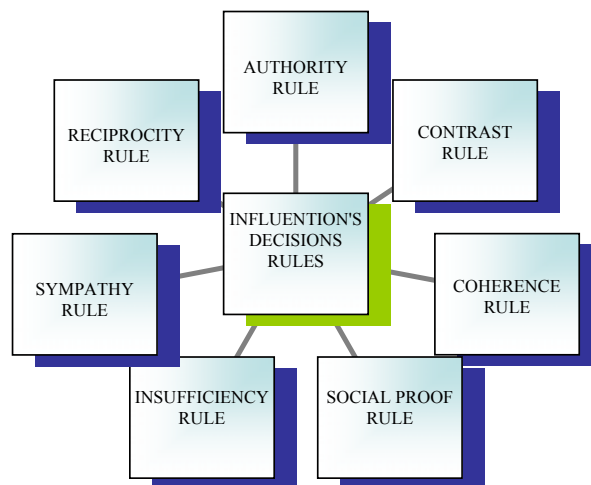


Figure 2. Rules of influencing decision

Authority rule

According to the authority rule, many people, who have not managed to make a decision based on the personal criteria of evaluation, consider the opinion or advice of other people that have a well-defined authority in the field. If the employees manage to stand for a reliable authority for the clients, they will certainly get the clients' loyalty and become consultants for their clients. For instance, if the organisation always keeps its word to the clients, clients will cooperate when the completion of the works will be delayed. Clients will understand when they cannot make an appointment at the very moment when they need one and will cooperate in order to identify an alternative without making a complaint.

Contrast rule

Contrast rule shows that two different things can be seen as being even more different when they are next to each other. A certain thing can get a different dimension according to the context where it is placed. This rule functions excellently and subtly, at the same time, on the part of the clients. For instance, when the sale consultant starts the presentation of the offer with the vehicles that have a high price, he or she has the chance to sell a cheaper vehicle even if it has been in store for a longer time, showing it at the end of the presentation as a recommended alternative. Thus the client will see the acquisition of this vehicle as a great opportunity that he or she has to take benefit of.

Coherence rule

According to this rule, every individual needs getting appreciation, keeping his or her reputation built throughout the years, which requires coherence. We cannot make a statement today and behave in contradiction with our statements since our reputation will be altered. To conclude, we must keep our words otherwise we will lose our clients' trust at the beginning, and finally, we will completely lose the clients themselves who will redirect themselves towards other organisations, which do what they agreed to do with their clients.

Social proof rule

This rule shows that one of the means we can use to decide upon what is correct is to identify what the others believe it is correct. The more uncertain we are about a situation that we have to assess, the more we rely on the actions of the other people to decide how we should behave in a certain context.

Insufficiency rule

The principle of the insufficiency of goods is at the basis of all economic systems. Alongside with the utility of goods, it is a fundamental element of the law of supply and demand. According to this rule, the client's wish to have a certain product grows significantly if the product is presented as a limited series or as hard to get. The prohibition of access to something which is usually available to the client will generate the client's wish to get the product immediately even if the client has never thought of such an acquisition before. For instance, a piece of news concerning a rise in the fuel price or the introduction of new taxes (pollution, registration) will have a different impact on clients depending on the social category they belong to.

Sympathy rule

Nobody likes to see sad, de-motivated people, who can transmit their mood to the discussion partners. If we behave according to the sympathy rule, the members of the organisation must identify all the causes leading to this mood and act so that to reduce the consequences of such moods on the team members and, last but not least, on clients. If the demand comes on the part of a manager who is appreciated by the team, the team members will accept it more easily.

Reciprocity rule

Within the communication process, the reciprocity rule starts from a basic concept of „exchange“. The exchange means that, if an individual provides us with a thing, we automatically wish to offer something in exchange and we feel obliged to pay him back.

In the service activities, if the service consultant waits for the client when the client leaves or picks up the vehicle at the service workshop, then the client will feel obliged not to be late and accept the possible delays more easily.

4. CONCLUSIONS

Good communication can be described as an efficient way to the continuous improvement of the services provided by the organisation, to the continuous enhancement of the processes and the identification of the clients' demands. The global quality of services is managed by the

members of the organisation, which stand for an interface to clients. The organisation must make sure that all its employees are well educated and motivated to behave with the clients exemplarily because the income of the service-providing organisation is directly linked to the level of the clients' satisfaction.

The employee's lust is positive and proactive in terms of their attitude towards the clients. It is not sufficient for the employees to react. It is necessary for them to listen actively, to keep their calm, and to maintain control of the management of conflicting situations. The client should identify a warm mark in the employees' tonality, which should prove the employees' care towards clients. Figure 3 contains the main factors, which influence decisively clients' satisfaction.



Figure 3. Factors that influence clients' satisfaction

The focus on car repair exclusively with no insurance of quality to the relationship with clients by means of interface departments is a serious mistake. Some of the barriers, which can occur in communication, are mentioned in Figure 4.

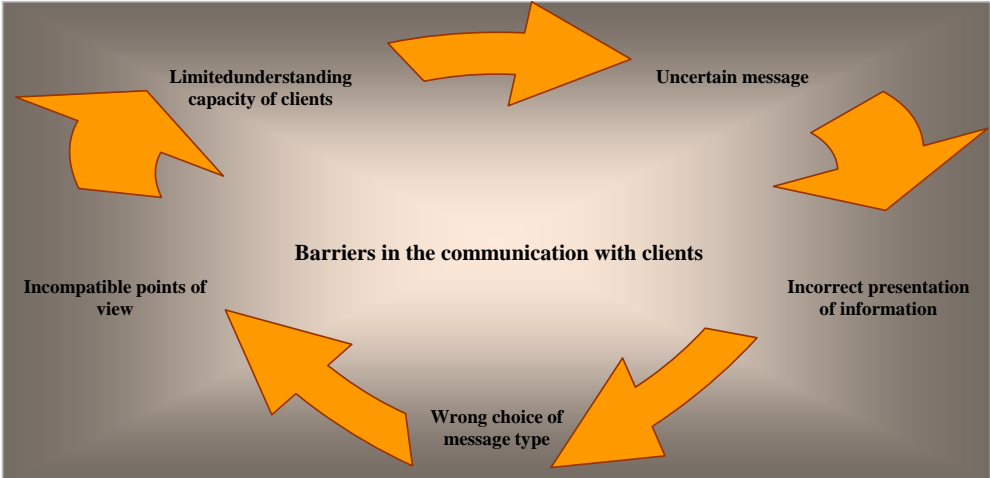


Figure 4. Barriers in the communication with clients

The members of the organisation must take part to instruction programmes in the field of communication techniques in order to be able to distinguish and eliminate any flaws in its functionality which can alter the process of communication. [7] The communication process is strongly influenced by the organisational culture. This process influences the clients' satisfaction decisively either if we refer to the internal or the external communication. [6] The communication with clients is influenced by the following categories of interferences: offices with transparent walls, interferences generated by the phone, noise, language, cultural and civilisation differences. When clients want to present a situation, which led to their dissatisfaction, the meeting should take place in a special room, mainly because 80% of the message sent by the client might be not heard due to the iceberg effect. When the members of the organisation cannot talk on the phone and want to be back later, they have to set a precise period (for instance 5 minutes). They cannot say that they will be back immediately because, in this case, they are already late. When we talk to clients, we should not use a very technical language. The individual who stands in front of the client or answers the phone are the most important people in the company. [7] In order to persuade a client, we need to focus on verbs, words expressing action, and key words. In order to solve a conflicting situation, it is necessary for the members of the organisation to make notes of what clients say and then repeat them, mentioning that they wish to make sure that they get the correct message from the client. The result is getting a calm client. Clients' satisfaction is a priority and a condition to the existence of the seller, focusing on quality and providing quality services. Therefore the organisation must permanently monitor the way in which the employees relate with clients. The concern to clients is a concept, which implies specific actions. At the end of these actions, clients are always satisfied and they will become loyal clients who return regularly to the company for new requests.

The current scientific paper illustrates that the service providing organisations must focus on the implementation of measures meant to ensure the continuous improvement of the communication with clients. The members of the organisation must take a seat "in front of the computers" and not hide behind them, which can enhance the efficiency of the communication process.

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