

INTEGRATIVE PARTY SALES FINANCE COMPANY

Assoc. Prof. Titus SEREDIUC, PhD, The Romanian-German University of Sibiu

Sibiu – Calea Dumbravii, no. 28-32

Tel. +40 269 233 568 sau +40 369 401 002, 401 003; Fax: +40 269 233 576

web: www.roger-univ.ro; e-mail: office@roger-univ.ro

Abstract: Commercial companies today do not hesitate to invest in rigorous and expensive selection of vendors. A mistake of recruiting a seller can have serious consequences because the cost recruitment company is not economically viable in terms of business volume, market share and profit margin. Incompetence an employee can have negative repercussions on the image of the company leading to loss of customers.

Keywords: process training, vendor firms, recruitment.

Choice sales staff is easiest when company management knows well what kind of employees it needs. In general, a seller must be a sociable, active and energetic, but there are good agents who are shy, do not have much tact or too relaxed. Studies show that good agents are characterized by enthusiasm, perseverance, initiative, confidence and commitment to work that out. They believe that the sale is actually a way of life and have a strong inclination towards the client. There are also self-motivated individuals, independent and know how to listen to the other person.

Recruitment and selection of sales personnel

Seeking candidates for the post of clerk can be done in-house – which offers the advantage of already known person, but does not know if suitable for the job, while motivated candidate may already be well aware of the company, its objectives and products.

Most often resort to candidates from outside the company, recruited through intermediaries: recruiters, advertisements, internet, professional associations, educational institutions. After finding them, potential candidates are subjected to rigorous testing that determines their professional skills, analytical and organizational skills, character traits, etc.. What you need to know a vendor is related to the company and its products, planning and promotional presentations, sales tracking and interpretation – things sales managers do not take them seriously. To hire a experienced seller and send field is never enough.

Human resources are the creative, active and coordinator of economic and social activity taking place in businesses, they directly affect the efficiency of the utilization of other resources of the company: economic, financial, informational. Human resource development, or more briefly, training, aims to help commercial personnel to adapt to changes in work processes, to face the wave of information that ensures the competitiveness of the entire organization and prepare them for the future.

The training program is developed in strict accordance with the policies and objectives. The starting point is the formulation of training needs assessment. They can be identified as the expression of certain deficiencies appeared in the work of staff and due to poor motivation, lack of practice in the field of employee or nonexistent possibility of correcting mistakes occurred recently.

The practicing /the training process itself comprises several key phases: levels achieved in mastering new/learned knowledge by participating conduct training in the most appropriate place./knowledge; Models companies currently combines classic management with informal, or e-learning, employees can use as teaching material even existing sources in the company where they work.

The final phase of the training cycle is the evaluation. A very complex phase that make judgments about how students interacted with trainers, training methods, all resulting impact on the organization.

Evaluation is done by questionnaires and feedback, and the results are interpreted individually and organizationally to resize investment decisions. This type of assessment became the basis for wage posing, select employees for training, promotions, transfers or do accept redundancies. Performance evaluation provides additional information on the effectiveness of employment and training programs conducted.

Performance evaluation can be used to help employees develop and improve their work. A successful evaluation of performance requires the involvement of all firms, and especially top managers. Because assessments are accurate, every duty of an employee must be clearly defined. This is the job analysis, job descriptions as – a systematic gathering of information about the position.

Although performance evaluation system was – different reasons – always criticized the idea is almost unanimous direct binding rewarding employees' work quality. Firms often have difficulties on their evaluation criteria focus on employees as these systems – designed to improve labor by providing rewards – often have the effect of discouraging only those who obtained poor results. Many systems tend to overestimate the importance of cash rewards and underestimate the effects of motivation due to pride, pleasure to work at a job or desire to excel.

Techniques used in the assessment should be fair and balanced to individuals and provide a basis for comparing different people. The methods used to measure performance are crucial for the whole system performance evaluation. Assessment methods must not be discriminatory employee related features (age, sex, religion, nationality).

A good evaluation system must be:

- valid – to prove efficient, reliable
- no errors – measurement system to provide differences among employees so that they are not place all the middle or end assessment scale.

Correct measurement presumes all important aspects of the performance of a job and getting the same results regardless of who makes the assessment. Performance evaluation plays a multiple role in helping enterprise to provide information for future development programs for employees. Performance evaluation system also provides information about how the company should reward employees. The whole system of performance evaluation is closely related reward system that allocates compensation and benefits for those who contribute to the welfare of the company. The reward includes people and decision-making processes, rules and procedures involved in rewarding employees.

The relationship between an employee and the company he works bilateral sense. The work that provided the employee submits the company you work some of the time, energy, knowledge, skill and creativity and organization to meet different types of compensation. Include incentivizing tangible compensation that can be measured in money (salary, pension fund contributions, insurance, holidays). An amount immaterial rewards (status, self-esteem, opportunities for advancement) are known as intangible compensation. Individuals and companies for which they work operate under the direct influence market dynamics seen in them for this reason that satisfy an employee rewards a given time can not thank him more than two or three years.

Motivation techniques

Some sales agents can work at full capacity without being stimulated in some way driving. For her profession that running is one of the most interesting in the world. It produces rewarding but disappointment. In cases where salespeople have to travel a lot, work alone, away from home if they have authority to do what it takes to close the deal for which they worked, may lose important commands. In these cases, company management has a decisive role in improving sales force performance. Company management can help motivate staff by:

- creating a suitable climate in the organization
- use sales quotas and / or
- use of positive incentives. Public recognition, sales contests or recognition of work well done stimulates personal and other efforts sellers.
- *Climate in the company* can generate a certain state of mind in relation to the possibilities and strict about the amount granted for activities of sales agents in the company. Management's attitude influences the behavior of the sales force: some treat salespeople as they would be very important, others see them as the main engine of the company giving them endless possibilities of winning. If salespeople enjoy increased appreciation and have a close relationship with their superiors when the number of those who will leave the company will be very low leading to increased efficiency.
- *Sales quotas* refers to the amount of goods that salespeople need to sell in a certain period of time. Often remuneration is determined by the quantities sold or how well fail to meet quotas in question.

- *The positive incentives* used by companies include:
 - business meetings – giving agents the opportunity to meet with superiors and to discuss their grievances and propose different solutions to the problems facing the company;
 - professional contests – aimed at determining the expected additional efforts are normally prizes in kind or in cash, trips or participation in benefit sharing.

In practice many management theories are applied with difficulty. Those that are used are part integral reward system in the company. The reward remains formal mechanism for defining, evaluating and measuring the employee performance. It should be such as to motivate employees to work effectively to achieve business objectives.

In this respect shall be fulfilled by the reward system of four essential conditions:

- basic needs of employees (first two levels of Maslow's pyramid);
- offering rewards comparable to those of other firms (according to equity theory);
- providing rewards – fair and equitable;
- recognition that people may have different needs and may choose different ways to meet those needs. Most companies use financial rewards as a means of motivation. They include money, benefits, gratuities, bonuses and employee participation plans benefits. Obviously, monetary gain will always be an essential part of the rewards they expect employees. Financial rewards are characterized by the amount and method of payment. The most commonly used payment systems are:

- fixed rate system or the time actually worked (paying the overheads) and
- incentives or agreement system in which employees are paid a certain price for each unit of product or service done. In addition to the payroll system, large companies use and a flexible benefits to employees. It helps reduce staff turnover and expenses for hiring and training other employees in November. Age, education, experience, job satisfaction, family status are factors taken into account in determining benefits package will be used to increase productivity, raise quality and building a positive work environment.

The main advantages are used:

- discounts on products purchased by employees of the company, including the possibility of paying in installments purchases purchased from the company;
- partial funding of training costs – other than internships organized by the company;
- financial support favorable conditions for housing construction and purchase of durable goods;
- assignment into a housing service;
- possibility to use company car (including personal) with or without fuel settlement;
- use of rest houses, the sports facilities and social and cultural facilities available to the company or to which it has access,
- additional paid holidays;
- reserved parking space (depending on position in the company hierarchy);
- demanding workplace arrangements;
- ensuring free meals a day (or a subsidized price) protocol
- ensuring daily or monthly.

All these benefits amount to a significant expense which is given annually to the extent strict evaluation shows that the positive effects quantified in money beyond spending.

Most companies use the reward system to attract, retain and motivate qualified employees. Reward system administration created, they must take into account: reward fairness, the importance of each employee and labor market status of any employee.

Reward system must be fair both to law and corresponds to the total effects as motivator. Employees will work hard if you live in the belief that no favoritism and work benefits. One of the factors that makes it difficult is fair reward employee status in the labor market as companies needs, preparedness and importance of the work of employees varies from one area to another. Once the company has developed its own philosophy of reward and performance evaluation system, managers must determine the best way to implement and manage reward system. The decision must reflect the types of rewards you use, how it will deal with issues of flexibility, confidentiality salary or employee participation.

The positive side is that by knowing the salary of any employee to make a clearer link between performance and pay. At the other extreme, some firms adopt privacy policy of wage and therefore are not publicly exposed data on wages. In such a system can cause problems related to staff motivation because employees salary overestimate the importance of their colleagues. Most companies try to find a middle way, leaving, for example, employees know what is the salary for a particular job.

System involves employee participation in profit sharing in development and / or management of the payment system. This system aims to increase engagement employee involvement involving decision-making system. This system is probably one of the most involving employees in decision making, but was implemented by companies like Romac Industries where employees vote on the salaries of other employees, where employees determine Graphic Controls Manager salary or Friedman-Jacobs Company where employees set their their salaries according to perceptions of their performance.

Flexible reward system has become increasingly popular in recent years. These systems also known as the

“cafeteria – style” give employees the power to decide how to receive compensation. Choosing includes wage increases suddenly than percent per month or between certain combinations of benefits. Young workers, for example, may choose to obtain medical or maternity benefits, while the older employees are more interested in contributing as much to the pension fund. In some companies apply a policy to reduce costs while transferring control methods of compensation to employees.

Performance evaluation system is crucial for an organization. Providing information on how well staff work, the link recruit their selection, development, motivation and compensation for their work. Performance evaluation provides information for decisions on promotion, training, transfer or dismissal of persons.

To provide a sound basis for evaluation, performance evaluation measures used must be valid, reliable, fair and error-free type of restriction or halo scale. Individual assessment techniques ranging from graphic evaluation on scale management by objectives. All these evaluation systems are subject to measurement error. Individuals can also be compared with rankings, forced distribution or comparison pairs.

Reward systems are an important way exchange between the individual and the organization. In sharing time, skills, knowledge and creativity of the individual, the organization provides its tangible and intangible compensation. The reward attract, maintain and motivate qualified employees, but should be seen as being fair to expected results.

To conduct effective reward system, any commercial firm must decide on the types of rewards they offer. Most organizations use some combination of cash, gratuities, bonuses and profit sharing plans division. The organization must also decide how secret will reward system, how much will be involved in deciding his employees and how the system should be flexible to meet the different needs and desires of the staff.

Bibliographic:

Law no. 321/2009 on the marketing of food
O.G. 99/2009 on the marketing of products and services
Law No. 21/1996 competition law