

A PROFILE OF THE EMPLOYEES OF “SUCCESS” WITHIN THE DISTRIBUTION FIRMS – AN EXPLORATORY STUDY (PART I)

NICOLAU Claudia – Mihaela

Faculty of Economics and Business Administration Faculty of Law
“AL. I. Cuza” University of Iași, Romania
clau_n2004@yahoo.com

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Abstract: The objective of this exploratory study is even the delineation of a profile of an employee of success, mentioning that in this context the term “success” will have the meaning of performer/of producer of positive results (financial). The delineation of such a profile will begin with the recruitment process (general criteria), with the selection process (specific criteria, correlated with the responsibilities of the specific post), and continues with the perfecting process, as well as with the evaluation process. The subjects of the present exploratory study were selected in an aleatory manner within the distribution firm - Sc Moldways Srl Iași. For obtaining a representative pattern it was used a number of 20 subjects (employees), and a sampling in „layers”, namely the method of gathering data (in the present case – the questionnaire) was applied to employees from different departments and to employees situated on all the hierarchical levels; as it follows: - 5 persons (the general manager, and the three departments managers); - inferior/ intermediate level: 15 persons (2 delivering agents, 10 sales agents, etc.).

1. INTRODUCTION

In different professions it has greater success different psychological typologies, for example – extroverts, and in the other – introverts. Such as, for example, in professions that request public relations, extroverts have bigger chances of succeeding, even if they have a higher grade of irritable. In other domains, such as fine techniques, or the domain of analysis and control, the depth and the constant temper of the introverts is preferred to the one impulsive and superficial of the extroverts [9].

Extroverts – are open-minded people, communicative and sociable. *Introverts* – people not very opened with a lonely nature, quiet. These two types are of reference, synthesizing the extremes, the opposable. Few are the persons that frame completely to a certain type; the majority has with predilection inclination to one of the types but also have elements from the other. Also we can mention that there is a degree of introversion or extroversion (high or low).

In addition, each fellow presents an own structural manner to deal with changes, a preferred cognitive stile (adaptive and innovative), native and stabile, that it is used spontaneous, with minimum consumption of energy and in which is more efficient. But the nature of the issue or of the expected solution into a certain context can constrain the person to give up to its preferred style, adopting a temporary and contextual style unfamiliar, imposed, a behaviour of adapting or complying with the external requests (the issue or kind of provisional solution) [5].

2. THE GENERAL PRESENTATION OF THE ANALYZED DISTRIBUTION FIRM

SC Moldways Srl Iași is a society with romanian integral private capital, founded in 1994, in Iași. Starting fastly enough, with a distribution activity, the firm settled down rapidly, headed in the regional distributors.

In 1999 were made the first imports, from Italy, from Madel International, and the firm’s activity extended at the entire country level. After 2000, beeing already recognized as a company of success, in import and distribution, Moldways entered into a new development phase and launched o new activity, respectively the manufacturing articles of underwear.

Numerous participations, at the profile fairs, where it were obtained various prestigious diplomas, the fashion presentations, but also the slowly diversification of the scale products in concordance with the customer's needs, that had an important contribution to the imposing of MADI brand, on the romanian market.

Starting with the year 2004, were produced also articles of clothes. The distribution of its own products, helped the firm to hold a close connection with market's requests, which is strengthen by the quality and products diversification.

The main activity, the production of articles of clothes unfolds itself with success for the last 3 – 4 years, because the firm holds a modern technical endowment, respectively, in the period 2001 – 2001, it was realized the acquisition of a modern technological line, composed of over 20 of special machines, that can perform easily certain operations specifics to the production of articles of underwear, and of articles of clothes. The investment realized in these equipments was approximately 60000 EUR, beeing followed in 2004 by the acquisition of the space in which the firm unfolds its activity, space evaluated in 2005 at over 150.000 EUR.

2.1. SHORT HISTORY OF THE FIRM

From the begining ofthe activity the society profiled itself on the distribution of unalimentary products, respectively on cosmetics and textiles.

If at the beginning the firm's activity unfold on a limited area (especially in Iași city), starting with 1997 this knew a rapidly development, the distribution of cosmetics and textiles products effectuating at the level of 6 cities from Moldova (Suceava, Botoșani, Neamț, Iași, Bacău and Vaslui).

Now, it is collaborating with over 1500 customers (without anyone of them owning a significant value share) that are furnished from the two points of work of the firm situated in Iași and Bacău.

The firm's production was exclusively destined to the internal market, beeing constituted of articles of underwear, the beneficiary of these products being the commercial societies from all the country with whom Moldways collaborates because of the distribution activity.

2.2. THE LIST OF PERFORMED ACTIVITIES

The main operation unfolded in the distribution activity are:

- supplying from the producer;
- storage;
- invoicing;
- delivering to the customers;
- checking the invoices from the customers and making payments to the supplier.

The distribution system is used with success in the salling of products of which Moldways distributes as well in the marketing of its own realized products (articles of underwear).

Towards the rival's products, the products distributed by Moldways have a immagine and a well shaped position. The numerous distribution contracts in exclusively regime, signed with the main suppliers for the next period, will lead to the firm's strengthen on the market's distribution of cosmetics and textiles products. Thus, during June 2000, the Moldways society signed an exclusive contract regarding some products (detergents, shampoos, liquid soaps, etc.) belonging to SC Madel International Srl Italy company, which represents a recognition of the firm's competitively in the distribution activity.

The Moldways firm through the two work points opened in Iași and in Bacău formed its own distribution network at the level of the fallowing cities: Iași, Bacău, Botoșani, Suceava, Neamț and Vaslui, covering, thus, the region of Moldova.

Concomitantly, the society collaborates also with other distribution firms from all the country's cities, the distribution activity unfolding presently also at the entire country level (Cluj, Mureş, Bucureşti, Brăila, Galaţi and Neamţ).

The other part of the firm's activity – the production, is constituted of a various area of products as: underwear clothes (day, night) and corsets products.

2.3. THE INTERNAL ORGANIZATION OF THE ANALYZED DISTRIBUTION FIRM

The society's management is assured by a team with managerial experience that elaborates activity's programs on a short, medium and long term, prepares policies of local, areal and regional development, assures contracts and orders at the firm's distribution capacity, promotes the products on market through efficient advertising and publicity programmes, establishes and applies an adequate price policy.

Moldways Srl firm is a firm that has in its constitution a total of 51 employees, through which 35 with work contract on an undetermined period, and 16 employees with collaboration contract or other forms of temporary employing.

Being a relatively small size firm it isn't organized on departments, but function adopting a simple and pyramidal organizational structure. In the front of the management and of the good functioning of activity situates a general manager, that has in direct order 3 departmental managers (1 executive manager, 1 economic manager and 1 production manager). The duties of the general manager are directed in two directions:

- coordinating the whole flux of firm's activity;
- supervisor and evaluator of the performed activity of the 3 managers.

The personnel involved in the

sales process is organized into cities, so it can cover the whole country. This issue presents multiple advantages, such as:

- is minimized the time consumption;
- are reduced the displacing spending;
- the agent is well acquainted with the territory where it unfolds his activity.

The number of persons involved in the sales process is approximately of 29 persons. In the organizational structure of the Moldways firm doesn't exist a separate department of human resource. Everything that is related with the personnel: selection, recruitment, perfecting, etc. Enters under the incidence of the executive manager, that is helped by the cashier. The distribution of the employees on different job posts and the relations between posts are highlighted in the following organigram.

2.4. THE DUTIES OF THE PERSONNEL RESPONSIBLE WITHIN THE ANALYZED DISTRIBUTION FIRM

In the purpose of the adequate organization of work and of creating the optimum conditions to the normal unfolding of the entire activity of the Moldways Iaşi firm as well for the strengthening of the order and discipline, the personnel responsible – the executive manager has mainly, the following rights and duties:

- to establish the organization and functioning of society's activity;
- to establish the adequate duties for each employee, according to the nature of the occupied post;
- to give disposals with compulsory character for each employee;
- to practice ceaselessly control upon the manner of fulfilling of each employee to their work's duties anticipated into the post sheet;
- to ascertain the accomplishment of disciplinary deviations and to apply the sanctions according to the law;
- the ensuring of the correct behaviour towards all the employees;

- the observance of undiscrimination principles and the removal of each form of dignity trespassing;
- guaranteeing protection, hygiene and work's security;
- guaranteeing the applying of all the legal stipulations of work law and assuring the informing of the employees about these procedures;
- guaranteeing the ensurance of solutioning procedure of requests and employees reclamations according to the collective work contract's stipulations and to the present legislation;
- to inform the employees upon the work conditions and upon the elements that regard the unfolding of work relations, stipulating the work norm, work place, the duties and the accountability of each other; the individualized work program;
- to grant to the employees all the rights that results from the law, from the collective work contract and from the individual work contract;
- to pay to the employees all the rights that results from the law, from the collective work contract and from the individual work contract.

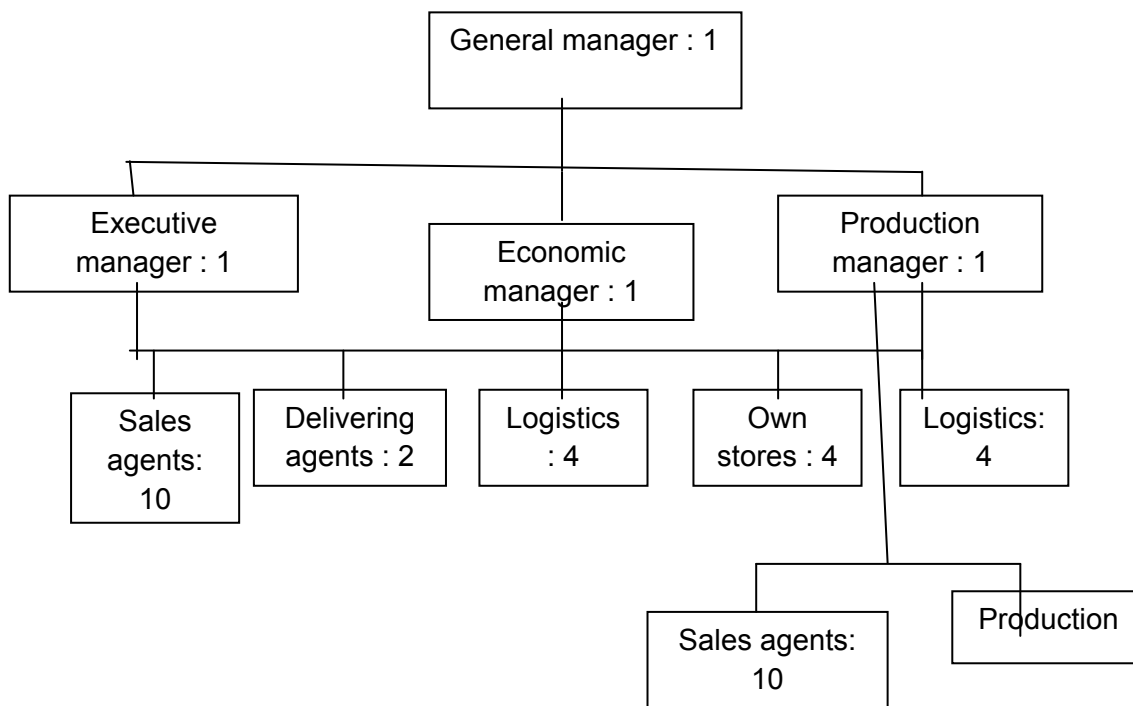


Figure 1: The organigram of the distribution firm Moldways Srl Iași

On the other side, according to the Work Code, the employees have also a numerous of rights and of duties, through which the access of professional formation and the duty to promote the fellow-like rapports and to maintain a correct behaviour in the frame of work relation in the society.

2.5. THE RECRUITMENT – SELECTION/INTEGRATION PROCESS OF THE ANALYZED DISTRIBUTION FIRM PERSONNEL

Regarding the recruitment process, at the Moldways firm it is realized internal (promotion or job rotation – passing to another department), as well as external (through the employing announcements in the mass – media and on the internet).

After the recruitment process, follows the selection itself according to the sent CVs and to the available job post, the interview with the executive manager, the hiring and the integration into the firm's staff.

The integration process of the personnel into the Moldways society's staff consists of – firstly in – strengthening the adhesion towards the firm, and then through putting in practice of motivational and participation structures (which consists in the right of the employees to the free expressing, to the integration in autonomous teams and in management through objectives).

Finally, the integration process – that is difficult to fulfil by the majority of Romanian firms – realizes when the employees consider the firm's objectives as realization means of their own purposes.

Another recruitment method used by the firm, less formal is recommendation, this being done most of the times by the firm personnel.

The main recruitment and selection criteria stated and used in the frame of Moldways firm are:

- communication capacity;
- volubility;
- pleasant presence;
- domain qualification and work experience.

2.6. THE PERFECTIONING PROCESS OF THE FIRM'S EMPLOYEE OF THE ANALYZED DISTRIBUTION FIRM

At the analyzed society, the employees remunerating is done through the grating of commissions according to the number of the brought and checked orders, to finalizing contracts with customers, or bonuses for achieving the sales target.

Because the remuneration is realized according to commissions and bonuses, the firm's employees desire and are in continuous perfection of his abilities and his generically competences. On its side the firm, because its profile, in obtaining profit stakes on the quality of the products that it manufacture/distribute as well as on the human resource quality.

That's why, to have a human resource of quality, the firm appeals often to sending its employees at different courses of qualification and development, according to market's request or need of the respective employee, as following:

- courses of Italian language (these courses were taken by the employees involved in the production and distribution department in the moment that the firm began its collaboration with other firms from Italy);
- courses of financial management (to these courses were sent the engineers), that were realized by professors from Germany within the Chamber of Commerce;
- courses of Warehouse and Transportation (for the employees in the logistics department and for the delivering agents).

Beside these specialized courses for a certain category of employees from certain departments, there were realized within the firm also a few mandatory internal courses, such as:

- veterinary sanitary and hygiene courses;
- P.S.I course, these courses are taken periodical or monthly and each employee has an individual notebook named the P.S.I Sheet, where they note the date and the period in which they were present on the course, the presence is mandatory;
- work protection courses, where as well each employee has an individual notebook named Work Protection Sheet;
- and sales courses for the sales agents.

3. A POSSIBLE PROFILE OF THE EMPLOYEES OF „SUCCES” WITHIN THE ANALYZED DISTRIBUTION FIRM – AN EXPLORATORY STUDY

In various occasions, the general manager stated about the staff of the firm which administrates the following: „our team isn't composed by simple employees. Our team is composed by partners, active partners that sustain constantly the mission and the firm's objectives.” He also states, in the context of declaring the mission and the firm's objectives (beside profit and rentability) that: „We engaged to create a global environment that respects the diversity and the individuality. To use in an optimum manner and to develop the multiple talents of our employees/partners, we invest in their education. We hold communication lines constructive and open, and we establish the firm's objectives in a common manner. We encourage to participate at the establishment of these objectives and at the evaluation of their own performances.”

From the statements made by the general manager of the firm the term *performances* is the one that can be correlated directly with the present theme – the profile of an employee of „success”. So that an employee can bring performances to the firm in which he is a part, he must hold professional competences gained through the formal formation/through experience at the work place, either relationship and communication abilities, etc. All these being of course correlated with the firm's activity specific, or with the specific of the function that he fulfills/and of its responsibilities (because in a certain way will be outlined a accountable profile then a delivering agent one).

The objective of this exploratory study is even the outline of a profile of an employee of „success” that will have the sense of performant/producer of positive results (financials). The outline of this profile initiating with the recruitment process (general criteria), the selection (specific criteria, correlated with the responsibilities of the respective job post), and continuing with the perfecting process, as well with the evaluation process.

The subjects of this exploratory study were selected in an aleatory manner within the firm Sc Moldways Srl Iași. To obtain a representative pattern we appeal at a number of 20 subjects (employees), and to a sampling „in layers”, namely the method of gathering data (in our case – the questionnaire) was applied at employees from different departments and at employees from all the hierarchical levels; as it follows:

- the superior level/the management: 3 persons (the general manager, and the 2 departmental managers);
- the inferior level/the intermediate: 16 persons (2 delivering agents, 10 sales agents, etc.).

As we mentioned above, the chosen research method was of quantitative nature – namely a combination between the questionnaire of factual data (the first part) with the opinion questionnaire. The manner in which we proceed at the application of the 20 questionnaires on the sample in “lawyers” is the following: on the data of 16 May 2008 (it was chosen the Friday, because is a free day from the work quantity per employee point of view) at the headquarter of the firm (after prior we explained to the general manager the nature of the study realized on his employees) we handed to the subject the 20 questionnaires in blank; so the next day (Saturday) we can gather the filled out questionnaires.

The built and used questionnaire, although isn't an exhaustive one and couldn't have covered all the sides of a profile of an employee of “success”, included a few main directions, through which we mention:

- the psychological profile (difficult however to built through a quantitative research method, as it is the questionnaire);
- and the employee's profile through the prism of other general criteria (age, gender);

In the continuance of the explorative study – the data interpretation, it will be appealed to an analysis of each side.

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