

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

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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 performant/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. THE PROFILE OF EMPLOYEES ACCORDING TO GENERAL CRITERIA

According to the chosen type of sampling – aleatory and „in layers”, the questioned subjects were in number of 20, sort out aleatory from all the departments and from all the hierarchical levels, with the specification that these are employees only on the part of the firm that has as profile the distribution of different products (*vide The list of performed activities*). Because of the fact that a part of the employees were in the firm only with a contract of established period, and others were framed in the firm in the part of production, the sample of this exploratory study included 20 subjects, as following:

- 2 delivering agents;
- 4 employees from the logistics department (on the distribution part);
- 3 employees from superior level (the general manager, the executive manager and the economic manager);
- 10 employees from the sales department (who activates in Bacău, Neamț, Suceava, Iași, Botoșani and Vaslui city) ;
- 1 employee from the logistics department – the production part (the warehouse chief that has direct attributions also in the firm’s activity – distribution part).

The applied questionnaire included 21 questionnes, which can be goruped in many sections, that will help to outline the profile of an employee „of success” (performant), through we mentionn:

- general criteria: - age
 - gender
- specific criteria: the psychologycal criteria.

Also the questionnaire inlcudes also two questionnes of self-evaluation related on the manner of fulfilling their own responsabilities, as well about their attitude towards the job post/the responsabilities of the post in general.

The age criterion

Although makes part on the category of the general data, the age criterion is important to determine what type of staff activates within the Moldways firm in general, as well on the departments that form the organizational structure.

Into an harsh market economy, where the competitiveness between firms it is realized often on niches extremely structured, the firm has to keep up with the market's request not only at the level of the used production process, but also regarding the salled products, and the human resource. This reality or this truth determined more and more specialists in the area to state: „often enough the competitive advantage of a firm consist in its people” (Manolescu, 2001).

But what will represent a competitive advantage: a young/enthusiast team or maybe a team experienced in the area that activates? Both situations can represent a success „recipe”, and in continuation on tha basis of the data gathering as a consequence of applying the questionnaires we will analyze the situation of the Moldways firm regarding this criterion.

The question regarding this criterion is a factual/identification questionn, that serves in general at differentiating groups, classes of subjects, and this has closed the questionnaire; this one was conceived as table with age intervals (the subject having to tick in an X into the column/the age interval that frames in). The age intervals present itself in the following manner:

under 20 years	20-30 years	30 – 40 years	40 –50 years	50-60 years	over 60 years
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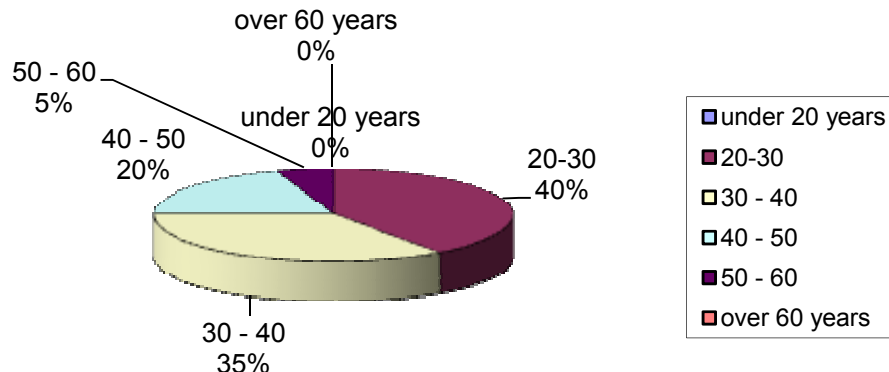


Figure 1. The employees distribution according to the age criterion

For a better representation and observation we introduced the data obtained from the subjects into a graphic type „pie”, the highest percentage – 40% registering in the interval 20 – 30 years, fallowed closly with a small diference 35% by the interval 30 – 40 years. Added the age interval of the Modways employees is between 20 – 40 years (under 25 years framing only one subject).

As a conclusion we can state that the „recipe” adopted by the firm’s management is an junction of enthusiasm and of innovation with experience, forming a young staff in proportion of 75%.

If we found out as the percentages presents regarding the firm per ensemble, in continuation through a graphic type „chart” we will correlate the age criterion with the departments in which the employees activates.

The most representative resulted percentages were obtained by the following departments:

- logistics 1 (on the distribution part):
 - at the interval 20 – 30 years: aproximately 30%;
 - at the interval 30 – 40 years: aproximately 85%;
- the sales department:
 - at the interval 30 – 31 years: aproximately 70%;
 - at the interval 40 – 50 years: aproximately 50%;
- and regarding the employees of superior level:
 - at the interval 30 – 40 years: aproximately 15%;
 - at the interval 40– 50 years: aproximately 50%.

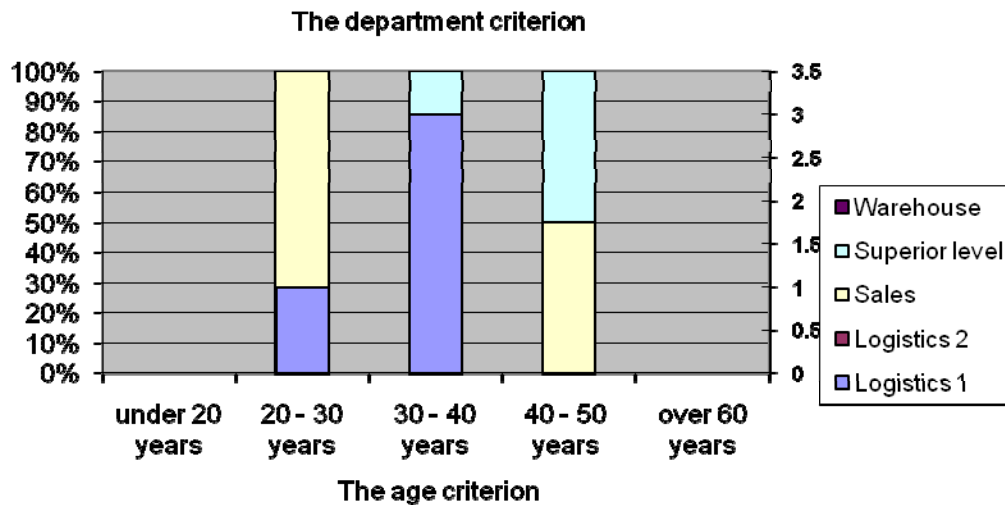


Figure 2. The employees distribution on age/department

The gender criterion

As well as the general criterion – age, also the criterion – sex was examined through a questionn having the table form in which the subject had to tick in an X, questionn attaches also at the end of the questionnaire.

under 20 years	20-30 years	30 – 40 years	40 – 50 years	50 - 60 years	over 60 years
M			F		

If through the age criterion we determined that the age interval preponderant where the firm’s employees frame is the one between 20 – 30 years (in proportion of 40%), the same aspect we desire to find out through the gender criterion.

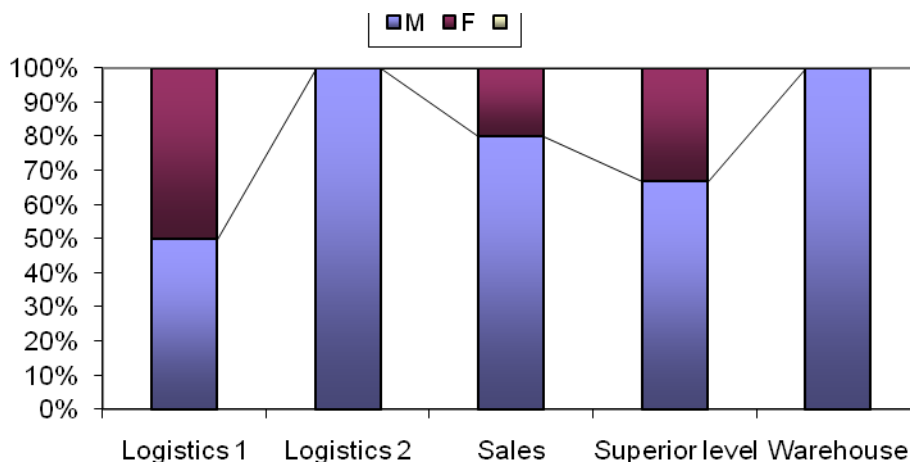


Figure 3. The employees distribution according to the gender/departments criterion

To obtain an image of ensemble we applied in the above graphic in the frame of each department the gender criterion. The obtained results show that the departments named generic logistics 2 (on the production part) and warehouse are preponderant male, in the sales and „superior level” departments also the female employees are in an relative small proportion – 20%, respectively 30%, the most equilibrated department (50% - 50%) is represented by the logistics 1 department (on the distribution part). To find also the proportion of employees regarding the gender criterion this time on the firm per ensemble, we will use to highlight the percentage a graphic type „pyramid”.

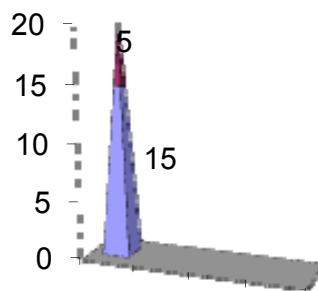


Figure 4. The employees distribution according to the

The final conclusion related on the „weight” of employees of the Moldways firm according to the gender criterion is that the firm is dominant male, in a percentage of aproximately 95%. This aspect is owed or can be correlated also with the firm’s specific – the dictribution, in which for example are departments where integral are working men; a distinct situation takes place in the production part (that isn’t the object of the present study).

2. THE PSYCHOLOGICAL PROFILE OF THE EMPLOYEES

Another side of the identification/outline of the profile of an employee of „success” on the present case study – the Moldways firm, is constituted from the outline of a psychological profile. As we mentionned also when we talked about the used methodology, in the frame of this exploratory study it was used as a research method – the quantitative method, with

the questionnaire – as a tool. Although is one of the frequent used method, the questionnaire has as a limit that it cannot provide relevant informations that are provided for example by the qualitative methods (as it is the of a interview guide for example). Even if the applied questionnaire cannot be considered (because of the limit mentioned above) exhaustive and relevant in the outline of a true profile/psychological tipology (that we enunciated in the introduction part of the paper), can provide usefull information about this side of an employee.

The second section of the questionnaire formed by questionnes that will concrete in some specific criteria, can also be divided in 3 category of criteria:

- the psychological profile;
- communication and relationship abilities (at vertical as well as horizontal level);
- generical competencies and professional knowledges.

Regarding the outline of the psychological profile of an employee, we inserted in the questionnaire 8 questionnes that can offer informations that enter in this category, as it fallows (aleatory order):

1) Do you approve of your work programm?

- a) yes. It's a normal programm of 8 hours (8 – 16)
- b) no. The programm starts too early.
- c) in general it would be good if there weren't the extra hours.
- d) i'm pleased by the programm and the extra hours.

2) How many times did you were late at work in the last month?

- a) never.
- b) 2 – 3 times.
- c) more then 3 times.

3) Are you persevering in what you do?

- a) i carry at an end what I propose myself.
- b) i start numerous projects and I don't succeed to fulfil all.
- c) I don't succeed to carry to an end what I start than with the help of another person.

4) What unsatisfaction do you have regarding the firm?

- a) the material compensations (the salary, the extra hours)
- b) the internal conflicts.
- c) the chief's attitudes towards the employees.

5) How you react towards the change?

- a) I adapt easily.
- b) I handle the change.
- c) I adapt with difficulty.

6) Do you find yourself in the profile of the organization because:

- a) do you have the necessary studies for the job post that you occupy.
- b) you're respected and acknowledged you're merits.
- c) you didn't work into another firm.
- d) I'm fitted in the firm's staff.

7) What would help you to have a higher efficaciousness in work?

- a) moral rewards;
- b) material rewards;
- c) both.

8) If you will have to leave from the organization what will be the reason?

- a) a better paid job post.
- b) a more competitive organization.
- c) I don't heave reasons to leave.

These questions are opened and with determined answers variants, we have chosen these questions against the ones in which the subject has to fill with its own opinion about the given situation, to avoid the situation in which because of the lack of time/ideas the subject will not respond to certain questions.

The gathering and the centralizing of data modality will be realized like this: it would be taken each question with its answer variants, and it will be noted the frequency of the choice of one between the variants with 1, so that we will tote up the frequencies of the choices of answers variants.

From a simplistic enough analysis of the above mentioned questions, but also providing of information's that will help at outline the psychological profile of the employee, there can be extracted the following criteria:

- the satisfaction/content degree of the employee (question 1);
- the employee's punctuality/the seriousness (question 2);
- the employee's perseverance (question 3);
- in satisfaction's elements (question 4);
- typology: adaptive/innovative (question 5);
- identification with the firm's culture organization (question 6);
- the nature of ambitions (question 7);
- the loyalty degree towards the firm (question 8);

Table 1. The appearance frequency of the psychocological profile criteria

Statement	a	b	c	d	e
Satisfaction degree	8	1	0	11	
Punctuality	12	2	1	5	
Perseverance	16	4	0		
In satisfaction's elements	7	11	2		
Adaptatives	7	12	1		
Identification with the firm's culture organization	2	12	0	0	6
The nature of ambitions	1	6	13		
Loyalty	14	1	5		

The highest frequency of appearance within the criterion – *the satisfaction degree* towards the work program had the statement: “I’m satisfied of my program and the extra hours”; that betrays a high degree of satisfaction towards the program and the performing of the extra hours. Questioned about *the punctuality* at the work program, the statement that registered the highest frequency was: “never”; which indicates that the employees of the Moldways firm possess seriousness/dedication. Another important criterion in carrying out the daily responsibilities is *perseverance*, most of the employees describing themselves as persons “that carry out to an end all that they propose”. Desiring to discover further what *elements of in satisfaction* (their nature) met at their work place, we gave as answer variants material elements (the salary) as well as social elements (internal conflicts and the management attitude); the highest frequency of answers had it the internal conflicts (employees – employees, employees – management). In the display of firm's activity which is in continuous adapting at the market's request is necessary that the human resource also to keep up and to have the possibility to adapt; to find out in what measure the employees are adaptive, at this question the most of the responders stated that “they handle the change”. The other two answer variants are – “I adapt easily” and “I adapt with difficulty”, the chosen variant was one of the “middle”, which will suggest that if the firm/the

market asks that/can be adaptive. So that an employee can be performant/"of success" he has to identify with the organizational culture of the firm in which he activates, because it's a well known fact that an integrated employee is a performant employee. That's why at the question if they find themselves in the culture of organization, most of them don't feel only as being integrated in the staff or that they possess the necessary studies, but more they consider as "being respected and that their merits are recognized". What determines an employee to be successful/performant? Or more exactly what challenges him in a positive manner: the moral or the material rewards? The employees of the Moldways firm answered into a high percentage that a combination of both types of rewards are necessary for them. The last criterion estimated – the loyalty towards the firm discovered as a reality frequent encountered in the Romanian market: although it is identified with the culture of organization, and state their satisfaction of the program, they will leave from the firm for "a better paid work place".

3. CONCLUSIONS

The results of this short research/exploratory study cannot be considered exhaustive, because this presents some *limits*, as it follows:

- 1) The used methodology: for this study it was chosen as a methodology a research method of quantitative nature, that has as a limit the fact that it can provide quantitative information's, and less qualitative ones (that will emerge following an interview guide application, for example).
- 2) The used pattern: because the fact that the 20 subjects sorted out in an aleatory manner didn't answer at all the questionnaire' questions.
- 3) The subjective factor of the subjects. Another important aspect worth mentioned is that the trajectory of a performant/efficient employee ("of success") cannot be implemented only through a career management well planned, of which main objectives should be:
 - the harmonization of firm's objectives with the ones of the employees;
 - the assurance of fulfilling the strategic objectives of the organization;
 - the creation of the conditions for the improve of the employees performance;
 - the maximizing of the employees development potential;
 - and the creation of the conditions for the displaying of a process of continuous learning.

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