

A PROFILE OF THE EMPLOYEES OF “SUCCESS” WITHIN THE DISTRIBUTION FIRMS – AN EXPLORATORY STUDY

PhD Student Claudia – Mihalea NICOLAU
“Alexandru Ioan Cuza” University of Iasi

Abstract:

The objective of this exploratory study is even the delineation of a profile of a 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.).

Keywords: profile, employee, distribution firm, general criteria, psychological criteria

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 (Tabachiu and Moraru, 1997).

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 have 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) (Kirton, s.a.).

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 fallowed in 2004 by the acquisition of

the space in which the firm unfolds its activity, space evaluated in 2005 at over 150.000 EUR.

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.

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 image 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 following 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, Mureș, București, Brăila, Galați and Neamț).

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.

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 directed in two direction:

- 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:

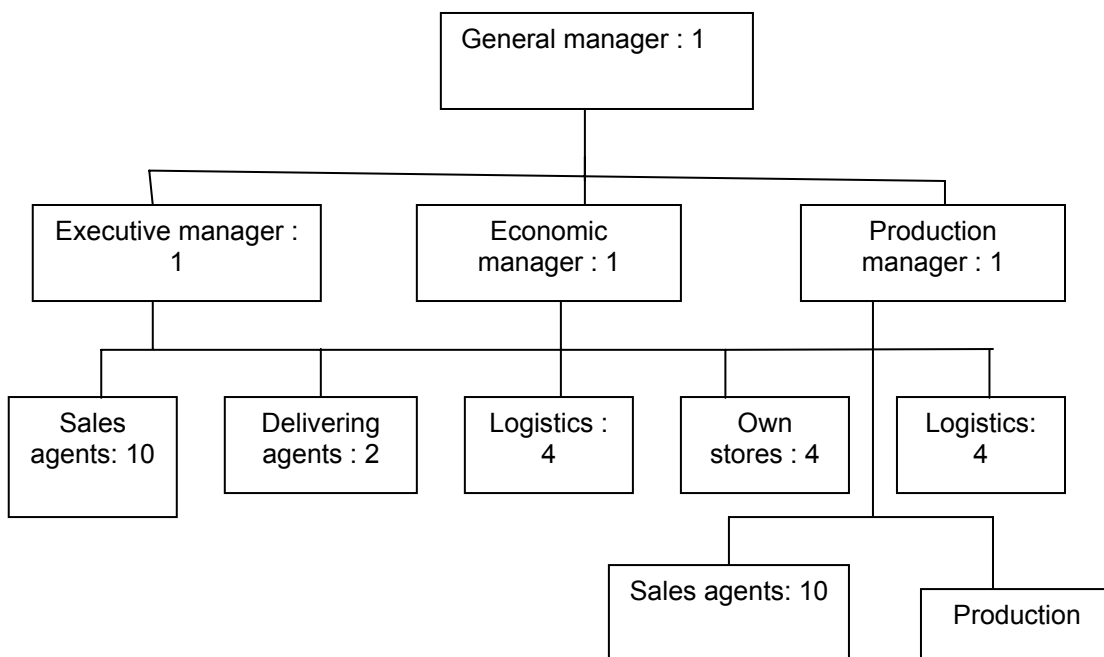


Figure 1. The organigram of the distribution firm Moldways Srl Iași

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 Iași 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;
- to pay all the contributions and the taxes that are in his task, as well to retain and to gir all the contributions and the taxes owed by the employees according to the law;
- to assure the respecting of the legal norms regarding the length of work and rest time;
- to found the general registre of employees evidence and to operate the registerings stipulated by law;
- to release, at request, all the documents that prove the quality of employee of the applicant;
- to assure the confidentiality of the perssonal data of the employees;
- to pay the salaries before all others pecuniary obligations.

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.

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.

The perfecting process of the firm's employee of the analyzed distribution firm

At the analyzed society, the employees remunerating is done through the granting 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.

A possible profile of the employees of „success” within the analyzed distribution firm – an exploratory study

In various occasion, 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 commun 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 performer/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 “layers” 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.

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 psychological criteria.

Also the questionnaire includes also two questionnes of self-evaluation related on the manner of fulfilling their own responsibilities, as well about their attitude towards the job post/the responsibilities 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 the 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:

Table 1

Age Intervals

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

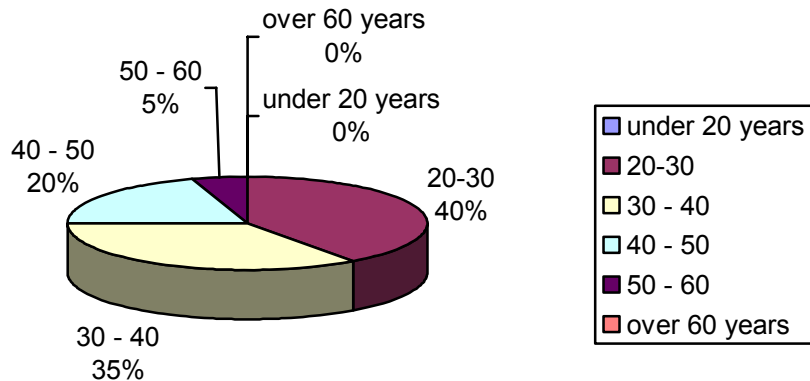


Figure 2. *The employees distribution according to the age criterion*

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, followed closely with a small difference 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: approximately 30%;
- at the interval 30 – 40 years: approximately 85%;
- the sales department: - at the interval 30 – 31 years: approximately 70%;
- at the interval 40 – 50 years: approximately 50%;
- and regarding the employees of superior level: - at the interval 30 – 40 years: approximately 15%;
- at the interval 40 – 50 years: approximately 50%.

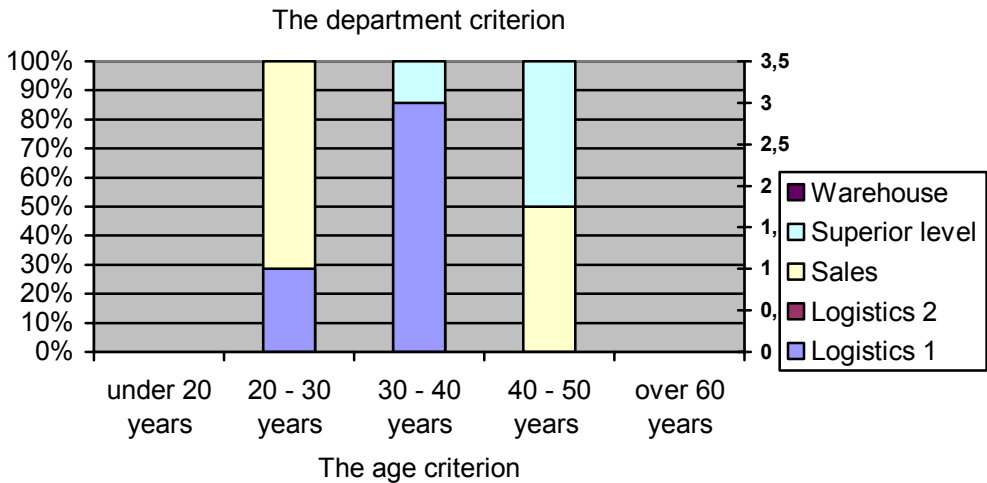


Figure 3. *The employees distribution on age/department*

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.

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.

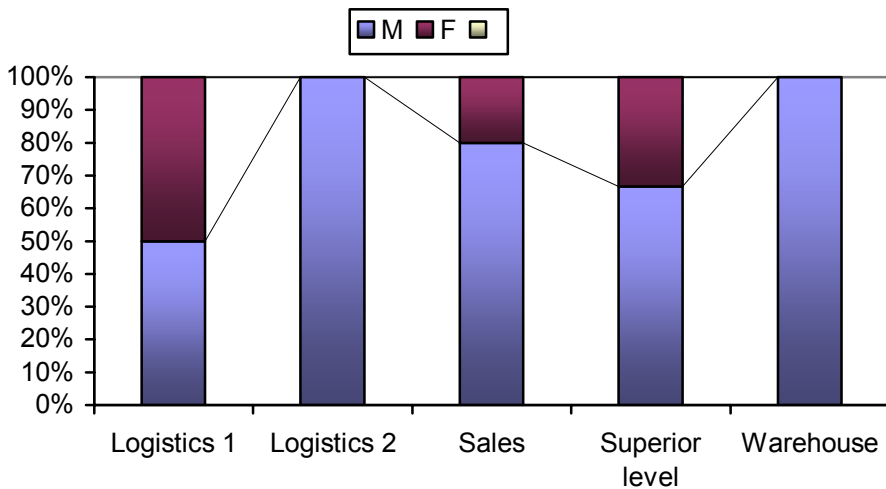


Figure 4. *The employees distribution according to the gender/departmnets criterion*

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”.

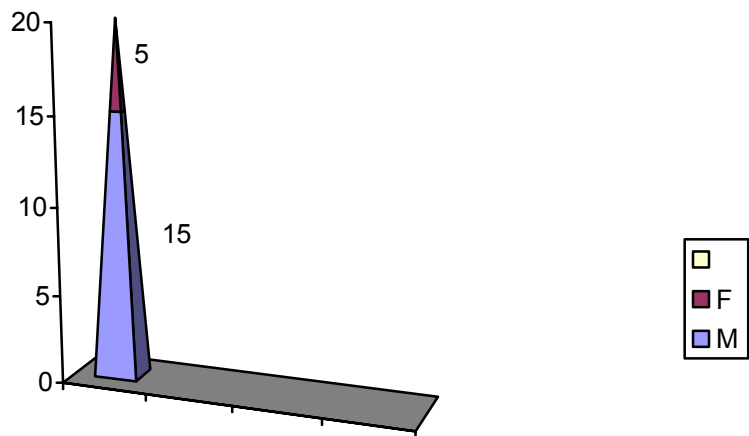


Figure 5. *The employees distribution according to the gender criterion*

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 approximately 95%. This aspect is owed or can be correlated

also with the firm’s specific – the distribution, 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).

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 mentioned 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 2

The appearance frequency of the psychological 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”.

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.

REFERENCES

- Berger, Lance A., Berger, Dorothy R., (2004), *The talent management handbok : creating organizational excellence by identifying and promoting your best people*, Editura McGraw – Hill, New York.
- Cole, G.A., (2000), *Managementul personalului*, Editura Codecs, București.
- Cole, Gerald, (2002), *Personnel and HRM*, Editura Continuum, ediția a – 5 – a, Londra.
- Gazier, Bernard, (2003), *Strategiile resurselor umane*, Institutul European, Iași.
- Kirton, M.J, (s.a.), “Adaptors and Innovators : A description and measure”, *Journal of applied psychology*, 61, 622 – 629.

- Lache, Cătălina, (2001), *Exigențe economico – sociale privind gestiunea resurselor umane*, Tipografia Moldova, Iași.
- Manolescu, Aurel, (2001), *Managementul resurselor umane*, Editura Economică, București.
- Prodan, Adriana, (2002), *Managementul resurselor umane*, Editura Altius Academy, Iași.
- Tabachiu, Anton, Moraru, Ion, (1997), *Tratat de Psihologie Managerială*, Editura Didactică și Pedagogică, R.A. București.
- Ticu, Constantin, Stoica – Constantin, Ana, (2002), *Managementul resurselor umane*, Editura Institutul European, Iași.
- Tumbăr, C. (coord.), Vărzaru, M., (2005), *Managementul resurselor umane*, Editura Universitaria, Craiova.
- Wöbmann, Ludger, (2002), *Schooling and the quality of human capital*, Springer, Berlin.
- *** <http://www.MADI.ro>.