

EVALUATION OF THE HUMAN RESOURCES PERFORMANCE AT SC INTERLINER TRANSPORT SRL COMPANY

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ABSTRACT

Performance evaluation is a complex process through which all the personality components of an employee and the impact on the final results of their work are analyzed.

In literature, the word performance is used in all the areas, it became a polysemic word, well known but, even if it has many definitions, there is no universal definition of this concept but only particular definitions regarding some meanings or general definitions.

The etymology of the word performance is the Latin word perform / are and it is translated as to finalize a desired action, to entirely shape something.

In English, the noun performance means to accomplish something or the way a company manages to achieve the pre-determined goals.

In this work, the evaluation of the human resources performance has the purpose to define the concept of organizational performance, the evaluation of the human resources, the methods and tools used to evaluate the performances in Romania and in a society in ascension that operates in a services, operational and logistics area.

KEYWORDS: *performance, evaluation of human resources performance, feedback, assessor, evaluation sheet.*

JEL CLASSIFICATION: *M12, L83*

1. INTRODUCTION

In literature, the word performance is used in all the areas, it became a polysemic word, well known but, even if it has many definitions, there is no universal definition of this concept but only particular definitions regarding some meanings or general definitions.

So, in the economics field there are a variety of definitions for the performance concept because this concept is defined differently and at different times depending on the target user of this concept. For the actual and potential investors the performance is related to the profitability of their investments, the managers are oriented to the performance of the entire company, for the employees the performance is associated to the profitability and the stability of their jobs and the creditors are interested in the stability of the company.

The etymology of the word performance is the Latin word *perform / are* and it is translated as *to finalize a desired action, to entirely shape something*. The meaning of this word comes from the French word *performance* which appeared in the mid of the 19th century and had the meaning *to accomplish, to execute* and also the English word *performance* appeared also in the mid of the 19th century and developed in the 20th century, having in the root the verb *performer* or *to perform* which means *the action or the process of accomplish an assignment or an action*.

In English, the noun *performance* means to accomplish something or the way a company manages to achieve the pre-determined goals.

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2. LITERATURE REVIEW

According to the Romanian language dictionary (DEX online 2009), the word *performance* has three meanings:

- The result (especially good) obtained by someone in a sports tournament;
- Remarkable accomplishment in a certain area;
- The best result in a technical system, of a machine, gadget.

The meaning of the word *performance* in all the three understandings is: positive rating, the success of an action and it refers mostly to the result, the achieved goal and less to the economical aspects such as effectiveness, efficiency, competitiveness. Regarding these three meanings, it is about a past and finished action, the performance being associated with a superior advantage of what was obtained in a previous period of time.

So we can say that according to DEX, only the special accomplishments of the persons, companies towards the competitors are performances, so it can only be a limited number of performant persons or companies. Performance can be individual or collective.

According to the foreign dictionaries such as *Oxford Learner's Dictionary*, (Oxford University Press, 2000, p. 939), the word *performance* means from one point of view *how good or how bad something is done; how good or how bad something works* and from another point of view *the act or the process of doing an assignment, an action*.

The *Thompson Dictionary* (The Concise Oxford Dictionary of Current English (9th Ed.). Clarendon Press. Oxford. UK, 1995, p.1015) defines the performance as: *the particular action, deed, the execution or accomplishment of work, the accomplishment of a person during a test, the productivity of an investment especially in stocks or shares*.

Today the meaning of the performance can be better understood through the definitions of the English dictionaries of the verb *to perform*, which means the regular accomplishment of a task that requires a certain ability or competence.

In the field literature there are many definitions regarding the evaluation process of the performance, such as:

- The performance evaluation is an action, a process or a type of cognitive activity through which an assessor measures or estimates the performance of a certain person according to the established standards and to the mental representation, the own values system or the own perspective of their final work;
- Performance evaluation is a complex process through which the dynamic involvement of the employee's personality components and its reflection in the final results of their work is analyzed;
- The performance evaluation is the main activity of the human resources management in order to establish if the employees accomplish their tasks efficiently.

Practically, the evaluation is a controlling tool used to direct the human resources and the companies in order to achieve the goals. Generally, the evaluation concept includes also other elements:

- It is a cyclic written activity; the evaluation repeats at a certain period of time and it is done in a written way and it is an engagement for both the assessor and the employee;
- It is an appraisal of the work and the evaluation refers to the goals established by the superior;
- It allows an evaluation of the future chances;
- It means discussions with the employees;
- The evaluation is a mean to change opinions between the assessor and the assessee, both of them having the possibility to express freely the main points of the evaluation form.

Freely from the hierarchical level of the evaluation, here are some essential rules that need to be followed for an accurate evaluation:

- The assessor has to be well trained, to have the ability to carefully understand the employees

- performance and to suggest constructive measures;
- The evaluation criteria need to be adapted to the position of the employee, to the potential of the company and to their goals;
- For the employees with similar positions or with similar activity, the same criteria and evaluation methods are used;
- The evaluation should be done for a period of time long enough to be relevant;
- Only certain, confirmed information can be used in order to avoid any suspicions that might appear when the evaluation is based on debatable or uncertain information;
- The evaluation should only end with a presentation of the results together with the actions needed to improve the performance.

The assessor has a focal role because some of their abilities might become sources that influence the evaluation process. The sex, the age and the education were analyzed by some researches and they emphasized the influence that all these have upon the reappraisal of the performance.

The assesse is similar to a fan of demographic, psychological and professional data and in this case the age, the sex and the education are taken into account, even though the professional data is the main one, being the data of which the evaluation consists of.

The assessment sheet makes an evaluation of the performances depending on the responsibilities of the employees and not compared to the requirements of the job. The sheets are filled in by the superior of the employee and the content of the sheets needs to be known by all the employees.

Understanding the need to assess the performances:

- Description of the evaluation goals;
 - Identify the evaluation of performance issues;
 - Knowing the evaluation techniques;
 - Management operation through goals.
1. *Success orientation*: it actions for the improvement of the performances or to do a task better, cheaper and more efficiently.
Actions:
 - Work with the purpose to go over the baseline, be ready before the deadline or exceed the performances achieved by the others;
 - Develop better and more efficient ways to improve the performance;
 - Set and act to achieve the challenging and realistic goals for both you and the others.
 2. *Concern for order and quality*: start personal acts in order to fulfill the accuracy and the quality of your own work and of others work through the monitoring and controlling the data;
 - Check twice the accuracy of the information;
 - Monitor the quality of the work;
 - Monitor the progress of the projects and the deadline.
 3. *Initiative*: Start actions independently or by good will in order to emphasize the critical points or the opportunities.
 - Start an action to emphasize the opportunities before someone asks you so;
 - Keep going to beat the obstacles;
 - Start actions or engage in doing a task in addition to the required ones.
 4. *Information gathering*: gather and use the relevant information for the work based on issues or opportunities or use a series of collecting or revise the information technique:
 - Get out of the comfort zone to gather information or to ask the closest persons to that issue;
 - Keep investigating and reach the concrete by asking questions or using other methods to set the main aspects of that situation;

- Phone or contact other persons that are not directly involved in that situation.
5. *Orientation to quality services offered to the customers:* work to understand and to be proactive to the customer even if they are intern or extern customers:
 - Try to increase the value of the customer operations, gather information about the real needs of the customer;
 - Immediately take corrective measures for any issue related to the services offered to the customers.
 6. *Impact and influence:* use a series of approaches and methods to influence, persuade or gain the support/cooperation from someone:
 - Try to persuade directly the others by pleading the reason;
 - Use data, information to sustain the position so that they have a special effect upon the others;
 - Anticipate and get ready for reactions.
 7. *The ability to form interpersonal relations:* act to develop and maintain the connections inside and outside the company, to keep in touch with people that can provide you with information or that can achieve the company's goals:
 - Make efforts to keep in touch with the work colleagues or with the customers through informal connections;
 - Maintain the connections with other employees, which is essential to accomplish the professional demands;
 - Develop and use the contact network.
 8. *Teamwork and cooperation:* the intention to work with the others, to be part of a team, to work together, this involves directly the other employees:
 - Really evaluate the others contribution and ask for their opinions and ideas;
 - Keep the people informed and up to date by sharing the information;
 - Talks about the other colleagues/team members with respect to their contribution.
 9. *Analytical think:* use a systematic, step by step approach in order to analyze the complex problems or the processes; identify the cause-effect model and analyses the problems using frames and various techniques:
 - Analyze the situations in order to identify the connections between the different components to identify the cause-effect model;
 - Identify many relations in a problem/situation and develops plans to foresee the obstacles;
 - Evaluate using various techniques – the disadvantages of the alternatives.
 10. *Self-confidence:* have a strong self-confidence but realistic in your own plans, decisions, actions and have the ability to do difficult tasks; do not hesitate in front of the powerful disagreements and learn to face the difficult situations and the failures:
 - Take a confident attitude towards the new challenges or additional responsibilities;
 - Express the confidence in your own abilities.

The main purpose of the evaluation of the human resources performances in this work is to define the organizational *performance* concept, the human resources evaluation, the methods and the tools used to evaluate the employees in Romania and in a growing company which develops the activity in a services, operations and logistics area. Performance in a wide subject which allows us to make a case study for a company where the performance can be analyzed on different levels.

The performance in a logistics company should be analyzed firstly for the operational employees: the drivers, the dispatchers, the human resources and then the customers and depending on their

feedback, on the accounting analysis and audit, some situations and the performance of some plans, of portfolio of customers, of some premises that can become a new collaboration, all these lead us to the result: to be or not to be a performant company.

We defined the performance concept, we showed the etymology of the word *performance* and of the human resources performance evaluation, the way the tasks of each department leads to the solutions and are related to achieve the goals (Abrudan, 2010; Abrudan & Novac, 2013).

We emphasize the employee evaluation using two different methods: simulations, contests, questionnaires and also feedback from the third parties as collaborators, customers, providers. It is very important to have an honest evaluation for which an example of an entire process is needed: from the market mining to find a customer to the final contract or order. This is a performance of the sales department.

The process of an order starting from sending the order to loading, unpacking the products in optimal conditions to the documents sending, ends another work stage and its success and the customer satisfaction can be the performance of the driver and of the entire logistics department. The contract extension, to win an auction, a bigger request from the customer but also getting a better price is a performance, one for the management but it can be extended to the performance of the entire company.

For SC INTERLINER TRANSPORT SRL we will analyze both the subordinates – the drivers and the techniques of the human resources department. Questionnaires, financial analysis and methods to motivate the employees and the interview method (*Leonard Guragata*) are used.

The evaluation constantly influences the entire activity of the company and this is why it requires a continuous attention and improvement.

Each company no matter of its size or activity domain, has an organizational own culture which depends on its own history, on the way the problems are approached and on the leadership. The organizational culture reflects the mixture of the personalities and leadership styles and influences the way the things are done, the changes are implemented, the organizational personality and the psychological – social climate will be highlighted.

The organizational culture has its roots in the base ideas about the world which can be identified through the beliefs, values and the attitude of that company. The shallowest level of the culture is the one that can be identified. Here we can include some stories about the company, heroes, and the anthem of the company, the buildings and the brands. Using a simple analogy, the culture is for a company what the personality is for a person.

3. CASE STUDY: PERFORMANCE AT SC INTERLINER TRANSPORT SRL

Presentation of the S.C. INTERLINER TRANSPORT S.R.L COMPANY

Interliner Transport was founded 15 years ago in Timisoara by the company in Austria with the same name and it has 250,000 RON social capital.

After the bankruptcy of the Austrian group in 2009, the manager of the Romanian branch took over the Austrian part and consolidated the company and made plans to extend it in Europe. It is well known on the Romanian market especially because of the OMV contract and of the Scania gasoline trucks and it extended during the past year to the glass and cargo carrier. The defining word of the company is flexibility to which the careful purchasing policy can be added: they added 14 rented DAF trucks to the 100% Scania trucks, with the purpose of testing the glass transport in the West of Europe and also the efficiency of this service.

INTERLINER TRANSPORT SRL joined the Romanian market in 1999 as a limited society, with 80% foreign capital owned by one of the top companies in Austria, Interliner and 20% by Leonard Guragata who was the manager during this entire period of time. In summer 2009, the entire Austrian Interliner group busted and the Romanian associate decided to take over the entire company in order to deliver the services in the contracts and to continue the activity on his own. At the moment of the taken over the company had 50 Scania trucks.

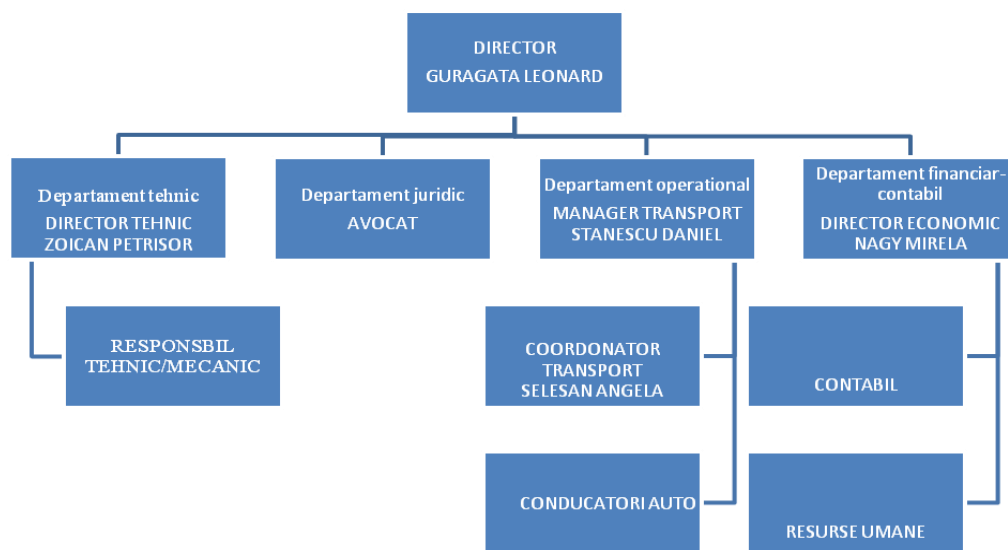


Figure 1. Organization chart of SC Interliner Transport SRL

Source: Information obtained from SC Interliner Transport SRL

A great part of the trucks of the Austrian company, which were 700-800 totally, were Scania trucks. In 2012, Interliner bought 20 new trucks, Scania R series and DAF used for the gasoline transport and for intracommunity transport. Other 14 trucks were hired from an Austrian company in order to test the efficiency of this service and also to compare the costs for the two truck models. The activity of the company is *road cargo transport* – CAEN 6024 and the company is continuously growing since it split from the Austrian company.

The total number of employees is about 150. The cargo transport activity is the main activity of the company and is based on solid contracts for each transport branch: general load - tarp trucks, glass – special trucks and gasoline – trucks. So, starting from these contracts, the transport is done according to the order received from the customer and it is mentioned the place of loading, the type of the loading, the place of discharge, the timeline, the price and other type of information.

Some important aspects need to be highlighted, aspects that are important for the efficiency and the productivity in the company, because they use well defined rules and standards: the employees are the most important in the growth of the performance, they rely on flexibility, planning and coordination of the activity so that the delivery could be done on schedule, the time is more important than the high price.

SC INTERLINER TRANSPORT is a company that offers transport services since 1999 and has 150 employees (figure 1 – Organization chart of SC. Interliner Transport SRL) and has the following departments: management department, financial department, legal department, operational department (dispatch and logistics) and the technical department. The management department includes the CEO and the adjunct manager, the financial department has a chief accountant, a human resources responsible and an accountant. The Operational Department includes all the transport coordinators, the dispatchers and the drivers. The lawyer of the company is part of the Legal Department and the Technical Department includes the mechanics and the technical manager. Interliner used a penalty system, respectively a reward for the drivers and the system is based on a continuous monitoring of the consumption using the GPS system and on an analysis of the

accidents and incidents of each driver during the entire year.

For the drivers there is a penalty system in case of negative impact on the company that can automatically lead to financial cuts and also dismissal. After a close analysis of the activity of a driver during the year, they can receive bonuses that are usually provided in the most important period of the year, for the holidays so that they might appreciate the bonus.

The most frequent analysis of the employees is done by the direct superior or the general manager in case of the small companies. Depending on the quality of the activities, an analysis can be done recurrently, using the questionnaires, contests to which motivational methods or punishments are added.

Evaluation of human resources performances – Analysis and interpretation of data

Regarding the evaluation of the performances, we analyzed two target groups of employees, the external drivers and the internal drivers. The external drivers are the ones who do the intracommunity and also the extra-community transports. The most common shipping is in Germany, Austria, Italy, France, Benelux, England, Slovenia and also Turkey, Macedonia, Croatia. The internal drivers are taking care of the shipping in Romania for the ADR contract.

During the analysis we will make also a comparison with other similar groups but from another companies and we will describe, question and make a template for everything that we are interested in to obtain the desired result.

We start by analyzing and interpreting the questionnaires applied to the two groups of drivers regarding the evaluation of their performances, then we will continue with the performance goals and their description, the evaluation procedure, the organization of the work in time, the schedule, the break and last but not least the procedure for the penalties and bonuses.

The evaluation was done with the help of the questionnaires.

For each mentioned group there are two categories of reports, as following:

1. The personal evaluation sheet
2. Individual evaluation questionnaire.

Each item in the questionnaire has 2- 4 choices/opinions, on a scale from 5 to 1 as following:

Table 1. Human Resource Assessment Points

Answer	Agree	Partially agree	Neutral	Partially disagree	Disagree
Item	5	4	3	2	1

The evaluation of the professional performance is a serious problem for the management of the company. When speaking about trainings, salaries or promotions, these can be done only after an evaluation. The purpose of the evaluation is to help to take the decisions that affect these employees, decisions that need to be objective and correct. The main reasons for this activity are: to express the goals, to establish the directions and the improvement methods for the employees, eliminating the risks to keep and promote the inefficient employees, a better repartition of the employees on the positions, balanced salaries and a growth of the capacity of the company to compete.

All these are explicit functions of the evaluation of the performances, but there also are implied reasons. The evaluation is an activity to motivate the employees, to keep the personal contacts, to recognize the quality work and to promote a certain image of the assessee. To know the performance means to real understand the way the tasks are done and the productivity at work.

The questionnaire was applied on 30 drivers (of which 15 are internal and 15 external) to evaluate and in the end the answers were collected and we made the graphics explained below:

1. To what extent are performance ratings currently being carried out in the company you are working in?

Group	Largely	To a small extent	At all
Internal drivers	5	5	5
External drivers	3	8	4

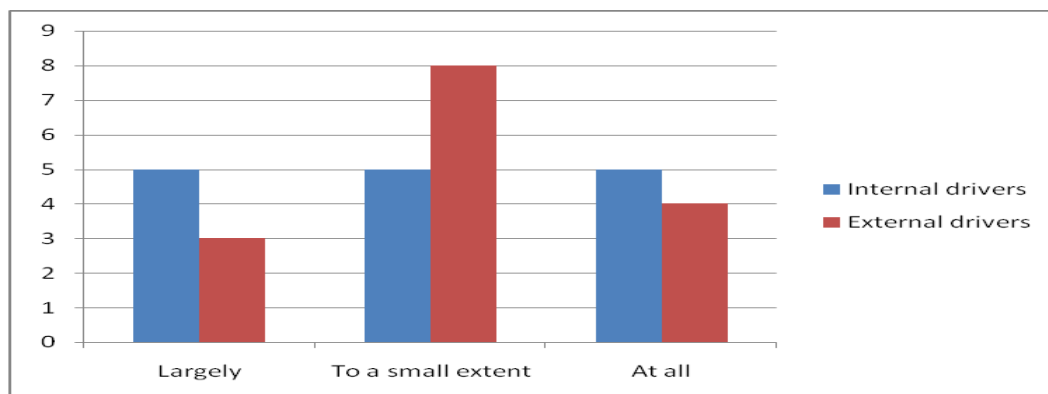


Figure 2. Frequency of evaluation

Source: according to research data author's compilation

2. How long does the performance evaluation take place?

Group	At 6 months	Once a year	Random
Internal drivers	3	2	10
External drivers	2	6	7

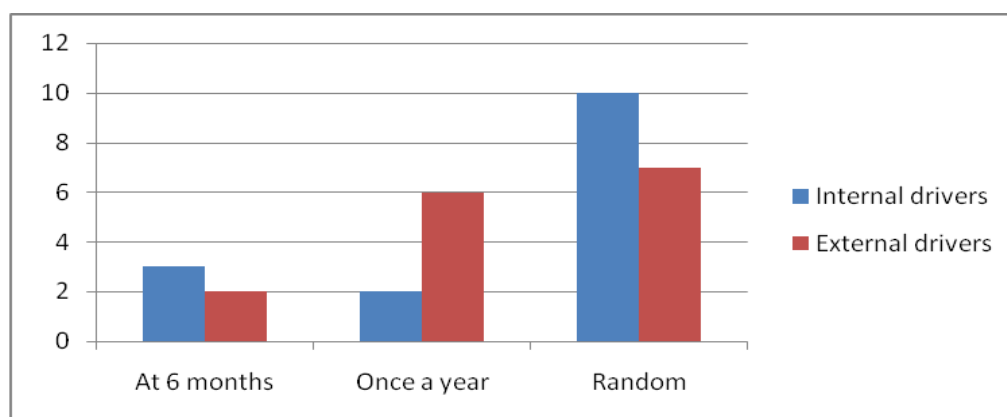


Figure 3. The time interval at which it is evaluated

Source: according to research data author's compilation

3. Who does your individual performance assessment in your company?

Group	Direct manager	Your	External evaluators
Internal drivers	15	0	0
External drivers	15	0	0

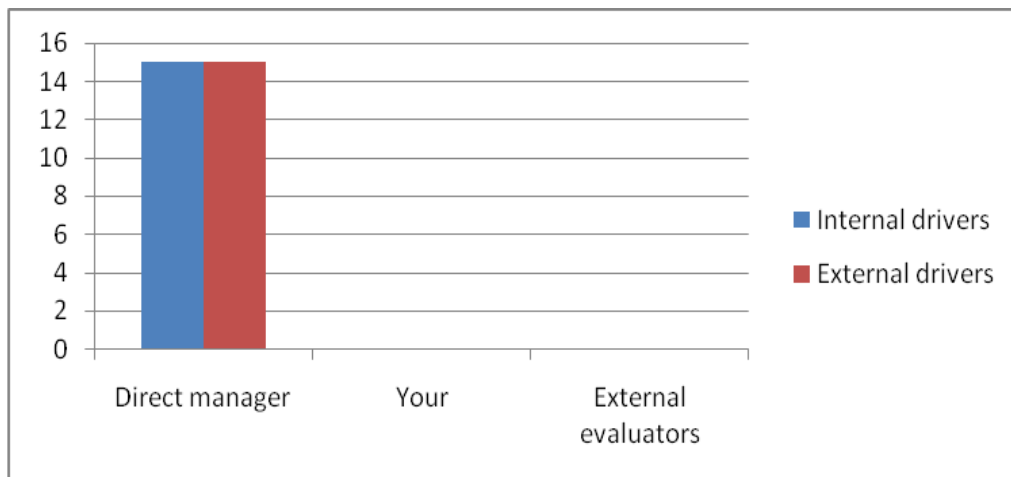


Figure 4. The person who evaluates

Source: according to research data author's compilation

4. What performance rating methods are used in your business?

Group	Evaluation scales	Management through objectives	Annual Interviews
Internal drivers	8	2	5
External drivers	2	0	10

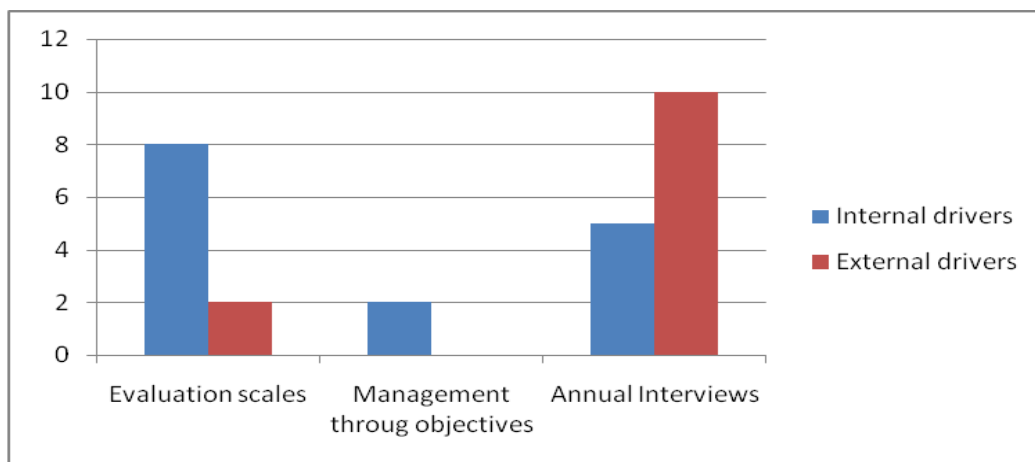


Figure 5. Performance evaluation methods

Source: according to research data author's compilation

5. To what extent is it important for you to set clear goals?

Group	Largely	On average	To a small extent
Internal drivers	9	4	2
External drivers	14	0	1

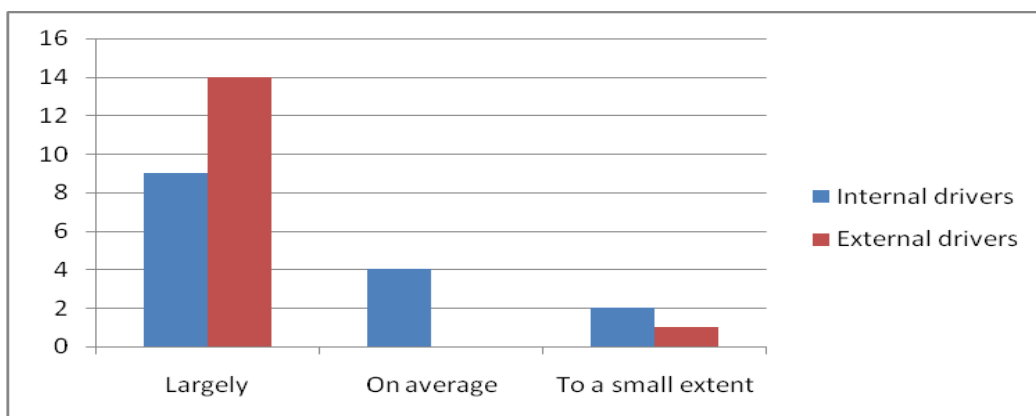


Figure 6. The importance of evaluation for employees
 Source: according to research data author's compilation

6. Does performance evaluation affect wages?

Group	Yes	Not	I do not know
Internal drivers	4	8	3
External drivers	2	10	3

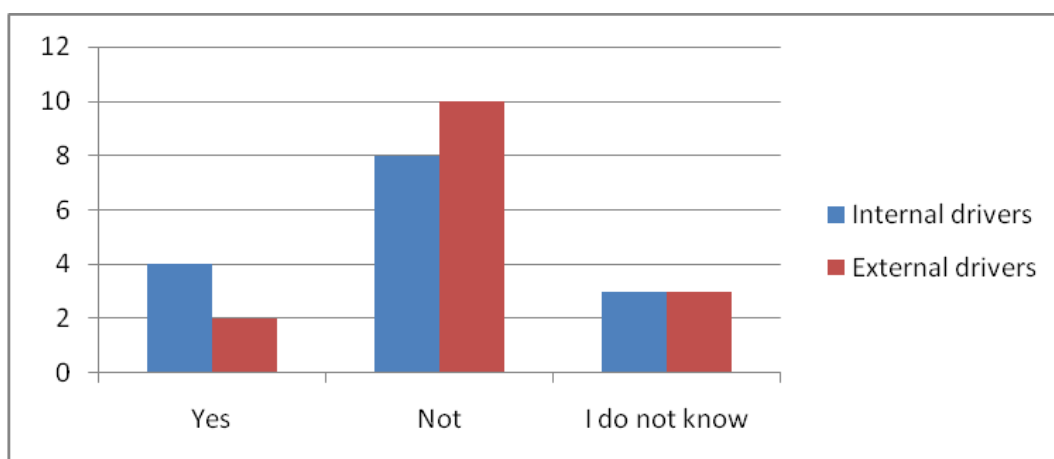


Figure 7. Influence of wage assessment
 Source: according to research data author's compilation

7. Are you satisfied with the rewards you receive for completing additional tasks or achieving some outstanding performance?

Group	Largely	On average	At all
Internal drivers	5	5	5
External drivers	8	5	2

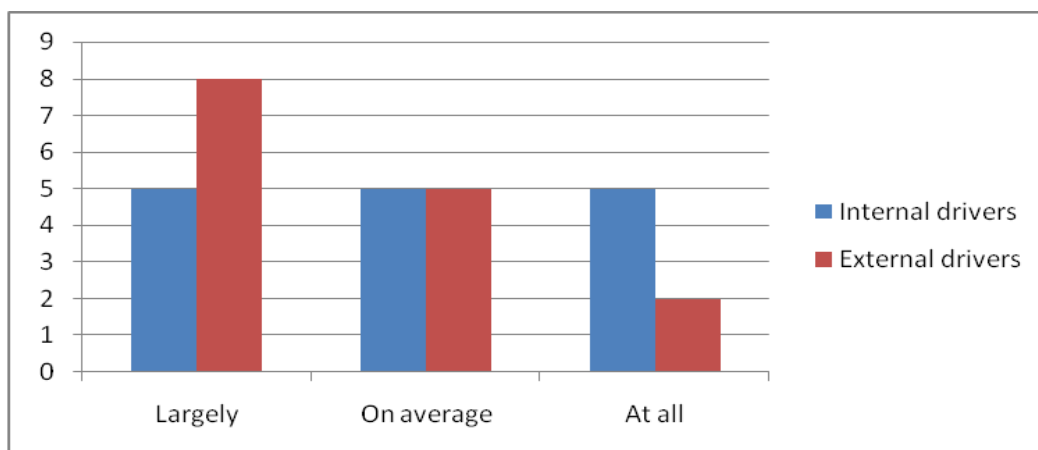


Figure 8. Performance-related rewards
 Source: according to research data author's compilation

8. Do you appreciate that the salary level is fair in relation to the work done?

Group	Yes	Not	At all
Internal drivers	7	4	4
External drivers	5	10	0

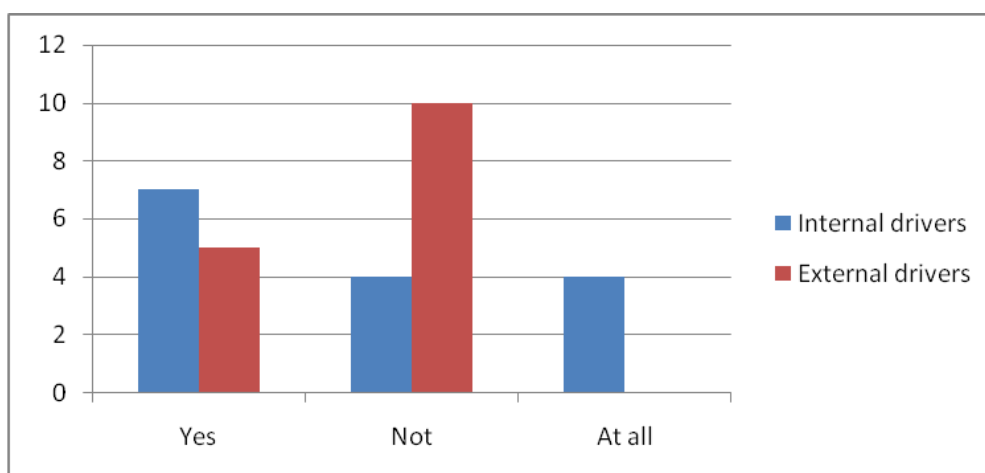


Figure 9. Salary versus ongoing work
 Source: according to research data author's compilation

9. Your age is:

Group	20 - 30 years	31 - 40 years	41 - 50 years
Internal drivers	4	7	4
External drivers	3	9	3

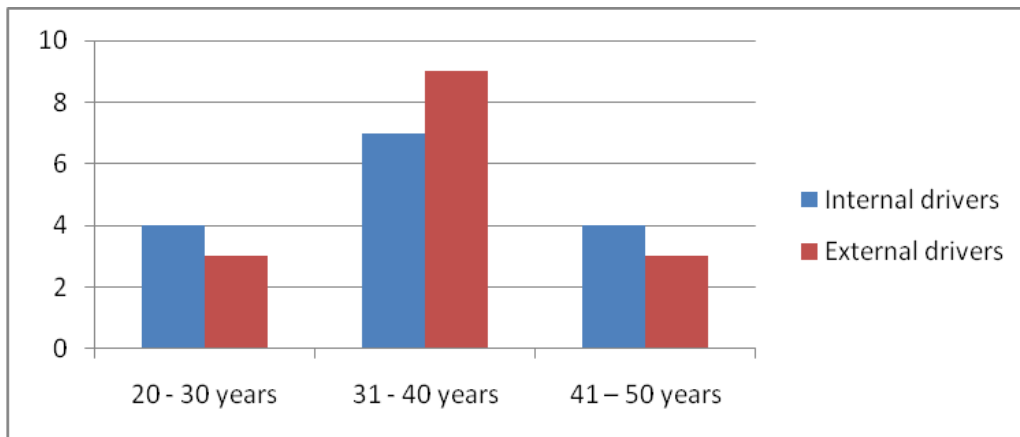


Figure 10. Age of Employees

Source: according to research data author's compilation

10. Your job is:

Group	Driving	Of execution
Internal drivers	0	15
External drivers	0	15

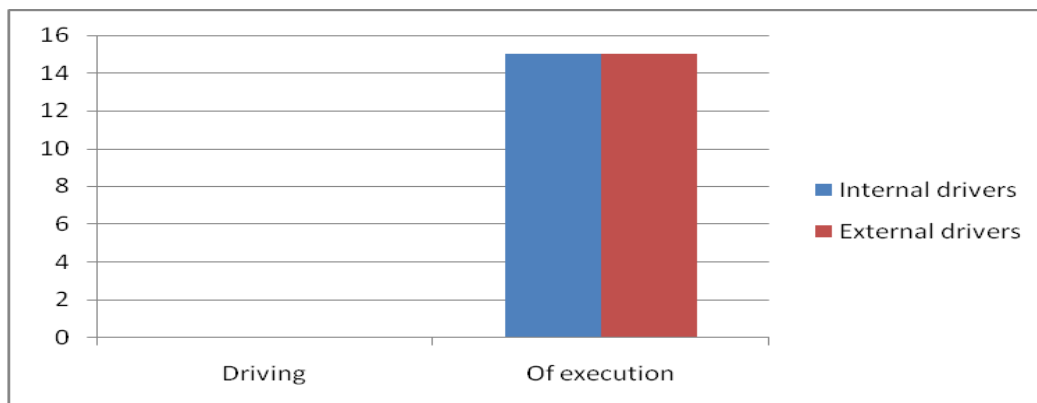


Figure 11. Function specific

Source: according to research data author's compilation

Most of them think only to money when it comes the reward and not to other benefits or promotions. What they think about the company is that it is serious, there are no delays in the payment of the salaries, when they have personal issues they feel that they are understood by the management team but they think that the salary is not fair and only a few of them think that their work is proportional with the salary.

From another point of view, many drivers agree that the penalty for the fines or accidents, as we mentioned before in the politics of the company *Reward and penalty*. The average age is 31-40 years but I was surprised to see that the ones aged between 20 and 30 are smart and more than this they are competitive and they learn very quick and work very hard.

In the next period of time they intend to apply more evaluation methods such as the comparative ones which have the purpose to increase the competitiveness among the drivers and also contests such as the reduction of fuel consumption, motivating the drivers with money rewards or even fuel. The purpose and the importance of the evaluation is the efficiency of the activity of the company, to keep the company on top of the market but they also rely on the employees especially because the activity of the entire company is based more on the human resources and less on the equipment.

When talking about performance, we usually think at the result of an action that surpasses the common level and aims to the highest limits which can be considered records. At the same time, the performance is a result of the activity of the company. Its evaluation is an important part of the control management, giving the possibility to compare the results with the standard. It is essential that the evaluation contains both the quantitative aspects and the qualitative ones. The human resources are usually thought to be identical with the two poles of the performance: the professional success and failure.

The professional failure appears when the results obtained by a person are not enough comparing to the standards of the company. The failure can happen because of the combinations between the individual variable, which is a characteristic of the individual and the situation variables in the work environment (Pitariu, 2003) These variable are presented in **table 2**.

Table 2. Individual and situational variables

INDIVIDUAL VARIABLES	SITUATIONAL VARIABLE
Abilities	Working methods
Values system	Work equipment
Physical qualities	Workplace design
Interests and motivations	Physical work environment
Age and sex	Company politics
Professional training	Professional training system
Experience	Salary system
Culture	Working social environment

Source: Pitariu (2003).

The procedure and the evaluation criteria at SC INTERLINER TRANSPORT SRL

The evaluation of the professional competences is done once per year according to the procedure, depending on the following 6 (six) groups of evaluations criteria:

- a. The results about the quality of the work (professional knowledge, the accuracy of the works, attention to details, the quality of the work);
- b. The results regarding the quantity of the work (the volume, the speed, to continuously invest efforts in the daily tasks);
- c. Economic results (profitability, efficiency, necessities, economics);
- d. Social behavior (adequate through the good relationship spirit, team spirit, mutual informing);
- e. Behavior towards the received tasks (to obey the tasks, the decisions, the professional secret);
- f. Leader behavior (capacity to take decisions, to motivate the employees, to delegate, to organize the work individually and in teams, the behavior towards the employees).

The method to calculate the score:

Each group of evaluation criteria will have up to 4 points and each of them will be counted separately.

The final result will be the sum of all the points gained at the 5 groups of criteria, according to the following criteria:

- < 10 points - weak;
- 10.5 - 12 points - OK;
- 12.5 – 15.5 points - good;
- > 16 points - very good.

In order to evaluate the individual professional competences they use: *the employee professional competences evaluation sheet*. The evaluation of the professional competences of the employees is done by an assessor who will be the direct superior (team leader: department, workshop, service, office) of the employee. They will fill in the sheet during the interview with the employee who will sign the sheet as a proof that the employee acknowledged the final score. If the employee refuses to sign the sheet, another employee will declare that the other employee refused to sign. The employee who makes the statement will be entitled by the employees' representatives or by the administration of the company.

Work practice. The procedure for the penalties or bonuses:

Art. 28 a. The employer gives the penalty prerogative having the right to apply, according to law, disciplinary penalties any time they commit a malfeasance.

b. The malfeasance is a fact related to work and is an action or inaction done by the employee, through which the employee broke the legal rules, the internal regulation, the individual or the collective work contract, the orders and the legal conveniences of the managers.

The decisions and the solutions of the operational management:

When we mention the analysis of the intern environment, we refer to the activities, the employees, the place, the strong and the weak points, the relationship with the partners and suppliers and also to other aspects that can help us to outline a future outlook. The headquarters of the company is situated in Timisoara, having specific conditions: office building, energy sources, water, internet, parking, gas station for trucks and car service.

In order to plan, organize and apply the activity strategy, the reorganization, the innovation and any other strategy which can lead to efficiency, to performance, the human resources department organizes monthly the motivation and loyalty methods for the employees. The employees in the transport department organize meetings with the drivers in order to motivate them; so they can express their opinion regarding their activity and can come up with improvement methods, innovation ideas and also methods to reward the drivers. The analysis is done through different methods: contests, tests, questionnaires. The dispatchers do the analysis for the drivers, the human resources department makes the analysis for the other departments, and a frequently used method is the mutual analysis through questionnaires and marks, the analysis done by the manager but also by other employees in similar positions.

The transports are an important side of the material production which is composed of all the transportation means for the loadings and people, the equipment, the communication channels, using a trained team. Loading carriage influences the other parts of the world economy such as the international trade.

The importance of the transports can be identified in the following aspects: the transports take part in the international division of the work; the most far fields can be explored; all the regions of the world enter the economic, social and political lap; the time needed for transportation is reduced due to the improvement of the technical ways of transportation and due to the reduced time needed for loading – discharge; the loadings with a high level of milling join the world circuit.

The road transport is a very common method to transport the loadings and the people on short distances and fast. In the global transportation system, the vehicle transportation increased constantly, both as a volume and as a weight in the total volume of transportation. In the national economy of a country, the place of the transports is important due to the fact that it represents a part of the Gross Domestic Product. It is a part of the services are, bringing the products from the production line to the final consumption. Connections with the other fields of the production are created. So, the cargo transport is a necessary and objective activity.

The transport is the one that creates connections within the branches of the material economics, the parts of each branch, and the units within the parts. In the transport activity no goods are created because the product is used during the activity. Also, the transportation helps to balance the external payments of a country.

The role of the transports needs to be seen from three perspectives: economy, society and politics.

Economy: the isolation is cut and in this way some area with no natural resources enter the world circuit, it allows to create the national and world goods and services markets. In these markets a lot of areas with excessive products appeared where the prices tended to decrease very much and another areas with lack of products where the prices increased. This is why the transportation is a way to move these products where the demand is high and create a balance between the offer and the demand, fact that is good for the market, creating stable prices; in some areas more bidders appeared for the same product which is a reason for the prices not to increase unwarranted; exploitation of the natural resources generates reduced costs and competitive prices; the relocation of the people in other regions, areas of the country, the continent or the world for work.

Society: people all over the world were attracted to the touristic, medical, sports circuit; the culture and the education developed.

Politics: The national sovereignty reinforced; the labor force was placed judicially to the territory of each country; the power to protect the countries increased.

4. CONCLUSIONS

The companies had always been interested in the performance of their employees and also in the ways the performance can be increased so that both the individual and the organizational goals can be reached. The system employee – employer works perfectly when the interests of both are identified and followed and the human resources management, besides other roles, tries to identify the ways that can satisfy the needs of the company and those of the employees at the same time.

After the analysis of the questionnaires applied to the drivers, the employees in all the departments and also to the managers, we can conclude that the efficiency of the company is based on the seriousness, on time, in optimal conditions deliveries, qualified drivers, the renewal of the trucks, the participation of both the drivers and the transport coordinators to development trainings organized by UNTTR, ISCTR, ARR. At the bureaucratic level, the time efficiency, the return of the documents for each transport in the shortest time, immediate invoicing, sending the documents to the customer and inform them about the availability of the truck after the dispatch. To keep the trucks in a continuous functional state, the recurrent technical verification, 24/7 call center and the most important aspect *the truck has no borders, only solutions*.

From the operational point of view, the year 2016 was a year of investments, they bought 10 cars and special glass transport trucks with light function (the trucks are light and they can be loaded with 1000 kg more than the usual ones) in order to foresee the fuel market, they opened a new logistics warehouse for cargo transport and prepared the bidding for a new customer in the petroleum portfolio that can cover 20 cars for 5 to 7 years.

No matter of the evaluation method used for the performances of the employees, the results need to be discussed with them immediately after the end of the evaluation process. The informing of the employee is known as *performance feedback* and it is an evaluation interview:

-The highlight of the differences between the opinions of the managers and the opinions of the employees regarding the activity of evaluating the performance and the methods to improve the performance (the results proved that there are significant statistical differences between the two groups);

-The highlight of the connection between the motivation of the employees and their performance.

The more the employees stay on a position, their experience grows and they become able to do the tasks. The more they become more able, the more the satisfaction increases and the chances to be kept in the company also increase.

So, I think that the understanding and the acceptance of the goals of the company becomes more important than achieving the goals, even if this is the purpose. Once they are understood and accepted, achieving the goals becomes a natural consequence.

The performance management has an essential role in aligning the personal goals of the employee with the company goals.

Starting from the results of the study we consider useful the following recommendations, suggestions for the companies' managers/ human resources managers:

-The managers should know their employees and firstly identify their needs in order to be able to adopt the proper strategies to improve the individual performance;

-During the study we noticed that the purpose of the evaluation in most of the companies is to be the starting point for the administrative decisions.

This is why we recommend that the companies should see the evaluation activity as a development activity for the employee. We do not consider adequate the fact that the evaluation for the administrative purposes is used at the same time with the evaluation for the development of the employees. The main problem of all the evaluation systems is that the performance is measured only once a year (50% of the companies confessed it).

Through this specific way of spreading we think that it is useful to express our own ideas, the conclusions of the research and to add value to the existing ideas and to add more knowledge, opening new leads of research in the investigated area in order to solve some problems in the management practice.

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