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On the Master's Degree in Human Resources Management

**THE  
IMPACT OF RECRUITMENT ON EMPLOYEE  
PERFORMANCE  
CASE CONCORDAL SPA**

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## ABSTRACT

The objective of this study is to analyze the employment policies of CONCORDAL SPA and to highlight the role of these policies in the selection of workers with performance; we applied this study to the employees of the company. Using this analysis, we presented the degree of efficiency of these policies in the selection of workers with performance, in addition To giving recommendations that would improve the company's employment policies.

**Key-words: Recruitment, Performance, Performance Management, Employee Performance.**

## RÉSUMÉ

L'objectif de cette étude est d'analyser les politiques d'emploi de CONCORDAL SPA et de mettre en évidence le rôle de ces politiques dans la sélection des travailleurs ayant des performances, nous avons appliqué cette étude aux employés de l'entreprise et, en utilisant l'analyse, nous avons présenté le degré d'efficacité de ces politiques dans la sélection des travailleurs ayant une performance, en plus de donner des recommandations qui amélioreraient les politiques d'emploi de l'entreprise.

**Mots clés : Recrutement, Performance, gestion de performance, performance des employés.**

## ملخص

الهدف من هذه الدراسة هو تحليل سياسات التوظيف في شركة كونكوردال ش.ذ.أ و كذا ابراز دور هذه السياسات في انتقاء العمال ذوي الأداء، طبقنا هذه الدراسة على موظفي الشركة ، و باستخدام التحليل عرضنا درجة كفاءة هذه السياسات في انتقاء العمال ذوي الأداء، اضافة الى اعطاء توصيات من شأنها تحسين سياسات التوظيف في الشركة.

**كلمات المفتاح :التوظيف، الأداء ، ادارة الأداء ، أداء الموظفين.**

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I also dedicate this work to my brothers and sisters, to their children and daughters.

To all my friends...

## TABLE OF CONTENTS

TITLES	PAGES
ABSTRACT .....	I
THANKS.....	II
TABLE OF CONTENTS .....	III
LIST OF TABLES.. .....	V
LIST OF FIGURES.....	VII
LISTE OF ABBREVIATIONS AND ACRONYMS .....	IX
<b>GENERAL INTRODUCTION</b> .....	03
1. Subject of the study .....	04
2. Purpose of the study.....	04
3. Interest of the study.....	04
4. Limits and difficulties.....	04
5. Research Questions.....	04
6. Hypothesis.....	05
7. Followed Methodology.....	05
8. Work plan.....	05
<b>CHAPITRE I :STUDY METHODOLOGY</b>	
1- Study Plan.....	07
2- Study Approach.....	07
2.1- A review of the literature.....	07
2.2- A direct observation.....	08
2.3-A documentary review .....	09
2.4- The survey.....	09
2.5- The research pattern.....	09
3-Sample.....	10
3.1- Sample structure.....	11
<b>CHAPTER II: RECRUITMENT, SELECTION &amp; EMPLOYEE PERFORMANCE</b>	
<b>SECTION 01: RECRUITMENT AND SELECTION</b> .....	13
1.1. RECRUITMENT.....	13
1.1.1. DEFINITIONS.....	13
1.1.2. IMPORTANCE OF RECRUITMENT .....	14
1.1.3. METHODS OF RECRUITMENT.....	15

1.1.4. FACTORS AFFECTING RECRUITMENT.....	16
A-INTERNAL FATORS.....	16
B-EXTERNAL FACTORS ECONOMIC FACTOR.....	17
1.1.5. SOURCES OF RECRUITMENT.....	17
A. INTERNAL SOURCES.....	17
B. EXTERNAL SOURCES OR RECRUITMENT FROM OUTSIDE.....	18
C. ADVANTAGES AND DISADVANTAGES OF INTERNAL AND EXTERNAL RECRUITMENT.....	21
1.1.6 PROCESS OF SELECTION.....	25
<b>SECTION II: PERFORMANCE MANAGEMENT.....</b>	29
1.2.1. DEFINITION OF PERFORMANCE MANAGEMENT (PM).....	29
1.2.2. THE PERFORMANCE MANAGEMENT CONTRIBUTION.....	30
1.2.3. DISADVANTAGES/DANGERS OF POORLY IMPLEMENTED PM SYSTEMS	33
1.2.4. AIMS AND ROLE OF PM SYSTEMS.....	35
1.2.5. DEVELOPING EMPLOYEE PERFORMANCE PLAN.....	39
1.2.6. MEASURE AND EVALUATE EMPLOYEES PERFORMANCE DATA.....	42
CONCLUSION OF CHAPTER.....	43
<b>CHAPTER III: CONTEXT OF THE STUDY- PRESENTATION OF CONCORDAL SPA</b>	
3.1. GENERAL PRESENTATION OF CONOCRDAL SPA.....	45
3.2. MISSION, OBJECTIVES AND MEANS OF CONCORDAL SPA.....	47
<b>CHAPTER IV :PRESENTATION OF RESULTS &amp; RECOMMENDATIONS</b>	
4.1. PRESENTATION OF THE RESULTS.....	51
4.2. LIMITATIONS OF THE STUDY.....	52
4.3. VIEW SURVEY RESULTS.....	52
• A.RECRUITMENT PROCEDURES SURVEY QUESTIONS.....	53
• B.EMPLOYEE PERFORMANCE SURVEY QUESTIONS.....	64
• C.ANALYSIS OF DATA RESULTS OF WORKERS WHO HAVE STOPPED WORKING FROM 2013 TO JUNE 2017.....	74
4.4. DISCUSSION OF RESULTS AND VALIDATION OF HYPOTHESES.....	81
4.5. RECOMMENDATIONS AND SUGGESTIONS.....	82
<b>CONCLUSION.....</b>	83
<b>BIBLIOGRAPHICAL REFERENCES.....</b>	85
<b>ANNEX.....</b>	86

## LIST OF TABLES

<b>Table 1:</b> Target Population.....	10
<b>Table 2:</b> Workers who have stopped working from 2013 to June 2017.....	11
<b>Table3:</b> Sources of Recruitment.....	20
<b>Table 4:</b> Advantages and disadvantages of internal and external recruitment.....	24
<b>Table 5:</b> Contribution of performance management systems.....	33
<b>Table 6:</b> Disadvantages/danger of poorly implemented performance management systems.....	35
<b>Table 7:</b> purpose served by a performance management system.....	38
<b>Table 8:</b> The workforce of CONOCDAL SPA .....	48
<b>Table 9:</b> Analysis of Opinion on Recruitment and Selection Process of the Organization.....	53
<b>Table 10:</b> Analysis of opinion on modification of Recruitment policy.....	54
<b>Table 11:</b> Analysis of opinions on favourism at the time of Selection.....	55
<b>Table 12:</b> Analysis of satisfaction of Recruitment Procedure in the Organization.....	56
<b>Table 13:</b> Analysis to know about the job vacancies in the Company.....	57
<b>Table 14:</b> Analysis of work experience of the employees.....	58
<b>Table 15:</b> Analysis of Company Climate & Working conditions .....	59
<b>Table 16:</b> Analysis of opinion of best source to recruit the employee in the Company.....	60
<b>Table 17:</b> Analysis of recruitment Process in the organization is exists.....	61
<b>Table 18:</b> Analysis of conditions that stimulated to apply for the job.....	62
<b>Table 19:</b> Level of execution.....	64
<b>Table 20:</b> Quality of work.....	65
<b>Table 21:</b> Level of creativity.....	66
<b>Table 22:</b> Amount of consistent improvement.....	67
<b>Table 23:</b> Customer and peer feedback.....	68
<b>Table 24:</b> Sales revenue generated.....	69
<b>Table 25:</b> Responsiveness to feedback.....	70
<b>Table 26:</b> Ability to take ownership.....	71
<b>Table 27:</b> Percentage of tasks completed on time.....	72
<b>Table 28:</b> Workers who have stopped working from 2013 to June 2017.....	74
<b>Table 29:</b> Reasons for the end of the contract 2013.....	75
<b>Table 30:</b> Reasons for the end of the contract 2014.....	76
<b>Table 31:</b> Reasons for the end of the contract 2015.....	77
<b>Table 32:</b> Reasons for the end of the contract 2016.....	78

<b>Table 33:</b> Reasons for the end of the contract 2017 (first semester).....	79
<b>Table 34:</b> The main reasons behind the end of contract of employees of the company.....	80

## LIST OF FIGURES

<b>Figure1</b> : Target Population .....	10
<b>Figure02</b> : Workers who have stopped working from 2013 to June 2017.....	11
<b>Figure 3</b> :.SMART Meaning.....	41
<b>Figure 4</b> : Organization chart of CONCORDAL SPA (Head Office).....	46
<b>Figure 5</b> :.Organization chart of CONCORDAL SPA (Production Unit of Oued Smar).....	46
<b>Figure 6</b> : Organization chart of CONCORDAL SPA (Production Unit of Reghaia).....	47
<b>Figure7</b> : Graphic of Analysis of Opinion on Recruitment and Selection Process of the Organization.....	53
<b>Figure 8</b> :.Graphic of Analysis of opinion on modification of Recruitment policy.....	54
<b>Figure9</b> : Graphic of Analysis of opinions on Connections at the time of Selection.....	55
<b>Figure10</b> : Graphic of Analysis of satisfaction of Recruitment Procedure in the Company.....	56
<b>Figure11</b> :.Graphic of Analysis to know about the job vacancies in the Company.....	57
<b>Figure12</b> : Graphic of Analysis of work experience of the employees.....	58
<b>Figure13</b> : Graphic of Analysis of Company Climate & Working conditions.....	59
<b>Figure14</b> : Graphic of Analysis of opinion of best source to recruit the employee in the Company.....	60
<b>Figure15</b> : Graphic of Analysis whether the recruitment Process in the organization exists.....	61
<b>Figure16</b> : Graphic of Analysis of conditions that stimulated to apply for the job.....	62
<b>Figure17</b> : Graphic of Level of execution.....	64
<b>Figure18</b> : Graphic of Quality of work.....	65
<b>Figure 19</b> : Graphic of Level of creativity.....	66
<b>Figure20</b> : Graphic of Amount of consistent improvement.....	67
<b>Figure21</b> : Graphic of Customer and peer feedback.....	68
<b>Figure22</b> : Graphic of Sales revenue generated.....	69
<b>Figure23</b> : Graphic of Responsiveness to feedback.....	70
<b>Figure 24</b> : Graphic of Ability to take ownership.....	71
<b>Figure25</b> : Graphic of Percentage of tasks completed on time.....	72
<b>Figure 26</b> : Workers who have stopped working from 2013 to June 2017.....	74
<b>Figure 27</b> : Reasons for the end of the contract 2013.....	75
<b>Figure 28</b> : Reasons for the end of the contract 2014.....	76

<b>Figure 29:</b> Reasons for the end of the contract 2015.....	77
<b>Figure 30:</b> Reasons for the end of the contract 2016.....	78
<b>Figure 31:</b> Reasons for the end of the contract 2017 (first semester).....	79
<b>Figure 32:</b> A histogram of the main reasons behind the end of contract of employees of the company.....	80

**LISTE OF ABBREVIATIONS AND ACRONYMS**

**ENSM** : École Nationale Supérieure De Management

**RH** : Ressources Humaines

**HRM** : Human Resources Management

**PM**: Performance Management

# **GENERAL INTRODUCTION**

## **GENERAL INTRODUCTION:**

As competition among companies increased, there was a higher pressure on human resources responsible persons and corporate managers in general. It is clear that the transformations experienced by companies have posed a profound questioning of how to recruit new workers and how to choose the best among them.

As to researchers in human resources management, one cannot remain indifferent to the principle that there is only measurable science.

The theoretical verification of the phenomenon (here the employment process and its role in the performance of human resources) cannot dispense with reliable policies of the recruitment process. Moreover, they define their management to improve the performance of the individual or at least to guide their work on ways to evaluate this performance.

Recruitment policies are therefore critical for managers to clarify and determine company goals.

The performance of each individual in the future is to help the company to increase its performance and also to create value within the company.

The recruitment process is much more than just a mechanism through which to fill a deficit in a vacancy. It is a continuous process in which all necessary measures are taken to ensure the selection of highly qualified workers that increase the productivity of the company.

Before making such a decision, the company's employment officer must ensure that he has taken into consideration all possible employment measures objectively in order to make a good decision where to employ the right person to perform and the ability to make difference within the company, choosing the right person among several people is critical to the company.

## **1. Subject of the study**

The study focuses on improving the company's employment policy to provide workers with good performance.

## **2. Purpose of the study:**

- An analysis of the company's recruitment policy to make suggestions that may improve its performance.
- An analysis of the results of the application of recruitment policies on the quality of the employee
- Improve the recruitment process for selection of workers with performance.

## **3. Interest of the study:**

Our work focuses on the private company CONCORDAL SPA. This choice was not made at random; it is a company that has diversified its activities. It was previously specialized only in painting; currently it represents a remarkable example in making new products, for this, the performance of its employees is fundamental to face competition in the market of paint, glue and its derivatives and even sanitary products.

## **4. Limits and difficulties:**

There were difficulties and limitations in this study. We have tried as much as possible to reduce the difficulties we faced to reach the results, we concluded as follows:

- The lack of literature in our theoretical study was the most difficult, and this justifies the lack of information in chapter II Of this summary.
- Insufficient time for practical part.

Our sample was distributed between the General Directorate and the two units of the company in Algiers, after the distance was a challenge despite the limitations of our study, the shortcomings can't be questioned and the relevance and validity of the results we have achieved. In fact, the investigation is very informative as long as we interviewed the representatives who are involved in employment; we have, from this survey, succeeded in the questions we originally posed.

## **5. Research Questions:**

- Is the respect of recruitment procedures leading to performance?
- Does the application of recruitment standards have a positive effect on employee performance?

We will then answer this question in the course of this work, and other secondary issues:

- Are the recruitment procedures needed for the employee performance?
- Can the company switch from recruitment procedures to suit its nature, or are there procedures that can't be abandoned?

To be able to deal with and analyze the problem, and as initial responses to our Secondary questions, our paper makes the following hypotheses:

### **6.Hypothesis:**

**H1:** The Company applies the recruitment procedures.

**H2:** The respect of the recruitment procedures increases the employee performance in CONCORDAL SPA.

### **7. Followed Methodology:**

In order to study this subject, we used the descriptive method for the theory, and the analytical method for the empirical part, explaining and analyzing the results of the survey.

### **8. Work plan:**

In order to be able to respond to the problems raised, we will divide this work in three (03) theoretical chapters and one (01) practical chapter as follows:

**CHAPTER I:** Study methodology

**CHAPTER II:** Concept of Recruitment and employee performance concept.

**CHAPTER III:** Context of the study- presentation of CONCORDAL SPA

**CHAPTER IV:** Presentation of results & recommendations

**CHAPITRE I**

**STUDY METHODOLOGY**

## CHAPTER I: STUDY METHODOLOGY

### 1-Study Plan:

Our study will consist of two parts. The first part (I) will talk about the theoretical framework. It will be a question of giving some definitions of the fundamental concepts of the theme; the recruitment and employee performance.

The second part (II) will develop the context of the study and present the results and interpretations that will be followed by a set of recommendations and proposals that are likely to have a positive impact on recruitment policy and its impact on employee performance. This will be a matter of continuous presentation of the report and presentation of results.

### 2-Study Approach

This approach consists of:

#### 2.1-A review of the literature:

This review of the literature will allow us analyze our thesis subject and have some knowledge in the field of human resources management in general, and in terms of recruitment and the employee performance in particular. The Internet has also been a source of research on the subject.

For the practical part, we refer to Sylvie Guerrero's table of main analytical methods;

<b>Methods</b>	<b>principales</b>	<b>When to use it?</b>
<b>OBSERVATION</b>	Either physically present or by a camera footage. It is an observation on who does certain things and how they have been done.	-When operations are easy to observe (rather manual) -When operations are few and frequent.-When observation is taken as neutral and expert

<b>INTERVIEW</b>	An external "expert" receives individually or in groups and with an interview guide, collects the information.	<ul style="list-style-type: none"> <li>-When the number of people participated in the analysis process is reduced</li> <li>-When collecting rich and detailed information (when creating tools).</li> <li>- Where there are tensions or divergences in the content of jobs or skills.</li> </ul>
<b>AUTO-ANALYSIS</b>	Holders of jobs or trades individually identify themselves, their tasks or skills.	<ul style="list-style-type: none"> <li>-When we seek to be specified, validated or updated</li> <li>- In order for employees to feel concerned and implicated in the process.</li> </ul>
<b>SURVEY</b>	Employees complete a survey based on closed or open questions	<ul style="list-style-type: none"> <li>-When updating or validating existing tools</li> <li>- When one wants to involve many people in the analysis process</li> </ul>

**Table 1.** The Tools of HR

**Source:** les outils des RH- Sylvie Guerrero- page 28<sup>1</sup>

**2.2-A direct observation:**

Knowing the company, its operation and its evaluation system was the subject of this direct observation.

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<sup>1</sup>(sylvie,2014) lesoutilsdesRH- Sylvie Guerrero- page 28.

### **2.3-A documentary review**

This allowed us to review all the regulatory texts, and all the CONCORDAL SPA Company documents relevant to our study.

### **2.4-The survey:**

It will be achieved namely through the use of two distinct tools, the interview and the survey. The latter, will be disseminated and informed by all the senior executives of CONCORDAL SPA Company. We will conduct a two-stage process. The first one, the creation of a survey in order to gather the opinions of the employees. The second, we will complement this work by analyzing the employees performance taking into account the recruitment policy in order to reach the results

The methodology adopted to carry out our study is essentially based on documentary research (books, articles, dissertations, the Internet). We will see later the tools we used (survey) to carry out our research.

The results of the survey, interviews, and the academic and professional literature. Once analyzed, they will allow us to highlight new suggestions for a better improvement of the system of recruitment and employee performance of CONCORDAL SPA Company.

The working methodology highlights the outline of our study, the target population and how the survey was developed. We will then explain the techniques used for the distribution and collection of data and then the method of treatment.

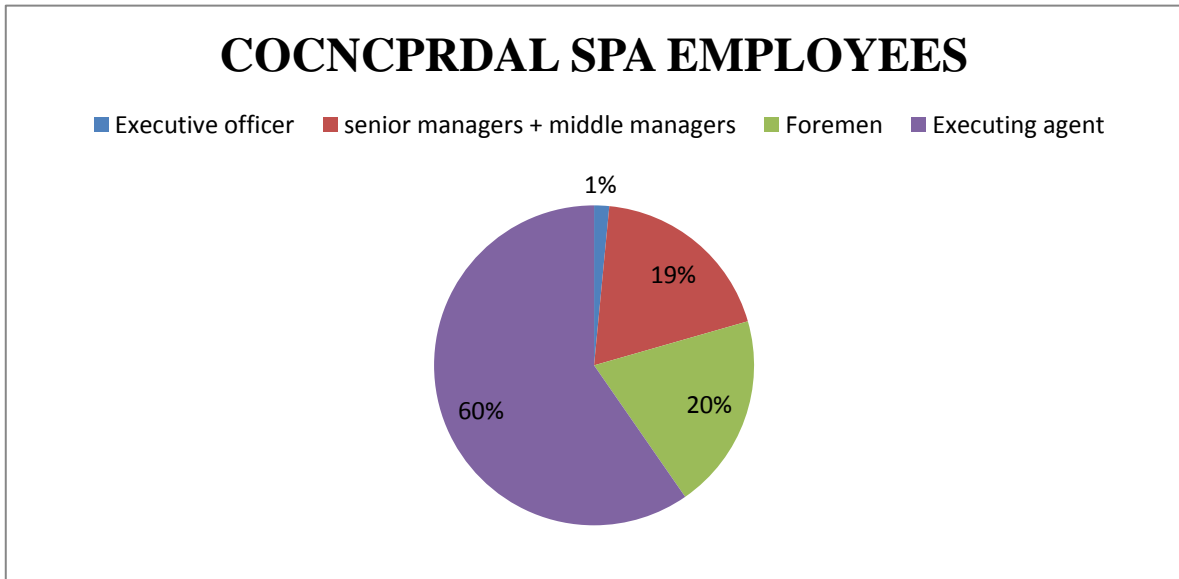
### **2.5-The research pattern:**

-We chose to do a survey as part of our study because we consider this method appropriate for the opinion of the employees. This method seems to be the most suitable method for this work because it makes it possible to analyze more effectively the recruitment policy and the performance of employee in the CONCORDAL SPA Company.

-On the other hand, we chose the data analysis method for the company's workers from the first day of the company's establishment (1998) to July 2017, we tried to make a research on the total number of workers throughout this period, the methods of recruitment and the reasons for stop working for those who stopped work, And was it related to their performance , in this study we used the files of all the workers, as well as the DLG program (especially PC-PAIE) which contains all HR data about the employees.

### 3-Sample:

The population we targeted for our study is all CONCORDAL SPA employees; this population employed by the Institution is distributed as follows:



**Figure1:** Target Population

STRUCTURES	HEAD OFFICE	PRODUCTION UNIT OF OUED SMAR	PRODUCTION UNIT OF REGHAIA	Total
<b>CATEGORIES</b>				
<b>SOCIOPROFESSIONALS</b>				
<b>Executive officer</b>	<b>03</b>	<b>02</b>	<b>01</b>	<b>06</b>
<b>senior managers + middle managers</b>	<b>31</b>	<b>38</b>	<b>06</b>	<b>75</b>
<b>Foremen</b>	<b>08</b>	<b>51</b>	<b>19</b>	<b>78</b>
<b>Executing agent</b>	<b>13</b>	<b>161</b>	<b>61</b>	<b>235</b>
<b>Total</b>	<b>55</b>	<b>252</b>	<b>87</b>	<b>394</b>

**Table 1:** TargetPopulation

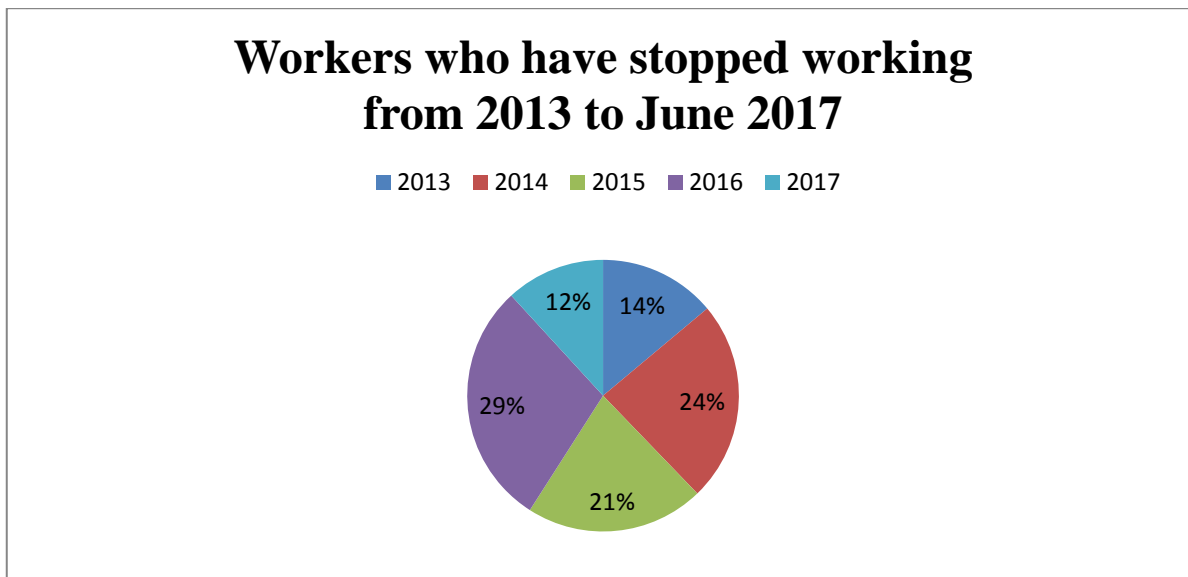
The survey was distributed to the employees which allowed us to target. Our population includes 4 categories of employees (Executive officers (3), senior managers + middle managers (50), Foremen (50) Executing agents (200). A total of 303 surveys were distributed, 265 surveys were collected .

-In the second case we took information of CONCORDAL SPA employees (from 2013 to June 2017), we use the program PC-PAIE OF DLG, Our work will be limited to workers who

have stopped during this period (2013-2017),and trying to understand why they stopped,and the following results were obtained:

Year	2013	2014	2015	2016	2017
subtotal	53	91	81	111	45
Total	381				

**Table 02:**Workers who have stopped working from 2013 to June 2017



**Figure02:** Workers who have stopped working from 2013 to June 2017.

### 3.1-Sample structure:

We will therefore work –in the survey- on a sample of eleven (265) people, which is about eighty-seven percent (87%) of the Company.

And in the second hand we will analyze the data of CONCORDAL SPA employees who stopped working (from 2013 to June 2017), and we will discuss the reason behind the termination of contract and if it has to do with their performance.

**CHAPTER II**  
**LITERATURE REVIEW AND**  
**CONCEPTUAL FRAMEWORK**

## **CHAPTER II: RECRUITMENT, SELECTION & EMPLOYEE PERFORMANCE:**

In this chapter we focus on two main subjects in modern administration of companies; recruitment and employee performance.

In the first section, we will concentrate on the recruitment of employees that plays an important role in the selection of the best suited employees. We will tackle the importance of recruitment in the company, and the methods to achieve it to diversify the sources of recruitment and discuss the factors effecting it.

In the second section, we will deal with the performance management and its contribution in increasing motivation and self-esteem and so on. Then deal with the disadvantages of poorly implementation of the system of performance management, as well as mentioning the role and aim of the performance management.

Finally, we will talk about the most important subject in our study; employee performance and its importance and how to enhance its plans for a better application within the company's system.

### **SECTION 01: RECRUITMENT AND SELECTION:**

#### **1.1. RECRUITMENT:**

Recruiting involves attracting candidate to fill the positions in the organization structure.

Before recruiting, the requirement of positions must be cleared and identified. It makes easier to recruit the candidates from the outside. Enterprises with a favorable public image find it easier to attract qualified candidates.

##### **1.1.1. DEFINITIONS:**

1. Mc Fariand, "The term recruitment applies to the process of attracting potential employees of the company."<sup>2</sup>

2. Edwin B flippo defined, "Recruitment as the process of searching for prospective employee and stimulating them to apply for jobs in the organization."<sup>3</sup> It is an important function of staffing. If the employer chooses the right people for the right jobs, gives them assurance for the success of organization and management, he will be able to achieve his targets. This eventually leads to good productivity, morale and goodwill.<sup>4</sup>

Thus recruitment may be considered as a positive action as it involves attracting people towards the organization.<sup>5</sup>

The goal of recruitment is to generate a pool of qualified job applicants.

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<sup>2</sup> BCA, Principles and practice of managementP.525

<sup>3</sup> Prin. Kamala Balasubramanian, The Significance of Recruitment in an Organization ,page 735, according to Human Resource Management; Developed by P. Subba Rao of United Business Institute, Brussels, Belgium, Europe, Jaro Education.

<sup>4</sup>Prin. Kamala Balasubramanian, The Significance of Recruitment in an Organization ,page 01.

<sup>5</sup> BCA,Principles and practice of managementP.525

Specifically, recruitment refers to the range of processes an organization uses to attract qualified individuals on a timely basis and in sufficient numbers and to encourage them to apply for jobs in the organization. When we think of recruitment strategies, our attention often focuses on a set of key questions:

- Should the organization recruit and promote from within, or should it focus on recruiting external applicants?
- Should the organization consider alternative approaches to filling jobs with full-time employees, such as outsourcing, flexible staffing, and hiring contingent workers?
- Should the organization find applicants who have precisely the right technical qualifications or applicants who best fit the culture of the organization but may require additional training to improve their technical skills?

The success of recruitment is dependent on many factors, including the attractiveness of the organization, the community in which the organization is located, the work climate and culture of the organization, managerial and supervisory attitudes and behavior, workload, and other job-related considerations.

Before we explore these aspects, we first address recruitment from the perspective of applicants and potential employees. What factors influence an individual's decision to apply for and accept employment with a particular organization? If we consider applicants and employees as customers, then an understanding of their needs and expectations is central to the development and implementation of effective recruitment strategies.<sup>6</sup>

### **1.1.2. IMPORTANCE OF RECRUITMENT:**

The organization makes vacancies known to a larger number of people to organization through advertisement and publicity and make larger number of people to apply is called recruitment. "The aim of recruitment is to attract qualified job candidates." The organization and employee must understand the required qualification for job. Recruitment of employee done by organization after taking at most care if it is not taken properly the organization may face different problem in future.

It requires the details study of manpower planning and if planning done very carefully it may take to organization to achieve its target in a shorter period of time "Recruiting is the process

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<sup>6</sup> Recruitment, selection and retention, Bruce J.Fried and Michael Gates, page 199.

of generating a pool of qualified applicants for organizational jobs.” Recruitment shows the path for an organization for success and achievement. Recruitment is a process if done carefully may clear way for selection, orientation, induction and retention. Recruitment is the first step of Staffing.

### **1.1.3. METHODS OF RECRUITMENT:**

According to ‘Dunn and Stephens’ recruitment methods can be classified into three categories:

- 1) Direct Methods
- 2) Indirect Methods
- 3) Third Party Methods

#### **1)Direct Methods:**

Include travelling visitors to educational and professional institutions, employee’s contacts with public and manned exhibits and waiting lists.

#### **a) Campus Recruitment:**

In this method the employer go to different campus, business, school, college and universities, in this case the employer ask the student what are the expected and required task to be performed, arranged interview in campus select the best available manpower for job commonly known as campus selection.

#### **b) Internship:**

“Internship offered by man industrial enterprise constitute an effective recruiting technique.” Many Government College and universities made it compulsory before joining any job, sometime the organization may promise for regular job and permanent job. If they are satisfied and impressed with the performance of employee at internship.

#### **c) Walk in Interview:**

In this case the employer may ask to submit the resume to the respective organization usually advertisement given in newspaper after interviewing candidate may be appointed or rejected.<sup>7</sup>

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<sup>7</sup> Prin. Kamala Balasubramanian, The Significance of Recruitment in an Organization, page 736.

## **2)Indirect Methods:**

In this method, media<sup>8</sup> helps for the selection of recruiting people with the help of print media in form of “Vacant Situation.” It usually contains the name of organization, required qualification and experience, sometime pay scale too. Newspapers have different advertisements regarding vacancies daily.

## **3)Third Party Methods:**

Here the people are being recruited with help of third party like job placement, employment agencies, and management consultant. The organization approaches to different job placement, Employment agency and management consultant for required employee and candidate. E-Recruitment is a new phenomenon in organization the applicant and organization are directly in touch with each other with the help of internet.

### **1.1.4. FACTORS AFFECTING RECRUITMENT:**

It is hard for finding talent, reputed organization find talented people easily whereas new firm find it difficult for recruiting people.

#### **A-INTERNAL FATORS:<sup>9</sup>**

- **Organizational Image:**

If image of organization is not good. The employee may not take interest to apply for the job and if image of organization is good the candidate may wait for longer time for call.

- **Size of the Organization:**

Larger size of organization finds it easy to recruit people whereas small size of organization find recruitment difficult because conducting interviews are expensive large organization has attraction for employees.

- **Interference:**

Some organizations have a strong trade union they force management to recruit employee of their choice instead of going for merit selection.

- **Pay Package and Time:**

If organization gives good pay package more candidates wish to join such organization and if it is done on time, the employee will not think of leaving the organization.

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<sup>8</sup>include advertising in newspaper radio, in trade and professional journals, technical journals, brochures etc. (BCA, Principles and practice of managementP.525).

<sup>9</sup>Prin. Kamala Balasubramanian, The Significance of Recruitment in an Organization, page 737.

- **Culture:**

If the organization culture is hassle free and free from any kind of politics. The existing employee and new candidate would like to continue with organization.

- **Relation:**

There should be a good relation between employer and employee.

### **B-EXTERNAL FACTORS ECONOMIC FACTOR:**

If organization is earning good required and target profit indicate that the organization is in position to more people.

- **Supply And Demand Factor:**

If there is a demand for particular job requirement it should be supply from market from placement center.

- **Reservation:**

If the seat or job is reserved for candidate like women, handicapped or SC/ST/OBC no other candidate would be applied for same.

### **1.1.5. SOURCES OF RECRUITMENT:**

An initial question in the recruitment process is applicant sourcing, or specifying where qualified job applicants are located. We often distinguish between internal recruitment (which usually entails promotion or transfer from within the organization) and external recruitment (identifying applicants from outside of the organization)<sup>10</sup>.

So, the various sources of recruitment may be classified as:

- Internal sources or from within the organization
- External sources or recruitment from outside.

#### **A. INTERNAL SOURCES:**

##### **a) Transfers:**

The employees are transferred from one department to another according to their efficiency and experience.

##### **b) Promotions:**

The employees are promoted from one department to another with more benefits and greater responsibility based on efficiency and experience

##### **c) Others:**

Others are Upgrading and Demotion of present employees according to their performance.

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<sup>10</sup> Recruitment, selection and retention, Bruce J.Fried and Michael Gates, page 206.

Retired and Retrenched employees can be a source of recruitment. Recruiting such people saves time and costs of the organizations as the people are already aware of the organizational culture, policies and procedures. Dependents and relatives of deceased employees and disabled employees are also considered by many companies so that members of the deceased member's family are not at the mercy of others.

## **B. EXTERNAL SOURCES OR RECRUITMENT FROM OUTSIDE:**

Internal sources may not always fulfill the needs of an organization. Naturally, most of the concerns have to look for the external sources for recruitment the required number of employees with the requisite qualifications.

The external sources of recruitment include.

- **Direct Recruitment:**

Many organizations having one separate department called personnel department to select right employees. For that organization may receive direct applications from the candidate . The technical and clerical staff is appointed in this way

- **Recruitment through the jobbers or Intermediaries:**

Unskilled or illiterate workers are recruited through this method. Under this system the intermediary keeps a vital link between workers and employers. They are always willing to supply the required number of workers<sup>11</sup>.

- **Recruitment at the factory gate:**

Mostly unskilled workers are appointed through this method. Under this system, large numbers of unemployed workers assemble at the factory gate for employment. The factory manager, or labor superintendent or some other official may select the necessary workers

- **Recruitment through advertisement:**

This is most common method for recruiting skilled workers, clerical staff, managerial personnel, technical personnel

The vacancies are advertised in the popular daily newspapers and applications are invited from the persons having required qualifications

- **Recruitment through the recommendation of the existing employees:**

The existing employees recommend the suitable names for the employment

- **Recruitment from colleges or universities or educational institutions:**

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<sup>11</sup> BCA, Principles and practice of management P.525

This method is used in some enterprises or Government department, when the recruitment of persons required for administration and technical personnel.

- **Recruitment through employment exchange:**

The workers who want help in finding jobs make their registration in the nearest employment office where details are recorded<sup>12</sup>. Employment exchanges are the special offices for bringing together those workers who are in need of employment.

- **Labor Contractors:**

Manual workers can be recruited through contractors who maintain close contacts with the sources of such workers. This source is used to recruit labor for construction jobs.

- **Unsolicited Applicants:**

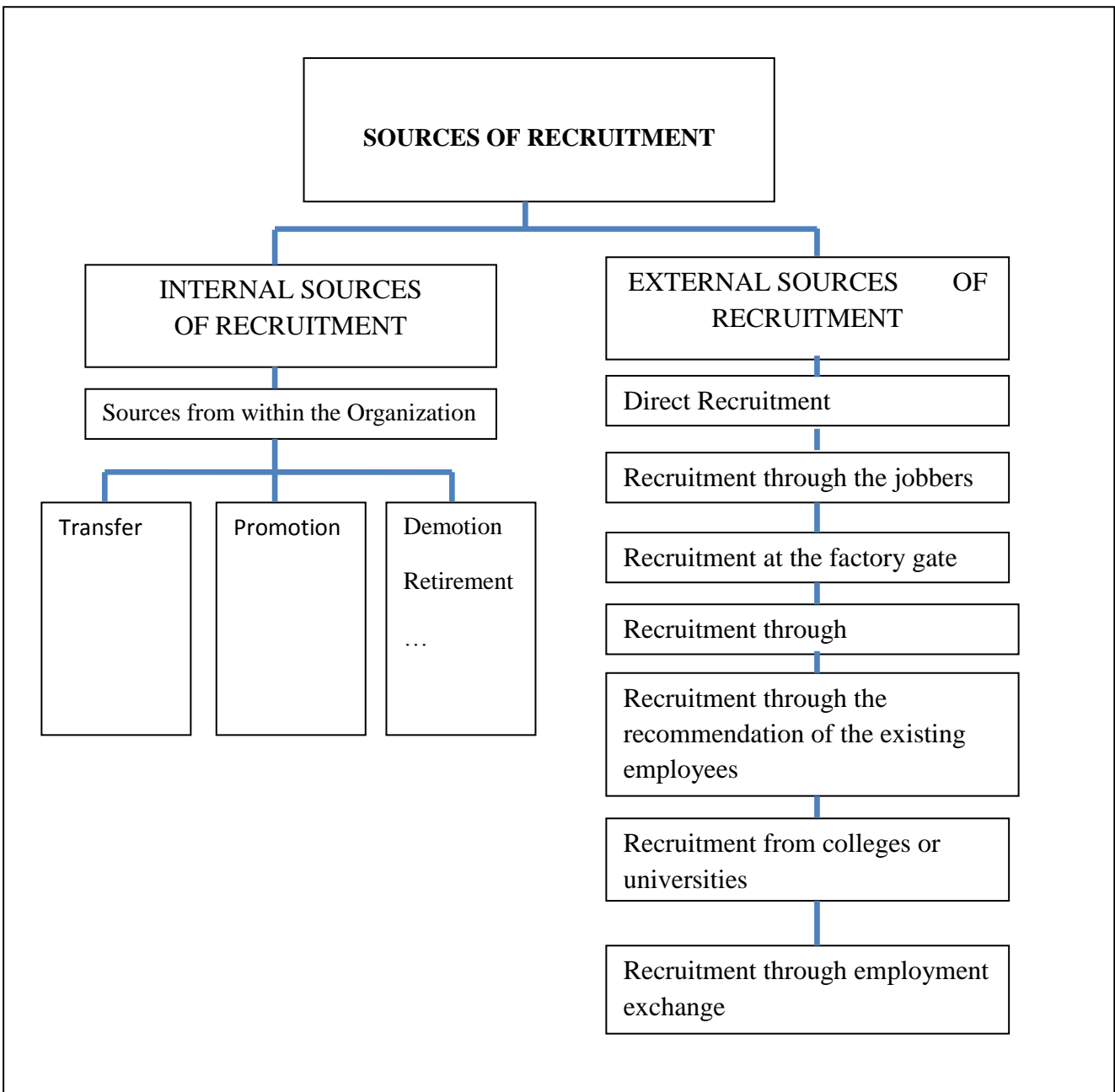
Many job seekers visit the office of well-known companies on their own. Such callers are considered nuisance to the daily work routine of the enterprise but can help in creating the talent pool or the database of the probable candidates for the organization.

- **Job Fairs:**

Job fairs are conducted by different companies to attract candidates for entry level jobs.

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<sup>12</sup> BCA, Principles and practice of managementp.525



**Table.3:** Sources of Recruitment

### **C.ADVANTAGES AND DISADVANTAGES OF INTERNAL AND EXTERNAL RECRUITMENT:**

On the positive side of internal recruitment, candidates are generally already known to the organization, the organization is familiar with their past performance and future potential and is aware of their expectations. Internal candidates also tend to know specific organizational processes and procedures and may not require as much socialization and start-up time. Internal recruitment may also be used as a morale principle and viewed as a career ladder because it encourages highly valued and productive employees to stay with the organization.<sup>13</sup>

- The ability of recruitment is known so it is easy to assess potential for the next level. By contrast, assessments of external recruits are based on less reliable sources, such as references, and relatively brief encounters, such as interviews.
- “Insiders” know the organization, its strengths and weaknesses, its culture and, most of all, its people.
- Promotions from within build motivation and a sense of commitment to the organization. Skilled and ambitious employees are more likely to become involved in developmental activities if they believe that these activities will lead to promotion.
- Internal recruitment is cheaper and quicker than advertising in various media and interviewing “outsiders”. Time spent in training and socialization is also reduced.<sup>14</sup>

On the negative side of internal recruitment, however, is the possible manifestation of the Peter Principle, a common phenomenon in which successful employees continue to be promoted until they reach one position above their level of competence (Peter and Hull 1969)<sup>15</sup>, with the Peter Principle, employees may be promoted regardless of their aptitude for the new position.<sup>16</sup>

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<sup>13</sup>Recruitment, selection and retention, Bruce J.Fried and Michael Gates, page 206-207.

<sup>14</sup>Margaret A. Richardson,recruitment strategies,managing/effecting the recruitment process, page 04.

<sup>15</sup>**NB:** Sometimes it is difficult to find the “right” candidate within and the organization may settle for an employee who possesses a less than ideal mix of competencies (Margaret A.Richardson,recruitment strategies,managing/effecting the recruitment process, page 09).

<sup>16</sup>**For example,** a world- renowned clinician and researcher may be promoted to vice president of medical affairs even though that person is not the best candidate. Effective organizations seek to prevent this phenomenon by ensuring the accuracy of job descriptions and by requiring internal (and external) candidates to meet the specified job qualifications (Recruitment, selection and retention, Bruce J.Fried and Michael Gates, page 207).

- If an individual who does not possess all the job qualifications is hired, a manager has to be aware of the person's need to be trained in those areas requiring remediation. Internal recruitment may also have the disadvantage of causing disarray in the organization. At times, promotion creates a ripple effect—one individual moves into a different position, leaving a vacancy; this vacancy, in turn, is filled by someone else who causes another vacancy, and so forth.<sup>17</sup>
- If the vacancies are being caused by rapid expansion of the organization, there may be an insufficient supply of qualified individuals above the entry level. This may result in people being promoted before they are ready, or not being allowed to stay in a position long enough to learn how to do the job well.<sup>18</sup>
- Infighting, inbreeding, and a shortage of varied perspectives and interests may reduce organizational flexibility and growth, and resistance to change by those who have an interest in maintaining the status quo may present long term problems.<sup>19</sup>
- In times of rapid growth and during transitions, the organization may promote from within into managerial positions, regardless of the qualifications of incumbents. Transition activities and rapid organizational growth often mask managerial deficiencies; it is not until the growth rate slows that the deficiencies become apparent and, then, the organization finds it difficult, if not impossible, to undo the damage. The resulting cost of remedial training can prove prohibitive.<sup>20</sup>

External recruitment refers to turning to sources of applicants outside the organization, including educational institutions, such as high schools, vocational schools, community colleges, and universities. Depending on the position, external recruitment may also be done through advertising on the Internet and in print media. An advantage of external recruitment is that candidates may bring in new ideas. In addition, the organization may be able to more specifically target candidates with the skills needed rather than to settle for an internal candidate who may know the organization but may lack specific skills and knowledge. External candidates also tend to be unencumbered by political problems and conflict and therefore may be easier to bring into a difficult political environment than an internal applicant. This is often a rationale for selecting a chief executive officer from outside.<sup>21</sup>

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<sup>17</sup>Recruitment, selection and retention, Bruce J.Fried and Michael Gates, page 207.

<sup>18</sup>Margaret A.Richardson,recruitmentstrategies,managing/effecting the recruitment process, page 09.

<sup>19</sup>Margaret A.Richardson,recruitmentstrategies,managing/effecting the recruitment process, page 09.

<sup>20</sup>Margaret A.Richardson,recruitmentstrategies,managing/effecting the recruitment process, page 09.

<sup>21</sup>Recruitment, selection and retention, Bruce J.Fried and Michael Gates, page 207.

- Many applicants are not easy to characterize as coming from either an internal or an external source. For example, hiring candidates who have worked for the organization in a contingent or part-time capacity, including contract employees, is not uncommon. As a general rule, obtaining as many qualified job applicants as possible is a good idea. From the organization's perspective, a large number of applicants permits choice and sometimes may even stimulate a rethinking of the job design. For example, an applicant may emerge who has additional skill sets that are not necessarily relevant to the job as currently designed but are useful nonetheless. Successful organizations are flexible enough to take advantage of these opportunities. Note also that it is advisable to design recruitment efforts in such a way that they yield applicants who have at least the minimum qualifications. Processing a large number of unqualified applicants can be expensive as well as a waste of time for both the organization and applicants. To prevent this waste, some organizations scan electronic resumes to identify key words and to screen applicants.
- Former employees are also a fruitful source of applicants. Employees who have left under good condition that is, as a result of other employment opportunities, organizational downsizing and restructuring, relocation, and personal factors sometimes may seek or be available for reemployment with the organization. Their capabilities and potential are already usually well known to the organization. Returning employees may also send an implicit message to current employees that the work environment is not so bad after all. Depending on the position involved, employment agencies and executive search firms (both state sponsored and private) may be useful as applicant search and screening vehicles. Agencies may specialize in different types of searches and typically work either on a commission or on a flat-fee basis.<sup>22</sup>
- Recruiting firms/employment agencies are gaining in popularity, especially in the search for management level/executive talent. Recruiting via this medium is expensive, whether the organization uses a contingency firm or has one on retainer. Executive search firms tend to match candidates to jobs faster than most organizations can, on their own, primarily because the recruiting firms/employment agencies possess larger databases of, and wider access to, persons (whom they may themselves

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<sup>22</sup>The same previous source, page 208.

have placed) and have a greater awareness of the location of competencies needed by the client agencies.<sup>23</sup>

**Advantages :Disadvantages:**

**Recruing Internal Candiates :**

- May improve employee morale and encourage valued employees to stay with the organization.-Possible morale problems among those not selected.
- May lead to inbreeding
- Permits greater assessment of applicants abilities; candidate is a know entity.-May lead to conflict among internal job applicants.
- May require strong training and
- May be faster, and may involve lower cost for certain jobs. activities and management development
- Good motivator for employee- May manifest the peter principle. performance.- May cause ripple sffect in vacancies
- Applicants have a good understanding of the organization. with needs to be filled.
- May reinforce employee'ssense of job security.

**Recruiting External Candidates:**

- Brings new ideas into the organization.-May identify candidates who has technical skills but does not fit the culture of the organization
- May be less expensive than training internal candidates. candidates. the culture of the organization
- External candidates come without dysfunctional relationship with others and without being involved in organozational politics.-May cause morale problems for internal candidates who were not selected.
- May require longer adjustment
- May bring new ideas to the organization. and socialization.

**Table 04:**Advantages and disadvantages of internal and external recruitment

<sup>23</sup>Margaret A.Richardson,recruitmentstrategies,managing/effecting the recruitment process, page 11.

### **1.1.6 PROCESS OF SELECTION:**

Selection means the taking up the different workers by various acts from the application forms invited through different internal and external sources.

According to Dale Yoder, "Selection is the process in which candidates by employment are divided into two classes, those who are to be offered employment and those who are not"

Selection of workers is regarded as a policy matter. Every enterprise has its own policy for recruitment. The following procedure is adopted.

- **Receiving and screening the application:**

After receiving the applications, they have to be screened. In this process the applications of candidates without the requisite qualification are rejected.

- **Sending the Blank application form :**

After preparing the list of candidates suitable for a given job, blank application forms will be sent to the candidates. In this application form information should be given about the name and address of the candidate, educational qualification, experience, salary expected ... etc.

- **Preliminary Interview:**

The interviewer has to decide whether the applicant is fit for job or not. By this interview the appearance, attitudes, behavior of the candidate can be known easily.

- **Administering Tests:**

Different types of test may be undertaken. Tests are conducted for the knowledge of personal behavior, efficiency of work and interest. Generally, following types of tests are conducted.

i) Achievement Test

ii) Aptitude test

iii) Trade Test

iv) Interest Test

v) Intelligence Test etc.

- **Checking References on Investigation of Previous History:**

Applicants are generally asked to give names of at least two persons to whom the firm may make a reference.<sup>24</sup>

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<sup>24</sup> BCA, Principles and practice of management P.525

- **Interviewing:**

Interview is the most important step in the selection procedure

In interview, the intimation given in the application form is checked

Following is the recommended process for conducting a successful interview.

**a) Develop interview questions and tests:**

Creating good interview questions and tests is critical to conducting a successful interview.

The job or the work situation cannot include areas as identified Questions and tests must be directly related to under the prohibited grounds for discrimination. The job description is generally the best source of information for developing question areas and topics, however, other documents such as position profiles, occupational standards/ charts and training needs assessment forms can also be used.

Questions and tests should cover all of the important areas of the job including:

The candidate's interest in the job, the qualifications of the candidate, the candidate's knowledge and skills, and the personal suitability of the candidate

The Committee should also develop different types of interview questions such as:

**General Information:**

General information questions are used to get a better understanding of the candidate and his/her background.

These types of questions are also useful for finding out why a candidate is interested in the position and why the candidate feels that he/she is a good candidate for the job. General information questions may include:

- Tell us about your background and how it relates to this position?
- Why are you interested in this position?
- What are your career goals and how would this position help you to achieve them?

**Situational Questions:**

Situational questions can be used to see how a candidate may respond in a real life situation.

It provides the Committee with insight into how the candidate thinks when faced with particular situations. An example of a situational question for a Finance Officer may be:

- You have been asked to prepare the annual budget. What steps would you take to ensure the budget is completed in on time?<sup>25</sup>

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<sup>25</sup>CGHRDS June 2008 page 140

**Experiential Questions:**

Many organizations now use experiential (or behavior based) questions. These types of questions are used to determine what the candidate has done in similar situations in the past. Experiential questions are considered the most reliable since past behavior is generally the best indicator of future actions. It is also easier to ask follow-up questions and easier to conduct reference checks since you can verify what the candidate has told you with the reference. Examples of experiential questions include:

- Tell me how you have handled a situation where a vendor or client is unhappy because he/she feels that he/she was not paid properly or on time.

**Job Related Tests:**

job related tests are used to test a candidate's knowledge and skills in specific areas. Job related tests are generally good indicators of how the candidate will perform in the job. An example of a job related test for a finance officer is to ask the candidate to review a financial statement and tell analyze how well the community government is doing in terms of fiscal management.

Once the questions have been created, a pass/fail mark should be assigned. The mark is generally set at 60 to 70%. The questions can then be placed on a Candidate Interview Question Form.

During the interview, each Member of the Selection Committee should have a copy of the Candidate Interview Question Form for each candidate.

**b) Prepare for the Interview:**

It is important to be well prepared for the interview before the interview starts. Preparing for the interview includes making sure that each committee member has an interview package for each candidate. The interview packages should include:

- the job description
- The selection criteria/candidate rating form.
- The candidate's resume.
- The interview questions form.

The selection committee should also meet at least ½ hour prior to the start of the interview to decide which members will ask which questions and to review all of the material.<sup>26</sup>

It is also important to make sure that there is coffee or water available for the candidates and the committee members and that the interviews are being held in a secure and confidential

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<sup>26</sup>CGHRDS June 2008 page 141

area.

Remind the committee members that everything that is said in the interview is strictly confidential and is not to be repeated outside of the interview room.

**c) Conduct the Interview:**

It is important to conduct the interview in a pleasant and professional manner. Interviews should not be seen as stress tests, but as an exchange of information between the Committee Members and the candidates. Most candidates will want to get as much information from you as you want to get from them. The interview should include:

- **An introduction:**

the candidate should be introduced to each member of the Selection Committee and be informed about the interview process

- **Interview questions :**

in order to be fair, all candidates must be asked the same set of questions, however, you may want to ask different follow-up or probing questions for each candidate depending on his/her response

- **Interview wrap-up:**

The Chairperson should ask the candidate if he/she has any questions at the completion of the interview

**References:** the Chairperson must ask the candidate for references and to sign a Criminal Records Check form (if necessary for the position) References must include the current and/or most recent supervisor. In some cases the candidate may not want to give this person's name since he/she may still be working with the organization. In these cases the Chairman should let the candidate know that this is acceptable but that the Committee will want to speak to the current supervisor before making a final decision.

- **Job-related tests:**

Have the candidate go to another area to complete any job related tests

- **Consensus on the rating of the candidate:**

Following each interview, the Selection Committee Members should compare their notes and come to a consensus on the rating of the candidate. It is important to do this right after the interview so that the responses are fresh in everyone's minds<sup>27</sup>

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<sup>27</sup>CGHRDS June 2008 page 142

#### **d) Provide Information to the Candidate**

It is also important to provide the candidate with good information so that he/she can make an informed decision about the job. You do not want to hire someone only to have him or her resign within six months because the job is not what he or she expected.

Information to give the candidate should include:

- **salary range and standard benefits :**  
The benefits that are included with the position such as insurances, dental plan and so on.
- **availability of housing and housing conditions:**  
Whether housing is provided or available in the community, the cost of housing and the cost of heat and utilities.
- **information about the job:**  
Provide a copy of the job description and a list of goals and objectives of the DEC.
- **special or unique challenges and opportunities :**  
What will make the job exciting and challenging.

If possible, this information should be provided in a package that is sent to the candidates prior to the interview.

The committee must come to consensus on the top candidate based on the scoring and taking into consideration Employment By-Laws or Affirmative Action policies.<sup>28</sup>

- **Final Selection:**  
On the basis of results of previous interview the candidate is informed whether he/she is selected for the said post or not.<sup>29</sup>

## **SECTION II: PERFORMANCE MANAGEMENT:**

### **1.2.1. DEFINITION OF PERFORMANCE MANAGEMENT (PM):**

Performance management is a continuous process of identifying, measuring and developing performance in organizations by linking each individual's performance and objectives to the organization's overall mission and goals<sup>30</sup>. Let's consider each of the definition's two main components:

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<sup>28</sup>CGHRDS June 2008 page 143

<sup>29</sup>BCA, Principles and practice of management P.525

<sup>30</sup>Dr. Herman Aguinis, Performance Management, page 51

- **Continuous process:**

Performance management is ongoing. It involves a never-ending process of setting goals and objectives, observing performance, and giving and receiving ongoing coaching and feedback.

- **Link to mission and goals:**

Performance management requires that managers ensure that employees' activities and outputs are congruent with the organization's goals and, consequently, help the organization gain a competitive business advantage. Performance management therefore creates a direct link between employee performance and organizational goals, and makes the employees' contribution to the organization explicit.

Note that many organizations have what is labeled a 'performance management' system.

However, we must distinguish between performance management and performance appraisal.

A system that involves employee evaluations once a year, without an ongoing effort to provide feedback and coaching so that performance can be improved, is not a true performance management system. Instead, this is only a performance appraisal system.

Although performance appraisal (i.e., the systematic description of an employee's strengths and weaknesses) is an important component of performance management, it is just a part of the whole.

Performance management systems that do not make explicit the employee contribution to the organizational goals are not true performance management systems. Making an explicit link between an employee's performance objectives and the organizational goals also serves the purpose of establishing a shared understanding about what is to be achieved and how it is to be achieved.

### **1.2.2. THE PERFORMANCE MANAGEMENT CONTRIBUTION:**

There are many advantages associated with the implementation of a performance management system. A performance management system can make the following important contributions:

- **Motivation to perform is increased:**

Receiving feedback about one's performance increases the motivation for future performance. Knowledge about how one is doing and recognition of one's past successes provide the fuel for future accomplishments.<sup>31</sup>

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<sup>31</sup> Dr. Herman Aguinis, Performance Management, page 57

- **Self-esteem is increased:**

Receiving feedback about one's performance fulfils a basic need to be appreciated and valued at work. This, in turn, is likely to increase employees' self-esteem.

- **Managers gain insight about subordinates:**

Direct supervisors and other managers in charge of the appraisal gain new insights into the person being appraised. The importance of knowing your employees is highlighted by the fact that the Management Standards Centre has recognized that developing productive relationships with colleagues is a key competency for managers.

Gaining new insights into a person's performance and personality will help the manager build a relationship with that person. Also, supervisors gain a better understanding of each individual's contribution to the organization. This can be useful for direct supervisors as well as for supervisors once removed.

- **The job definition and criteria are clarified:**

The job of the person being appraised may be clarified and defined more clearly. In other words, employees gain a better understanding of the behaviors and results required of their specific position. Employees also gain a better understanding of what it takes to be a successful performer.

- **Self-insight and development are enhanced:**

The participants in the system are likely to develop a better understanding of themselves and of the kind of development activities of value to them as they progress through the organization. Participants in the system also gain a better understanding of their strengths and weaknesses, which can help them better define future career paths.

- **Personnel actions are more fair and appropriate:**

Performance management systems provide valid information about performance, which can be used for personnel actions such as merit increases, promotions and transfers, as well as terminations. In general, a performance management system helps ensure that rewards are distributed on a fair and credible basis. In turn, such decisions based on a sound performance management system lead to improved interpersonal relationships and enhanced supervisor–subordinate trust.<sup>32</sup>

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<sup>32</sup> Dr. Herman Aguinis, Performance Management, page 59

- **Organizational goals are made clear:**

The goals of the unit and the organization are made clear, and the employee understands the link between what he or she does and organizational success. This is a contribution to the communication of what the unit and the organization are all about and how organizational goals cascade down to the unit and the individual employee. Performance management systems can help improve employee acceptance of these wider goals (i.e., organizational and unit level).

- **Employees become more competent:**

An obvious contribution is that the performance of employees is improved. In addition, there is a solid foundation for developing and improving employees by establishing developmental plans.

- **There is better protection from lawsuits:**

Data collected through performance management systems can help document compliance with regulations (e.g., equal treatment of all employees regardless of sex or ethnic background). When performance management systems are not in place, arbitrary performance evaluations are more likely, resulting in an increased exposure to litigation.

- **There is better and more timely differentiation between good and poor performers:**

Performance management systems allow for a quicker identification of good and poor performers. Also, they force supervisors to face up to and address performance problems on a timely basis (i.e., before the problem is too costly and cannot be remedied).

- **Supervisors' views of performance are communicated more clearly:**

Performance management systems allow managers to communicate to their subordinates their judgments regarding performance. Thus there is greater accountability in how managers discuss performance expectations and provide feedback. Both assessing and monitoring the performance of others are listed as key competencies for managers by the Management Standards Centre. When managers possess these competencies, subordinates receive useful information about how their performance is seen by their supervisor.<sup>33</sup>

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<sup>33</sup> Dr. Herman Aguinis, Performance Management, page 70

- **Organizational change is facilitated:**

Performance management systems can be a useful tool to drive organizational change. For example, assume an organization decides to change its culture to give top priority to product quality and customer service. Once this new organizational direction is established, performance management is used to align the organizational culture with the goals and objectives of the organization to make change possible. Employees are provided with training in the necessary skills, and are also rewarded for improved performance so that they have both the knowledge and the motivation to improve product quality and customer service. This is precisely what IBM did in the 1980s when it wanted to switch focus to customer satisfaction: the performance evaluation of every member in the organization was based, to some extent, on customer satisfaction ratings regardless of function (i.e., accounting, programming, manufacturing, etc.). For IBM, as well as for numerous other organizations, performance management provides tools and motivation for individuals to change, which, in turn, helps drive organizational change<sup>34</sup>.

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| <ul style="list-style-type: none"><li>• Motivation to perform is increased</li><li>• Self-esteem is increased</li><li>• Managers gain insight about subordinates</li><li>• The definitions of job and criteria are clarified</li><li>• Self-insight and development are enhanced</li><li>• Personnel actions are more fair and appropriate</li><li>• Organisational goals are made clear</li><li>• Employee become more competent</li><li>• There is better protection from lawsuits</li><li>• There is better and more timely differentiation between good and poor performers</li><li>• Supervisors' views of performance are communicated more clearly</li><li>• Organizational change is facilitated</li></ul> |
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**Table 5:** Contribution of performance management systems

### **1.2.3. DISADVANTAGES/DANGERS OF POORLY IMPLEMENTED PM SYSTEMS:**

What happens when performance management systems do not work as intended, as in the case of Sally's organization? What are some of the negative consequences associated with low-quality and poorly implemented systems? Consider the following list:

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<sup>34</sup> Dr. Herman Aguinis, Performance Management, page 73

- **Employees may quit due to results:**

If the process is not seen as fair, employees may become upset and leave the organization. They can leave physically (i.e., quit) or withdraw psychologically (i.e., minimize their effort until they are able to find a job elsewhere).

- **False or misleading information may be used:**

If a standardized system is not in place, there are multiple opportunities for fabricating information about an employee's performance.

- **Self-esteem may be lowered:**

Self-esteem may be lowered if feedback is provided in an inappropriate and inaccurate way. This, in turn, can create employee resentment.

- **Time and money are wasted:**

Performance management systems cost money and quite a bit of time. These resources are wasted when systems are poorly designed and implemented.

- **Relationships are damaged:**

As a consequence of a deficient system, the relationships among the individuals involved may be damaged, often permanently.

- **Motivation to perform is decreased:**

Motivation may be lowered for many reasons, including the feeling that superior performance is not translated into meaningful tangible rewards (e.g., pay increase) or intangible rewards (e.g., personal recognition).

- **Employees suffer from job burnout and job dissatisfaction:**

When the performance assessment instrument is not seen as valid, and the system is not perceived as fair, employees are likely to feel increased levels of job burnout and job dissatisfaction. As a consequence, employees are likely to become increasingly irritated.

- **There is increased risk of litigation**

Expensive lawsuits may be filed by individuals who feel they have been appraised unfairly.<sup>35</sup>

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<sup>35</sup> Dr. Herman Aguinis, Performance Management, page 77

- **Unjustified demands are made upon managers' resources:**

Poorly implemented systems do not provide the benefits that well-implemented systems provide, yet they still take up managers' time. Such systems will be resisted because of competing obligations and allocation of resources (e.g., time). Worse, managers may simply choose to avoid the system altogether.

- **Standards and ratings vary and are unfair:**

Both standards and individual ratings may vary across and within units, and may also be unfair.

- **Biases can replace standards:**

Personal values, biases and relationships are likely to replace organizational standards.

- **Mystery surrounds how ratings were derived:**

Because of poor communication, employees may not know how their ratings are generated or how the ratings are translated into rewards.<sup>36</sup>

- Employee may quit due to the result
- False or misleading information may be used
- Self-esteem may be lowered
- Time and money are wasted
- Relationships are damaged
- Motivation to perform is decreased
- Employees suffer from job burnout and job dissatisfaction
- There is increased risk of litigation
- Managers are required to use an unjustified amount of resources
- Standard and rating vary and are unfair
- Biases can replace standards
- Mystery surrounds how ratings were derived

**Table 6:** Disadvantages/danger of poorly implemented performance management systems

#### **1.2.4. AIMS AND ROLE OF PM SYSTEMS:**

The information collected by a performance management system is most frequently used for salary administration, performance feedback and the identification of employee strengths and weaknesses. In general, however, performance management systems can serve the following purposes: (a) strategic, (b) administrative, (c) information, (d) developmental, (e)

<sup>36</sup> Dr. Herman Aguinis, Performance Management, page 78

organizational maintenance, and (f) documentation. Let's consider each of these purposes in turn.

- **Strategic Purpose :**

The first purpose of performance management systems is to help top management achieve the strategic business objectives. By linking the organization's goals with individual goals, the performance management system reinforces behaviors consistent with the attainment of organizational goals. Moreover, even if for some reason individual goals are not achieved, linking individual with organizational goals serves as a way to communicate what are the most crucial business strategic initiatives.

- **Administrative Purpose :**

A second function of performance management systems is to furnish valid and useful information for making administrative decisions about employees. Such administrative decisions include salary adjustments, promotions, retention or termination, recognition of individual performance, identification of poor performers, layoffs and merit increases. So the implementation of reward systems based on information provided by the performance management system falls within the administrative purpose.

- **Information Purpose :**

Performance management systems serve as an important communication device. First, they inform employees about how they are doing, and provide them with information on specific areas that may need improvement. Second, related to the strategic purpose, they provide information regarding the organizations and the supervisor's expectations, and what aspects of work the supervisor believes are most important.

- **Developmental Purpose :**

As noted above, feedback is an important component of a well-implemented performance management system. This feedback can be used in a developmental way. Managers can use feedback to coach employees and improve performance on an ongoing basis. This feedback allows for the identification both of strengths and weaknesses and of the causes of performance deficiencies (which could be due to individual, group or contextual factors)<sup>37</sup>. Of course, feedback is useful only to the extent that remedial action is taken and concrete steps are implemented to remedy any deficiencies. And feedback is useful only when employees are willing to receive it. Organizations should strive to create a 'feedback culture' that reflects support for feedback, including feedback that is non-threatening and is focused on behaviors, and coaching to help interpret the feedback provided.

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<sup>37</sup> Dr. Herman Aguinis, Performance Management, page 81

Another aspect of the developmental purpose is that employees receive information about themselves that can help them tailor their career paths. Thus, the developmental purpose refers to both short-term and long-term development aspects.

- **Organizational Maintenance Purpose :**

A fifth purpose of performance management systems is to provide information to be used in workforce planning. Workforce planning is a set of systems that allows organizations to anticipate and respond to needs emerging within and outside the organization, to determine priorities, and to allocate human resources where they can do the most good. An important component of any workforce planning effort is the talent inventory, which is information on current resources (e.g., skills, abilities, promotional potential and assignment histories of current employees). Performance management systems are the primary means through which accurate talent inventories can be assembled. Other organizational maintenance purposes served by performance management systems include assessing future training needs, evaluating performance achievements at the organizational level, and evaluating the effectiveness of HR interventions (e.g., whether employees perform at higher levels after participating in a training program). These activities cannot be conducted effectively in the absence of a good performance management system.

- **Documentation Purpose :**

Finally, performance management systems allow organizations to collect useful information that can be used for several documentation purposes. First, performance data can be used to validate newly proposed selection instruments. For example, a newly developed test of typing skills can be administered to all administrative personnel. Then scores on the test can be paired with scores collected through the performance management system. If scores on the test and on the performance measure are correlated, then the test can be used with future applicants for the administrative positions. Second, performance management systems allow for the documentation of important personnel decisions<sup>38</sup>. This information can be especially useful in the case of litigation. Several companies implement performance management systems that allow them to accomplish the multiple objectives described above. For an example of one such company, consider the case of SELCO Credit Union (<http://selco.org/>) in Eugene (Oregon, USA), a not-for-profit consumer cooperative that was established in 1936. SELCO services nearly 60 000 members with its eight branches, all located in the state of Oregon. SELCO offers many of the same services as offered by other banks, including personal checks and savings accounts, loans and credit cards. However, being a member of

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<sup>38</sup> Dr. Herman Aguinis, Performance Management, page 85

the credit union allows individual members a say in how the credit union is run, unlike having an account at a traditional bank. Recently, SELCO scrapped an old performance appraisal system for a new multi-purpose and more effective performance management system. First, the timing of the new system is now aligned with the business cycle, instead of the employee's date of hire, to ensure that business needs are aligned with individual goals. This alignment serves the strategic and information purposes. Second, managers are given a pool of money they can work with to award bonuses and increases as needed, which is more effective than the complex set of matrices that was in place to calculate bonuses. This has improved the way the system is used for allocating rewards and therefore serves the administrative purpose. Third, managers are required to sit down and have regular conversations with their employees about their performance, and to make a note of any problems that arise.

This gives the employees a sense of where they need to improve, and also provides documentation if disciplinary action is needed. So, this component serves both the information and documentation purposes. Finally, the time previously spent filling out complicated matrices and forms is now spent talking with the employees about how they can improve their performance. So, the new system allows managers and employees to discuss performance-related issues on an ongoing basis, which serves the development purpose.

Now, think about the performance management system implemented in your organization or the last organization you worked for.<sup>39</sup>

- **Strategic** :To help top management achieve strategic business objectives
- **Administrative**: To furnish valid and useful information for making administrative decisions about employees
- **Information**: To inform employees about how they are doing and about the organization's and the supervisor's and the supervisor's expectations
- **Developmental**: To allow managers to provide coaching to their employees
- **Organizational maintenance**: To provide information to be used in workplace planning and allocation of human resources
- **Documentation**: To collect useful information that can be used for various purposes ( e.g., test development, personnel decisions)

**Table 7:** purpose served by a performance management system

<sup>39</sup> Dr. Herman Aguinis, Performance Management, page 86

### **1.2.5. DEVELOPING EMPLOYEE PERFORMANCE PLAN:**

Performance development planning assumes setting short-term objectives for specific employees in a given position. Each performance plan sets the direction for an employee's professional growth according to the needs of an organization. In other words, a thoroughly developed plan creates a win-win situation in which the employee is motivated and supported in reaching his career goals and the organization reaps the fruit of higher productivity. Meanwhile, by reviewing these plans, HR managers get meaningful information on the competency and efficiency of individuals and teams. Quality performance development plans are also vital tools for underperforming teams; such plans indicate areas for improvement as well as strategies for reaching the indicated performance standards. The tips below explain the steps to take when creating a development plan for an employee to considerably affect his productivity.

- **Consider the goals of company or department:**

Before you set objectives for employees, you should try to align their development plan with your company's needs. Otherwise, you and your employees' efforts could be all for naught.

To orient development plans to the current needs of organization, start by examining short- and long-term business objectives<sup>40</sup>. For instance, a range of new positions may soon open or current employees may need to learn additional skills to succeed in new business ventures. For example, if your business will be going through a growth spurt, you may need additional leaders. What skills do these leaders need to have? Do any of your current employees have the skills – or capability to learn the skills – needed to fulfill these roles?, consider the skills and knowledge employees need to gain to fulfill their responsibilities. By focusing on developing internal staff, you save considerable amounts on recruiting or hiring outside specialists. Moreover, multiple researches show that by providing development opportunities are a key practice to retain top talent.

- **Have a discussion with employees:**

Don't just assume you know your employees' skill level and career aspirations.

If possible, have a face-to-face discussion with each of your team members to get a better understanding of what their career goals are and how they think they can accomplish them.

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<sup>40</sup> <http://www.lanteria.com/news/developing-employee-performance-plan>

To create a working development plan, you need to analyze the employees' current performance levels and understand their desired career paths. This enables you to offer them advancement opportunities within the organization they will find challenging and rewarding. Discuss the knowledge, skills and personal attributes employees need to develop to succeed in a current (or new) role<sup>41</sup>.

Some of your employees may already have a career path in mind. But many times, they don't know how to get started. By talking to them, you can work together to figure out what role your business plays in this plan as well as what opportunities you can offer them<sup>42</sup>.

- **Set SMART goals:**

One of the most common mistakes in development planning is a misunderstanding of performance standards and measurement<sup>43</sup>. To avoid this, use the SMART approach to goal setting and ensure that every performance goal is:

**Specific:** it's clear what the employee is supposed to do and how he is purposed to do it

**Measureable:** it's possible to determine whether the task was accomplished or not.

**Achievable (or Attainable):** the goal is realistic within a given time frame.

**Relevant:** the expectations correlate with the employee's scope of responsibility.

**Time focused (or Time based):** there's a deadline for achieving the goal<sup>44, 45</sup>.

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<sup>41</sup> <http://www.lanteria.com/news/developing-employee-performance-plan>

<sup>42</sup> <https://www.insperity.com/blog/5-steps-to-creating-employee-development-plans-that-truly-work/>

<sup>43</sup> <http://www.lanteria.com/news/developing-employee-performance-plan>

<sup>44</sup> <http://www.lanteria.com/news/developing-employee-performance-plan>

<sup>45</sup> Here is an example of how a SMART approach can describe good work performance for an Administration Officer:

One of their main work deliverables is 'running finance reports':=

- **S:** Running the data report on branch finances every week and giving them to the Director by 12:00 midday on Wednesday.
- **M:** I will send the data report by email so that I can check that I've sent the right information, on time.
- **A:** I will let my manager know if I need to have some refresher training when the new software comes in.
- **R:** I will show another colleague (in the same role as me) how to do it so I'm not the only one who knows.
- **T:** I will put it in my diary in advance so that I don't rush it at the last minute.



**Figure 3: SMART meaning**

- **Develop an action plan:**

Now that the performance goals are set, it's time to think over the particular actions that are necessary to achieve the goals<sup>46</sup>. If performance assessments reveal a lack of knowledge for the given role, the employee needs to attend formal training or devote more time to self-education; some may also benefit from coaching or collaboration with experts. Create an action plan, you to consider the resources needed for a smooth development process (i.e. costs of training, or other people's time and expertise).

- **Continuously monitor the progress:**

Conduct periodic meetings with employees or simply collect the feedback to track the progress of development plans. Some performance attributes develop faster than the others, so your task will be to identify and discuss areas with little to no improvement and make corrections to the plan until the desired level of performance is achieved. Staff training and development is a costly process, and to make the cost of development profitable for your organization, employees should have the opportunity to apply newly learned skills and knowledge at the workplace straightaway. This will help maximize your return on investment.

Employee development plans are the essential tools that allow you to support employee learning and growth by getting the best out of their skills and personal attributes. This results in higher productivity and increased job satisfaction. More importantly, you

<sup>46</sup> <http://www.lanteria.com/news/developing-employee-performance-plan>

develop employees based on your organization's needs – this impacts organizational outcomes and supports your company's overall goals<sup>47</sup>.

#### **1.2.6. MEASURE AND EVALUATE EMPLOYEE PERFORMANCE DATA:**

Here are a few ways to measure and evaluate employee performance data<sup>48</sup>:

- **Graphic rating scales:**

A typical graphic scale uses sequential numbers, such as 1 to 5, or 1 to 10, to rate an employee's relative performance in specific areas. Scales are often used to rate behavioral elements, such as "understands job tasks" or "participates in decision-making." Or they could note the frequency an employee performs a certain task or behavior, such as "always," "frequently," "occasionally," or "never" coming to work on time.<sup>49</sup>

- **360-degree feedback:**

This well-named system takes into account the feedback, opinions and assessments of an employee's performance from the circle of people in the company with whom they work. It can include co-workers, supervisors and others. As we evaluate the input from many sources, we can note similarities and trends, both positive and negative, and identify areas that may need additional measurements and support.

- **Self-Evaluation:**

Asking an employee to evaluate her own performance can be very effective. Often, employees may be more critical of their performance than you might be. We can use a form that requires multiple-choice answers, essay-type answers, or a combination of the two. Comparing a self-evaluation to company objective appraisal can be helpful in finding similarities and discrepancies and provide a richer understanding of employee's performance. It can generate conversations that can be beneficial to employee development.

- **Management by Objectives (MBO):**

Also known as "management by results," this is a process whereby employees and managers jointly determine individual objectives, how they align with company goals, and how performance will be measured and evaluated. MBO gives employees a clear understanding of what's expected and allows them to participate in the process, which may foster better communication and increase motivation.

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<sup>47</sup> <http://www.lanteria.com/news/developing-employee-performance-plan>

<sup>48</sup> We were limited to mentioning this 05methods of employee performance evaluation, there are other methods, but these methods are the famous.

<sup>49</sup> <https://www.thehartford.com/business-playbook/in-depth/measuring-evaluating-employee-performance-data>

**Checklists:**

Using a simple “yes-no” checklist is a quick and easy way to identify employees that have deficiencies in various performance areas, or who need additional training and knowledge to become more efficient.<sup>50</sup>

**CONCLUSION OF CHAPTER:**

During this chapter, the real role played by both recruitment and policies in this field, as well as the sources of employment and procedures have been highlighted.

We also spoke about the performance of employees and its importance in modern administration.

In the next chapter, we will also discuss the practical aspect of this study by means of a field study in the CONOCDAL SPA Company.

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<sup>50</sup> <https://www.thehartford.com/business-playbook/in-depth/measuring-evaluating-employee-performance-data>

**CHAPTER III**  
**CONTEXT OF THE STUDY**  
**PRESENTATION OF CONCORDAL SPA**

### **CHAPTER III :CONTEXT OF THE STUDY -PRESENTATION OF CONCORDAL SPA**

The institutional framework of our internship structure is CONCORDAL SPA<sup>51</sup> Company. To carry out our research, we chose to spend our internship at CONCORDAL SPA Company in General Direction and their Production Units in the see how the recruitment process in CONCORDAL SPA and what is its role in the employee performance.

The study of the presentation of CONCORDAL SPA Company is also necessary for the understanding of the practical study realized.

#### **3.1. GENERAL PRESENTATION OF CONOCRDAL SPA:**

##### **3.1.1. History and organization chart:**

###### **A. History OF CONOCRDAL SPA:**

- **Data sheet :**

**Social nature:** Joint stock company.

**Share capital:** 1 000 000 000 DZD (01 Billion Algerian dinar).

**Head office:** Section 02 Lot 20 Ain Naadja Sud Gue de Constantine, Alger

- **History :**

Since its creation in 1998, CONCORDAL has been constantly evolving in the Algerian market. Becoming Joint Stock Company in 2006, the company has a registered capital of 1,000,000,000 dinars. With a turnover of more than 04 billion Algerian dinars in 2011, the CONCORDAL SPA employs more than 350 people.

Among the Algerian Leaders in the field of painting, glue, derivative and sanitary production. CONCORDAL Spa finds itself facing stiff competition. For this, the company remains in constant watch of the new technologies and methods used worldwide.

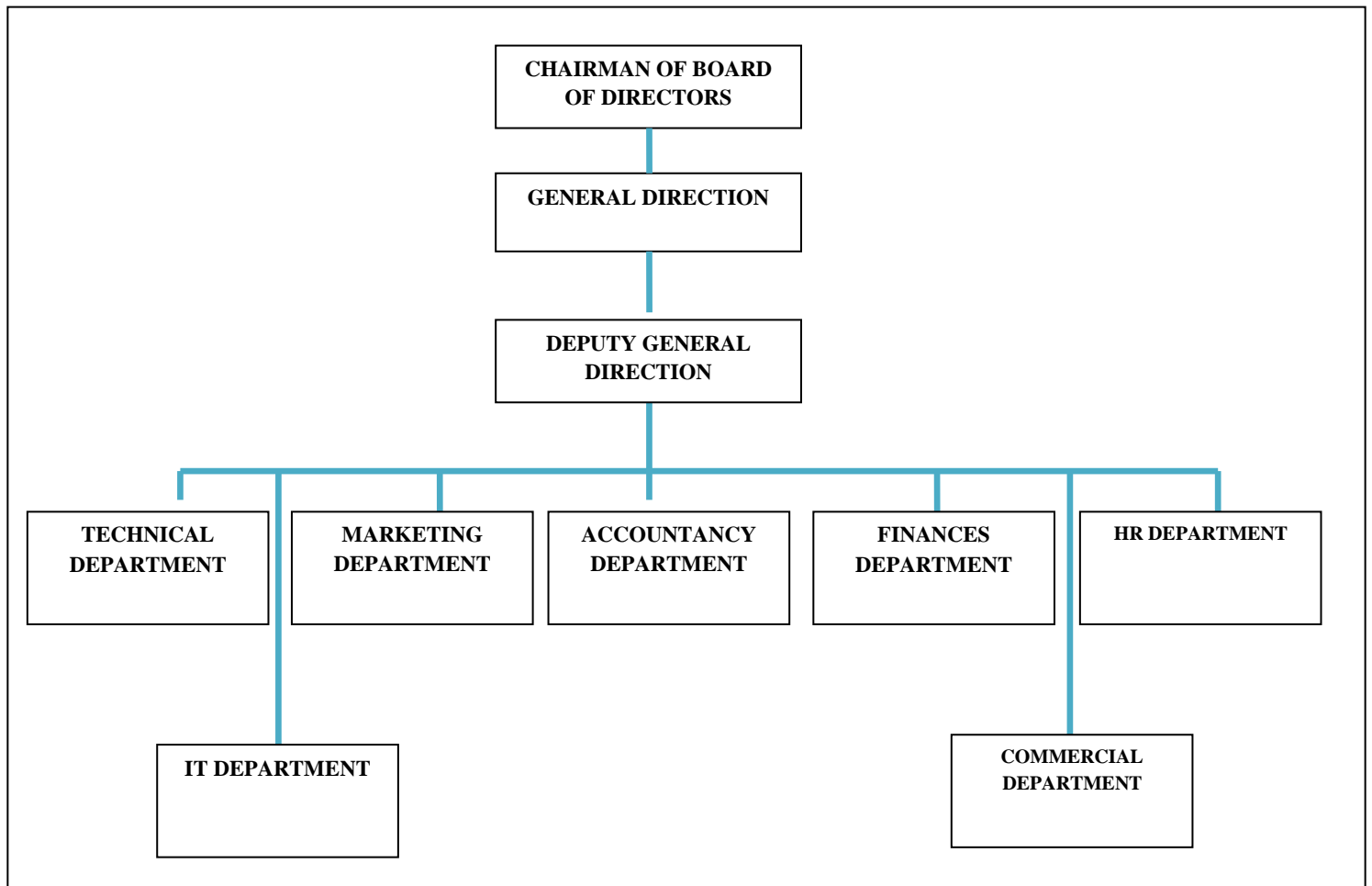
Its aim is to satisfy its customers by controlling the cost price and continuously improving its range of products. CONCORDAL SPA is determined to enrich its capitalized know-how by increasing its collaboration with its local and foreign partners.<sup>52</sup>

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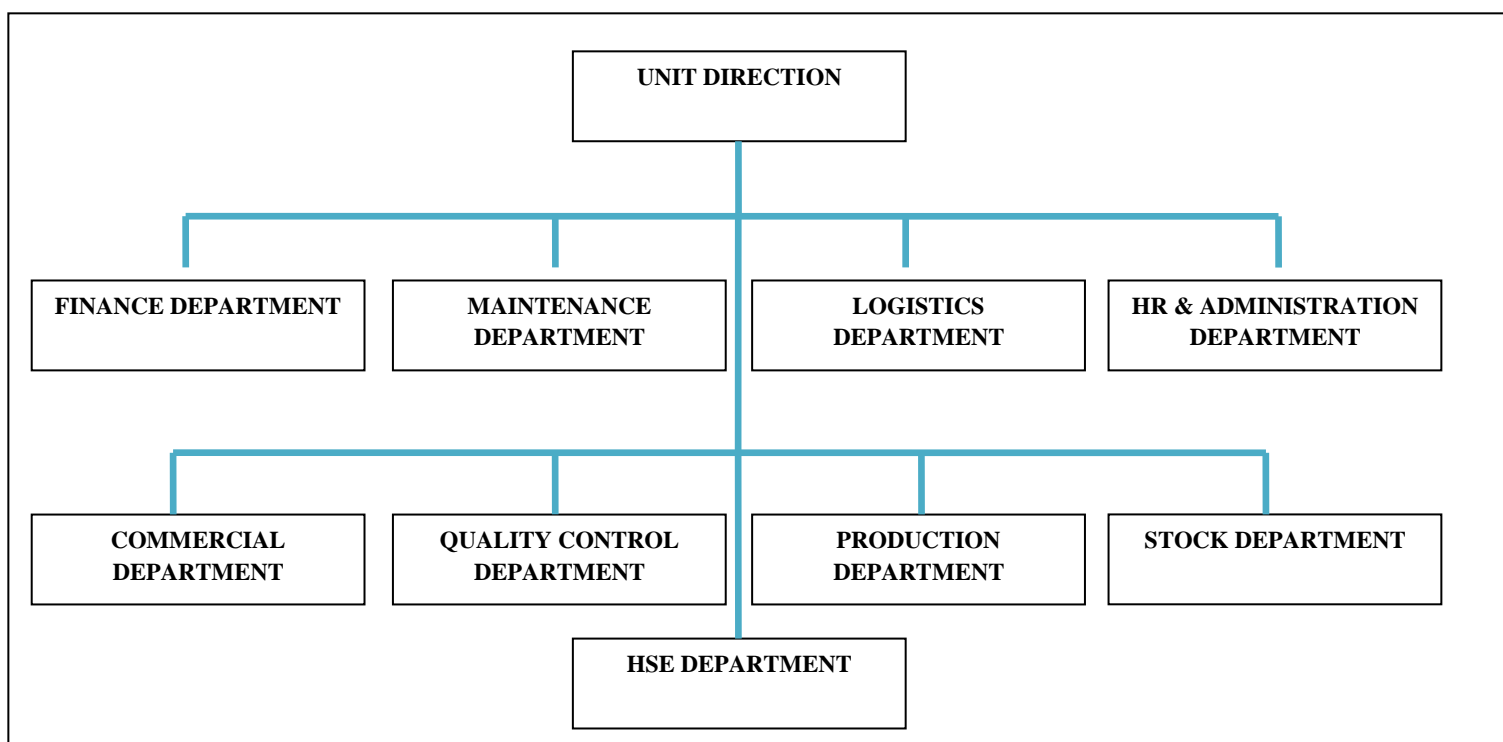
<sup>51</sup> SPA :Société par action is translated in English : joint stock company JSC

<sup>52</sup> <http://www.concordalspa.com/concordal>

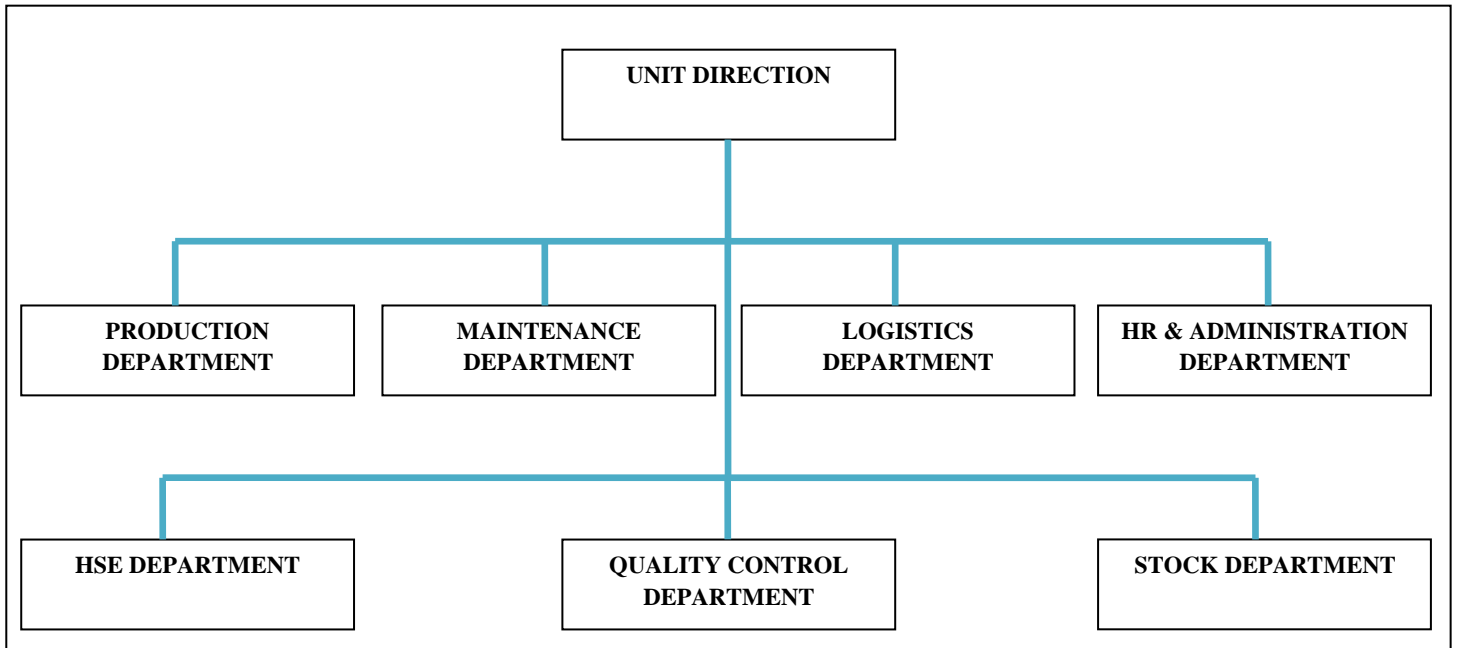
**B.ORGANIZATION CHART OF CONCORDAL SPA:**



**Figure 4:** Organization chart of CONCORDAL SPA (Head Office).



**Figure 5:.**Organization chart of CONCORDAL SPA (Production Unit of Oued Smar).



**Figure 6:** Organization chart of CONCORDAL SPA (Production Unit of Reghaia).

### **3.2. MISSION, OBJECTIVES AND MEANS OF CONCORDAL SPA:**

#### **A) The mission of CONCORDALSPA:**

- Promote and ensure the quality of products and services within their scope.
- To study ways and means of continuously adapting the services provided for technological progress.
- Assist in the training and development of its staff, and organize and develop maintenance and modernization structures to improve their performance.
- Conduct or arrange any regulatory study to improve its profitability to manage its business.
- Expand and diversify value-added services for users.
- Integration into international competition through the company with foreign companies.
- Ensuring delivery of their products to every home.
- 

#### **B) The objectives of CONCORDAL SPA:**

- Increasing the supply and delivery of products to all parts of the country.
- Exporting and contributing to the diversification of exports of the national economy.
- Take the largest share in the painting market.
- Competition companies to produce the best products with the cheapest prices.
- Benefiting from foreign expertise through partnership with several foreign companies.

- Customer satisfaction, cost control and the continuous improvement of its product range.

### C) The Resources of CONCORDAL SPA:

CONCORDAL SPA has the necessary human and material resources which enable it to carry out the activities and objectives assigned to it.

- **THE HUMAN RESOURCES:**

In order to deal with the place of training at the level of CONCORDAL SPA we should first take into account the human potential, this latter was created to deal with different types of problems that it might encounter. The overall headcount of CONCORDAL SPA, which was adopted in June 2017, is in the order of 394 which are broken down as follows:

#### I- THE WORKFORCE OF CONCORDAL SPA :

<b>STRUCTURES</b> <b>CATEGORIES</b> <b>SOCIOPROFESSIONALS</b>	<b>HEAD OFFICE</b>	<b>PRODUCTION UNIT</b> <b>OF OUED SMAR</b>	<b>PRODUCTION UNIT</b> <b>OF</b> <b>REGHAIA</b>	<b>Total</b>
<b>Executive officer</b>	<b>03</b>	<b>02</b>	<b>01</b>	<b>06</b>
<b>senior managers +</b> <b>middle managers</b>	<b>31</b>	<b>38</b>	<b>06</b>	<b>75</b>
<b>Foremen</b>	<b>08</b>	<b>51</b>	<b>19</b>	<b>78</b>
<b>Executing agent</b>	<b>13</b>	<b>161</b>	<b>61</b>	<b>235</b>
<b>Total</b>	<b>55</b>	<b>252</b>	<b>87</b>	<b>394</b>

**Table 8:**The workforce of CONCORDAL SPA

**Source:** Human Resources Department, (**HEAD OFFICE**), June 2017.

- **MATERIAL RESOURCES:**

The company has developed big material resources, in order to ensure the realization of its objectives of realize national self-satisfied in the field of painting product,

-Realization of two production units (Oued smar & and Reghaia Unit)

-A big number of vehicles to facilitate the delivery of products at points of sale located in all regions of the country (21 point of sale in 2017).

-Modernization of devices used in the dye industry.

**CHAPTER IV**  
**PRESENTATION OF RESULTS**  
**&**  
**RECOMMENDATIONS**

## **CHAPTER IV: PRESENTATION OF RESULTS & RECOMMENDATIONS**

### **4.1. PRESENTATION OF THE RESULTS:**

In this chapter, a separated and detailed study is achieved.

As a first step, we carried out an analysis of the system of competence of CONCORDAL SPA which enabled us to review all the laws and regulations as well as the working documents of that system, starting by the rules of procedure dated march 2013 This document which defines the working relationship between the employer and all employees, as well as the Company's operating procedures, did not refer to the procedure of recruitment.

#### **- Recruitment policy in CONCORDAL SPA:**

We've made a research concerning the recruitment policy of CONCORDAL SPA Company. We asked the persons in charge of the recruitment process in the head office and the related units, the results were as follows:

There are two kinds of recruitment:

- Recruitment of executive officers, senior managers and middle managers:  
Recruitment is done by the head office.
- Recruitment of foremen and executing agents is done directly by the units.

In regards to the first case of recruitment process, the installation minutes and the contracts is done by the head office.

In the second case of recruitment process, the director of unit sends the installation minutes of the foremen and executing agents the head office, then the related HR Department make their contracts, sends them to the unit of production to be signed by the employee, contracts will eventually be returned back to the head office, with a copy of the contracts delivered to the newly recruited employees.

#### **• ANALYSIS OF THE RECRUITMENT PROCESS PROBLEMS:**

The various interviews initiated with the main actors, namely the General Director and the Directors of Units, who are responsible for the selection and recruitment of the employees. These interviews enabled us to review the history of this system and the approach used for its implementation.

During the interviews, there was a discussion of the existing procedures of recruitment carried out during these years.

In addition, the results of these interviews allowed us to draw several conclusions after analysis, in terms of objectivity and effectiveness of these studies.

## **TO WHAT EXTENT HAVE THE COMPANY'S RECRUITMENT POLICIES RESULTED IN SELECTING EMPLOYEES WITH THE EXPECTED PERFORMANCE?**

We've tried to show how efficient the recruitment policies applied by the company are, and whether it played the necessary role in dragging employees with high performance or even high ability for self-development of newly recruited employees to reach the expected performance.

A field study followed by a survey were made for a random group of employees in all units of the company including the head office.

In addition to that, we analyzed the given data for all the employees from the starting day of the company (1998) to June 2017; we've tried to focus on the norm of their recruitment and took into consideration the reasons that led the employees to quit working, and whether these reasons are related to their performance.

**NB:** according to the interviews made with the responsible persons for recruitment, and who started working in the company from the first day it was founded, we've reached a result that these policies haven't completely changed.

### **4.2. LIMITATIONS OF THE STUDY:**

- Collecting data properly from employees become difficulty due to the time constraint.
- Busy schedule of the employees also effected to some extent.
- There is a chance for bias in the information given by the respondents.
- The study was based on sample hence results were not fully absolute.

### **4.3. VIEW SURVEY RESULTS:**

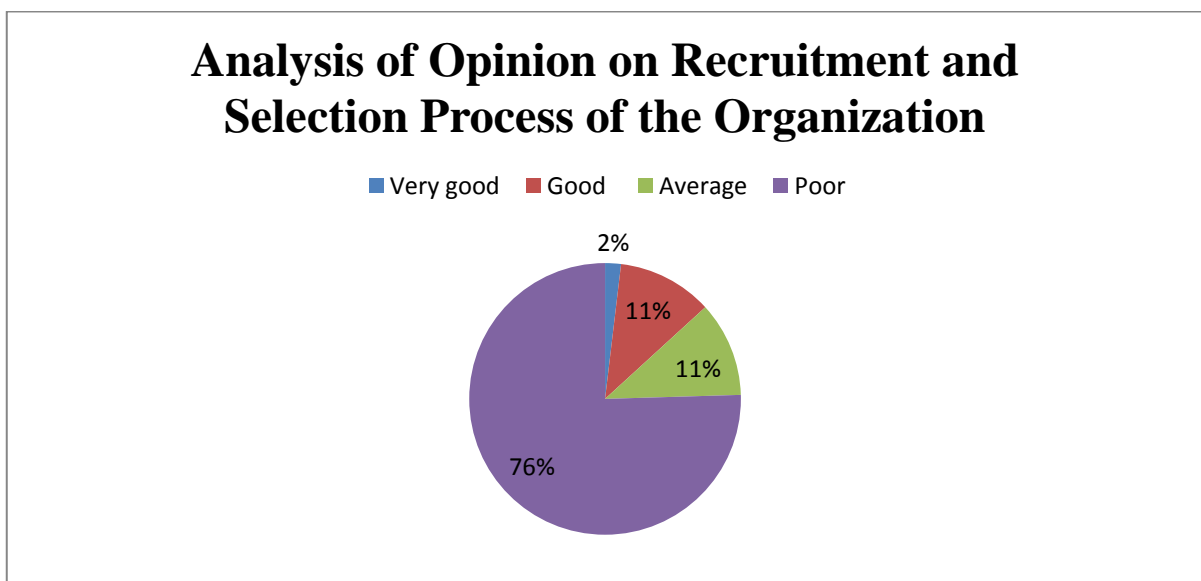
The answers to the questions will be analyzed through the titles and will focus on the shortcomings of the company's recruitment system and its impact on worker performance. At the end of our data collection, we calculated responses. Each question is represented by both graphic and table. After analyzing each question, we'll try to explain the trends that appear:

## A.RECRUITMENT PROCEDURES SURVEY QUESTIONS:

### 1-Analysis of Opinion on Recruitment and Selection Process of the Organization:

Particulars	No. of Respondents	Percentage
Very good	5	2
Good	30	11
Average	30	11
Poor	200	76
Total	265	100

**Table 9:** Analysis of Opinion on Recruitment and Selection Process of the Organization



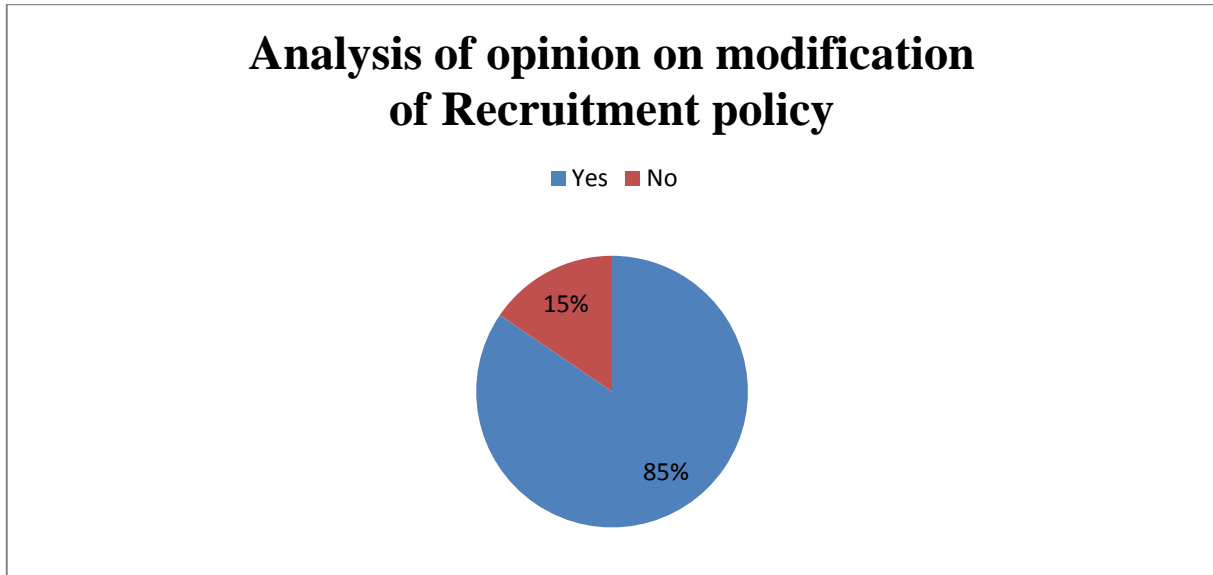
**Figure7:** Opinion on Recruitment and Selection Process of the Organization

**Interpretation:** The survey depicts that 76% of employee's opinion is poor about the recruitment and selection process of the company and the remaining 24 % of employee's opinion is Very good, good and average.

## 2-Analysis of opinion on modification of Recruitment policy:

Particulars	No. of Respondents	Percentage
Yes	224	85
No	41	15
Total	265	100

**Table 10:** Analysis of opinion on modification of Recruitment policy



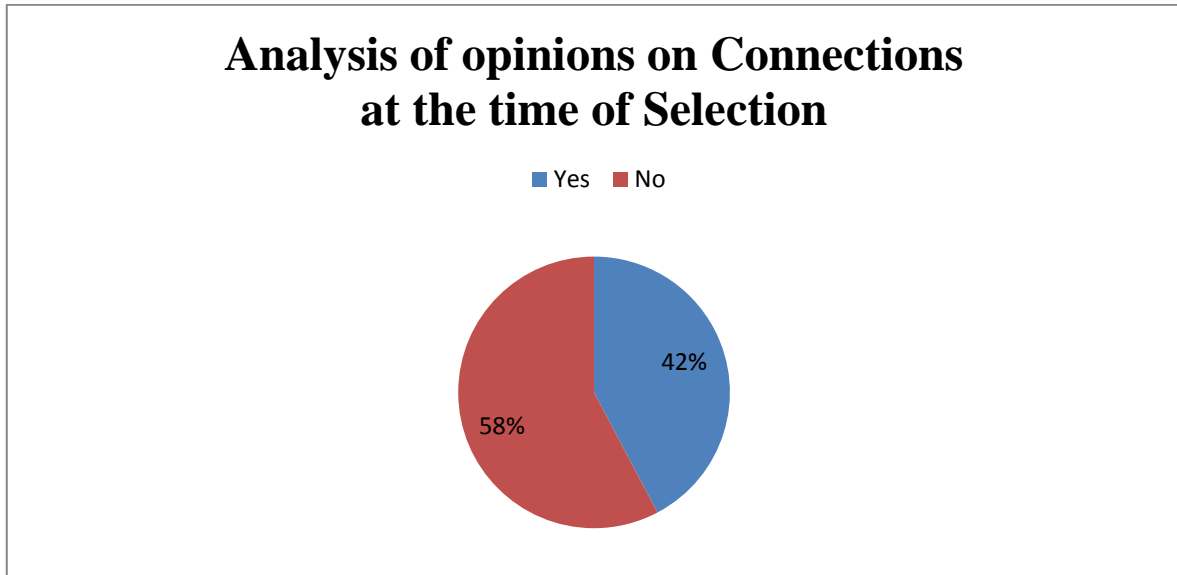
**Figure 8:** Opinion on modification of Recruitment policy

**Interpretation:** From the above graph; it is clear that 85% of candidates' opinions are for the modification of the recruitment policies, but 15% of candidates are against the modification of the recruitment policy.

### 3-Analysis of opinions on connection at the time of Selection:

Particulars	No. of Respondents	Percentage
Yes	112	42
No	153	58
Total	265	100

**Table 11:** Analysis of opinions on favourism at the time of Selection



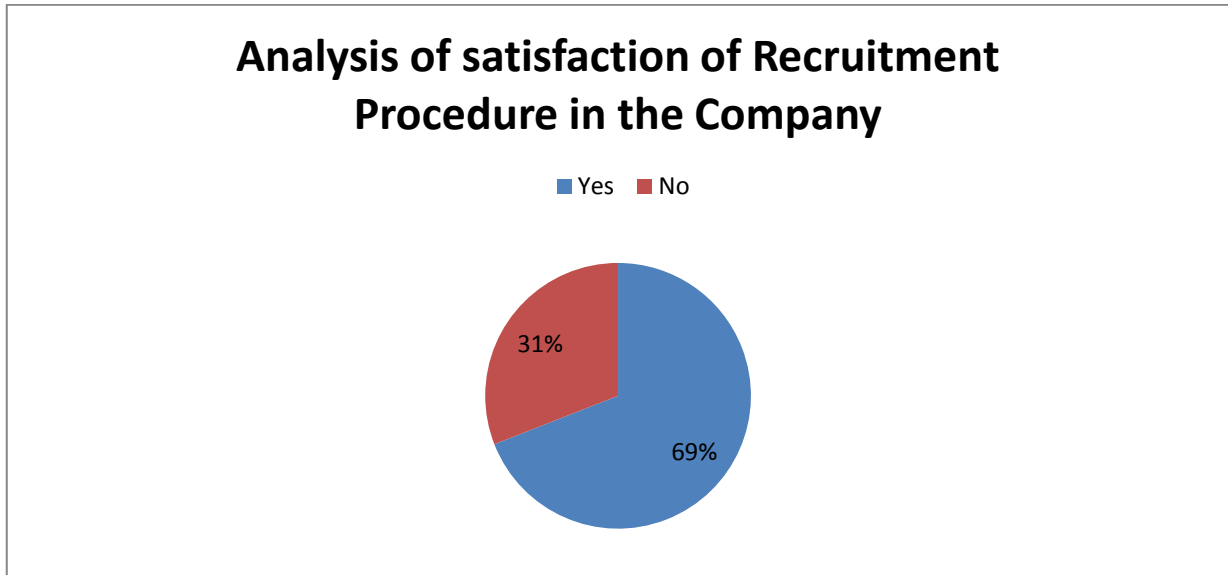
**Figure9:** Opinions on Connections at the time of Selection

**Interpretation:** From the survey it depicts that 42 % of respondents said that there is no choice of Connections at the time of selection, but the majority of respondents stated the opposite.

#### 4-Analysis of satisfaction of Recruitment Procedure in the Company:

Particulars	No. of Respondents	Percentage
Yes	183	69
No	82	31
Total	265	100

**Table 12:** Analysis of satisfaction of Recruitment Procedure in the Organization



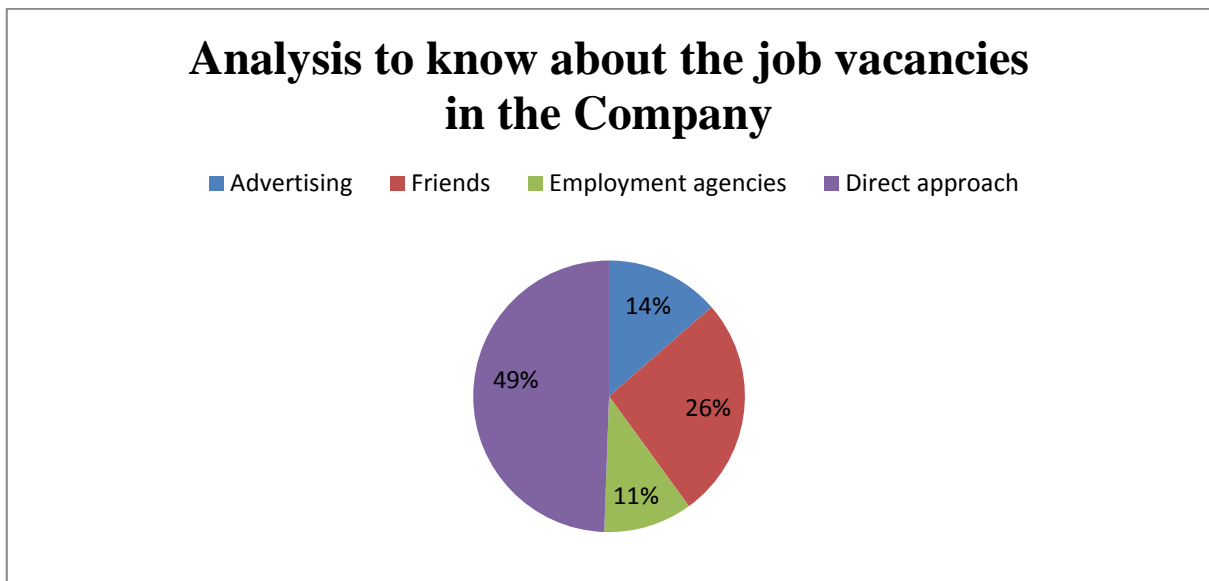
**Figure10:** Satisfaction of Recruitment Procedure in the Company

**Interpretation:** From the above graph it is clear that 69% of respondents are satisfied with the recruitment procedure but 31% are not satisfied.

**5-Analysis to know about the job vacancies in the Company:**

Particulars	No. of Respondents	Percentage
Advertising	36	14
Friends	70	26
Employment agencies	28	11
Direct approach	131	49
Total	265	100

**Table 13:** Analysis to know about the job vacancies in the Company



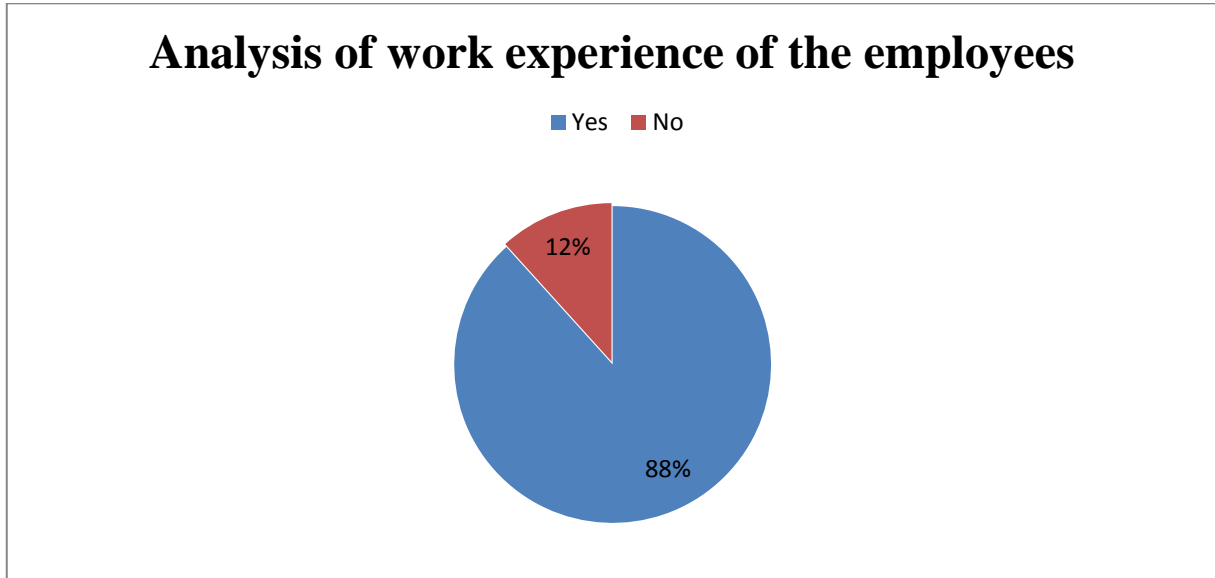
**Figure11:** The job vacancies in the Company

**Interpretation:** The survey depicts that 49% of the candidates were able to know there are vacancies of the jobs from direct approach, 26% of candidates were able to know from their friends.

**6-Analysis of work experience of the employees:**

Particulars	No. of Respondents	Percentage
Yes	234	88
No	31	12
Total	265	100

**Table 14:** Analysis of work experience of the employees



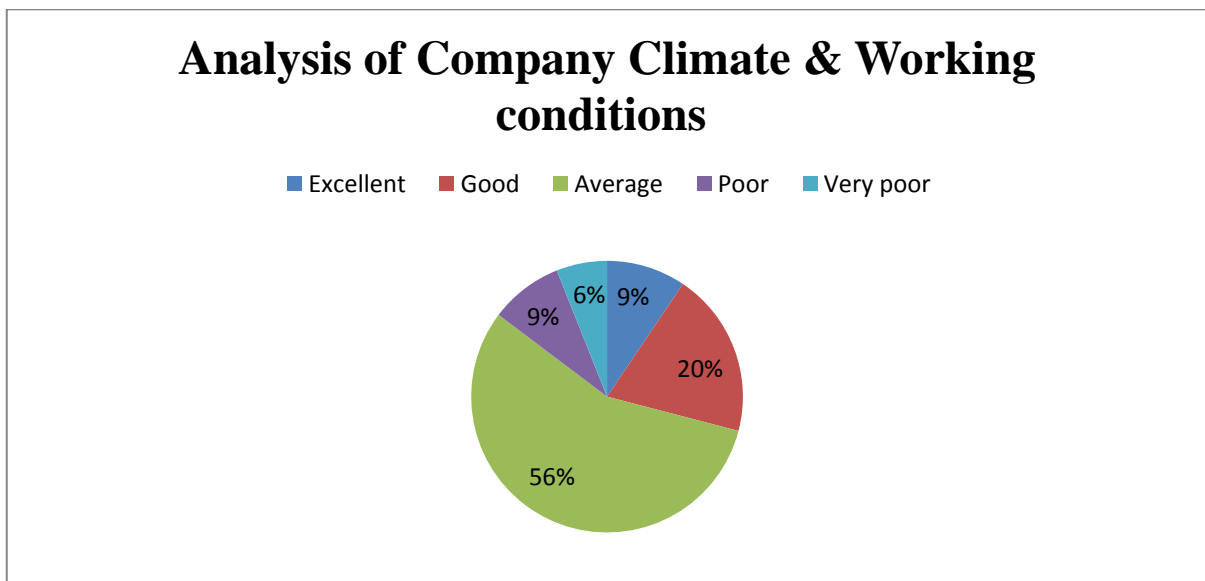
**Figure12:** Work experience of the employees

**Interpretation:** The survey depicts that 88% of employees were accepted as a result of their required experience but the remaining 12% were accepted even without previous work experience.

### 7-Analysis of Company Climate & Working conditions:

Particulars	No. of Respondents	Percentage
Excellent	25	9
Good	52	20
Average	149	56
Poor	23	9
Very poor	16	6
Total	265	

**Table 15:** Analysis of Company Climate & Working conditions



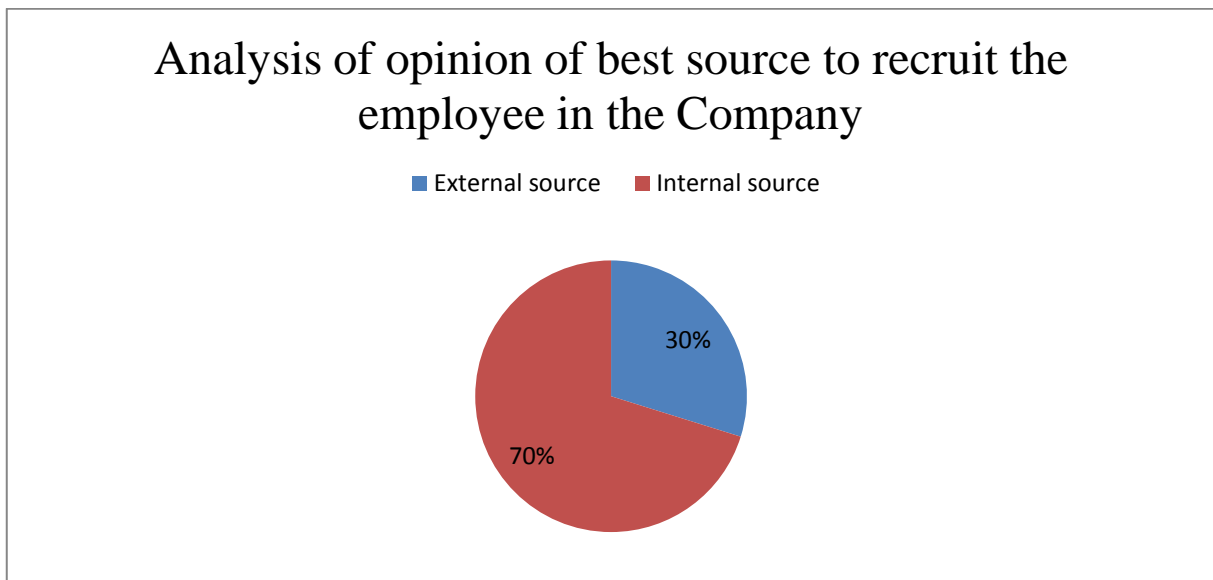
**Figure13:** Analysis of Company Climate & Working conditions

**Interpretation:** The above survey depicts that 56% of the respondents said that the Organization climate and the working conditions are average, 20% of the respondents said that the organizational climate is good.

### 8-Analysis of opinion of best source to recruit the employee in the Company:

Particulars	No. of Respondents	Percentage
External source	79	30
Internal source	186	70
Total	265	100

**Table 16:** Opinion of best source to recruit the employee in the Company



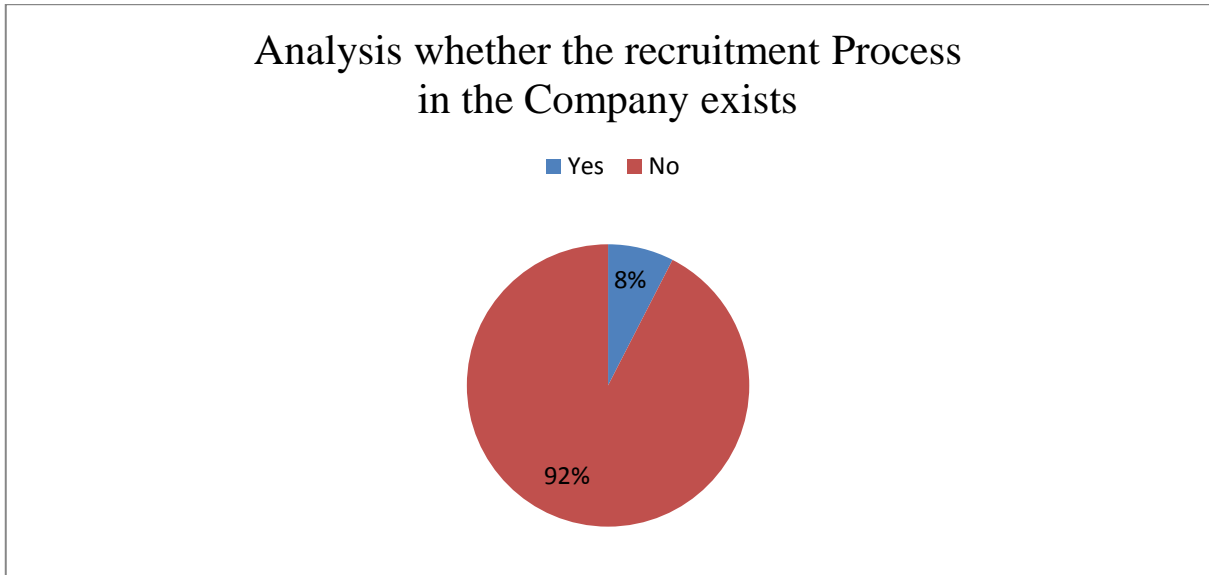
**Figure14:** Opinion of best source to recruit the employee in the Company

**Interpretation:** The above survey depicts that 70% of respondents said that the internal source is the best to recruit the employees. But the remaining 30% of employees said that External source is the best to recruit the employees in the company.

**9-Analysis whether the recruitment Process in the organization exists:**

Particulars	No. of Respondents	Percentage
Yes	20	8
No	245	92
Total	265	100

**Table 17:** Analysis of recruitment Process in the organization is exists



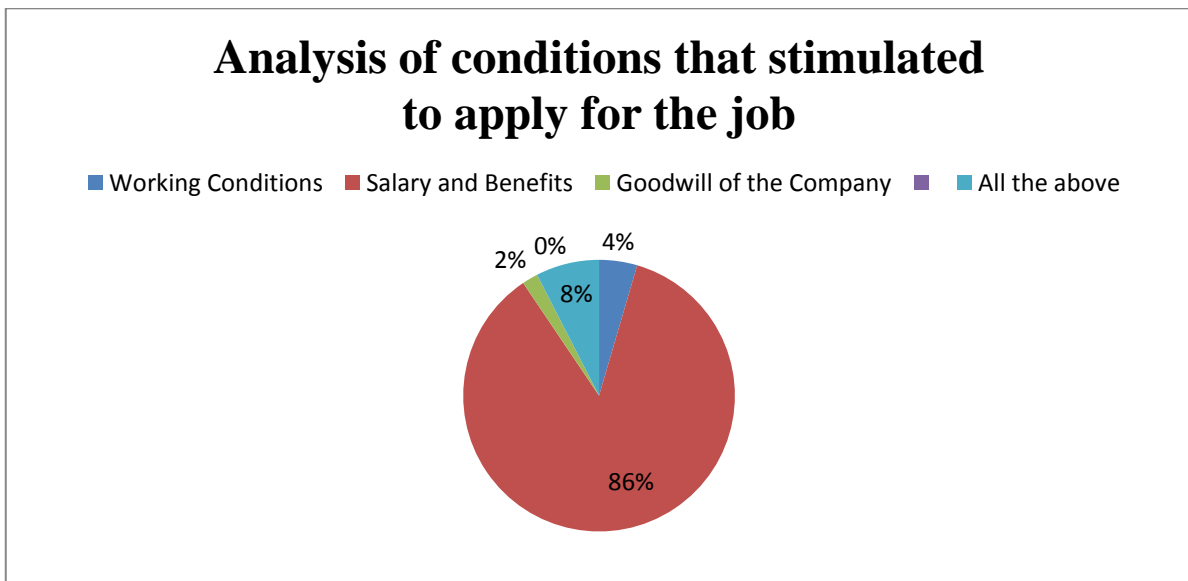
**Figure15:** Analysis whether the recruitment Process in the organization exists

**Interpretation:** the majority of the employees (92%) have no idea of the recruitment process within the company.

**10-Analysis of conditions that stimulated to apply for the job:**

Particulars	No. of Respondents	Percentage
Working Conditions	12	4
Salary and Benefits	228	86
Goodwill of the Company	5	2
All the above	20	8
Total	265	100

**Table 18:** Analysis of conditions that stimulated to apply for the job



**Figure16:** Analysis of conditions that stimulated to apply for the job

**Interpretation:** The above survey depicts that 86% of respondents said that the salary and benefits are the reason to apply for the job. The other 14% are between working conditions and the goodwill of the company.

## FINDINGS

- 76% of respondents are for the recruitment and selection process, This means that the employees are not understand the methods of recruitment and selection process because the majority of workers are from the Executing agents (235 employees from 394).
- 85% of respondents said that the current recruitment policy needs modifications in the company; this means that there is a shortage that needs to be remedied.
- 58% of respondents said that there is connection at the time of selection, this means that the company depends on direct recruitment.
- 69% of respondents are satisfied with the recruitment procedure in the company; the recruitment policies are suitable for the majority of employees, but this will affect to the company on the medium and long term. The company will remain hostage to this category if it does not employ the skills. In the future.
- 49% of respondents come to know about the job vacancies through from direct approach; The same as the previous observations, but here it can be added that the speed of information access to job seekers is faster through direct demand for work.
- 88% of respondents said that the employees have previous work experience, This is explain the recruitment policies of the Company, where the most attention is to increase production and profits, and it does not matter the work of training courses for employees to give them new skills, as there is no training plan in the company until the writing of these lines., There are suggestions and initiatives, but they did not realize right now
- 56% of respondents said that the company climate and working conditions are average; and this will explain the many resignations and stop work in the company...
- 70% of respondents said that the internal source is the best to recruit the employees; this is because old workers know how to work well in same company, and their integration is faster than that of external employees.
- 92% of respondents said they have no idea of the recruitment process within the company: his highlights the absence of training in the company...
- The above survey depicts that 86% of respondents said that the salary and benefits are the reason to apply for the job; The workers in this company receive allowances not found in many companies in Algeria, even in the government sector, such as the Ramadan, the Eid al-Fitr and Eid al-Adha allowance, a scholarships allowance, the school entry allowance, ... These allowances sometimes be the same worker's wages.

## B.EMPLOYEE PERFORMANCE SURVEY QUESTIONS:

In our field study we found that there is a great shortage of the concept of the employee performance, where there is no culture of the performance as well as the employee evaluation, so we limited this survey to general indicators to assess the performance of employees to know the existence of the company.

The employee performance evaluation was from the hierarchical, meaning that each responsible evaluates the employee under his responsibility.

### 11-Level of execution:

Particulars	No. of Respondents	Percentage
High	126	48
Average	93	35
Low	46	17
Total	265	100

Table 19: Level of execution

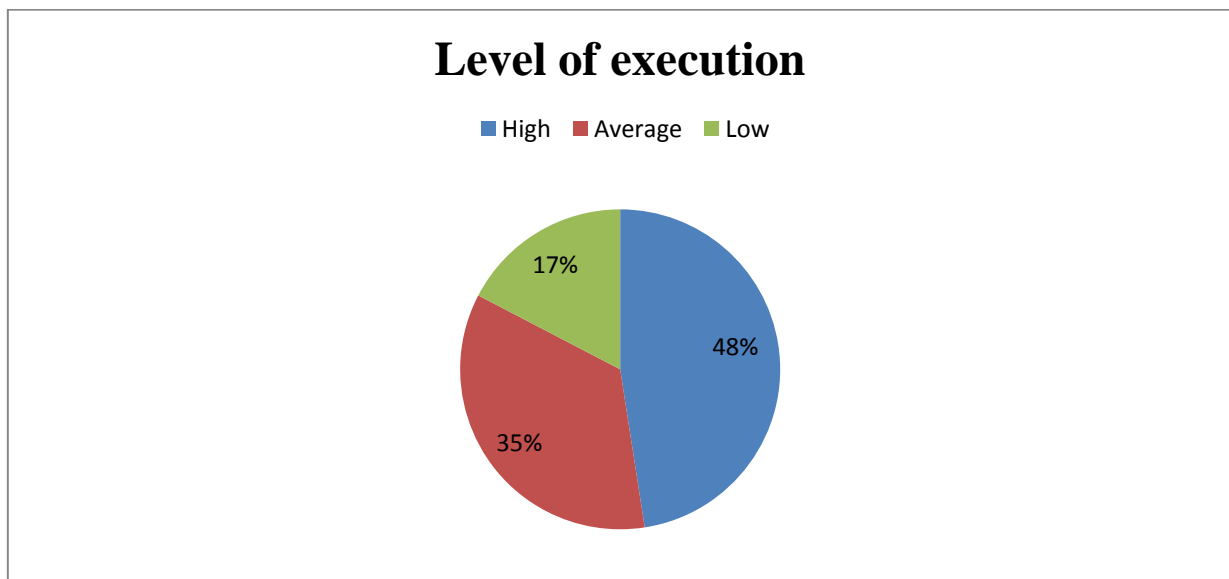


Figure17: Level of execution

**Interpretation:** The above survey depicts that 48% of the results is for employees with high level of execution. The second half (52%) does not have a high level of execution.

## 12-Quality of work:

Particulars	No. of Respondents	Percentage
Excellent	76	29
Good	52	20
Average	86	32
Poor	32	12
Very poor	19	7
Total	265	100

Table 20: Quality of work

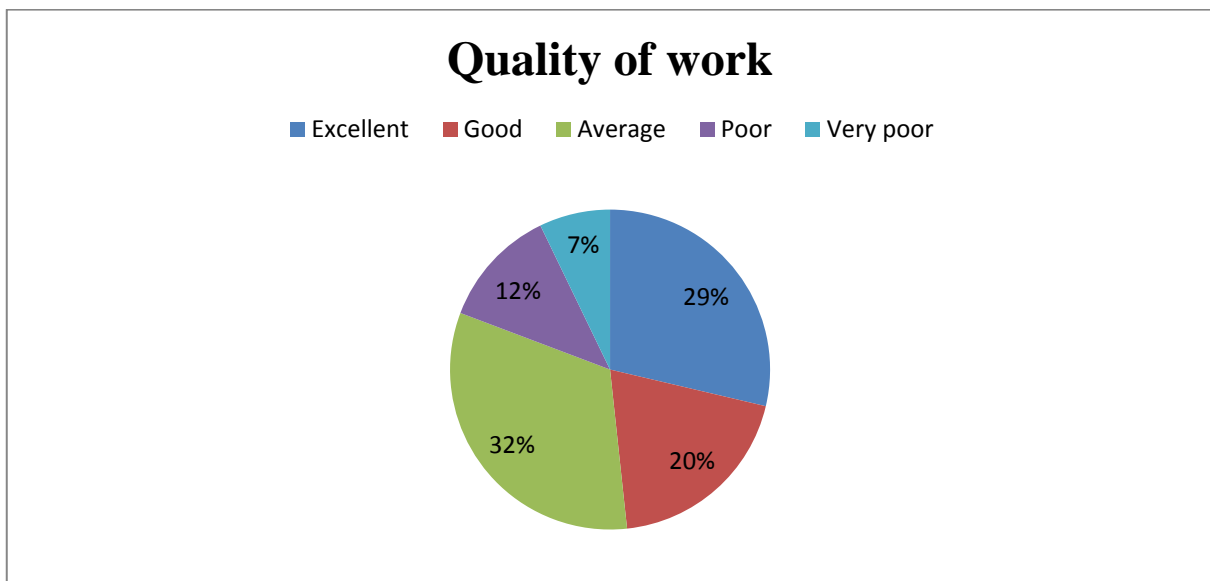


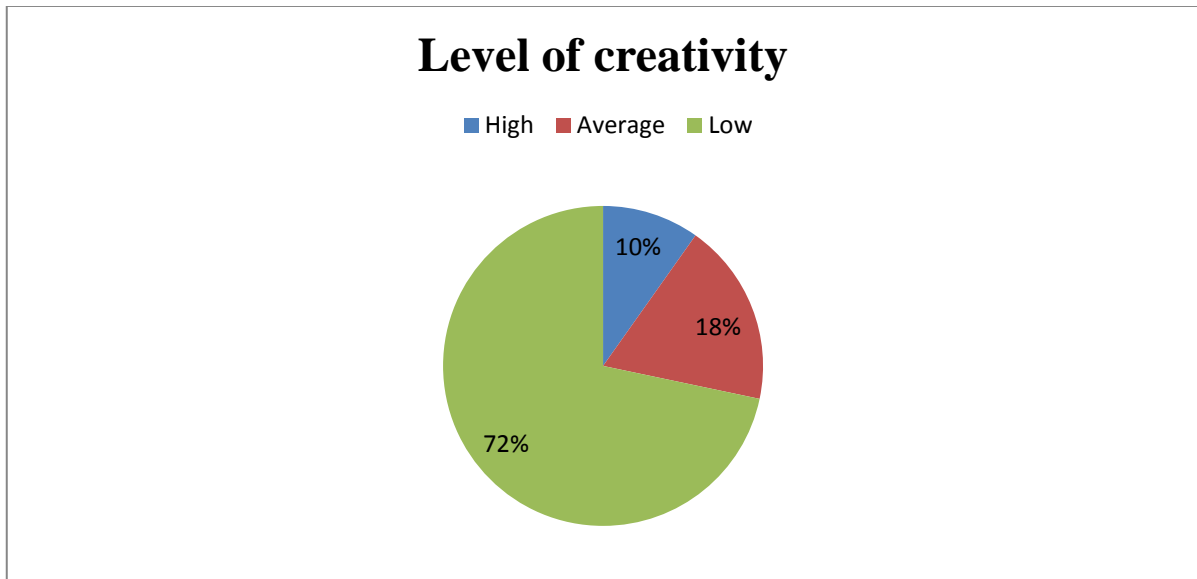
Figure18: Quality of work

**Interpretation:** The above survey depicts that 32% of the results is for employees with average quality. 29% of employees have an excellent quality of work, the rest have a low percentage.

### 13-Level of creativity:

Particulars	No. of Respondents	Percentage
High	26	10
Average	49	18
Low	190	72
Total	265	100

**Table 21:**Level of creativity



**Figure 19:** Level of creativity

**Interpretation:** The above survey depicts that 72% of the results is for employees with low level of creativity.

#### 14-Amount of consistent improvement:

Particulars	No. of Respondents	Percentage
Excellent	25	9
Good	52	20
Average	136	51
Poor	23	9
Very poor	29	11
Total	265	100

Table 22: Amount of consistent improvement

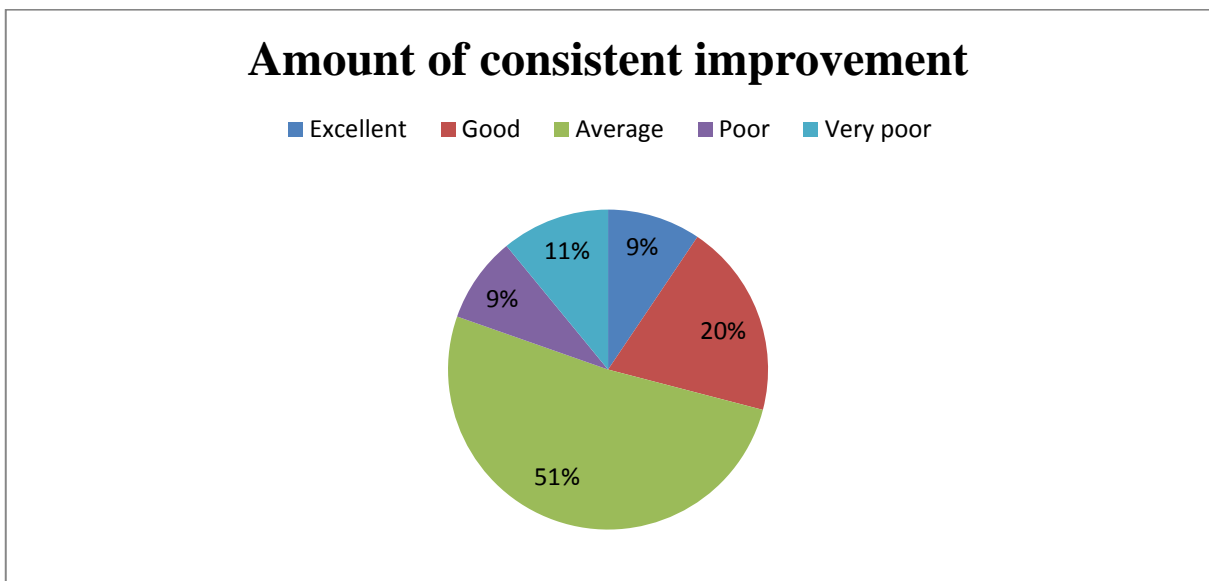


Figure20: Amount of consistent improvement

**Interpretation:** The above survey depicts that 51% of the results is for employees with an average level of consistent improvement. 20% of the employees have a good amount of consistent improvement.

### 15-Customer and peer feedback:<sup>53</sup>

Particulars	No. of Respondents	Percentage
Excellent	5	41
Good	3	25
Average	2	17
Poor	2	17
Very poor	0	0
Total	12	100

Table 23: Customer and peer feedback

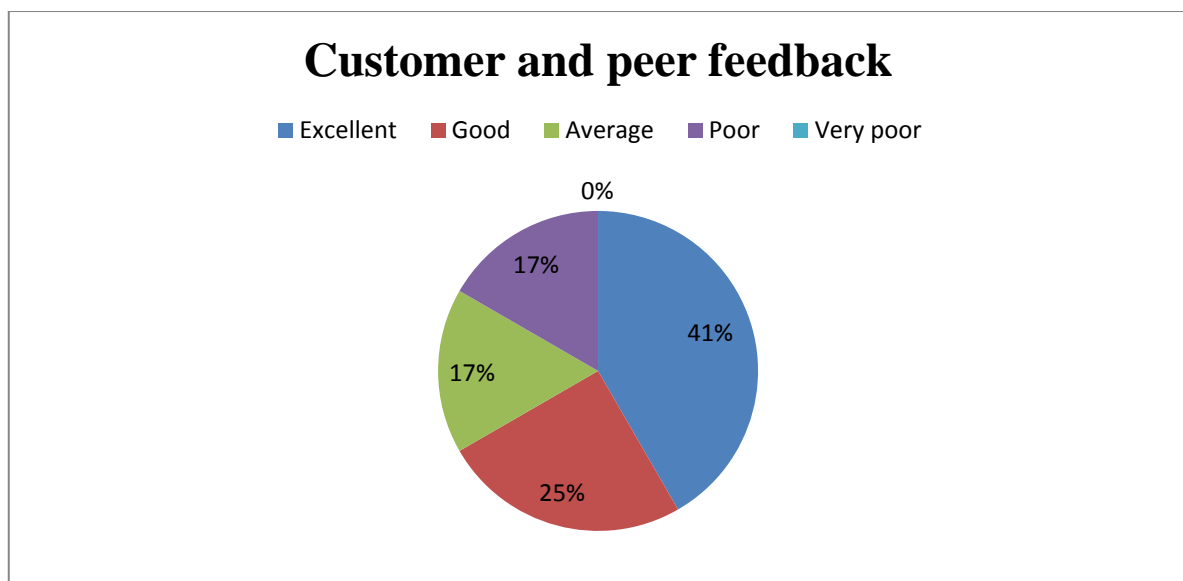


Figure21: Customer and peer feedback.

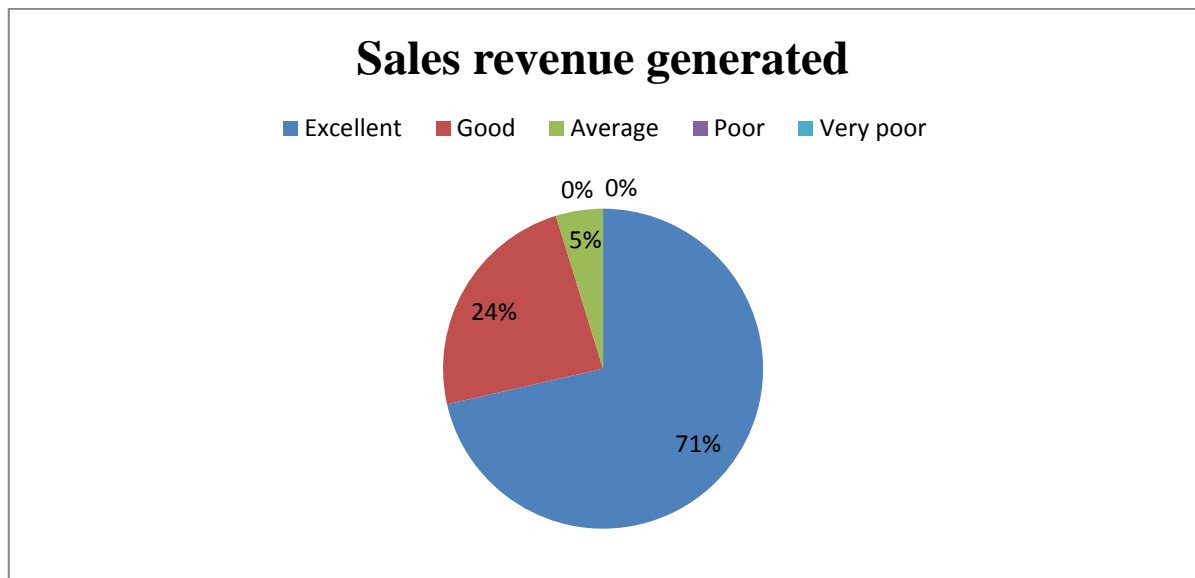
**Interpretation:** The above survey depicts that 41% of the results is for employees with an excellent customer and peer feedback. 25% of the employees have a good customer and peer feedback.

<sup>53</sup> Only 12 employees work in Commercial and marketing department

### 16-Sales revenue generated<sup>54</sup>:

Particulars	No. of Respondents	Percentage
Excellent	30	71
Good	10	24
Average	2	5
Poor	0	0
Very poor	0	0
Total	42	100

**Table 24:** Sales revenue generated



**Figure22:** Sales revenue generated

**Interpretation:** The above survey depicts that 71% of the employees have an excellent sales revenue generated. 24% of the employees have a good sales revenue generated. So the percentage of 95% shows a positive result.

<sup>54</sup> There are 42 employees of 21 points of sale in this company.

### 17-Responsiveness to feedback:

Particulars	No. of Respondents	Percentage
Excellent	49	19
Good	91	34
Average	86	32
Poor	33	13
Very poor	06	2
Total	265	100

Table 25: Responsiveness to feedback

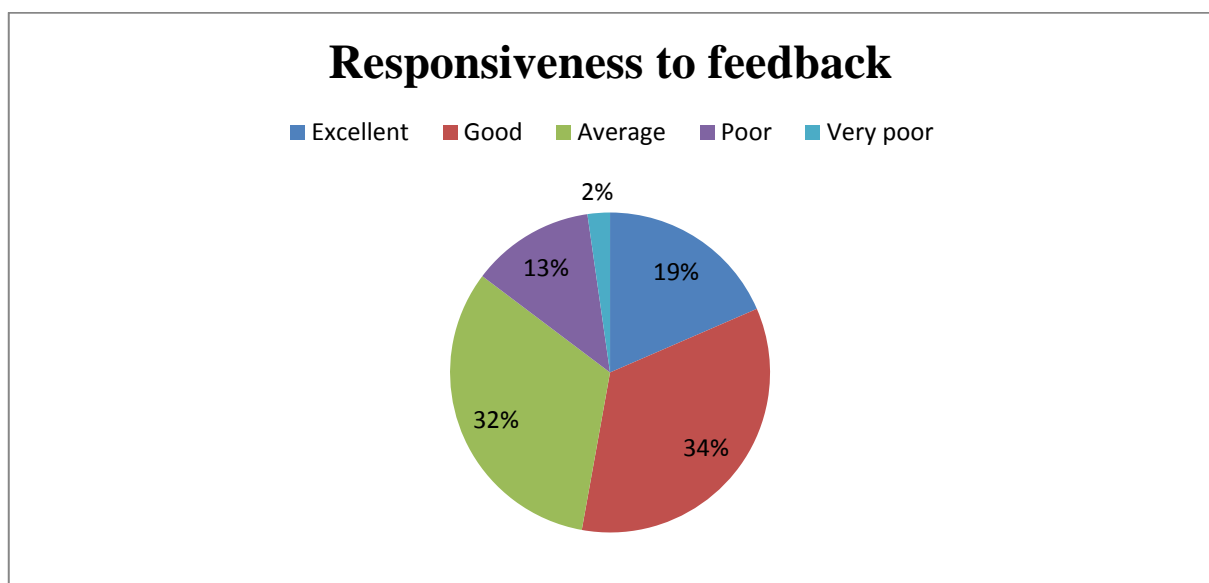


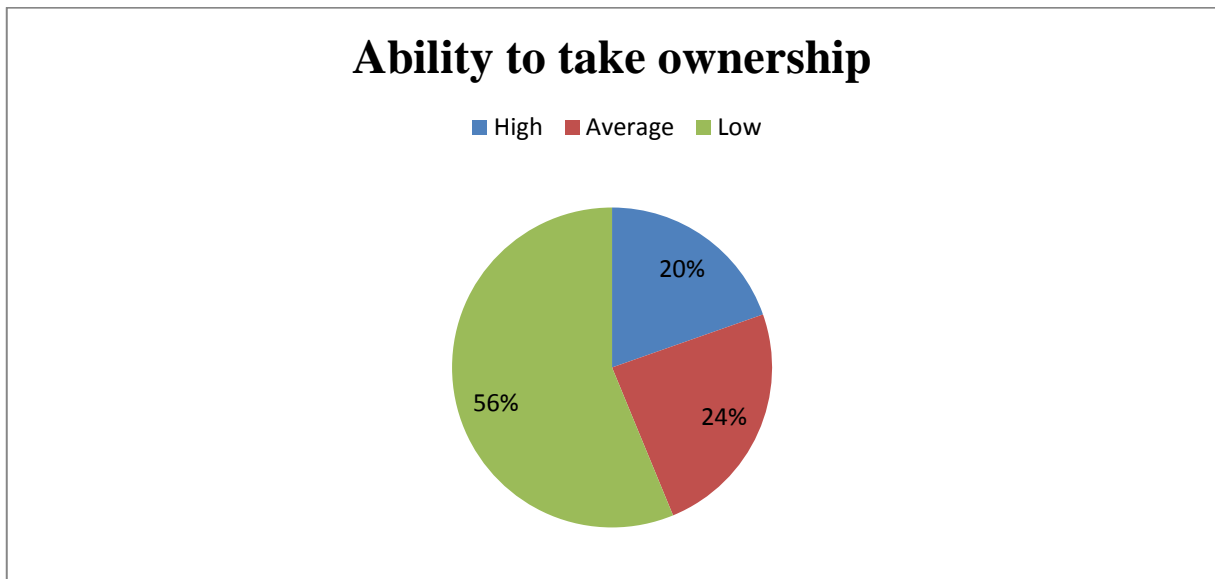
Figure23: Responsiveness to feedback

**Interpretation:** The above survey depicts that 34% and 32% of the employee's responsiveness to feedback is between good and average. 19% is excellent and the rest of 15% is poor.

**18-Ability to take ownership:**

Particulars	No. of Respondents	Percentage
High	52	20
Average	64	24
Low	149	56
Total	265	100

**Table 26:** Ability to take ownership



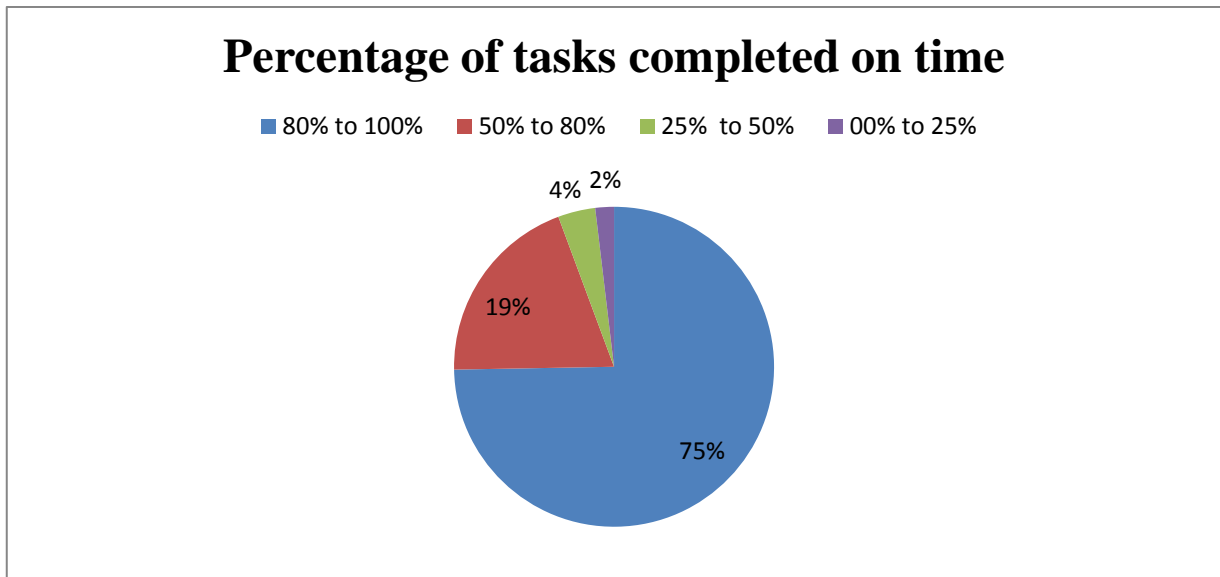
**Figure 24:** Ability to take ownership

**Interpretation:** The above survey depicts that more than half percent (56%) of the employees have the ability to take ownership.

**19-Percentage of tasks completed on time:**

Particulars	No. of Respondents	Percentage
80% to 100%	198	75
50% to 80%	52	19
25% to 50%	10	4
00% to 25%	5	2
<b>Total</b>	<b>265</b>	<b>100</b>

**Table 27:** Percentage of tasks completed on time



**Figure25:** Percentage of tasks completed on time

**Interpretation:** The above survey depicts that 75% of employees can complete 80% to 100% of a given task on time. Whereas 19% of the employees can complete 50% to 80% of the task on time.

## **FINDINGS**

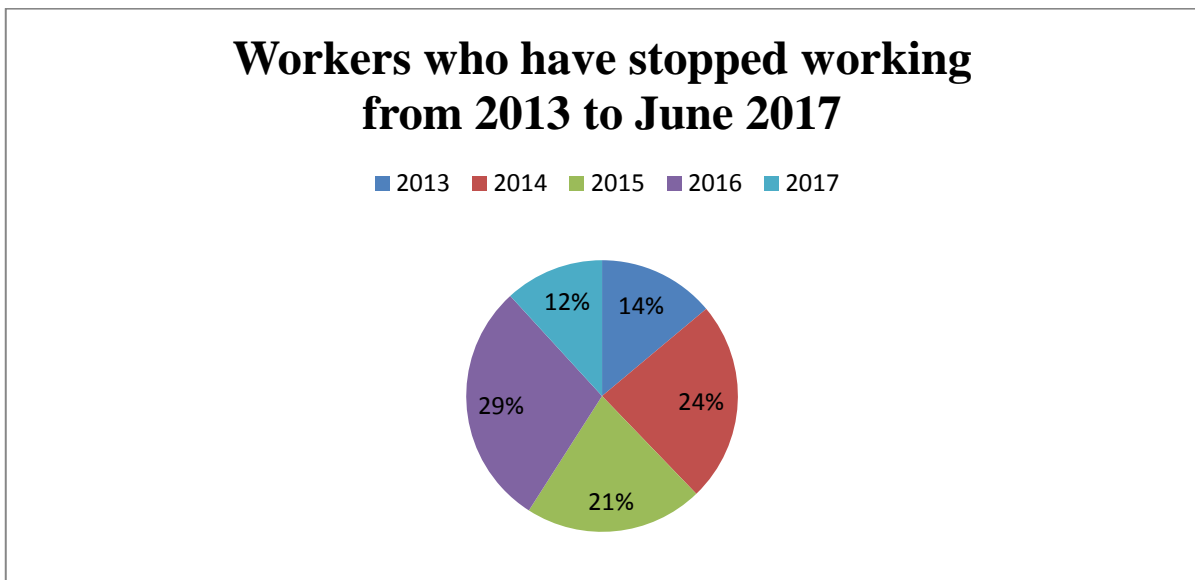
- 48% of the results is for employees with high level of execution; This is the result of the selection of experienced workers in the field.
- 32% of the results is for employees with average quality; The same as what we have previously concluded that the main thing in the company is productivity and high sales.
- 72% of the results is for employees with low level of creativity; The worker has tasks to complete only.
- 51% of the results is for employees with an average level of consistent improvement; This is because there are no periodic training programs that raise the level of the employee.
- 41% of the results is for employees with an excellent customer and peer feedback; This is for the careful selection of workers in this activity, and as well as the competitive advantage of this service in the Company.
- 71% of the employees have an excellent sales revenue generated; this is especially for points of sale that have an exception within the company, in terms of profit margin and bonuses, so we find a high level in sales revenue generated.
- 34% and 32% of the employee's responsiveness to feedback is between good and average.
- (56%) of the employees have the ability to take ownership.
- The above survey depicts that 75% of employees can complete 80% to 100% of a given task on time; this is due to the rigor of work for officials in the company, any mistake cost the employee losing his job.

**C.ANALYSIS OF DATA RESULTS OFWORKERS WHO HAVE STOPPED WORKING FROM 2013 TO JUNE 2017:**

We review this paragraph the workers who have stopped working from 2013 to June 2017 in CONCORDAL SPA, this is by presenting the causes of the suspension of workers throughout this period, as well as presenting the most important reasons, and linking them to the subject of our research, and the following table illustrates our work:

Year	2013	2014	2015	2016	2017
subtotal	53	91	81	111	45
Total	381				

**Table 28:** Workers who have stopped working from 2013 to June 2017

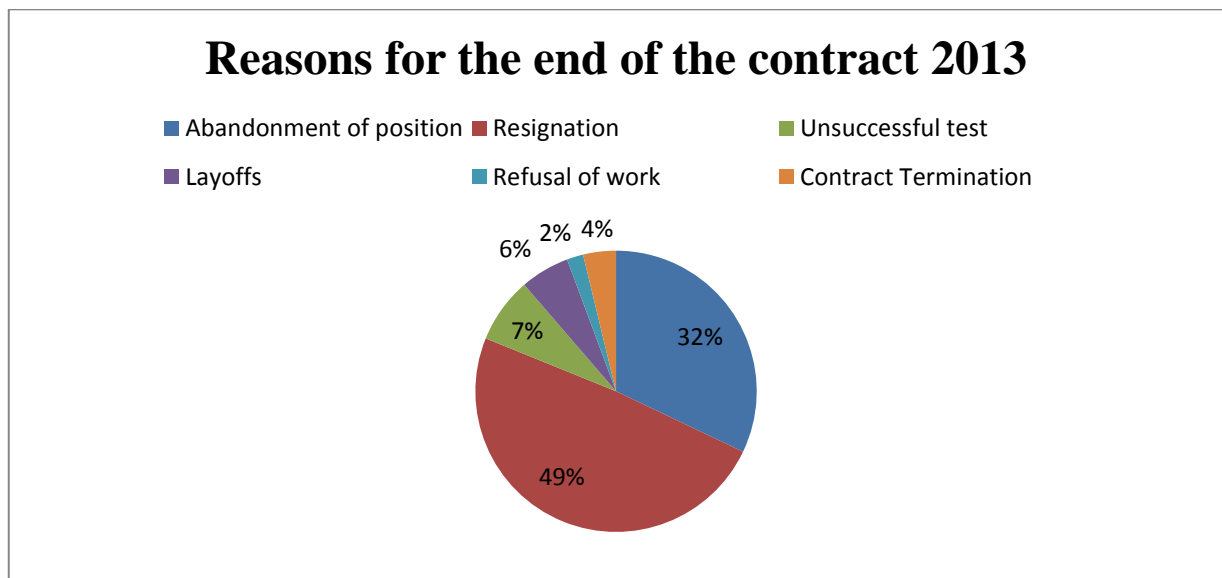


**Figure 26:** Workers who have stopped working from 2013 to June 2017.

**20-Reasons for the end of the contract2013:**

Reasons for the end of the contract	Subtotal	Percentage
Abandonment of position	17	32
Resignation	26	49
Unsuccessful test	4	7
Layoffs	3	6
Refusal of work	1	2
Contract Termination	2	4
<b>Total</b>	<b>53</b>	<b>100</b>

**Table 29:** Reasons for the end of the contract 2013



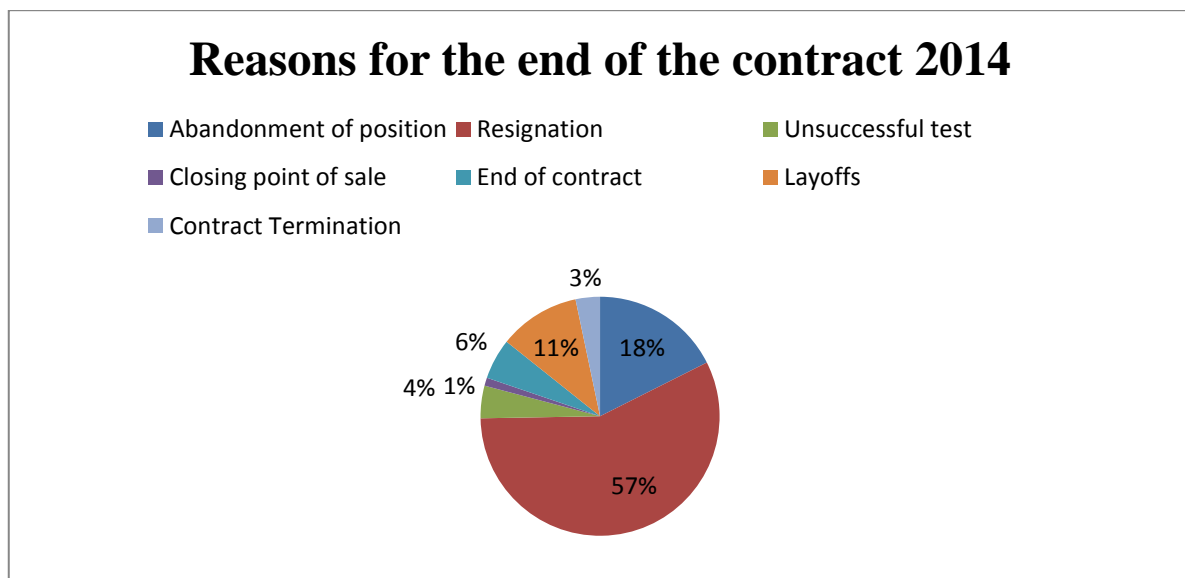
**Figure27:** Reasons for the end of the contract 2013

**.Interpretation:** from an analysis of the reasons behind the end of the contract of employees of 2013, we noticed that almost half of the employees (49%) resigned from their jobs. The other 32% were fired because of their refusal to work.

**21-Reasons for the end of the contract2014:**

Reasons for the end of the contract	Subtotal	Percentage
Abandonment of position	16	18
Resignation	52	57
Unsuccessful test	4	4
Closing point of sale	1	1
End of contract	5	6
Layoffs	10	11
Contract Termination	3	3
<b>Total</b>	<b>91</b>	<b>100</b>

**Table 30:** Reasons for the end of the contract 2014



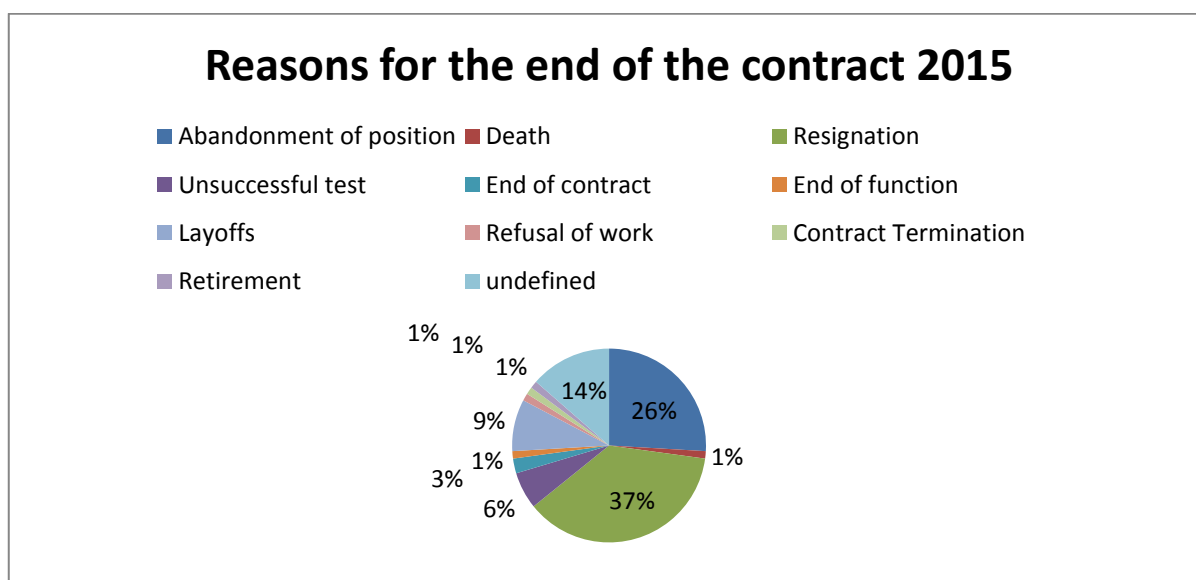
**Figure 28:** Reasons for the end of the contract 2014

**Interpretation:** from an analysis of the reasons behind the end of the contract of employees of 2014, we noticed that almost the same result of the resignation of the previous year (2013), about 57% of the employees resigned from their jobs. The other 18% abandoned their positions. 11% where laid off.

## 22-Reasons for the end of the contract2015:

Reasons for the end of the contract	Subtotal	Percentage
Abandonment of position	21	26
Death	1	1
Resignation	30	37
Unsuccessful test	5	6
End of contract	2	3
End of function	1	1
Layoffs	7	9
Refusal of work	1	1
Contract Termination	1	1
Retirement	1	1
undefined	11	14
<b>Total</b>	<b>81</b>	<b>100</b>

**Table 31:** Reasons for the end of the contract 2015



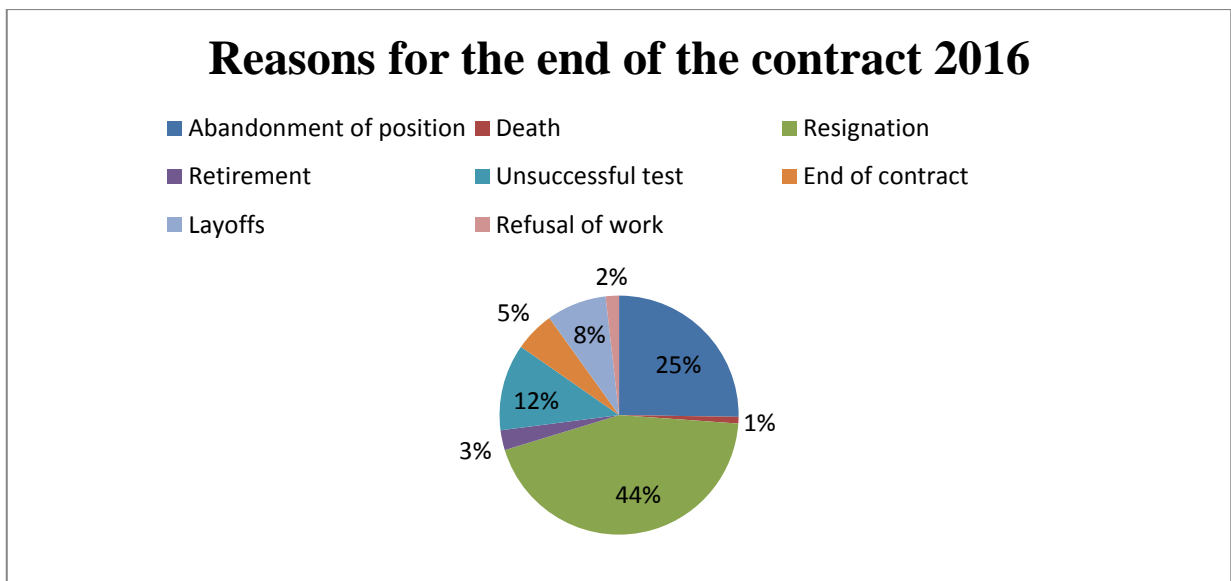
**Figure 29:** Reasons for the end of the contract 2015

**Interpretation:** from an analysis of the reasons behind the end of the contract of employees of 2015, we noticed a decrease in the rate of resignation of employees with the percentage of 37%. Whereas the abandonment of position rates increased to 26%.

**23-Reasons for the end of the contract2016:**

Reasons for the end of the contract	Subtotal	Percentage
Abandonment of position	28	25
Death	1	1
Resignation	49	44
Retirement	3	3
Unsuccessful test	13	12
End of contract	6	5
Layoffs	9	8
Refusal of work	2	2
<b>Total</b>	<b>111</b>	<b>100</b>

**Table 32:** Reasons for the end of the contract 2016



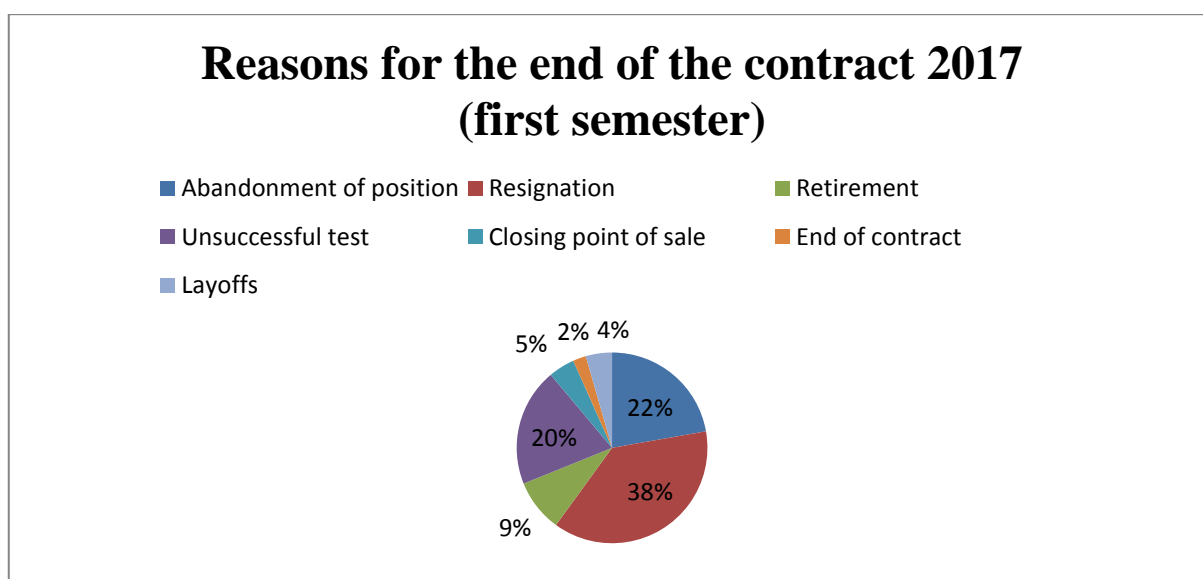
**Figure 30:** Reasons for the end of the contract 2016

**Interpretation:** from an analysis of the reasons behind the end of the contract of employees of 2016, we noticed that 44% of the employees resigned from their jobs. The other 25% abandoned their positions. The other 12% were not accepted because of an unsuccessful test.

**24-Reasons for the end of the contract 2017(first semester):**

Reasons for the end of the contract	Subtotal	Percentage
Abandonment of position	10	22
Resignation	17	38
Retirement	4	9
Unsuccessful test	9	20
Closing point of sale	2	5
End of contract	1	2
Layoffs	2	4
<b>Total</b>	<b>45</b>	<b>100</b>

**Table 33:** Reasons for the end of the contract 2017 (first semester).



**Figure 31:** Reasons for the end of the contract 2017 (first semester).

**Interpretation:** from an analysis of the reasons behind the end of the contract of employees of the first semester of 2017, we noticed that 38% of the employees resigned from their jobs. The other 22% abandoned their positions. The other 20% were not accepted because of an unsuccessful test.

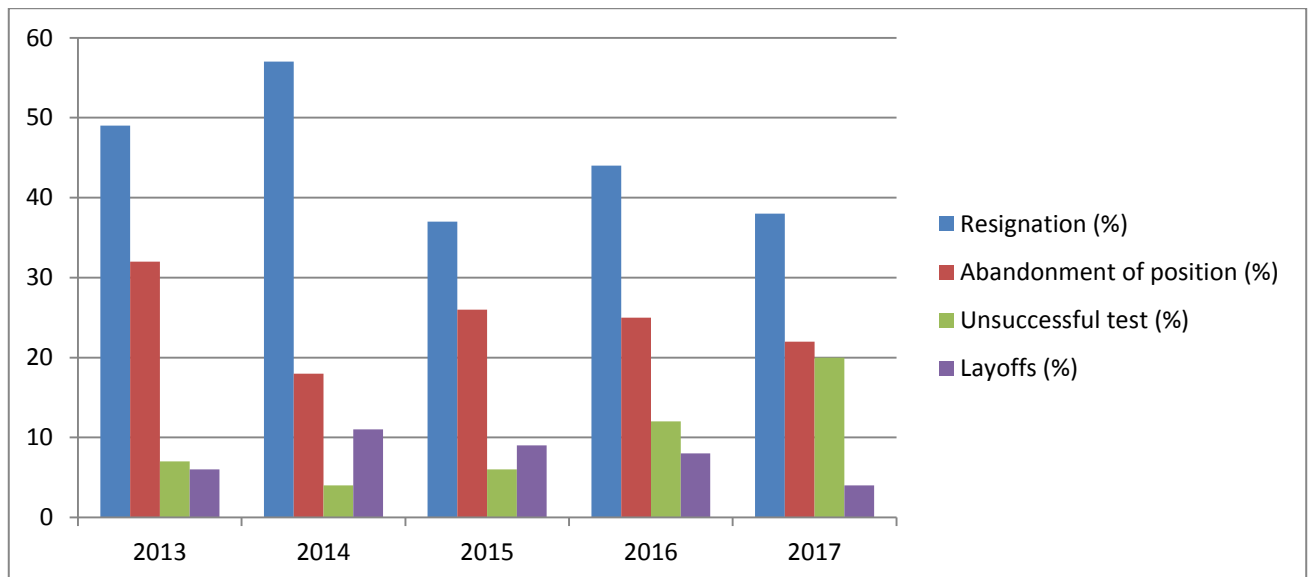
**Notes:**

**There are four main reasons behind the end of contract of employees of the company;**

- 1- Resignation.
- 2- Abandonment of position.
- 3- Unsuccessful test.
- 4- Layoffs.

Reasons	2013	2014	2015	2016	2017
<b>Resignation (%)</b>	49	57	37	44	38
<b>Abandonment of position (%)</b>	32	18	26	25	22
<b>Unsuccessful test (%)</b>	7	4	6	12	20
<b>Layoffs (%)</b>	6	11	9	8	4

**Table 34:** The main reasons behind the end of contract of employees of the company.



**Figure 32:** The main reasons behind the end of contract of employees of the company.

**Notes:**

We conclude from the above histogram the following:

- The resignation is the highest reason among the rest. The highest percentage was of 2014 which reached 57 percent. Then settle by the first semester of 2017 in 38 percent.
- The abandonment of position comes in the second stage as the second highest reason behind the end of contract of employees. It reached its peak in 2013 with 32 percent. Then decreased below 20 percent in 2014, afterward it settled between 20% to 25% between the years of 2015 and 2017.

- We noticed an increasing rate in the end of contract as a result of an unsuccessful test from 2013 to 2017 from 7% to 20%.
- The layoffs constantly from 2014 to 2017 from 11% to 4%. Whereas it reached 6% in 2013.

#### **4.4. DISCUSSION OF RESULTS AND VALIDATION OF HYPOTHESES:**

We conclude from the above:

- The Company CONCORDAL SPA is still following the previous policies in the field of recruitment. The majority of the job advertisements are made by direct contact, in the company you can take the necessary information about the vacancies.  
The recruitment process is far from the known scientific methods in this field. Direct recruitment is the dominant factor in the situation, and the decentralization of recruitment at the company's headquarter has led to a weakening of the company's recruitment policy, because the units productions responsible persons did not prepared for an application of a good recruitment procedures.
- The selection of workers on the basis of prior knowledge of the owner of the company or an official, and the recruitment of a particular area in order to get the most loyal to create a complex situation in which the struggle of the personal interests of some workers with the interests of the company.
- We also noted the phenomenon of resignations from the company, this indicates the occurrence of a major problem in the company, the responsible persons must correct it.
- All these phenomena directly affected the performance of employees. The first choice was not based on scientific and practical methods and policies of employment, but was only to fill the vacancy of vacant positions. The performance of the employees and improving their skills was one of the last concerns of the company's officials. All of these problems led to the large number of resignations and the abandonment of the job.
- So we can say in the end that the hypotheses that we built this research were not correct; after the search, we did not find the modern methods and policies in recruitment policies.
- We did not find any serious interest in the employee performance, and there were good intentions in this regard, but they did not apply.

#### **4.5. RECOMMENDATIONS AND SUGGESTIONS:**

Based on the results of our study and the different theories of recruitment and employee performance, we propose that the company's management review the modern recruitment policies and procedures, and work on finding ways to evaluate the performance of employees and give them real value so that they are more effective and adaptable. To achieve this, a number of preconditions must be observed and an administrative decision must be made for the following steps:

- Develop a recruitment guide for the company.
- Train employment officers on recruitment policies
- Train unit managers and recruitment officers to ensure good employment
- Rely on more modern means of employment such as the Internet and specialized sites.
- Contact specialized recruitment offices to get the best talent
- Harmonize the company's employment bases and global standards
- Develop a manual for employee performance and for an evaluation methods
- Introducing the culture of employee performance, motivating and trying to disseminate it among workers
- Training of unit managers and management personnel on performance assessment methods
- Unifying the work for the evaluation guide of the employees performance to avoid causing any disturbance between the Head office and the units
- Improve the relationship between responsible persons and workers

## **CONCLUSION:**

Our study focused on recruitment policies as well as the performance of workers at CONCORDAL SPA, the analysis of the company's work leads us to say that the recruitment and employee performance have a big role in the modern company, the first is considered as inputs, and the second is considered as outputs or results

The evolution of human resource management for almost a century was necessarily accompanied by the development of proper methods and functioning of the system, including recruitment policies and employee performance, which are key tools in the company. The issue of employment cannot be separated from broader issues.

The issue of workers' performance and evaluation is no less important than employment, but is an important tool in the management of human resources

Performance evaluation Employees are not only a means but an important indicator of the health of the company, the company can monitor its development and organization, and know the imbalances and deficiencies to correct it.

The evaluation of employee performance enables the development of competencies, communication, motivation and staff participation in management to make them more competitive.

Employing the right worker in the right place is not easy, it is an important asset for the company, ensuring transparency in recruitment.

And follow the scientific methods and modern management ensures the company to obtain high competencies, and the better the recruitment system, the better the results.

The modernization of the company is not only in the physical aspect, but in the human capital, it is the recruitment on the basis of competence and skill that makes the difference between a modern management company in spite of small size, and between an old company and administrative backwardness in spite of large.

As the company needs information and analysis to help it create the difference between old systems and modern systems, the company can adopt the information we have reached in this research.

While we acknowledge the limitations of our study, we dare to believe that this project Will generate interest and allow others to continue to think about following the modern rules of recruitment and move away from traditional methods. In addition, to support the growth of the company, we have proposed recommendations and recommendations that will lead to rapid development in the management of the company.

In the end, we can say with certainty, always based on the results of our study that the adoption of modern methods in the company and follow a system that will monitor and evaluate the performance of employees, all these things will make the difference.

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# ANNEX

CONTRAT DE TRAVAIL de Mr. MOUAKNI MOHAMMED ABDELAZIZ avec  
CONCORDAL Spa, 2017



CONTRAT DE TRAVAIL  
A DUREE DETERMINEE ET A PLEIN TEMPS  
De Mr. MOUAKNI MOHAMMED ABDELAZIZ  
Réf : N° 039 /DG/2017

**Annex 01 : Contract simple**

SPA CONCORDAL

UNITÉ PRODUCTION Oued Smar

**PROCÈS VERBAL D'installation**  
*(Imprimé N° 2- PVI)*

Monsieur **NOUIOUA AMAR**

Directeur de l'unité : PRODUCTION OUED SMAR

Déclare avoir installé dans ses fonctions de : OUVRIER

Mr MOUAKNI MOHAMED ABDELAZIZ

En date du : 09/03/2017

Fait à Oued Smar Le 09/03/2017

L'intéressé



Le Directeur d'Unité

**CONCORDAL SPA**  
**NOUIOUA Amar**  
Directeur Unité Production  
Oued Smar

Le Directeur Général

**Annex 02 : Installation minutes**