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**The contribution of the implementation of a human resources
information system to the enhancement of the annual employee appraisal
Case Study: DJEZZY**

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Abstract

This study aims to identify the contribution of the digitalization of the human resources function on the improvement of the annual employee appraisal in terms of employee autonomy, self-evaluation, performance improvement, career progression, communication and motivation. This phenomenon is examined in the context of the implementation of human resource information systems, where employee involvement is strongly encouraged. HRIS are known today as software or technology platforms designed to manage and automate human resource processes within an organization. It is within this framework that the objective of this study is to identify how human resources are evaluated via HRIS. Indeed, the purpose of this study is to identify the impact of the use of HRIS on employees in terms of self-evaluation, communication and motivation. We adopted a qualitative approach where data collection was done through semi-directive interviews with executives of a large telecommunications company (DJEZZY). The results of the research highlighted the effectiveness of the digitalized annual employee evaluation on the employees, the human resources department and the organization as a whole.

Keywords: Digitization, human resource information system, human resource's function, annual employee appraisal, performance.

ملخص

تهدف هذه الدراسة الى تحديد أثر رقمته وظيفة الموارد البشرية في تحسين التقييم السنوي للموظفين من حيث استقلالية الموظف التقييم الذاتي، تحسين الأداء والتقدم الوظيفي، التواصل والتحفيز. يتم دراسة هذه الظاهرة في سياق تطبيق أنظمة معلومات الموارد البشرية حيث يتم تشجيع مشاركة الموظفين بقوة. يعرف نظام إدارة الموارد البشرية اليوم باسم منصات الكترونية أو أنظمة المعلومات المصممة لإدارة و امتة عمليات الموارد البشرية داخل المؤسسة. في هذا السياق تهدف هذه الدراسة الى تحديد الطريقة التي يتم بها تقييم أداء الموظفين عبر نظام معلومات الموارد البشرية. في الواقع الغرض من هذه الدراسة هو تحديد تأثير استخدام نظام معلومات الموارد البشرية على الموظفين من حيث التقييم الذاتي و التواصل و التحفيز اعتمدنا نهجا نوعيا حيث تم جمع البيانات من خلال مقابلات شبه منظمة مع مختصي الموارد البشرية لشركة الاتصالات DJEZZY سلطت نتائج البحث الضوء على فعالية التقييم السنوي الرقمي للموظفين على الموظفين وقسم المواد البشرية وعلى الشركة ككل.

الكلمات المفتاحية: الرقمنة، نظام معلومات الموارد البشرية، وظيفة الموارد البشرية، التقييم السنوي للموظفين، الاداء

Résumé :

Cette étude vise à identifier la contribution de la digitalisation de la fonction ressources humaines sur l'amélioration de l'évaluation annuelle des employés en termes d'autonomie des employés, d'auto-évaluation, d'amélioration des performances, de progression de carrière, de communication et de motivation. Ce phénomène est examiné dans le contexte de la mise en œuvre des systèmes d'information sur les ressources humaines, où l'implication des employés est fortement encouragée. Les SIRH sont connus aujourd'hui comme des logiciels ou des plates-formes technologiques conçues pour gérer et automatiser les processus de ressources humaines au sein d'une organisation. C'est dans ce cadre que L'objectif de cette étude vise à identifier la manière dont les ressources humaines sont évaluées via le SIRH. En effet, l'objet de cette étude est d'identifier l'impact de l'utilisation des SIRH sur les employés en termes d'auto-évaluation, de communication et de motivation. Nous avons adopté une approche qualitative ou la collecte des données s'est faite par le biais d'entretiens semi-directifs avec des cadres d'une grande entreprise de télécommunication (DJEZZY). Les résultats de la recherche nous ont mis en exergue l'efficacité de l'évaluation annuelle des employés digitalisée sur les employés, sur le département des ressources humaines et sur l'organisation dans son ensemble.

Mots clés : Digitalisation, système d'information ressources humaines, Fonction ressources humaines, évaluation annuelle des employés, performance.

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ABBREVIATIONS AND ACRONYMS LIST:

A

ANIF: Algerian National Investment Fund

E

ERP: Enterprise Resource Planning

H

HCM: Human Capital Management

HITS: Human IT solution

HR: Human Resources

HRF: Human Resource Function

HRIS: Human Resources Information System

HRM: Human Resources Management

S

SAP: System Analysis Program Development

SHRM: Strategic Human Resources Management

SME: Small / Medium Enterprise

I

ICT: Information and Communication Technologies

IT: Information Technologies

INTRODUCTION

INTRODUCTION

The rapid progress in technology has reshaped the telecommunications industry, requiring companies to embrace digital transformation across various aspects of their operations. Amidst this digital revolution, one area that requires utmost attention and careful handling is the human resource (HR) function within telecom companies. It plays a vital role in shaping the workforce, nurturing talent, and driving organizational success in this dynamic and competitive industry. **(Gregory Vial, 2019)**

The HR function is not merely an administrative department within an organization; it plays a crucial role as a strategic partner that collaborates closely with other business units and aligns human capital with the overarching objectives and vision of the company. By understanding the business goals and challenges, the HR function can develop effective strategies and initiatives to attract, develop, and retain top talent. **(Michael, Ferray 2014)**

In this regard, the digitization of HR processes has become essential for telecom companies to effectively manage their workforce, optimize employee performance, and drive organizational success. By leveraging digital tools and technologies, these companies can streamline their HR operations, automate routine tasks, and enhance employee engagement.

The process of digitization demands that the HR function embraces digital solutions and tools like information systems or digital platforms to meet the ever-evolving needs of the organization. It also requires the ability to effectively guide and support employees through this transformative journey, along with a creative vision to fully leverage the potential of digital HR tools. By doing so, the HR function can play a pivotal role in driving the digital transformation of the company, contributing to its growth and overall success.

In the book “pas de DRH sans SIRH” the author highlighted that “It is important to note that the relationship between the HR function, employee performance, and organizational impact is a dynamic and reciprocal one. While HR practices influence employee performance, employee performance also influences the effectiveness of HR initiatives. Regular performance feedback, coaching, and career development opportunities provided by the HR function contribute to continuous improvement in employee performance. This virtuous cycle creates a positive feedback loop, leading to ongoing enhancements in organizational performance”. **(Bernard Just, 2009)**

By recognizing the critical role of the HR function in managing and optimizing employee performance and understanding its impact on the organization, we can appreciate the significance of digitizing the annual employee appraisal. The digitization process can further enhance the HR function's ability to drive employee performance, facilitate self-assessment, improve communication, and foster motivation, ultimately leading to positive outcomes for both employees and the organization as a whole.

1. Context and objectives of the research

1.1. Context of the study

Companies must transform digitally in today's rapidly changing business environment as tools and technologies evolve. This transformation is particularly crucial for human resources and requires an effective Human Resources Information System (HRIS) to lead and implement the changes. This study was conducted within the company DJEZZY, chosen for its position in the Algerian Telecommunication sector, specializing in mobile communication services.

1.2. Choice of topic

The choice of our topic “**The contribution of the implementation of a human resources information system to the enhancement of the annual employee appraisal**” is mainly related to the passion we have for information technology and the evolution of digital transformation, particularly within the HR function. The reasons for choosing this topic are as follows:"

- Acquiring new knowledge in human resources management.
- Understanding the nature of digital transformation in companies in general and in HR function in particular.
- Understanding the changes brought about by digital transformation.
- Learning about the contribution of digital tools and solutions (HRIS) in the digital transformation of employee appraisal and how it can affect employee performance, motivation, and quality of life

1.3. Objective of the study

Conducting any scientific research necessitates clearly defined and meticulously determined objectives. In this regard, the objectives of this study can be succinctly summarized as follows:

- Thoroughly expound on critical concepts, including the information system, human resources information system, HR function, and performance evaluation.

- Acquire an in-depth understanding of the current state of DJEZZY with respect to digital changes in the context of HR transformation.
- Comprehensively discern the role played by the HR information system (SIRH) in the development of the annual employee appraisal.

2. Problem statement

Organizations have increasingly adopted Human Resources Information Systems (HRIS) to digitize and improve overall HR function performance. HRIS implementation involves the integration of technology-based systems for managing HR data, such as employee records, benefits administration, and performance appraisal, among others. While HRIS implementation is expected to bring significant benefits, such as increased efficiency and accuracy in HR processes, reduced administrative workload, and enhanced decision-making, there is a need to understand its impact on the digitized employee appraisal and its effects on employee performance, motivation, and career development.

The digitization of HR functions through HRIS implementation has the potential to transform traditional HR practices, including employee appraisal, which is a critical HR function that influences employee performance, motivation, and quality of life.

Digitized employee appraisal involves the use of technology-enabled tools and platforms to conduct performance evaluations, provide feedback, and set performance goals. However, there is limited research that examines the impact of HRIS implementation on digitized employee appraisal and its effects on employee outcomes.

Furthermore, the relationship between HRIS implementation, digitized employee appraisal, and employee performance, and motivation is complex and multifaceted. HRIS implementation may affect how employee appraisal is conducted, the quality of feedback provided, and the fairness of the appraisal process, which in turn may impact employee performance, and motivation. Therefore, there is a need to investigate the specific mechanisms through which HRIS implementation influences digitized employee appraisal and its effects on employee outcomes.

Understanding the impact of HRIS implementation on HR function digitization, specifically in the context of digitized employee appraisal and its effects on employee performance, motivation, and career progression is essential for organizations and HR professionals to leverage technology for HR management effectively. It can inform HR policies and practices, improve HRIS implementation strategies, and contribute to the overall understanding of the digital transformation of HR functions in organizations.

Hence, the problematic statement for our research is as follows:

“How does the human resources information system implementation enhance the annual employee appraisal?”

To further investigate this topic, our research is divided into two sub-questions to facilitate a comprehensive study:

- How does the HRIS contribute to the digitization of the HR function?
- How the digitized employee appraisal impacts employee performance, motivation and career development?

By addressing these sub-questions, we aim to gain insights into the role of HRIS in driving the digitization of HR practices, with a specific focus on the annual employee performance appraisal process in the context of our case study organization, DJEZZY.

3. Structure of the study

The structure of our study is carefully planned to make the process coherent and to help the reader understand the main points.

- **The first chapter:** is an introductory part of the study, in which we have presented the context of the study and the research problematic along with the theoretical framework where we present a clarification of the different concepts related to Information systems and the digitization of the HR function. in addition to an overview of precious researches conducted on the Theme.
- **The second chapter:** addresses the Methodological framework, where we describe the research approach and design, the data collection, and the tools used in the data

collection and analysis. This provides a basis for understanding the empirical part of the study.

- **The third Chapter:** provides a comprehensive examination of the digital tools employed at DJEZZY from exploring the implementation steps involved, followed by an in-depth exploration of the functionalities offered by the digital platform. Additionally, it provides a concrete illustration, supported by figures, of the entire process of the digital annual employee appraisal. This illustration covers everything from setting objectives to analyzing the results.

- **The fourth chapter:** Results and Discussion will present the analysis and main findings of the research. This chapter is structured based on the execution of the data analysis. Hence, it will first represent the process of employee appraisal before and after the digitization. And then, we will present the main findings.

A conclusion summarizing our research and will include the theoretical and managerial implications and suggestions for future research.

CHAPTER I: THEORETICAL FRAMEWORK

I.1. INTRODUCTION

In recent years, technological advancements have transformed how human resources functions operate, and implementing the Human resource information system has become a popular solution for digitizing human resource processes. This Literature review will explore the existing literature on the subject, including the benefits and drawbacks of HRIS (Human Resource Information System Implementation) and its impact on the digitization of the HR (Human Resource) function.

I.2. Literature review

The research of (**Chaimae Boufarouj, 2020**) entitled: “Le role de l’évolution du SIRH dans le développement de la fonction RH” shed light on the role of the evolution of the human resources information system in the development of the HR function. The article explores the advantages of employing an HRIS for businesses, such as enhancing HR operations and processes, collecting pertinent data for better decision-making, and generating accurate, real-time reports. Additionally, it examines how HRIS can contribute to the development of the HR function and become a strategic partner for the management team. The article presents a critical and systematic analysis of previous works. The main results of the paper are illustrated as follows:

- The digitalization of HRM (*Human Resources Management*) entails a fundamental structural transformation in the HR department, characterized by deploying digital technologies to support HR activities.
- In the digital era, employees exhibit distinct behaviors and personalities in the workplace compared to previous generations.
- The adoption of the Human Resources Information System (HRIS) can foster information efficiencies and cost savings, allowing the HR function to make more informed decisions based on system data.
- The HRIS can monitor employee qualifications, candidate and contingent worker demographics, performance evaluations, professional development, payroll, and recruitment.

In 2021 (**Jaroslav Stuchlý 2021**) conducted a study titled "SME Human Resource

Management digitization: Evaluation of the Level of Digitization and Estimation of Developments." The main objective of the research is to identify and evaluate the general level of digitization and determine the critical factors of digitization in small and medium-sized enterprises (SMEs). The study examines the level of digitization across eight different areas in Poland. It uses a quantitative approach, collecting data through a questionnaire administered to SMEs in the selected areas using convenience sampling.

The questionnaire includes questions that characterize the level of digitization in each area. The study findings reveal that over 50% of SMEs in Poland currently use HR information systems (HRIS). The percentage may be even higher, as most respondents were unsure. The research results provide compelling evidence that HRIS is an essential digital tool in SMEs in Poland.

Another research conducted by (**Samir Mirdasse, 2021**), entitled "The Human Resource Information System - an essential tool for Organizations: A theoretical analysis," examines the influence of digital transformation on human resource management practices in companies. According to the study, integrating digital technologies, specifically human resources information systems, is leading to changes in HRM practices. They allow for effective and efficient management of human resources: substantial cost reduction, increased productivity, reorganization of the function, automation saves time, and improves the quality of life of HR teams. Automating low-value tasks also allows HR managers to focus on other key objectives. The author also points out that digitizing HR management involves continuous training, updating skills and knowledge, and individualized talent management. The article concludes by suggesting the need for further research into the impact of digitization on HR and the challenges HR departments face.

In the research of (**Sami Awwad Al-kharabsheha*, 2022**), the article "The Impact of Digital HRM on employee performance through employee motivation" presents the results of a research study that aims to explore the impact of digital human resource management practices on employee job performance.

Specifically, the study focuses on two primary digital HRM practices, digital training, and digital performance appraisal, and investigates their direct and indirect effects on job performance through employee motivation. Data were collected from employees working in industrial companies in Jordan. The study findings indicate that digital training and digital performance appraisal have a significant direct effect on employee motivation, which in turn significantly affects job performance. Furthermore, the study reveals that employee

motivation mediates the relationship between digital training/performance appraisal and job performance. Overall, the study has theoretical and practical implications for organizations seeking to enhance employee job performance through adopting digital HRM practices.

Another article written by **(Lieli Suharti, 2021)** presents hypotheses on the positive impact of implementing a Human Resources Information System in an organization from four different perspectives: time efficiency, cost efficiency, managerial satisfaction, and quality of information. A qualitative research approach was adopted to answer this question, using data gathered from 80 respondents from various Indonesian companies through questionnaires and interviews. The results revealed that the implementation of an HRIS has a positive effect on an organization's time efficiency but does not affect cost efficiency or the quality of information. However, it does have an impact on managerial satisfaction within an organization.

In the same context, an article written by **(Devi, 2021)** examines the impact of IT (*Information Technology*) on the evolution of human resource management towards Strategic Human Resource Management (SHRM). The author addresses the following research question about the fundamental role of Human Resource Information Systems (HRIS) in the Strategic Management of Human Resources. After analyzing 37 related articles, the author concludes that:

- The use of HRIS can support SHRM, but the extent of this support depends on the organization type.
- HRIS users need to identify their strategic HR tasks and organization type before implementing HRIS to maximize its benefits to both HR professionals and the organization.
- The usage of HRIS for strategic HR tasks can enhance the professional standing of HR professionals within the organization.
- HRIS plays a crucial role in SHRM, but its degree of importance varies depending on the organization type.

The last study was conducted in Morocco by **(DIAB Ghizlane, 2021)** to study the impact of IT on HRF (*Human Resource Function*) performance during COVID-19: a case of universities. This research examines the impact of *ICT (Information and Communication Technology)* on the performance of HRF in light of the significance of human capital. The

study reveals that ICT adoption is crucial for future organizational success and offers a significant competitive advantage. However, to integrate a competency-based approach and achieve desirable outcomes, it is necessary to establish a legal and referential framework for jobs and competencies and incorporate ICT into individual management systems. Additionally, this article discusses the impact of the COVID-19 pandemic on the digital transformation of HR in public universities in Morocco.

The authors conducted a survey to evaluate the HR department's performance in terms of sharing social information, processing HR requests, and the quality of information dissemination. The findings suggest that the pandemic has resulted in a substantial increase in digital administration investments, which the respondents believed would be permanent. The authors propose that universities should adopt a human-centered approach to digital transformation and foster individual innovation to align with upcoming trends.

In the Algerian context, several studies have attempted to determine the impact of IT in general and HRIS. After reviewing several articles, I have selected five of them to present in this dissertation.

The first article was published by **(DEIRA & KESSIRA, 2016)** titled: “L’apport des TIC à la GRH _ le e-learning et les nouvelles pratiques de formation pour le développement des compétences” discusses the role of e-learning in developing the skills of employees at Algérie Poste, a postal service company in Algeria. The study shows that employees perceive the importance of e-learning as a training technology, and it allows them to develop self-learning skills. However, the study also highlights the need for improvements in the e-learning platform, such as better interaction and follow-up from tutors. The article recommends that the company stay up-to-date with new technologies, adapt the content to the needs of employees, and provide a favorable learning environment. The success of Algérie Poste's e-learning program depends on creating quality and regularly updated content and placing the learner at the center of the process. The article also discusses the pedagogical principles of e-learning, including organizing content into coherent modules, substituting technology for in-person teaching, providing personalized support, and fostering communities of learners. Overall, e-learning is seen as a valuable addition to the company's training methods.

The second article was written by **(Soraya, YahiaouiChahira, & Habib, 2017)** titled “TIC et pratiques de la gestion des ressources humaines”. The article examines the influence of information technology on Human Resource Management (in Sonatrach, an

Algerian company). It investigates the use of technology in HRM and describes the implementation of e-HR in the organization. The findings reveal that the use of technology results in modifications to HRM and introduces new practices. It also underscores the significance of technology in HRM, including the utilization of intranet, workflow, groupware, and ERP (*Enterprise Resource Planning*). Moreover, it discusses the concept of e-management and the role of technology in transforming HRM. The research demonstrates that while the company partially adapted to workflow technology, it lacked integrated management software. The implementation of technology had a significant impact on the flow of information within HRM, but the company had not fully embraced groupware and ERP tools. The research provides valuable insights into the impact of ICT on HRM, and the researchers express satisfaction in completing it, despite the time it took to conduct.

(**Benabderrahmane, 2020**) they have conducted research titled: “The Impact of ICT on human resources performance” to investigate the impact of introducing ICT on human resources in organizations. It explores how the introduction of ICTs can contribute to improving the performance of human resources and discusses the risks associated with it. The article concludes that the effectiveness of ICTs in the framework of HRM depends on several conditions, including the quality of the content, the appropriateness of the communication means, and the users' appropriation of these tools. The HR department must actively participate in the introduction of ICT to promote human adaptation, and the HR strategy must align with the organizational strategy and participate in the technological change process. This latter emphasizes that the introduction of technology in human resources can have positive effects, but it also carries risks, such as an increase in salary costs without corresponding savings, a lack of mobilization, and a potential loss of individual and collective skills and conflicts. Therefore, it is necessary to study the conditions for technology's contribution to HR's goals, and HR managers must ensure that users adopt these tools and question the overall coherence of HR policies affected by technology.

After reviewing the aforementioned literature, it is apparent that the implementation of an efficient Human Resources Information System (HRIS) is vital for the effective management of HR processes. Without such a system in place, the digitization of HR processes would be less impactful. This concept was underscored by **Françoise and Gérard** in their recent publication (2021, p. 300).

While the studies reviewed have primarily focused on the impact of HRIS implementation on digitization and organizational performance, there is a noticeable dearth

of research on digitizing performance appraisal in Algerian companies. The only studies that have been conducted on the topic of annual employee evaluation attempt to describe the practical application of this HR practice. Within this context, we can cite research conducted among public companies:

The comparative study of **(Athmen, Zahra, & Fatiha, 2018)** titled: “Le système de l'évaluation de la performance des ressources humaines” compares the evaluation systems of two Algerian companies, Algeria Telecom, and Sonelgaz, and identifies the shortcomings and effectiveness of their systems. The study found that the evaluation system at Algeria Telecom was effective for technical roles, but lacked communication and resources for employees to achieve their goals. Sonelgaz uses a system that evaluates both annual performance and role-based actions, with an overall evaluation score calculated from both. The article concludes that the evaluation of HR performance cannot be detached from broader questions about the role of HR in the company and suggests that a diagnostic approach is necessary to identify the actual missions of HR in the company.

We can also mention the exploratory study of evaluation practices that were conducted **(HORRI & MEZHOUDA, 2022)** among a sample of Algerian public companies. The study explores the shift from traditional performance evaluation to performance management and examines the current practices of performance appraisal in Algerian public economic companies. The study found that the evaluation systems in these companies are standardized and similar, using graphic rating scales and that the main actors in the evaluation process are the HR department, the immediate supervisor, and the higher-level supervisor. However, the study also highlights the limitations of these systems and their impact on employee satisfaction and performance. The article concludes that a shift toward performance management is necessary for companies to utilize their employees' potential and improve organizational performance fully.

The authors observed that although performance evaluation practices allow companies to utilize their employees' skills and knowledge better, they are constrained by certain shortcomings and inconsistencies that compromise their effectiveness. The study found that the non-involvement of employees in determining performance objectives, deficiencies in feedback administration, and underutilization of evaluation results in HR management have reduced the evaluation process to a mere routine practice for performance bonuses. The study also identified the limitations of current performance evaluation systems, including the lack of employee training in evaluation, the focus on administrative obligation

rather than performance improvement, and the overemphasis on quantitative results at the expense of personal learning and development. The study concludes that the current evaluation systems in place cannot play their role as a driver of competitiveness for the companies concerned based on the study of (Meskem, 2022) “titled adoption of assessment as a lever for improving the performance of employers: Case of CEVITAL” that analyzes the practice of performance evaluation and its impact on employee motivation and career development in CEVITAL.

The findings reveal that while the evaluation system is necessary for achieving company objectives in managing employee careers, it is currently limited to managers and should be extended to all categories of employees. The study underscores the importance of employee participation in the evaluation process to enhance their commitment and involvement. The article discusses the characteristics, criteria, and methods of HR performance evaluation, as well as various theories on its practice.

Therefore, considering the significant shortage of research in Algeria on the digitization of HR assessment practices, our study seeks to bridge this gap by conducting a practical case study on the digitization of the annual employee appraisal at Djezzy, a mobile network operator company.

I.3. Conceptual Framework

Section 01: The digitalization of the HR function

I.3.1. Definitions of digitalization of the HR function

The digitalization of the human resources function corresponds to the implementation of a set of digitalized responses, aimed at enabling HR departments to meet the challenges of digital transformation within a company, in response to the evolving needs of both internal and external customers.

According to **Baudouin et al (2019)**, the digital transformation of the HR function encompasses two main dimensions: the transformation of the function itself and the support of the global digital transformation of the company.

- **The transformation of the function itself:** This involves taking advantage of the potential offered by digital technology to improve, enrich or modify the way in

which the tasks that make up the various HR processes (such as training, recruitment, and evaluation) are carried out.

- **Supporting the company's overall digital transformation:** In this case, HR departments play a crucial role in adapting to changes in work organization and management methods, contributing to the regulation of digital practices within the company (such as the right to disconnect, protection of personal data, promotion of good practices), and/or supporting training and communication actions during the company's major digital projects.

In addition, **Bernard Just**, in his book "La digitalisation des RH", proposes the following four steps for the evolution of the digitalization of the HR function:

Table I.1: The evolution of the digitization of the HR function

<p>1. Dematerialization</p>	<p>The first step consists of digitizing existing HR processes, such as the management of pay slips, leaves, expense reports, etc. Documents and data are stored electronically to facilitate their management and to ensure that they are not lost. Documents and data are stored in electronic form to facilitate their management and consultation.</p>
<p>2. Automation</p>	<p>The second step is characterized by the automation of HR processes using specific software. This saves time by avoiding manual and repetitive tasks and improves the quality of data through automatic processing.</p>
<p>3. Digitization</p>	<p>At this stage, HR processes are redesigned as a whole to take advantage of the latest digital technologies, such as artificial intelligence, data analysis, and cloud computing. This enables the development of new, more agile and personalized HR practices.</p>
<p>4. Digital transformation</p>	<p>This last step consists of a radical transformation of the HR function, by fully integrating digital technologies into all HR activities. This implies a reorganization of work methods and the skills required to take advantage of these technologies.</p>

I.3.2. The notion of information system

I.3.2.1. The notion of information

A. Definitions

According to **LAUDON K. and LAUDON L**, “The term information covers data that is presented in a form that is useful and usable by people”. (**LAUDON & LAUDON, L, 2010, p. 4**).

The term information can designate the content, its form, or an action: (**Soutenain & Delyenne, 2017, p. 176**). These points can be defined as follows:

- **Content:** reflects all the indications, or information that one gives or that one obtains on someone or something.
- **Form:** regarding the event or bringing to the attention of the public broad (image, text, speech, sounds).
- **Action:** that is to say, to inform someone, a group, to keep them informed of events.

B. Quality of the information

The quality of information varies based on its value and relevance to the recipient, and it can be evaluated in diverse ways. Information can possess different qualities, as stated by (**Soutenain and Delyenne 2017, p. 179**).

- **Precise:** it must not leave room for interpretation.
- **Intelligible:** must be understood by its user.
- **Friendly:** presented in a form that facilitates understanding.
- **Available:** accessible at the desired time, updated, on the contrary of outdated updated to correspond to current reality.
- **Reliable:** from an identified and trustworthy source.
- **Validated:** verified at source and cross-checked with other sources.

C. Role of information

Information can play various roles, with the primary ones being (**Eline, 2014, p. 188**):

- Information helps to control the tasks to be carried out, thanks to the experience and individual know-how.

- Information prepares and adapts the staff training service to the evolution of technology in the environment.
- Information is a source of experience and know-how of the company in its field of activity (as capital).
- Information is a factor of exchange between the different partners, allowing cohesion of the whole within the organization (in the form of flows).

I.3.2.2. The notion of a system

As per **Gillet and Gillet (2010, p.10)**, Jean Louis Le Moigne offers the following definition of a system:

- **An object:** It refers to a concrete and tangible entity rather than an abstract concept.
- **That interacts:** The system engages and interacts with its surrounding environment, and it is important to consider all aspects of these interactions.
- **Has a purpose:** One must know the purpose pursued by the organization (seeking performance or services provided).
- **Does something:** The organization's activity allows it to achieve its intended objective. To do so, the activity must create added value, with humans being the value-creating element.
- **That is efficient:** to make people effective, the actions of the individuals involved in the system must be organized and coordinated.
- **That changes over time:** The creation of added value evolves over time, especially as it involves the process of resource conversion.

Ludwig Von Bertalanffy's general theory, as referenced by Pouvreau (2013, p. 500), offers another perspective on defining a system, comprising four key concepts:

- **Interaction (or interrelation):** mutual actions that have an impact on the behavior or nature of the elements, bodies, objects, or phenomena present or influential.
- **Totality (or globality):** that is, the entirety of the parts that are assembled in the system, as well as their mutual relations.
- **Organization:** the process in which information is stored.
- **Complexity:** The complexity of a system corresponds to three factors: the height of

the organization, uncertainty, and the difficulty or impossibility of identifying all elements of its environment and understanding all involved relationships.

I.3.2.3. The information System concept

It should be noted that the concept of information systems has been widely commented on and has been the subject of numerous definitions which do not necessarily cover equivalent concepts.

“An information system is a set of interconnected elements that collect, process, store and disseminate information to help decision-making, coordination, and control within the organization. (**Laudon & Laudon, 2010, p. 6**)”. Additionally, he states that information systems can exist in various forms:

- **Manual:** that is to say, it is based on the use of paper and pencil.
- **Parallel:** it is word of mouth.
- **Computer science:** Information systems are based on computer technologies, software, and hardware.

Moreover, Robert REIX was inspired by management theories to give his definition of the information system. According to him, “It is the structured set of resources: hardware, software, personnel, data, and procedures, making it possible to acquire, process, and store information (in the form of data, texts, images, sounds, etc.) in organizations. (**Reix, 2016, p. 1**)”.

Therefore, all these definitions lead to the use of an IS as a set of methods, techniques, and tools, which are used to set up and operate the computer technology necessary for users to develop the organization's strategy.

I.3.2.4. The role of an information system

According to (**Vidal & al, 2005**). The information system plays multiple crucial roles within an organization, which can be summarized as follows:

- **The IS is a decision-making aid:** It allows managers to gather the information needed to make decisions. This will make it easier for them to consider the possible consequences of their decisions. In addition, the IS will allow the automation of certain decisions.
- **The IS is an instrument for monitoring the evolution of the company:** This

information system can detect internal failures or unusual situations. For this tool to be effective, the IS must be the “corporate memory” of the organization by constantly monitoring each piece of information.

- **The IS is a tool intended to coordinate the various activities of the company:**
This information system will also provide information on the current situation, which will be the same for all services and will be updated regularly, everyone is informed in the same way based on their access to information.

After explaining both concepts of “information” and “information system”, our next focus will be on the human resources information system. In the upcoming section, we will delve into the HRIS topic, examining its essential components, characteristics, and functionalities, while also addressing the challenges it presents.

I.3.3. The concept of human resources information system

In this section, we will delve into the concepts of information and system individually. We will examine each concept in detail, exploring their definitions, characteristics, and significance.

I.3.3.1. Definitions of a human resources information system

The definition of a human resources information system is not universally acknowledged. Therefore, we will begin by tracing the evolution of the term HRIS and then provide our own definition derived from this evolutionary progression.

“the HRIS is an integrated system that brings together the most traditional computerized HR management systems, such as remuneration or time management, assessment, or training. (Mullenders, 2009)”

(Just,2012) described it as “a computer system that can be composed of various heterogeneous software communicating with each other through technical interfaces allowing them to exchange data”.

(Peretti,2013) defined HRIS as “a series of interconnected software programs that contribute harmoniously to the execution of the acts to be targeted, such as administrative and HR operations

(Michael J & Kavanagh & Richard, 2017, p. 3) defined HRIS as “a system used to collect, record, store, analyze, and retrieve data concerning an organization's human resources”

Another definition by John Bratton and Jeffrey Gold, define HRIS as "a system that enables HR professionals to collect, store, analyze, and distribute information about the organization's human resources" (Jeffery, 2017, p. 270)".

Casci and Aguinis (p. 228) described HRIS as " an integrated system that collects, stores, and manages data on employees, applicants, and HR processes. It provides a central repository of employee data and automates HR processes such as hiring, training, performance management, and benefits administration" (Casci, W & Aguinis H, p. P228).

We can therefore summarize the definition of a human resources information system as a set of software or applications used to automate the various processes that make up the management of human resources. So, the whole area of human resources is covered.

The purpose of an HRIS is to assist the director of human resources in his daily work by automating administrative tasks such as payroll management, administrative management, time management, and training.

I.3.3.2. The main components of the HRIS

According to **Michael J. Kavanagh and Richard D. Johnson**, a human resources information system (HRIS) consists of several key components. These components include :

- **Hardware:** This component refers to the physical devices that make up an HRIS system, such as computers, servers, and other peripherals.
- **Software:** This component includes the applications and programs that are used to manage HR functions, such as payroll, benefits administration, and performance management.
- **Data:** HRIS systems are reliant on data, and this component includes the databases and data management systems that store and manage employee data.
- **Procedures:** The procedures component includes the policies and procedures that govern the use of HRIS systems, such as data security policies and user access protocols.
- **People:** This component includes the individuals who use, manage, and support the HRIS system, including HR professionals, IT staff, and end-users.

I.3.3.3. The different types of HRIS

The HRIS comprises a range of specialized tools or software programs designed to facilitate administrative and personnel management. These tools are designed to be adaptable to the specific needs of each company and vary in terms of their completeness. Among the crucial and commonly utilized components of an HRIS are:

- **HRIS recruitment software:** This is a tool that allows you to automate the recruitment process from a single platform, ensuring that only the most qualified candidates are selected. This software eliminates the reliance on subjective judgments or intuition when making hiring decisions.
- **The HRIS for work planning:** This software combines three modules to ensure the control and coordination mechanisms of the work teams. These modules work on a single system and without Excel and they are:
 - **The time management software:** records the hours worked.
 - **The planning software:** organize and distribute the work of each employee.
 - **The sick-leave management software:** managing absences and leaves.
- **The HRIS for skills assessment:** This is software for the forward-looking management of jobs and skills. This system is used to measure and analyze the performance of employees by checking their strengths and weaknesses. It is the ideal tool that helps business leaders to harness the talents of their employees and promote internal talent.
- **The HRIS for Expense Reports:** Linked to the accounting department and the company's bank, this software simplifies the implementation of an expense and reimbursement policy: restaurant, travel, transportation, etc. Depending on the type of expense, the company can set ceilings via this software and trigger an alert in case of excess.

I.3.3.4. The characteristics of the HRIS

According to **Gillet and Gillet (2010, p. 26)**, the key characteristics of the HRIS are:

- **Rapidity:** The information system needs to disseminate information quickly since it is a very perishable nature. This ensures timely access to relevant data for decision-making processes.

- **The reliability or integrity of the information:** The HRIS aims to provide accurate and reliable information that aligns with reality. It emphasizes the importance of maintaining data quality and ensuring that the information stored in the system is trustworthy.
- **Relevance:** The HRIS is designed to provide each user with the specific information they need, it should offer the necessary data required for decision-making and operational tasks while minimizing irrelevant or unnecessary information.
- **Privacy:** To protect sensitive information, the HRIS employs various security measures such as passwords, access keys, and restricted access permissions. These measures help maintain the confidentiality and privacy of data stored within the system.

According to **Kavanagh and Johnson (2017)**, there are additional characteristics of an HRIS that can be illustrated as follows:

- **Employee Information Management:** HRIS allows HR professionals to efficiently store and manage employee data such as personal information, job history, performance evaluations, and benefits.
- **Time and Attendance Tracking:** HRIS enables tracking of employee attendance and absences, including time off requests, vacation accruals, and leave balances.
- **Payroll Management:** HRIS can automate payroll processing, including the calculation of taxes, deductions, and benefits.
- **Performance Management:** HRIS can facilitate the performance management process, including goal setting, performance evaluations, and feedback.
- **Recruitment and Applicant Tracking:** HRIS can streamline the recruitment process by managing job postings, resume tracking, and candidate communication.
- **Training and Development:** HRIS can assist with managing employee training and development by tracking training history and identifying skills gaps.

I.3.3.5. The advantages of implementing an HRIS

The implementation of an HRIS provides many advantages to a company, with some of the key benefits including:

- **Task Grouping and Simplification:** By automating routine and manual processes,

an HRIS streamlines and simplifies various tasks, making them more efficient and less time-consuming.

- **Centralization of HR Data:** An HRIS facilitates the centralization of HR data, ensuring its security and compliance with regulatory requirements.
- **Time Savings:** An HRIS enables significant time savings that can be allocated to more productive tasks, contributing to overall operational efficiency.
- **Online Accessibility:** An HRIS provides the convenience of online accessibility, allowing users to access HR information anytime and from anywhere via computers or mobile devices. This enhances convenience, flexibility, and responsiveness in managing HR-related activities.

Now that we have covered the various aspects related to the digitization of HR functions, we will move on to the next section, which focuses on the main HR function addressed in this paper: employee evaluation within the company. This function holds significant importance and requires careful attention to ensure the growth and development of employees, as well as the overall success of the organization.

Section 02: Annual employee appraisal

I.3.4. Definition of the annual employee appraisal

Performance evaluation is a widespread practice in many organizations, no matter their size, sector, or the employee's job or function. It is a time-consuming process that requires careful planning and execution. Companies often conduct evaluations once a year to ensure consistency with the goals set.

Hence, the term "evaluate" can be defined as: judge, estimate, appreciate, or measure. **“J. Cardinet**, explains it as positioning oneself concerning the goal; taking information on the already achieved result is a fundamental approach of any activity that aims at a goal. Thus, pedagogical evaluation is an approach of observation and interpretation of the effects of teaching, aimed at guiding the necessary decisions for the proper functioning of the school.”

“(Chloe Guillot-Soullez 2008, p231), defines it as a judgment made about an employee's behavior in performing duties, which can be expressed in various forms, such as an inventory of strengths and weaknesses concerning their job, a professional assessment

based on the objectives of the period preceding the interview, etc”.

"The evaluation process is a set of homogeneous activities that follow a predetermined objective, constituting a dynamic unit oriented towards transformation and repeated over time."

“Performance evaluation is fundamentally about making a judgment on how much an employee contributes to achieving organizational goals (**Ameen & Baharom, 2019; Peretti, 2013**)”. “It is a process of measuring, evaluating, and judging an employee's results and behaviors over a specific period according to the expectations or requirements set for them (**Pujotomo, 2019; Bayon, 2013**)”.

“In other words, it involves comparing achieved results to intended outcomes. The evaluation is an objective assessment of the individual’s accomplishment within their field; it takes into account relevance and level of achievement towards objectives, rational use of resources available, and feasibility of actions taken (**Armstrong, 2006**)”.

I.3.5. The actors of the evaluation

Multiple actors are involved in the evaluation process (**Faycel Benchemam & Géraldie, 2019, p. 65**):

- Designers deciding on the purpose of the assessment.
- Managers and HR.
- The specialists who draw up the procedures and ensure that they work properly (in the HR department and consultants).
- The appraisers (line managers).
- The evaluatees (employees who constitute the population to be evaluated).

I.3.6. The evaluation processes

(**Ferrari, 2019, p. 165**) states that procedures represent the technical part of the process. The latter represents the visible part of the evaluation. There is no universal technique, but each company develops its evaluation grid. In general, this instrumentation of the evaluation follows several stages:

1. Choosing when the appraisal should take place.
2. Assessment support (development and validation of the grid).
3. Information then training of assessors.

4. Launch of the assessment (in successive waves).
5. Achievement dashboards (percentage of employees appreciated).
6. Documentary and signature circuit, archiving.
7. Use for other dimensions of HRM: training, remuneration, and career.

I.3.7. Evaluation Methods

To assess employees within the company, various methods have been developed. These methods are designed to evaluate and measure the performance and skills of individuals in a comprehensive and effective manner (**Soulez, 2022, p. 70**) The main ones are as follows:

- **Individual interview:** This is a popular approach amongst companies of all sizes and in all positions. It involves a face-to-face meeting between the worker and their line manager (N+1) to review the performance of the past year and set objectives for the upcoming one. A summary document is signed by both parties and sent to HRD, which is usually followed by improvement or trainings plans.
- **The 360°:** The results will be distributed to the employee by a consultant, a psychologist, or even by an HR manager. The 360 can lead to a training plan or a coaching program.
- **Collective interview:** It is suitable for a project or an autonomous work team. It is a group interview, it is nevertheless preceded or followed by an individual interview to address more specific and individual points.
- **Self-assessment:** Is a means that allows the employee to prepare for the individual interview. It is done before the annual interview with the manager. During the individual interview, the manager's assessment can be compared to the self-assessment. The differences are then the subject of discussion.

I.3.8. Advantages and limitations of evaluation

The performance evaluation function is a crucial HR process that involves assessing employees' performance and supporting them in achieving their objectives. However, like any process, it has its advantages and limitations. In the following section, we will explore the various advantages and limitations of this function (**Nicolas, Gestion des ressources humaines , 2014, p. 85**).

I.3.8.1. Advantages

- The evaluation is an opportunity to take stock of the past period and assess employees' performance.
- The evaluation enables to see, recognize, and detect the skills of employees and then examine the employee's professional development.
- The assessment promotes motivation by offering employment prospects for career development in the company.
- The evaluation help understand employees' expectations and meet them (training, mobility, remuneration, etc.).
- Evaluations is a tool for setting new performance objectives, to allow for continuous improvement and growth within the organization.

I.3.8.2. Limitations

- The evaluation can include subjective judgments.
- The evaluation method used can sometimes mix personal and professional aspects.
- Evaluation tools (rating sheets, evaluation grids) can generate halo effects (responses decided positively or negatively).
- Employees consider Assessment as a stressful procedure.
- The pressure of evaluation can lead the person being evaluated to censor himself.
- The choice of criteria becomes harder whenever the positions get higher.

I.3.9. The digitization of the evaluation

“(Soulez, 2022) states that digitizing assessment is becoming increasingly popular with the development of dedicated modules within HRIS tools. The digitization of assessment offers several advantages: time-efficiency, ease of use, minimal data entry operations, etc. Dedicated software also provides employees with self-assessment kits and diagnostics. Digital technology has been transforming assessment practices with the introduction of more engaging tools (game-based assessments, online assessments via mobile apps, etc.)” and integrating them into HRIS systems (developing bridges between assessment tools and HRIS). However, dematerialization may take away from the personal aspect of the evaluation interview.

I.3.10. The advantages of a digital tool

- **Saving time in the organization:** The advantages of a digital tool include saving time in the organization by automating processes and making them more fluid and transparent, which minimizes the time needed for interviews and simplifies employee censuses (training, certification, and development) as well as data archiving.
- **Improved user experience:** No more wandering leaves! with HR teams, employees, and managers having access to their own dedicated online space. This makes it possible to prepare appointments upfront and share information, monitor campaigns in real-time, etc. HR teams manage interview campaigns thanks to real-time access to monitoring dashboards and can, thus, restart if necessary.
- **A global vision of skills at the service of a relevant HR policy:** The use of a digital tool makes it possible to centralize data and use it to build a large-scale skills policy. It provides easy access to data to launch action plans (training action).

I.4. CONCLUSION

The implementation of the human resources information system have transformed the way organizations conduct employee appraisals, making the process more efficient, objective, and data-driven. By digitizing the annual employee appraisal, organizations can capture and store performance data electronically, making it easier to track employee progress over time and identify areas for improvement. HRIS can also automate the appraisal process, reducing the potential for errors or biases and increasing consistency in evaluation criteria. Additionally, HRIS can facilitate ongoing feedback and coaching, allowing managers to provide real-time guidance and support to employees. This can ultimately lead to improved employee performance and job satisfaction.

Overall, the digitization of the annual employee appraisal through HRIS has revolutionized the performance management process, making it more effective and beneficial for both managers and employees.

**CHAPTER II: METHODOLOGICAL AND
ORGANISATIONAL
FRAMEWORK**

II.1. INTRODUCTION

In this chapter, we delve into the epistemological approach, research methodology, data collection method and data analysis, and a thorough overview of the host company where our internship took place,

These elements lay the groundwork for our study and provide a comprehensive understanding of the Data collected and how we opt to analyze it to answer our research question.

II.2. Epistemological approach

As part of this thesis, we have adopted a post positivism approach in approaching our research topic on “the contribution of the implementation of a human resources information system to the enhancement of the annual employee appraisal”

(Hollis, 2018, p. 7) "post-positivism refers to an epistemological position that rejects the absolute objectivity of positivism and recognizes the influence of subjectivity, values, and social context on the production of knowledge. It emphasizes the interpretive nature of reality, the theory-leadeness of observations, and the contextual and historical understanding of knowledge. Post-positivism promotes critical inquiry and reflexivity in research, encouraging researchers to reflect on their biases, assumptions, and theoretical frameworks."

(Pretti, Leonard, & Julia, 2019) defines post positivism as a more complex understanding of knowledge and the research process that recognizes the limitations of positivist assumptions. It acknowledges the role of subjectivity, values, and social context in shaping knowledge. Post-positivism emphasizes that research is an interpretive and reflexive endeavor, influenced by the researcher's background, theoretical frameworks, and the historical and social context in which it takes place."

From these two definitions, we can extract that post-positivism is an intellectual movement that emerged as a critique of positivism in the social sciences. It challenges the positivist assumption of an objective reality and argues for a more nuanced understanding of knowledge as a socially constructed and interpreted phenomenon. Post-positivists emphasize the role of subjectivity, values, and historical context in shaping knowledge claims."

We have chosen this posture as it allows us to approach our research topic concretely and practically, as we seek to explore subjective meanings, interpretations, and experiences of individuals using the digital platform for the annual employee appraisal. A post-positivist approach allows us to better explore how individuals and systems adapt and construct new meanings and practices in response to changing circumstances.

II.3. Research Methodology

Three important strategic decisions must be made when planning for research, in order to find the best approach: data collection, data analysis, and data interpretation. Data collection is the process of obtaining information about the phenomenon under study. Then, the data must be analyzed and interpreted to reveal the results. (Kananen, 2011)

A qualitative approach was chosen to fulfill the objectives of our study. This approach is part of a post-positivism epistemological posture.

We focused on a qualitative research approach inspired by Mr. Christophe Lejeune and his course Method of Qualitative Research (Lejeune, 2014) from which we drew much inspiration. "Qualitative research is any type of research that produces results not obtained by statistical procedures or other means of quantification" (Corbin & Strauss, 1998), i.e., we do not seek to quantify a phenomenon, but our approach consists of collecting verbal data that will subsequently allow us to interpret our results (Auger, 2008) According to (Dumez, 2011).

This choice of this approach will help us best to reach the main objective of our study which is to explore how does the implementation of a human resources information system enhance the annual employee appraisal process and to extract the positive outcomes of this digitization on employees, HR function and the organization as a whole. Some specific objectives for this aspect of the study include:

- **Employee performance:** Assessing how the digitized employee appraisal process, facilitated through an online platform, impacts employee performance metrics such as goal attainment, productivity, and job proficiency. This involves comparing performance data before and after implementing the online platform to identify any changes or

improvements.

- **Employee motivation:** Evaluating how the digitized employee appraisal process influences employee motivation levels, including factors such as goal clarity, feedback effectiveness, and recognition. The study aims to identify whether the online platform enhances or hinders employee motivation and explore any related changes in employee behavior or attitudes.
- **User experience and satisfaction:** Assessing the usability, functionality, and overall satisfaction of employees with the digitized employee appraisal process through the online platform. This involves gathering feedback from employees about their experience with the platform, identifying areas of improvement, and gauging their overall satisfaction with the process.

By examining these additional factors, the study can provide insights into how the digitized employee appraisal process, facilitated through an online platform, can impact employee performance, motivation, and career development, and contribute to a comprehensive understanding of the effects of HRIS implementation on both HR processes and employee outcomes.

II.4. Research Interest

In this section we delve into the theoretical and managerial interests of our research.

II.4.1. Theoretical Interest

From a theoretical standpoint, the implementation of a Human Resource Information System (HRIS) has been the subject of significant research in recent years. However, there is still a need to understand the impact of HRIS on the HR function and its various processes. This study seeks to contribute to the existing body of literature by exploring the impact of HRIS on the digitization of the annual employee appraisal process and how it affects HR processes, decision-making, employee engagement, training, and development.

The study will also contribute to the theoretical understanding of the role of technology in HR and the potential benefits that organizations can derive from implementing HRIS. The findings of this study could be used to inform future research on HRIS and provide a foundation for further investigation into the impact of technology on HR processes and decision-making.

II.4.2. Managerial Interest

From a managerial perspective, the implementation of HRIS can have significant implications for organizations. By digitizing the annual employee appraisal process, organizations can improve this critical HR function's accuracy, speed, and transparency. Furthermore, the implementation of HRIS can improve the efficiency of other HR processes, such as employee data management, payroll, and benefits administration.

This study will be of particular interest to HR managers and executives who are considering the implementation of HRIS. This critical HR function's accuracy, speed, and transparency findings of this study will provide insights into the benefits of HRIS and how it can impact the HR function in general and the digitization of the annual employee appraisal process in particular. This study can also help HR managers identify potential challenges and pitfalls associated with the implementation of HRIS and how to overcome them.

Overall, this study will have both theoretical and managerial implications and can contribute to the body of knowledge on the impact of HRIS on the HR function. The results of this study will provide valuable insights for HR practitioners and executives who are considering the implementation of HRIS and looking to enhance the efficiency and effectiveness of their HR operations.

II.5. Data collection method

During the course of this project, the process of data collection that we followed went through 3 phases:

The first phase was mainly dedicated to collecting various resources such as scientific articles, thesis, and books. We also conducted brainstorming sessions with our supervisor at the host organization. this phase helped us gain a deep understanding of our topic, including the approach that would help us the best in studying and analyzing the topic, the type of data we needed, and how to collect and analyze it effectively.

Then to gain a comprehensive understanding of the ERP implementation process, we deemed it necessary to conduct an interview with the ERP HCM (Human Capital Management) administrator to gain insights from the supplier's and clients' perspectives. To achieve this, we conducted a series of six interviews, each lasting approximately 30 minutes

on average. These interviews were semi-structured, affording the interviewees the freedom to express their thoughts and ideas openly.

The last phase was made with the purpose of obtaining a better understanding of how the evaluation campaign is created and guiding employees through the annual appraisal process, we decided to create a practical campaign on the test platform. This campaign aimed to provide lecturers with a clearer understanding of the process and its steps.

II.5.1. Semi-structured interviews

Firstly, it is essential to define the interview, so according to **SAVOIE-ZAJC (2010)**, "It is a verbal interaction between individuals who voluntarily engage in such a relationship in order to share expert knowledge and jointly develop an understanding of a phenomenon of interest to the individuals present." (As cited by **DICKO, 2019**).

We have chosen to use the method of semi-structured interviews for several reasons:

- There are limited authors who have previously addressed the topic being studied.
- While there is existing literature on the impact of implementing a HRIS on the digitization of the HR function, the content of these works may not necessarily be compatible with the context of the Algerian telecommunications operators' companies. Therefore, we deemed it necessary to conduct semi-structured interviews with managers and professionals at DJEZZY Algeria.

II.5.1.1. Interview Guide

The information will be collected using the instrument of an interview guide. According to **BORGES & KARYOTIS (2012)**, "The interview guide consists of a set of open-ended questions that allow the interviewer to facilitate the exchange with the respondent. This interview guide proposes the important thematic areas for conducting the study."

II.5.1.2. Sample and Selection of Interviewees

According to **DICKO (2019)**, "Sampling is the process by which the researcher selects the subjects or elements that will be examined in a given population. Thus, a sample is a portion of the population selected by the researcher in order to conduct the study and answer the research question." He further adds in his book (2019) that there are no specific rules or predefined criteria for selection. The researcher must choose cases that he/she seems

to be most beneficial for their research. In other words, cases that provide richness in terms of information.

The choice of our six (6) interviewees was motivated by the criteria mentioned below:

- The interviewee must have a minimum of 4 years of experience at DJEZZY at the time of the interview. This requirement is essential to justify the utilization of both paper-based and digitized evaluation processes, as individuals with such tenure would have experienced both methods.
- Additionally, the employee must have participated in the annual employee appraisal for at least 2 years. Our aim is to gather comprehensive user experiences and satisfaction with the platform, and we believe that a minimum 2-year experience with the platform would provide valuable and well-rounded feedback.

Table II. 1: Profile and position details of interviewees

Interviewee	Interviewee function	Interview details
I1. <i>Mr. B. R</i>	ERP HCM Administrator	Interviewed on 9 May Duration: 35 minutes. Place: meeting room
I2. <i>Mr. K. N-D</i>	HR development reporting & analytics responsible	Interviewed on 9 th May Duration: 20 minutes. Place: Meeting room
I3. <i>Mrs. R. A</i>	HR Organizational & career development Manager	Interviewed on 3 rd May Duration: 30 minutes. Place: meeting room
I4. <i>Mrs. F. B</i>	Digital learning & development professional	Interviewed on 9 th May Duration: 20 minutes. Place: meeting room

I5. <i>Mrs. M. B</i>	(HRBP) Human resources Business Partner Responsible	Interviewed on 9 th May Duration: 15 minutes. Place: meeting room
I6. <i>Mrs. W. O</i>	Trainer & serious game designer professional	Interviewed on 9 th May Duration: 20 minutes. Place: meeting room

Source: elaborated by ourselves

II.5.1.3. Interview Guide Structure

Our interviews are destined to 6 different employees: one ERP administrator and 5 HR collaborators. The interview guides are structured as follows:

A. Interview guide for ERP HCM administrator

The conduct of the interviews:

- Introduction presentation of the interviewer along with the general context of the study and the purpose of the interview.
- Presenting the conditions of the interview: Declaration of the confidentiality of the interview and approval of the conditions, including the recording.
- Background information of the interviewee.

Based on the analysis method mentioned in the methodological framework we divided our interviewees into sub-themes as follows :

- **Theme 1: Implementation and Objectives of the HRIS at DJEZZY:**

This section contains five open-ended questions that delve into various aspects of the HR Information System (HRIS) employed at DJEZZY. It addresses the description of the HRIS implementation, the reasons behind DJEZZY's decision to adopt this solution, the process of setting it up, as well as the main difficulties encountered during the implementation phase. Furthermore, it explores how the organization effectively managed to overcome these challenges.

- **Theme 2: Benefits and Effectiveness of the HRIS at DJEZZY:**

This section aims to provide tangible examples that demonstrate the significant contributions of the HR Information System (HRIS) to the improvement of HR management. It focuses on highlighting the specific benefits and added value that have emerged because of implementing the HRIS adoption.

- **Theme 3: Data Security and Cost Optimization:**

This section comprises three open-ended questions that seek to shed light on DJEZZY's measures to ensure data confidentiality in the HR Information System (HRIS), as well as the steps taken to protect sensitive information. Additionally, it explores how the HRIS contributes to optimizing costs and achieving cost-saving benefits resulting from its implementation.

- **Theme 4: Future of the HRIS at DJEZZY:**

This section primarily focuses on providing valuable insights into the future of the HR Information System (HRIS) at DJEZZY, with a particular emphasis on potential enhancements, innovation, and growth prospects.

- **Closure:**

Finally, the interview is wrapped up with thanks and the last open-ended question to elicit further remarks from the interview.

B. Interview guide of the employees

- Introduction Presentation of the interviewer along with the general context of the study and the purpose of the interview.
 - Presenting the conditions of the interview: Declaration of the confidentiality of the interview and approval of the conditions, including the recording.
 - Background information of the interviewee
- **Theme 1: User Experience and Perception of the Digital Platform:** This section comprises two open-ended questions that primarily focus on capturing user perceptions of the platform and identifying any challenges encountered. Additionally, it aims to gather valuable feedback on the user experience when using both the paper-based evaluation and the digitized version.
 - **Theme 2: Feedback and Performance Improvement:** This section contains three open-ended questions that mainly collect the perception of employees on the feedback received from their managers its quality and pertinence in addition to the

measures taken to improve their performance based on the feedback received from their managers.

- **Theme 3: Impact on Self-assessment, Career Progression, and Motivation:** This section consists of five open-ended questions that aim to explore the enhancements resulting from the digitization of the annual employee appraisal. Additionally, it seeks to understand the employees' perception of how this digitized appraisal has influenced their self-assessment, career progression, identification of training needs, and overall motivation.

II.5.2. Analysis method

After conducting six interviews and gathering the necessary information, the next natural step is to analyze the collected data. This analysis process consists of five phases (Verette, 2017, p.42,43):

1. **Transcription of the interviews:** The initial step involves transcribing the recorded interviews onto paper, providing us with raw data for our survey.
2. **Categorization:** Through an initial reading with open attention, where we go through the material without taking notes or highlighting specific elements, we identify recurring themes and significant points. This phase helps us identify the most common themes, sub-themes, and keywords, forming the basis for our survey categories and sub-categories (**Hervé Dumez, Qualitative Research Methodology, p. 87**).
3. **Coding:** The categories that emerge from the previous phase form the analysis grid, allowing us to group related or synonymous themes within the same category.
4. **Quantification:** This phase involves calculating the frequencies of each theme's occurrence. Two types of analysis are possible (**Verette, 2017, p.43**):
 - Horizontal analysis: It quantifies how often a theme is mentioned across all the conducted interviews.
 - Vertical analysis: This analysis aims to achieve the same objective but on an individual interview basis, establishing the hierarchy of themes discussed by each participant.
5. **Synthesis:** In the final stage of content analysis, known as synthesis, we consolidate and summarize the results obtained from the interviews conducted with ERP clients and the IT consultant.

By following these five phases, we aim to derive meaningful insights from the interviews and present a comprehensive analysis of the collected data.

In the following section, we will proceed with the presentation of the company in which this study took place.

II.6. Presentation of the host company

DJEZZY was launched in July 2001 and has become a significant competitor in the mobile telephony industry, with 14 million subscribers at the end of August 2022. This company offers a wide range of services, ranging from prepaid and postpaid to data, as well as value-added services.

Since July 2022, the date on which Veon had signed the deed of the session of all of its shares in the company for the benefit of the Algerian National Fund (ANF), DJEZZY has become a national company. It is now owned by the National Investment Fund (NIF) with 96.57% and Cevital with 3.43. As a result, DJEZZY is currently fully controlled by two Algerian Shareholders: the NIF National Investment Fund and Cevital.

DJEZZY covers 95% of the population across the national territory and its 3G services are deployed in 58 States. DJEZZY launched its 4G services on October 1, 2016, in 20 states and is committed to covering the entire national territory.

This company is also dedicated to transforming into Algeria's digital operator of reference and allowing customers to move through a digital space. Led by Mahieddine ALLOUCHE as general manager, DJEZZY has set up a vision that is rooted in entrepreneurial spirit and whose values are centered around customer satisfaction, innovation, integrity, trust, courage partnership, and righteousness. As it adapts to the digital revolution taking place worldwide, DJEZZY is transitioning from its traditional telecom operator model to a technology-oriented business model through its operators in every market it serves. The core values that guide this company are reflected throughout its building and portrayed below:

II.6.1. DJEZZY's mission

Is to offer top-quality products at competitive prices, deploy cutting-edge infrastructure, create the best work and development environment for its employees, contribute to the well-being of Algerians, optimize value creation for their shareholders

through cost control, rigorously adhere to their environmental policy, and constantly strive to improve their internal processes by their quality policy.

II.6.2. DJEZZY's vision

Is to be Algeria's go-to telecommunications operator, leading the market and continuously delivering value to all partners, while being renowned for customer orientation and working environment quality.

II.6.3. DJEZZY's core values

- Include a commitment to accomplishment, teamwork, transparency, learning from mistakes, initiative, and integrity. They aim to work collaboratively with the ever-evolving telecom landscape and maintain high information-sharing and communication standards.
- They must also remain open-minded to adapt quickly and remain competitive in a complex environment full of significant challenges.
- They recognize the importance of taking proactive action in seeking solutions and overcoming obstacles as well as keeping their commitments honest without outside influences corrupting them.

Table II. 2: Material Safety Data Sheet of DJEZZY

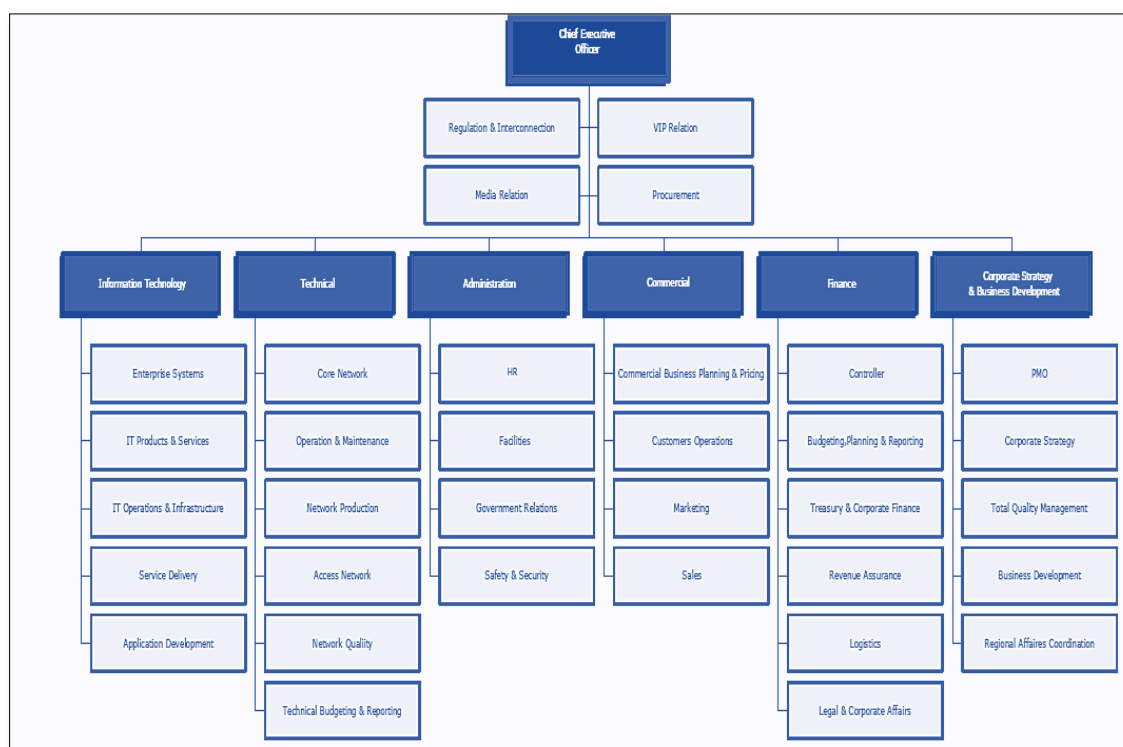
➤ Company's Name	• DJEZZY
➤ Legal status	• Joint stock company (SPA)
➤ LOGO	
➤ Creation date	• July 11, 2001 (22 years)
➤ The head office	• Dar El Beida- Algiers
➤ Slogan	• With it you can!

➤ Key dates	<ul style="list-style-type: none"> • Launch of 2G services: July 30, 2001 • Launch of 3G services: December 2, 2013 • Launch of 4G services: September 4, 2016 • Transfer transaction: VEON to NIF and Cevital: July 2022
➤ Company's directors	<ul style="list-style-type: none"> • Mahieddine Allouche (CEO) • Djelloul Sahraoui (Co-CEO)
➤ Shareholders	<ul style="list-style-type: none"> • NIF- National Investment Fund (96.57%) • Cevital (3.43%)
➤ Activity	<ul style="list-style-type: none"> • telecommunications operator
➤ Number of employees	<ul style="list-style-type: none"> • 2900
➤ Website	<ul style="list-style-type: none"> • www.djezzy.dz
➤ Phone number	0770857777
➤ Share capital	<ul style="list-style-type: none"> • 683,7 million \$

Source: elaborated by ourselves

II.6.4. Presentation of the enterprise's chart

The visual representation below illustrates the organizational chart of the host company

Figure II. 1: The enterprise's chart

Source: Internal company's documents

II.6.4.1. Information & Technology Department

Is at the forefront of progress by setting up information systems servers and databases as well as maintaining internal applications and developing new solutions for information systems; it ensures communication networks are established internally and externally as well as managing customer relationships.

II.6.4.2. Technical department

Provides technical support without which staff in other departments cannot fulfill their missions; extending network applications such as call centers & **IVR (Interactive Voice Response)**, managing billing platforms & controlling equipment providing technical support.

II.6.4.3. The administrative department

Holds a strategic role, overseeing all areas of the company, including implementing arrangements and redevelopment, personnel management (recruitment, promotions, transfers, training, payroll), human relations management for maximum efficiency, communication initiatives to promote employee development, defending the interests of the

organization in cases of litigation and being aware of new regulations that may affect the mobile telephony sector. Additionally, the four departments that work under it—Human Resources, Facilities Management, Government Relations, and Security and Safety— have their own specific roles in ensuring daily administrative activities.

II.6.4.4. The commercial department

Is responsible for creating a link between DJEZZY's services and customers— from designing and producing products or services to marketing them with an eye on profit. It also focuses on customer loyalty by listening to customers' needs.

II.6.4.5. The Finance Department

Handles financial decisions and transactions; from forming budget forecasts to managing financial tools. Information Technology is at the forefront of progress by setting up information systems servers and databases as well as maintaining internal applications and developing new solutions for information systems; it ensures communication networks are established internally and externally as well as managing customer relationships.

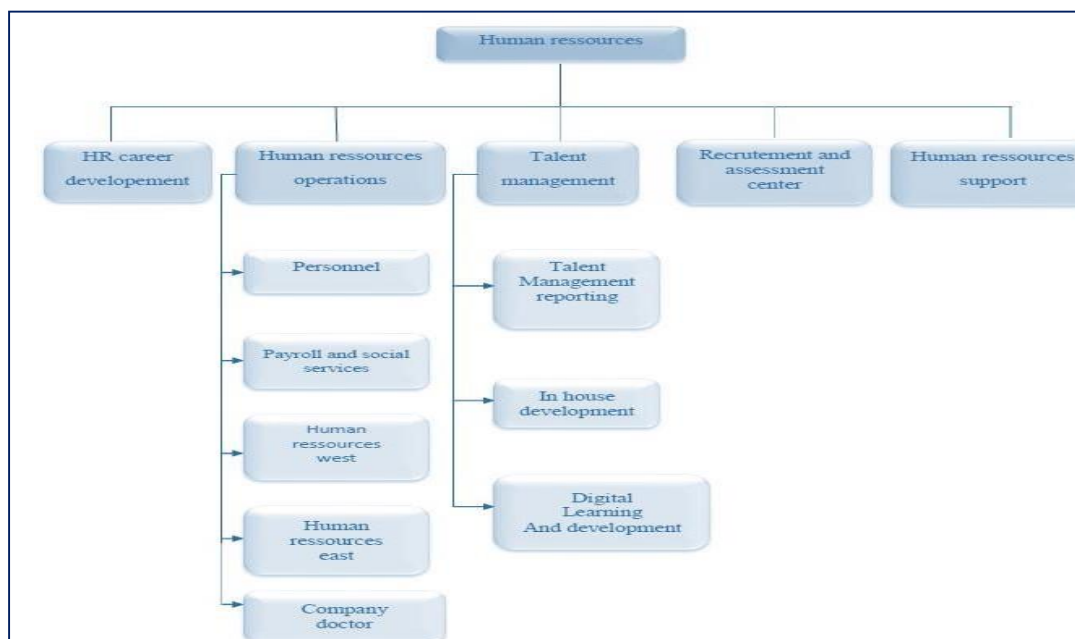
II.6.4.6. The corporate strategy and business development department

Guides other departments towards objectives set out by DJEZZY; both qualitative (quality management) & quantitative (turnover etc.).

II.6.4.7. Presentation of the HR department

The visual representation below illustrates organizational chart of the HR department at DJEZZY

Figure II. 2: Organizational chart of the human resources department



Source: Internal company's documents

A. HR Career Development: DJEZZY's Training policy is based on the orientations from general management to prepare highly qualified young executives while also developing human capital according to qualifications determined by the organization's activity evolution. To do this it is recommended that the company uses financial means rationally when creating a training plan with operational structures prioritizing quality approach followed during the training. Types of training are determined based on the company's needs as well as those of individual employees with registration formalized via an agreement form specifying the approval level at each stage.

B. Human Resources Operations: Provides support to the company's human capital and is subdivided into six sub-services. The Staff department involves both administrative and disciplinary tasks, like monitoring trial periods, creating employment contracts, maintaining legal registers, and administering employee files. Additionally, compliance with legal and internal regulations is ensured.

- **Payroll and Social Services:** Manage salary policies, payrolls, and variable compensations to maintain a competitive position for the company as well as develop attractive pension systems and other social benefits. Moreover, they are in charge of managing social presentations with organizations, absences/vacations/sick leaves, work accidents, and family events.

- **The Human Resources West and Eastern Section:** The HR west section Focuses on establishing procedures to maximize employee performance while the Eastern jurisdiction supports the same mission.
- **The Company's Doctor:** Looks after employees' health by preventing any damage caused by hygiene or working conditions.

C. Talent Management: remains a priority for employers as it enables knowledge transfer and enrichment through technical skills, fundamental knowledge, and management strategies. It also helps identify skills gaps to fill them thus allowing employees to learn through E-Learning programs or books from the library. DJEZZY's Talent Management section is responsible for welcoming student interns, sponsoring events/ceremonies/fairs/information days, selecting new graduates, and preparing future generations through a newly set up DJEZZY Academy which offers innovative programs involving new technologies.

- **In-house development:** This Sub-Department promotes internal training and development of employee skills, considering the company's culture and management system. To keep costs low, in-house training is the preferred method. Its roles encompass initiating internal training (time management, stress management, communication, teamwork, etc.), providing executive coaching, leading team-building activities, providing webinars internally and externally, and managing induction programs for new employees. It evaluates the impact of the training on the ground and observes areas of progress.
- **Digital learning and development:** The main goal of this section is to develop human capital skills through training relevant to employee positions as well as integration training (Middle Project Management, etc.). It works to measure skill gaps among employees and those required by their roles; develop programs based on company strategy and individual employee needs; organize platforms that prepare employees for future roles; and come up with approaches to continuously bring in new training programs.

D. Recruitment and assessment center: The department responsible for recruitment and assessment aims to have the best talent within its staff. To achieve this, it will assess the potential, skills, and aptitudes of external candidates during recruitment while also evaluating existing employees' performance to plan

development courses or coaching sessions in response to internal mobility or succession plans. In addition, they strive to ensure the availability of talent; establish a fair recruitment process; provide suitable candidates as part of succession planning; and create a recruitment strategy that makes DJEZZY maximum attractive to target Algerian skills nationally or abroad.

E. Human resource support services: The support service provides all necessary services for the proper functioning of other departments within Human Resources in terms of work tools or intelligence transmitting information to employees.

II.7. CONCLUSION

In this chapter, we have laid the groundwork for our research, delving into key aspects such as the epistemological approach, research methodology, research interests, and data collection method. We have also provided an introduction to the company where our internship took place, offering valuable insights into its context.

Establishing a clear epistemological approach ensures that our research is grounded in a solid philosophical framework. This allows us to achieve our goals and increase the validity and reliability of our results.

We aim to bridge the gap between theory and practice by dealing with the practical aspects of research in the next chapter. This will allow us to explore the real-world impact of our research and provide practical recommendations that can be applied in practice.

**CHAPTER III: DIGITAL TOOLS
EMPLOYED AT DJEZZY**

III.1. INTRODUCTION

In this chapter, we will delve into a comprehensive examination of the digital tools utilized at DJEZZY. We will begin by exploring the implementation steps involved, followed by an in-depth exploration of the functionalities offered by various digital platforms and modules. Additionally, we will provide a concrete illustration, supported by figures, of the entire process of the digital annual employee appraisal. This illustration will cover everything from setting objectives to analyzing the results. By the end of this chapter, you will have a thorough understanding of the digital landscape and its impact on the appraisal process at DJEZZY.

III.2. Digital tools used within DJEZZY's HR department

The HR department utilized an information system known as HITS nas.net (Human I3T solution), which is regarded as a mini-ERP (Enterprise Resource Planning) system implemented in 2003. In 2016, DJEZZY acquired a new license for SAP 4 Hana, a comprehensive HR management solution operating on a single database. This system incorporates various modules such as administrative and personnel documents, payroll, training, evaluation, time management and activities, recruitment, leaves, and change of status. Its primary goal is to reduce costs and implementation time.

III.2.1. The phases of HRIS implementation

The process of acquiring a human resources information system typically unfolds through several distinct phases:

III.2.1.1. Phase 01: Collecting the needs of the internal development team

The initial phase of developing an information system involves gathering and analyzing the needs and requirements from stakeholders, such as suppliers or internal development teams. This information is used to establish comprehensive specifications that guide subsequent stages of development. Clear and precise specifications ensure the final product aligns with identified needs and requirements and serve as a reference point throughout development. This phase also identifies potential challenges, constraints, and risks to proactively address during subsequent stages and minimize delays. At the end of this phase, a kickoff meeting is conducted to ensure all stakeholders, including IT, Business, and the supplier, have a comprehensive understanding of the identified needs.

III.2.1.2. Phase 02: System design

Moving on to the second phase, known as system design, various design patterns such as V-model, waterfall model, or mock-up model are utilized. During this phase, a mock-up or prototype of the final product is created and presented to the client for their feedback. This allows for suggestions and changes to be incorporated before proceeding to the actual development of the product.

III.2.1.3. Phase 03: Acceptance

The third phase is the acceptance phase, where the delivered product is tested by end users. Multiple versions may be created and tested until the final product meets the required standards and is approved for delivery.

III.2.1.4. Phase 04: Production release/ Deployment

In the fourth phase, known as production release or deployment, the product is considered ready for use after thorough testing and validation, ensuring it is free of bugs and issues. If the product is replacing an existing solution, a migration phase is necessary to transition from the old system to the new one seamlessly.

III.2.1.5. Phase 05: Support after the system goes live

The fifth phase is the support after the system goes live. Different levels of support, such as L1, L2, and L3, can be requested by users. The supplier or development team can be contacted for assistance and support as needed.

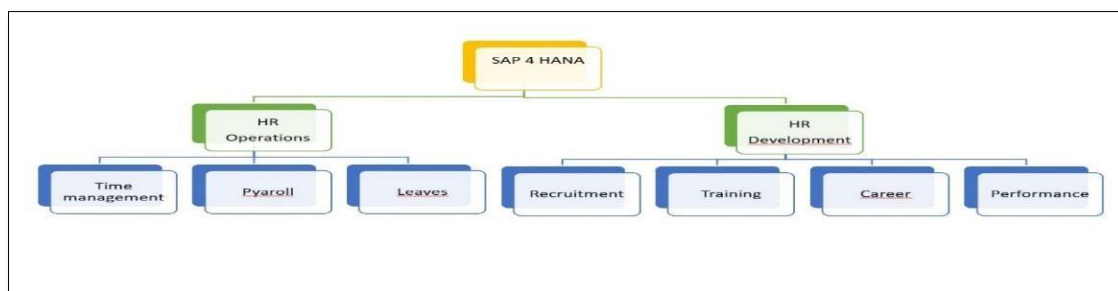
These phases together encompass the systematic approach to developing a system, ensuring that the needs are accurately captured, the design is well-planned and approved, the product is thoroughly tested, and support is available post-implementation.

III.2.2. The functionalities of SAP 4 HANA:

The SAP 4 HANA system is a dedicated software solution for human resources management. Its primary purpose is to capture, store, and distribute information within the different HR departments of DJEZZY. It is designed to streamline and optimize various HR processes and workflows.

The system consists of multiple modules, as illustrated in the next diagram. These modules serve specific functions and are interconnected to ensure seamless data flow and integration.

Figure III. 1: SAP 4 Hana architecture



Source: Data collected from an interview.

As illustrated in the table below, some common modules found in SAP 4 HANA for HR management include:

Table III. 1:modules and functions of HRIS

Module	Function
<i>1. Profile management</i>	✓ Inserting all the information about the employee (name, surname, date of birth, qualification, family situation ...)
<i>2. Payroll</i>	✓ Allowance (base salary, transport bonus, basket, IEP, annual performance bonus...)
<i>3. Sick leaves/ Vacations</i>	✓ Insertion of all information related to the management of working time (absences, vacations).

Source: Data collected from an interview

III.2.3. Functionalities of the platforms linked to the HRIS

The HRIS is interconnected with other internally developed applications within the company, including Internal Mobility, Talent Soft, DJEZZY academy, HR Doc, My HR Space, and SMS. These applications aim to digitize and automate HR processes and were specifically created by the IT team to align with the expectations and requirements of HR professionals, both in terms of database management and network integration.

Table III. 2: Functionalities of the platforms related to HRIS

Platform	Functionality
	✓ It is used for internal recruitment. This system is integrated with "HITS" to retrieve employee data

1. Internal mobility	(name, surname, date of recruitment, position, department...).
2. Talent Soft	✓ It is a cloud application that allows to manage the objectives of the company (evaluation of the employees' skills), it is integrated with the HITS system to collect the employees' information (name, first name, position).
3. My HR space	✓ Application that provides several functionalities such as (time sheet, time management, pay slip history, mutual, medical appointments)
4. HR Doc	✓ Allows employees to make administrative requests such as pay slips, leave certificates, etc.

Source: Data collected from an interview

III.3. Management of the annual evaluation at DJEZZY

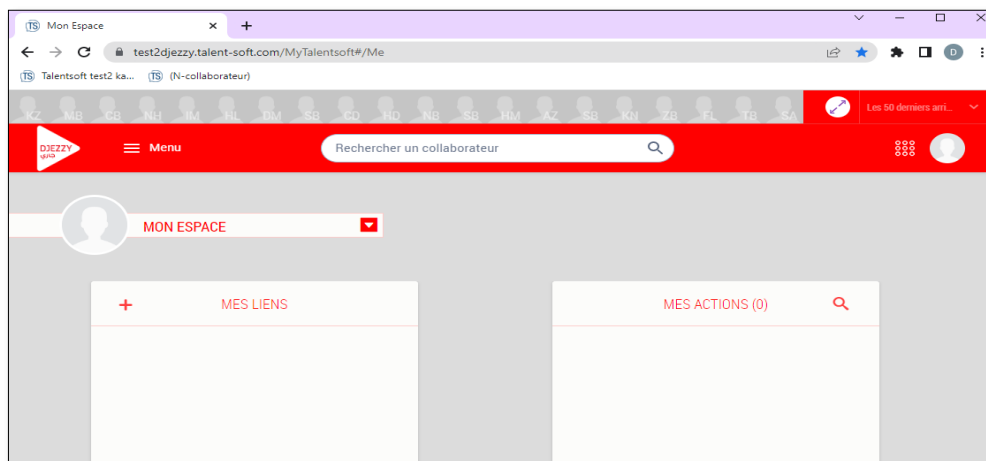
The process of the annual employee appraisal on the digital platform “TALENT-SOF” usually goes through 4 phases:

III.3.1. The first phase: Setting objectives

In the initial phase of the annual evaluation process, the HR team takes the lead by configuring the campaign. The HR development responsible accesses the platform and creates a new campaign, setting the stage for the evaluation process. Subsequently, employees are required to log into their accounts and define five SMART objectives to be achieved throughout the year. Once the objectives are defined, the N+1 manager is automatically notified about the completion of their team members' objectives and is tasked with validating or rejecting them.

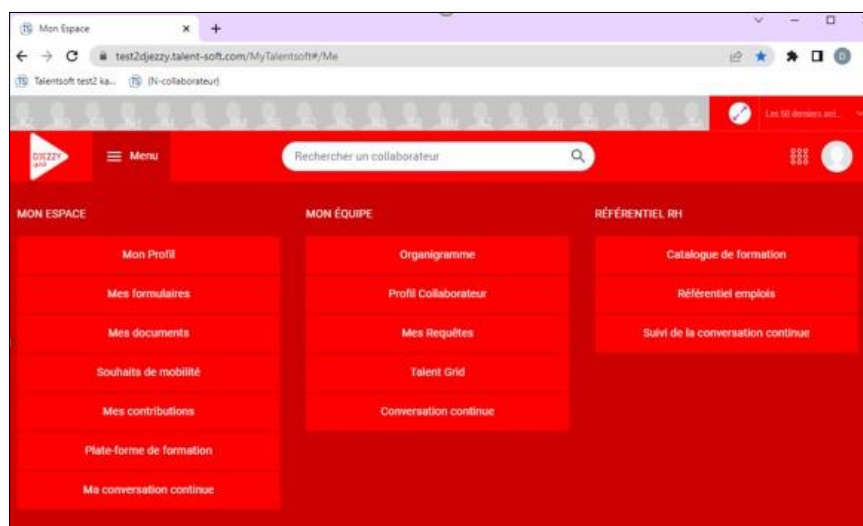
To provide a visual representation of this first phase, the upcoming figures illustrate the steps involved in the annual evaluation process.

Figure III. 2: Home page of the HRIS platform



Source : Talent soft platform

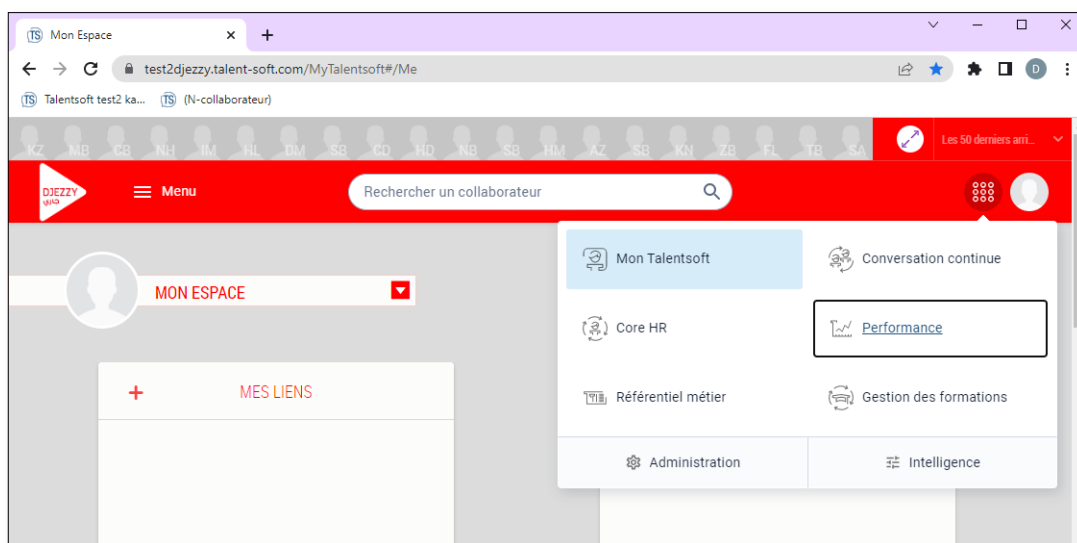
Figure III. 3: HRIS platform main menu



Source: Talent soft platform

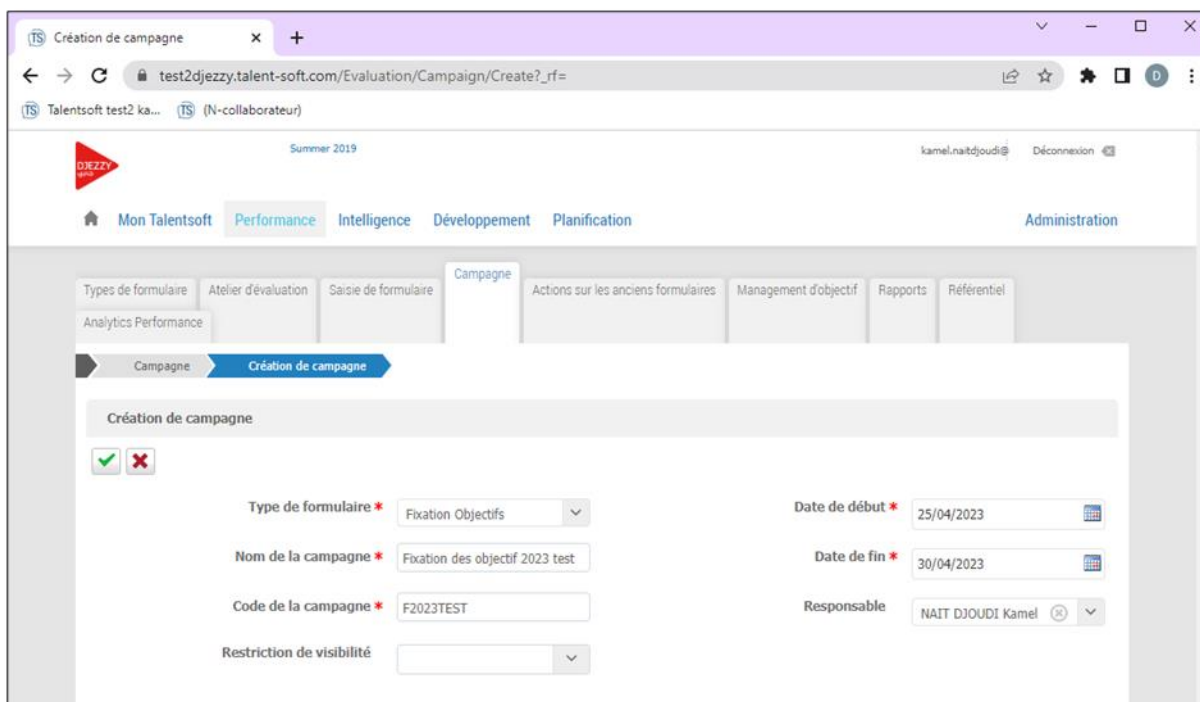
III.3.1.1. Preparation and configuration (HR level)

Figure III. 4: Performance management section



Source: Talent soft platform

Figure III. 5: Campaign configuration menu



Source : Talent soft platform

A. Performance management configuration menu:

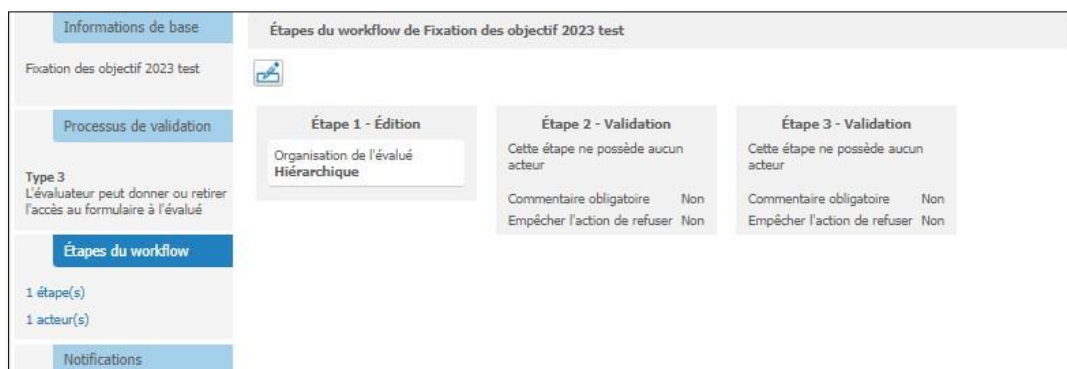
As illustrated in the figure above, by clicking on add a campaign it is necessary to introduce the elements below to create a new campaign:

- **Form type:** select the type of form that corresponds to the type of campaign in this case “setting objectives”
- **Campaign name:** Set a campaign name to identify it
- **Campaign code:** Define a campaign code of your choice
- **Visibility restriction:** optional in the case of the campaign and limited to one department only
- **Start date:** set the start date and visibility of the form on the employee home page automatically in the action area.
- **End date:** define the end date, the campaign is automatically deactivated, and the form will no longer be visible to employees in the action area.
- **Responsible:** define the HR manager of the campaign

B. Performance management configuration menu: campaign settings

- **Validation process & Workflow step:** Here the campaign responsible defines the actors of the evaluation and the order of validation. in the figure below: the TYPE 3 process: goes through the evaluatee then directly to the N+1 manager.

Figure III. 6:Workflow step validation



Source: Talent soft platform

- **Notification:** define email notifications on each step of the form (validation, rejection, closure, etc.)

Figure III. 7: Email notification setting

Fixation des objectif 2023 test		Actions notifiées	Évalué	Évaluateur de l'étape 1	Délégué	Auteur	Valdateur de l'étape 2	Valdateur de l'étape 3	Responsable de campagne
Processus de validation Type 3 L'évaluateur peut donner ou retirer l'accès au formulaire à l'évalué	Formulaire soumis	Email	Email	Email	Aucune	Aucune	Aucune	Aucune	Aucune
	Formulaire rejeté	Aucune	Email	Email	Aucune	Aucune	Aucune	Aucune	Aucune
Étapes du workflow 1 étape(s) 1 acteur(s)	Formulaire validé	Aucune	Email	Email	Aucune	Aucune	Email	Aucune	Aucune
	Validation rejetée	Email	Email	Email	Aucune	Aucune	Aucune	Aucune	Aucune
Notifications 24 notification(s)	Formulaire clos	Email	Email	Email	Aucune	Aucune	Email	Aucune	Aucune
	Formulaire réouvert	Email	Email	Email	Aucune	Aucune	Email	Aucune	Aucune
Objectifs Cycle de vie d'un objectif Individuels Clôture automatique sur les formulaires validés Partagés Clôture automatique sur les formulaires validés	Démarrage de la délégation	Aucune	Email	Email	Aucune	Aucune	Aucune	Aucune	Aucune
	Arrêt de la délégation	Aucune	Email	Email	Aucune	Aucune	Aucune	Aucune	Aucune
	Validation administrative	Email	Aucune	Aucune	Aucune	Aucune	Aucune	Aucune	Aucune

Source: Talent soft platform

- **Population:** Identifying the Individuals Under Evaluation and Automatic Generation of Evaluation Forms

Figure III. 8: Defining list of appraisees

Analytics Performance

Campagne > Population > Ajouter des individus dans la population

Individus *

★ Favoris abir

Recherche textuelle : abir Nombre de lignes : 10 Choisir une action...

La population suivante a bien été mise à jour dans la campagne : (1)
Fatma Zohra BOUCHAIB

<input type="checkbox"/>	Nom d'utilisateur	Nom	Prénom	Matricule	Présence
<input type="checkbox"/>	Contient...	Contient...	Contient...	Contient...	
<input type="checkbox"/>	Sabira.Atmani@DJEZZY.DZ	ATMANI	Sabira	1588	
<input checked="" type="checkbox"/>	Abir.BOUCHAIB@DJEZZY.DZ	BOUCHAIB	Fatma Zohra	40839	✔

1 - 2 de 2 ligne(s)

Source: Talent soft platform

III.3.1.2. Launch of the target-setting exercise

Figure III. 9: Notification Email: Launch of the Evaluation Campaign



Source: Talent soft platform

A. Definition of a SMART objective

According to (Gokins, 2016) SMART objectives are goal-setting criteria that provide clear guidance for employees in their pursuit of desired outcomes. The acronym “SMART” stands for Specific, Measurable, Achievable, Relevant, and Time-bound.

- **Specificity:** ensures that objectives are well-defined and focused.
- **Measurability:** allows for tracking progress and determining success.
- **Achievability:** ensures that objectives are realistic and attainable.
- **Relevance:** ensures alignment with organizational goals and priorities.
- **Time-bound:** sets a deadline for completion, promoting accountability and timely action.

Overall, SMART objectives serve as a framework for effective performance management, enabling employees to understand expectations, gauge their achievements, and contribute to the overall success of the organization.

- **Why use the SMART method?**

Formulating SMART objectives makes it possible to respond to this problem by defining a reliable and clear objective.

For the company and its managers, a smart objective allows:

- ✓ Better direct team efforts.
- ✓ More effective communication and better team support.
- ✓ Better alignment of strategy and actions implemented.
- ✓ A more objective measure of everyone's performance.

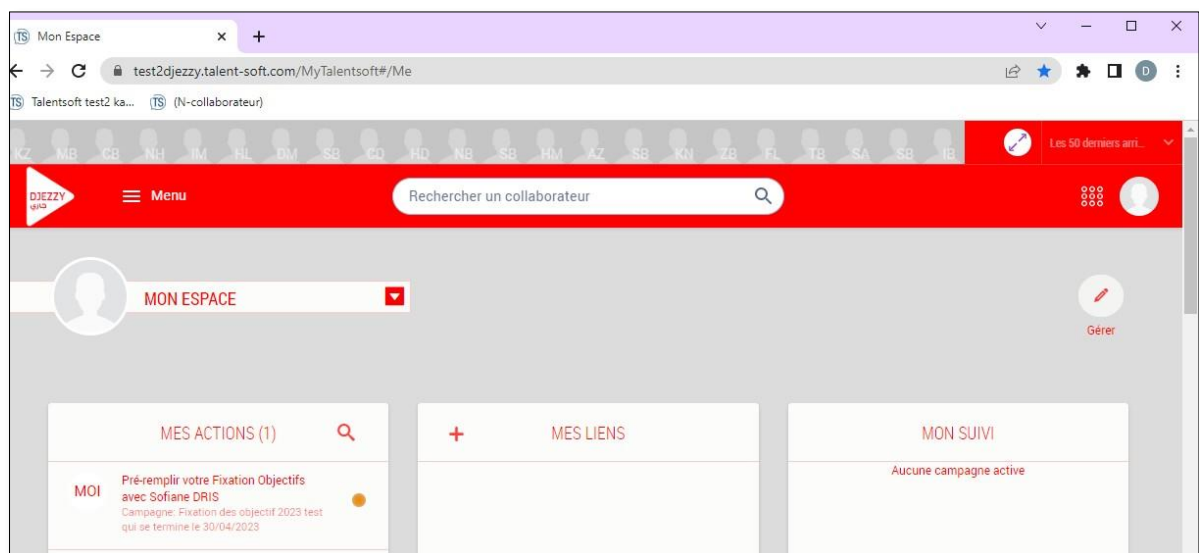
For teams, smart objectives allow:

- ✓ Clear objectives to pursue as well as the assurance of their relevance.
- ✓ Increased employee engagement because they know the goal is relevant and achievable.
- ✓ A greater sense of justice in the evaluation of individual performance.

B. Definition of objectives (appraisee)

Once the evaluation campaign is launched, the appraisee will have access to the goal-setting feature through their respective window.

Figure III. 10: Appraisee window the goal-setting campaign is available in the "My actions" space



Source: Talent soft platform

Upon logging in, the evaluated employee will be directed to a window that displays their personal information. This includes details such as the date of hiring, job title,

department, as well as the names of their N+1 manager (direct supervisor) and N+2 manager (second-level supervisor)

Figure III. 11: Administrative information about the appraisee

The screenshot shows a web browser window displaying the 'Informations Administratives' form. The form is titled 'Fixation des Objectifs 2022' and is divided into two main sections: 'COLLABORATEUR' and 'MANAGER'. The 'COLLABORATEUR' section includes fields for Matricule (40839), Nom et Prénom (BOUCHAIB Fatma Zohra), Date d'embauche (10/04/2022), Poste (HR Career Development Professional), Secteur (DG), Département (Administration), Servico (HR Development), and Organisation (HR Career Development). The 'MANAGER' section includes fields for Matricule (2858), Nom et Prénom du responsable hierarchique (DRIS Sofiane), Poste (Digital Learning & Coach Professional), and Nom et Prénom du N+2 (Kamel NAIT DJOUDI). There is also a 'Date de l'entretien' field with a date picker set to 'JJ/MM/AAAA' and a 'Requis' warning icon.

Source: Talent soft platform

The figure below represents the Goals setting for the coming year where employee are required to establish a minimum of four goals for the current cycle.

Figure III. 12: Goal setting interface

The screenshot shows a web browser window displaying the 'Objectifs de l'année à venir' interface. The interface is titled 'Fixation des objectifs pour l'année à venir' and features a table with columns for 'Objectif*', 'Description', 'Poids (%)', 'Échéance', and 'Indicateur de compl'. There are four rows of goal entries, each with a 'Nom de l'objectif' field, a 'Description de l'objectif' field, a weight value, a due date, and a completion indicator field. A 'Ajouter un objectif' button is visible in the top right corner.

Objectif*	Description	Poids (%)	Échéance	Indicateur de compl
Nom de l'objectif 1	Description de l'objectif 1	30	30/06/2023	
Nom de l'objectif 2	Description de l'objectif 2	20	31/08/2023	
Nom de l'objectif 3	Description de l'objectif 3	25	30/09/2023	
Nom de l'objectif 4	Description de l'objectif 4	25	31/12/2023	

Source: Talent soft platform

Objective Definition: During the goal-setting phase, the individual being assessed is required to define the objectives by providing the following details:

- **Objective Title:** A concise and descriptive name or title for each objective.
- **Objective Description:** A clear and comprehensive explanation of the objective, outlining what needs to be achieved.
- **Percentage Weight:** Assigning a weight to each objective, indicating its relative importance in relation to other goals. The total sum of all goals should not exceed 100%.
- **Deadline:** Specifying the end date or deadline by which the objective is expected to be accomplished.
- By providing these elements, the individual ensures clarity and specificity in defining their objectives, allowing for effective evaluation and tracking of progress.

Figure III. 13: Objectives setting interface

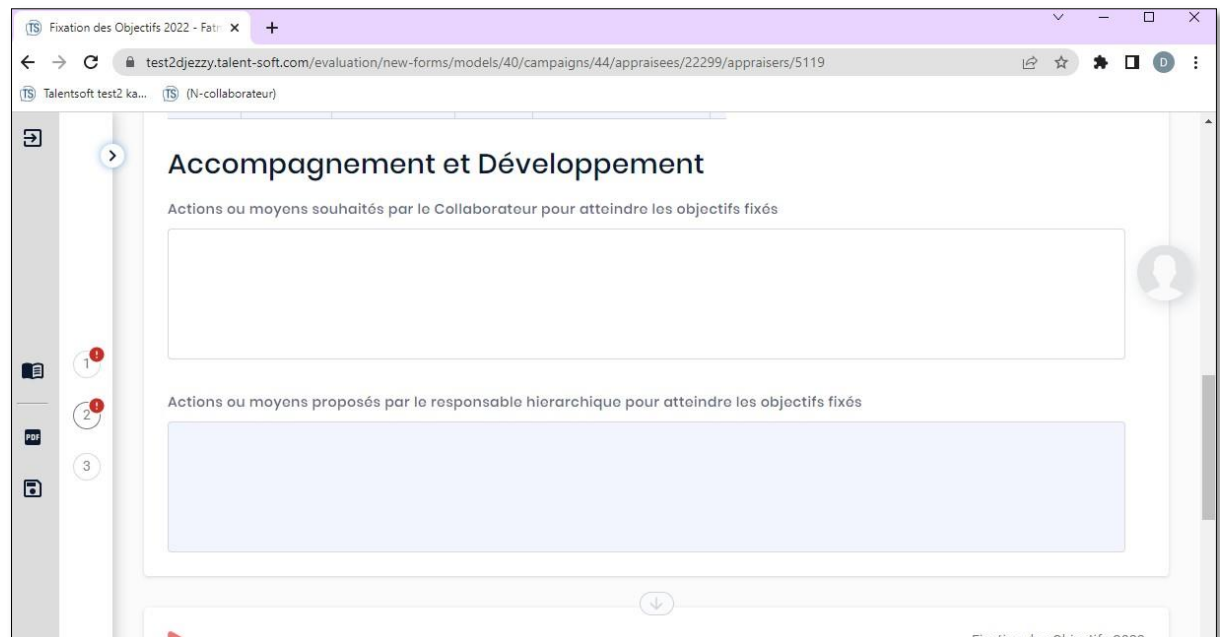
The screenshot shows a web browser window with the URL test2djezzy.talent-soft.com/evaluation/new-forms/models/40/campaigns/44/appraisees/22299/appraisers/5119. The page title is 'Fixation des Objectifs 2022 - Fat...'. The main content is a modal window titled 'Ajouter un objectif'. It contains the following fields:

- Objectif ***: A text input field containing 'Nom de l'Objectif 1'.
- Description**: A text input field containing 'Description de l'Objectif 1'.
- Poids (%) ***: A text input field containing '30', with an information icon to its right.
- Échéance**: A date picker field showing '30/06/2023'.

At the bottom right of the modal, there are two buttons: 'Annuler' (light blue) and 'Enregistrer' (dark blue).

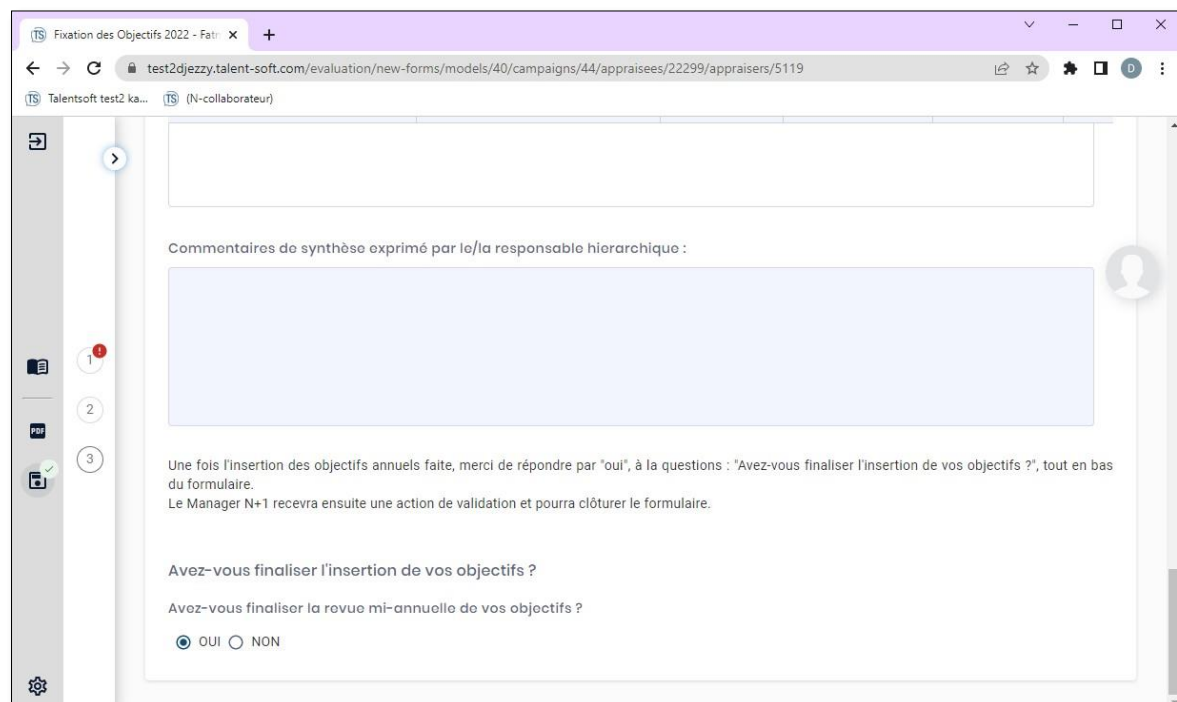
Source: Talent soft plateforme

Mentoring and improvement: This section is merely dedicated to comment space where the person being evaluated can ask for means to achieve the objectives, the manager can also give feedback for his area on the validation stages

Figure III. 14 : Comments section

Source: Talent soft plateforme

- Preliminary Validation: after filling in and registering the form, the manager will receive a notification by email to view and validate the objectives of his collaborator.

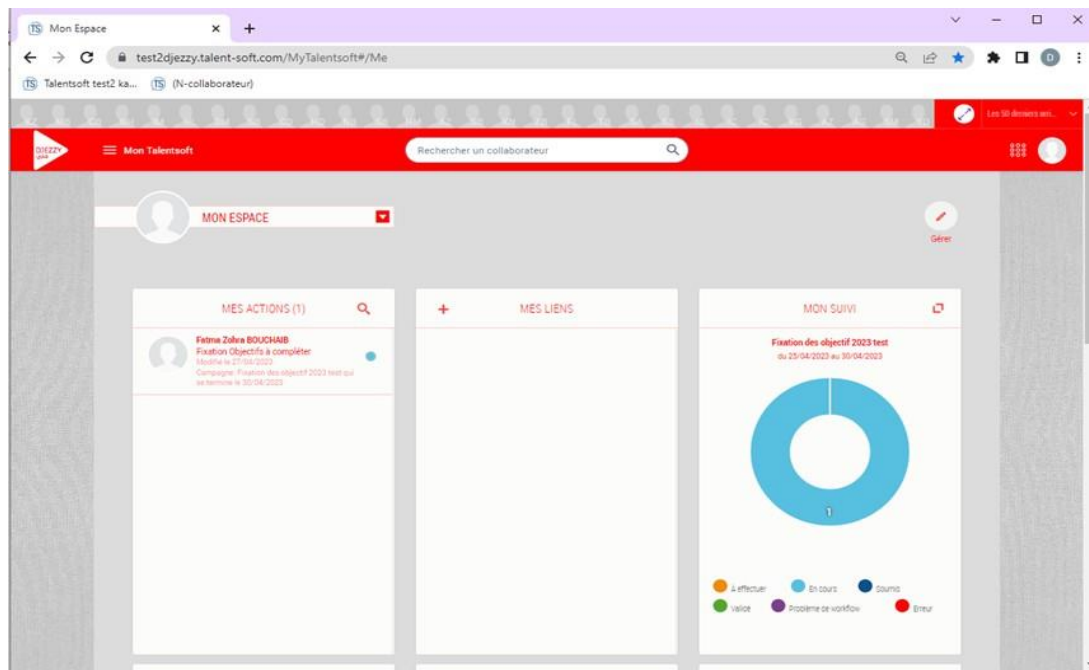
Figure III. 15: Preliminary objective validation (appraisee)

Source: Talent soft plateforme

C. Validation of objectives (N+1 Manager)

The evaluator window refers to the interface accessed by the direct manager of the employee, known as the N+1 manager. Within this window, the manager has access to all employee forms through the "action menu." This enables them to view and assess each form individually. Additionally, a monitoring dashboard provides real-time updates on the campaign's status specifically for their team. This allows the manager to effectively track progress and stay informed throughout the evaluation process.

Figure III. 16: Evaluator window (direct manager of employee N+1)



Source: Talent soft plateforme

The manager will be able to view the objectives inserted by his collaborator and modify them with him if necessary or schedule a one-to-one interview to define the roadmap to follow for the current year

Figure III. 17: Manager view of the appraisee objectives

Objectif*	Description	Poids (%)*	Échéance	Indicateur de completion
Nom de l'objectif 1	Description de l'objectif 1	30	30/06/2023	
Nom de l'objectif 2	Description de l'objectif 2	20	31/08/2023	
Nom de l'objectif 3	Description de l'objectif 3	25	30/09/2023	
Nom de l'objectif 4	Description de l'objectif 4	25	31/12/2023	
		100		

Source: Talent soft platform

At the end of the interview, the manager will validate the form which will close the exercise of setting objectives for the employee concerned.

Figure III. 18: Goal setting validation (Manager N+1)

Source: Talent soft platform

III.3.2. Second phase: Mid-year review of objectives

The mid-year review phase in the evaluation process assesses progress towards objectives. Appraisees reflect on achievements, challenges, and adjustments, seeking

guidance from evaluators. Evaluators provide feedback, aligning efforts with organizational goals. This stage allows modifications, recalibration, or new goals. It fosters improvement, collaboration, and informed decisions. The comprehensive mid-year review enhances performance and drives success in the evaluation cycle's remaining period.

Figure III. 19: Preparation and configuration of the Mid-review (HR level)

The screenshot shows the 'Création de campagne' (Campaign Creation) interface on the Talentsoft platform. The page is titled 'Création de campagne' and displays various configuration options for a mid-year review campaign. The interface includes a navigation menu with options like 'Mon Talentsoft', 'Performance', 'Intelligence', 'Identification', 'Développement', 'Planification', and 'Administration'. Below the navigation, there are several tabs for different campaign types, including 'Types de formulaire', 'Atelier d'évaluation', 'Organigramme', 'Saisie de formulaire', 'Campagne', 'Actions sur les anciens formulaires', 'Management d'objectif', 'Rapports', and 'Référentiel'. The 'Campagne' tab is selected, and the 'Création de campagne' sub-tab is active. The main content area shows the 'Création de campagne' form with the following fields:

- Type de formulaire ***: Revue de mi-année (dropdown menu)
- Date de début ***: 01/05/2023 (calendar icon)
- Nom de la campagne ***: Revue mi-annuelle des objectifs
- Date de fin ***: 30/05/2022 (calendar icon)
- Code de la campagne ***: F2023TEST
- Responsable**: NAIT DJOUDI Kamel (dropdown menu)

Source : Talent soft platform

Figure III. 20: Launch of the Mid-Annual Review exercise

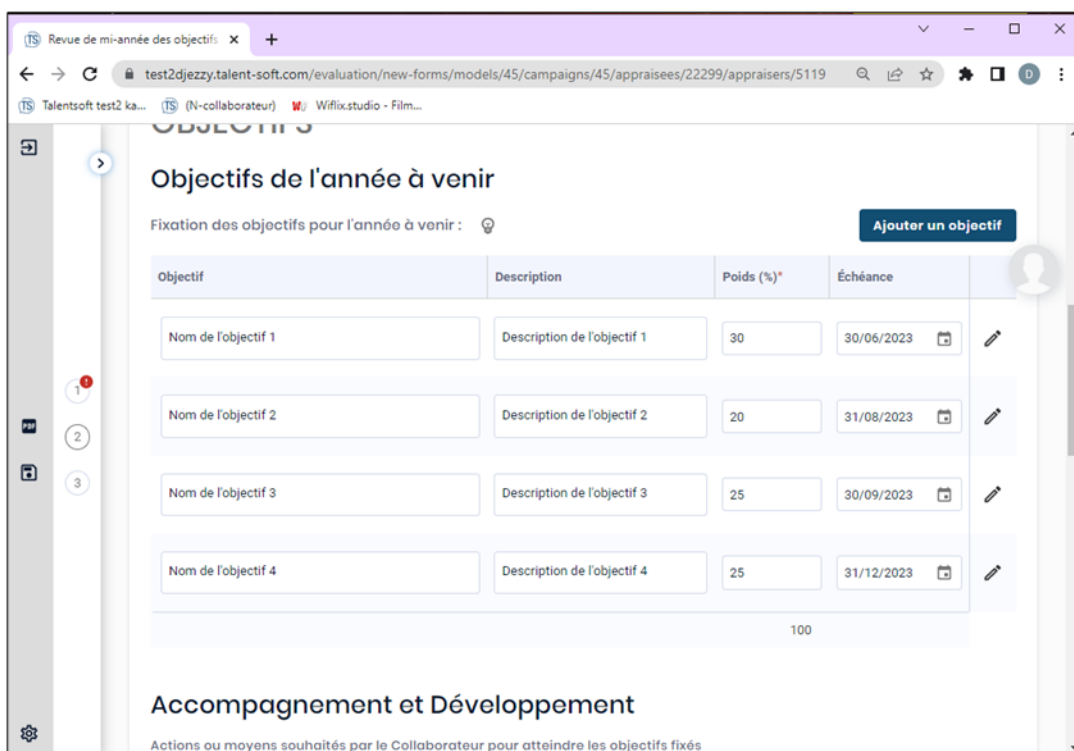
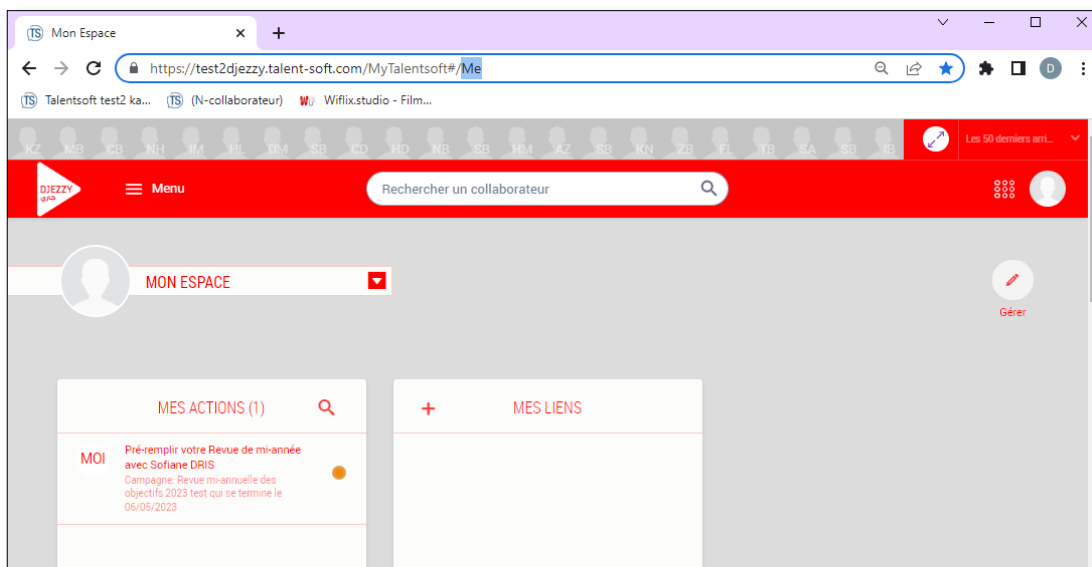
The screenshot shows an HR communication document titled '#HR COMMUNICATION' and 'EVALUATION DES PERFORMANCES MI-ANNUELLE'. The document is addressed to 'Chères et chers collègues' and provides information about the start of the 2022 mid-annual review exercise on July 11, 2022. It includes a reminder that this is an important step in the performance evaluation process, allowing for a balance of achievements and an exchange between managers and employees. It also mentions that two videos are available to facilitate the experience: 'Vidéo collaborateur' and 'Vidéo Manager'. The Talentsoft logo is visible at the bottom of the document.

Source: Talent soft platform

III.3.2.1. Review of mid-year objectives (appraisee)

The objectives defined and validated at the beginning of the year will be automatically displayed on the "My actions" section.

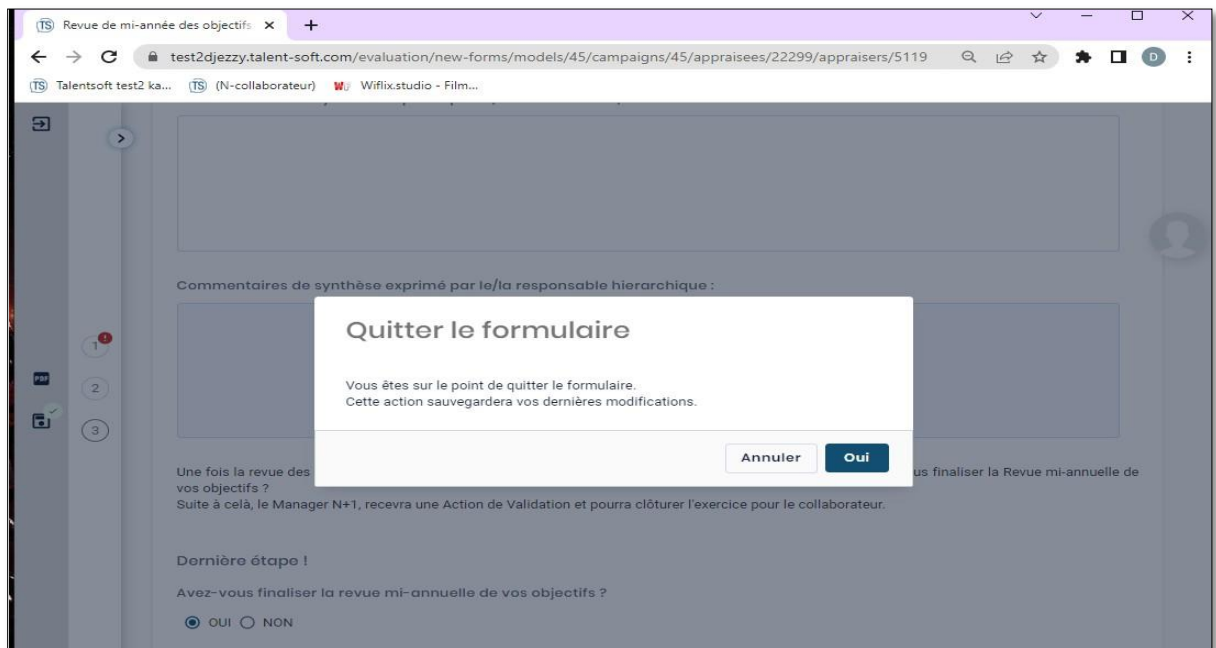
Figure III. 21:Employee interface on the Mid-Year Review



Source: Talent soft platform

After reviewing the objectives, making any necessary edits or comments, the employee is required to validate the form.

Figure III. 22: The final validation of objectives (appraisee)

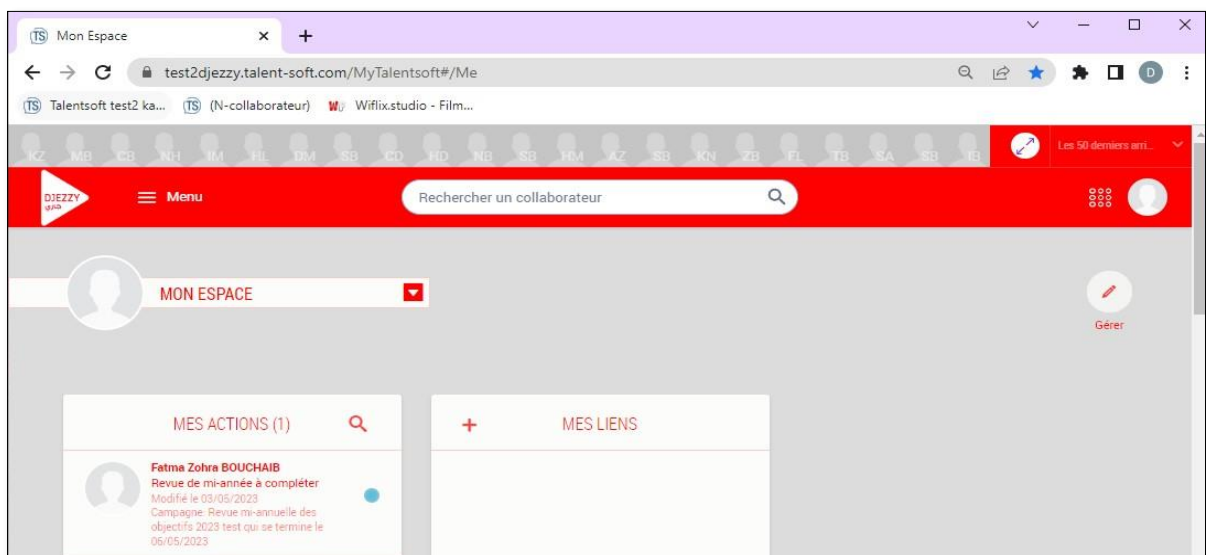


Source: Talent soft platform

III.3.2.2. Validation Mid-year review (evaluator N+1)

The modifications requested by the collaborator are displayed on each form in the "My actions" section of the manager.

Figure III. 23: Manager +1 Mid-review interface



Source: Talent soft platform

Upon reviewing the objectives, the manager has the authority to make modifications or additions as needed. This allows them to align the objectives with the evolving needs of

the employee and the organization. By making these adjustments, the manager ensures that the objectives accurately reflect the current priorities and contribute to the overall success of the employee and the team. The manager's involvement in modifying or adding objectives demonstrates their active role in shaping and refining the employee's goals to optimize performance and drive results.

Figure III. 24: Goals review/edit (manager+1)

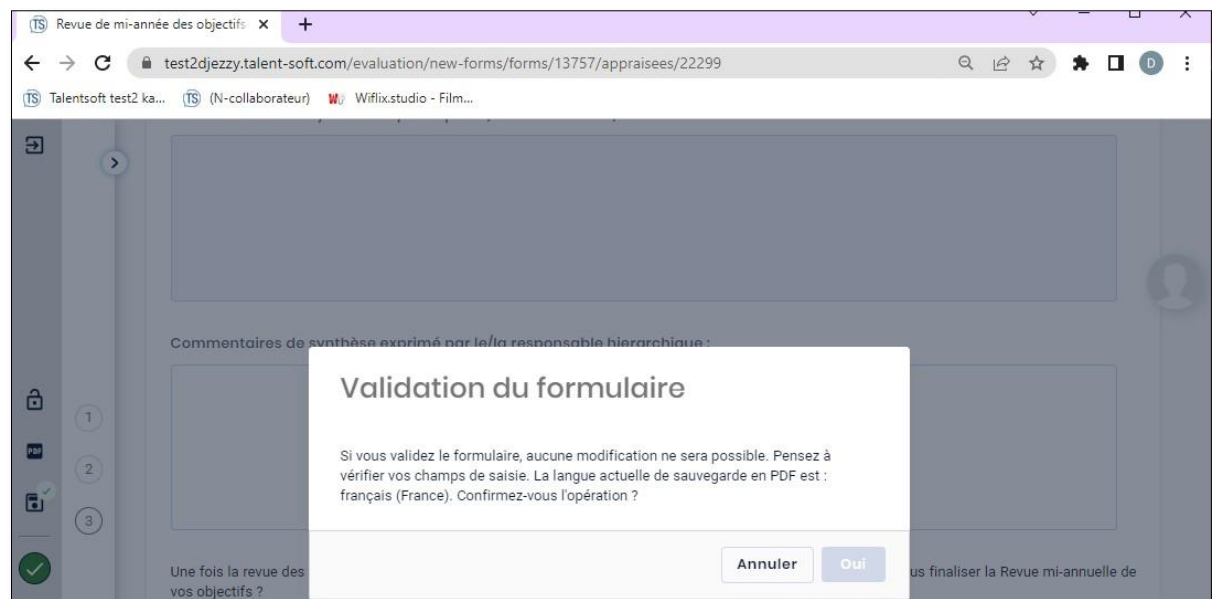
Objectif	Description	Poids (%)*	Échéance
Nom de l'objectif 1	Description de l'objectif 1	30	30/06/2023
Nom de l'objectif 2	Description de l'objectif 2	20	31/08/2023
Nom de l'objectif 3	Description de l'objectif 3	25	30/09/2023
Nom de l'objectif 4	Description de l'objectif 4	25	31/12/2023
		100	

Accompagnement et Développement

Actions ou moyens souhaités par le Collaborateur pour atteindre les objectifs fixés

Source: Talent soft platform

Following the one-on-one discussion between the manager and the appraisee, and incorporating any necessary changes to the goals, the N+1 manager provides the final validation of the form. This signifies the manager's agreement and endorsement of the objectives established for the employee. By confirming the final validation, the N+1 manager acknowledges the alignment between the employee's goals and the organizational objectives, providing a clear direction for the appraisee's performance and development. It solidifies the collaborative effort and ensures a unified understanding of expectations moving forward.

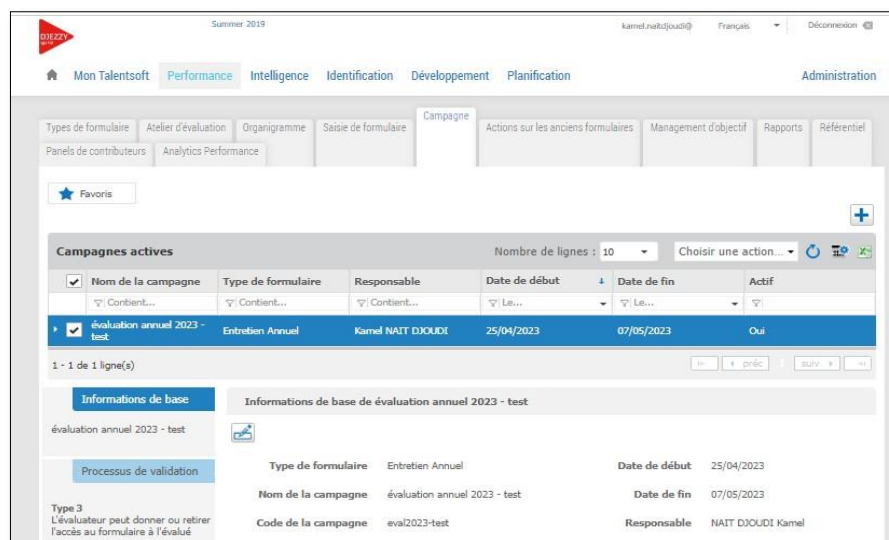
Figure III. 25: N+1 manager's final validation

Source: Talent soft platform

III.3.3. Phase 03: Annual evaluation exercise

In this phase, the appraisee's performance is firstly self-assessed against predefined criteria, key performance indicators, and behavioral competencies. The evaluation process may involve various methods, including self-assessment and objective measurement of performance metrics.

III.3.3.1. Preparation and configuration (HR level)

Figure III. 26: The creation of the annual evaluation exercise HR level.

Source: Talent soft platform

The upcoming figure serves as a visual representation of the criteria that the appraisees should adhere to when assessing their work objectively. These criteria provide a framework for evaluating performance based on specific, measurable, achievable, relevant, and time-bound (SMART) parameters.

By following these criteria, the appraisees can ensure a fair and unbiased assessment of their work. Each criterion outlined in the figure helps guide the evaluation process by providing clear benchmarks and standards against which the assessee can measure their performance.

Figure III. 27: Self assesemnt criteria

Critères d'évaluation :


Afin de permettre à tout un chacun d'être objectivement évalué selon des normes reconnues, la répartition des résultats des performances individuelles devra se faire suivant les différents paliers et critères définis ci-dessous :

	% de réalisation	Définition
Dépasse largement les attentes *	96% - 100%	Les objectifs sont largement dépassés : L'employé a largement dépassé ses objectifs et a contribué de façon remarquable au succès de Djedzy.
Dépasse les attentes *	81% - 95%	Les objectifs sont dépassés : L'employé a dépassé ses objectifs et a fait preuve d'efforts supplémentaires pour contourner les obstacles.
Réponds aux attentes	70% - 80%	Les objectifs sont atteints : L'employé a atteint ses objectifs fixés en début d'année et a fait preuve d'engagement au quotidien.
Partiellement réalisés	50% - 69%	Une partie des objectifs est réalisée : L'employé a partiellement atteint ses objectifs fixés en début d'année et doit fournir plus d'efforts pour répondre aux attentes.
À développer	0% - 49%	Les objectifs sont non atteints : L'employé n'a pas atteint ses objectifs fixés en début d'année et n'a fourni aucun effort pour les réaliser.

Notes Importantes :

- Tout score dépassant 81% devra faire l'objet d'un justificatif de l'évaluateur avec la validation de l'officier sur système. Le justificatif doit être mentionné dans la zone de « Commentaire de synthèse ».
- La note d'évaluation individuelle de chaque employé sera approuvée par son N+1 et soumise au directeur/CxO du secteur pour validation finale.
- L'accès à la plateforme est bien évidemment possible de chez vous et même avec votre smartphone
- L'utilisation de navigateur (Internet Explorer) engendrera systématiquement un dysfonctionnement sur la plateforme Talent Soft. pour cause d'incompatibilité. De ce fait, nous vous recommandons d'utiliser (Edge, Firefox, Google Chrome ou Opera).

Le Département des Ressources Humaines



Source: Talent soft plateforme

Based on the predefined criteria established for the evaluation process, the appraisee is provided with the opportunity to fill out his self-assessment. These criteria serve as a valuable tool for the appraisee to reflect on their own performance, strengths, and areas for improvements

Figure III. 28: Assessment filling window (appraisee)

	Description	Échéance	Poids (%)	Taux de Réalis...*	Score par obje...
Objectif 1	Description de l'objectif 1	30/06/2023	30	70 %	21 %
Objectif 2	Description de l'objectif 2	31/08/2023	20	75 %	15 %
Objectif 3	Description de l'objectif 3	30/09/2023	25	85 %	21,25 %
Objectif 4	Description de l'objectif 4	31/12/2023	25	<input type="text"/>	0 %

Taux de Réalisation de l'objectif (%) est un champ obligatoire

100 57,25 %

Source: Talent soft platform

Moreover, in the synthesis section, the appraisee is provided with the opportunity to freely express their thoughts and insights regarding how they have accomplished their goals. They can share the methods they employed and evaluate their own performance. This section encourages self-reflection and self-assessment, allowing the appraisee to take ownership of their achievements and provide valuable insights into their individual journey towards goal attainment. It fosters a sense of empowerment and encourages a deeper understanding of one's strengths, challenges, and personal growth throughout the evaluation process.

Figure III. 29 : Synthesis section (appraisee)

SYNTHESE

Synthèse

Commentaires de synthèse exprimé par la/la collaborateur/trice :

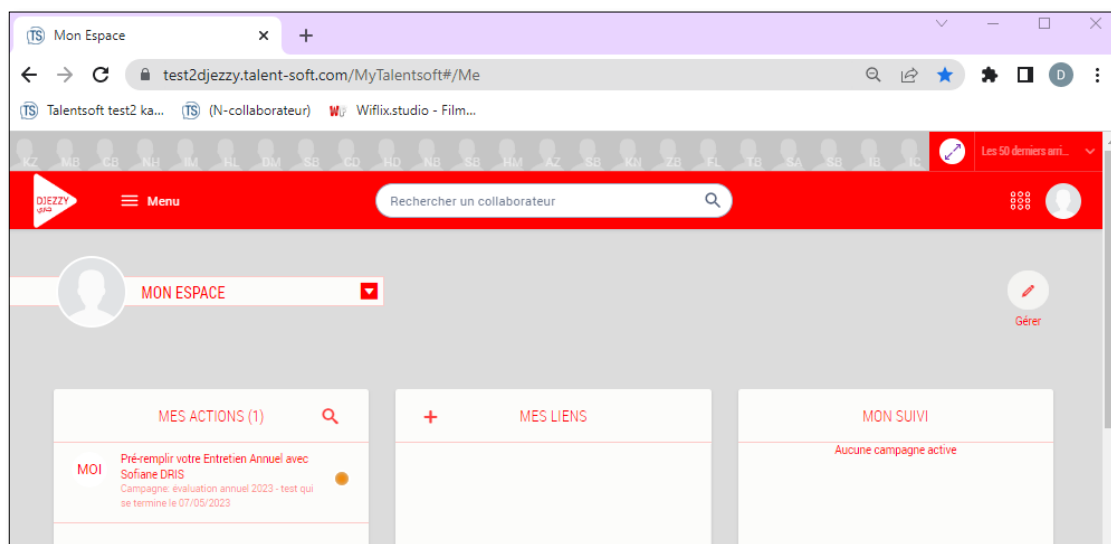
commentaire de l'employés

Source: Talent soft platform

A. Self-assessment (appraisee)

After completing the self-assessment phase, the appraisee now prepares the arguments and supporting evidence for their upcoming interview (one-to-one) with their N+1 manager. This crucial step involves reflecting on their accomplishments, challenges faced, and growth areas identified during the evaluation period.

Figure III. 30: Completed self-assessment window(appraisee)



Source: Talent soft platform

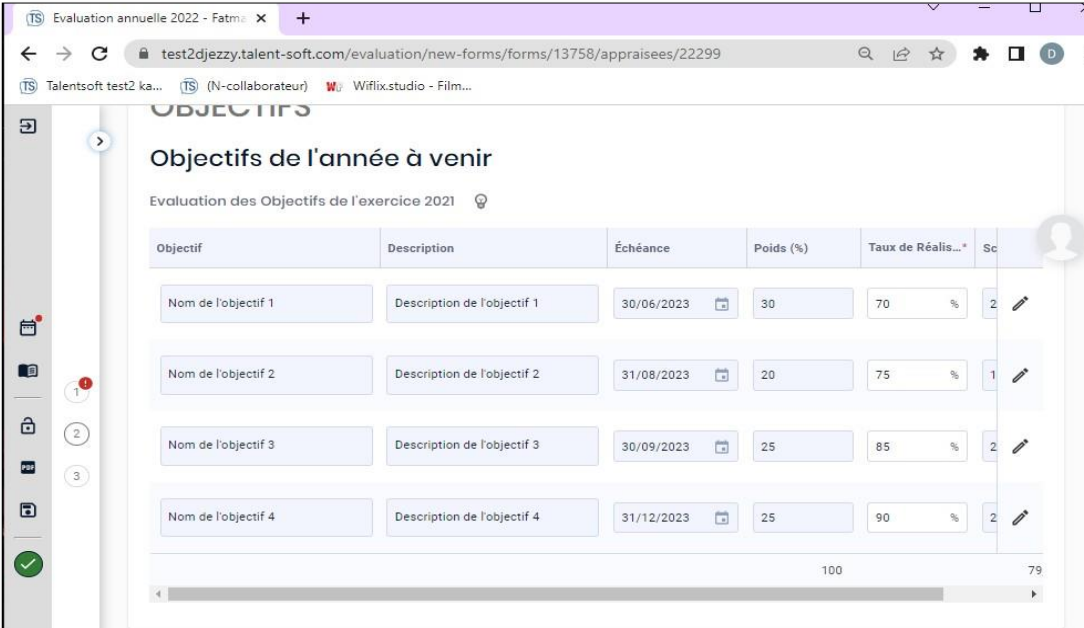
B. Assessment interview (One to One):

After completing the self-assessment phase, the appraisee now prepares the arguments and supporting evidence for their upcoming interview (one-to-one) with their N+1 manager. This crucial step involves reflecting on their accomplishments, challenges faced, and growth areas identified during the evaluation period.

Upon reviewing the self-assessment of the employee, the manager provides feedback regarding the extent to which they believe it accurately reflects the actual achievements. If the manager deems that the self-assessment does not align with the real accomplishments, they have the authority to make necessary adjustments to the completion rates assigned to each objective. This ensures that the evaluation accurately reflects the employee's performance and that the assigned percentages are more appropriate.

The following three figures will provide a visual representation and illustration of the current situation:

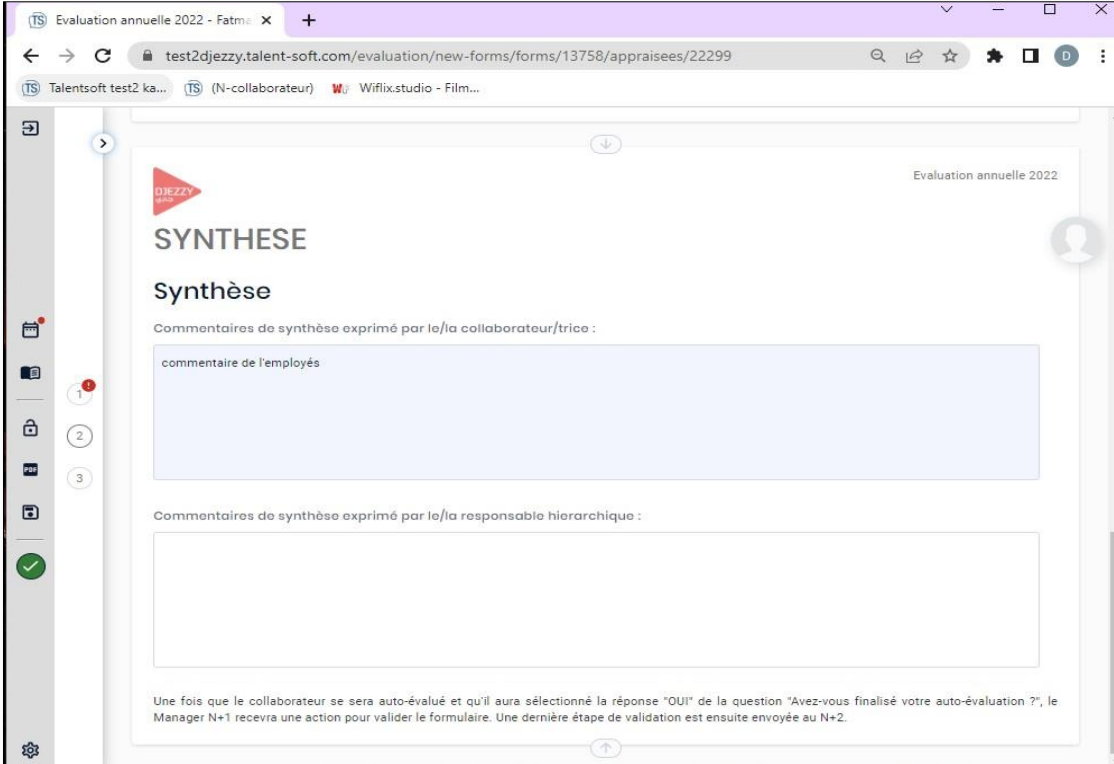
Figure III. 31: Self-assessment review (Manager N+1)



Objectif	Description	Échéance	Poids (%)	Taux de Réalis...*	Sc
Nom de l'objectif 1	Description de l'objectif 1	30/06/2023	30	70 %	2
Nom de l'objectif 2	Description de l'objectif 2	31/08/2023	20	75 %	1
Nom de l'objectif 3	Description de l'objectif 3	30/09/2023	25	85 %	2
Nom de l'objectif 4	Description de l'objectif 4	31/12/2023	25	90 %	2
				100	79

Source: Talent soft platform

Figure III. 32: Manager's N+1 comment section on the appraisee's assessment



SYNTHESE

Synthèse

Commentaires de synthèse exprimé par le/la collaborateur/trice :

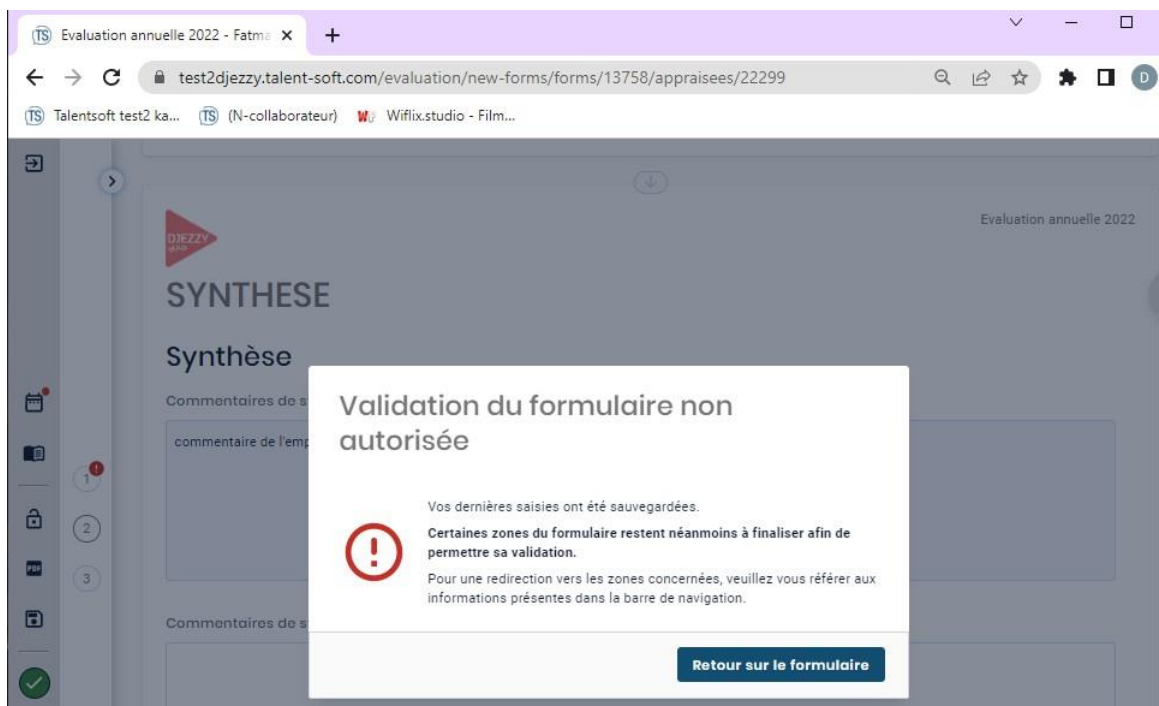
commentaire de l'employés

Commentaires de synthèse exprimé par le/la responsable hiérarchique :

Une fois que le collaborateur se sera auto-évalué et qu'il aura sélectionné la réponse "OUI" de la question "Avez-vous finalisé votre auto-évaluation ?", le Manager N+1 recevra une action pour valider le formulaire. Une dernière étape de validation est ensuite envoyée au N+2.

Source: Talent soft platform

Figure III. 33: Manager N+1 Final evaluation validation

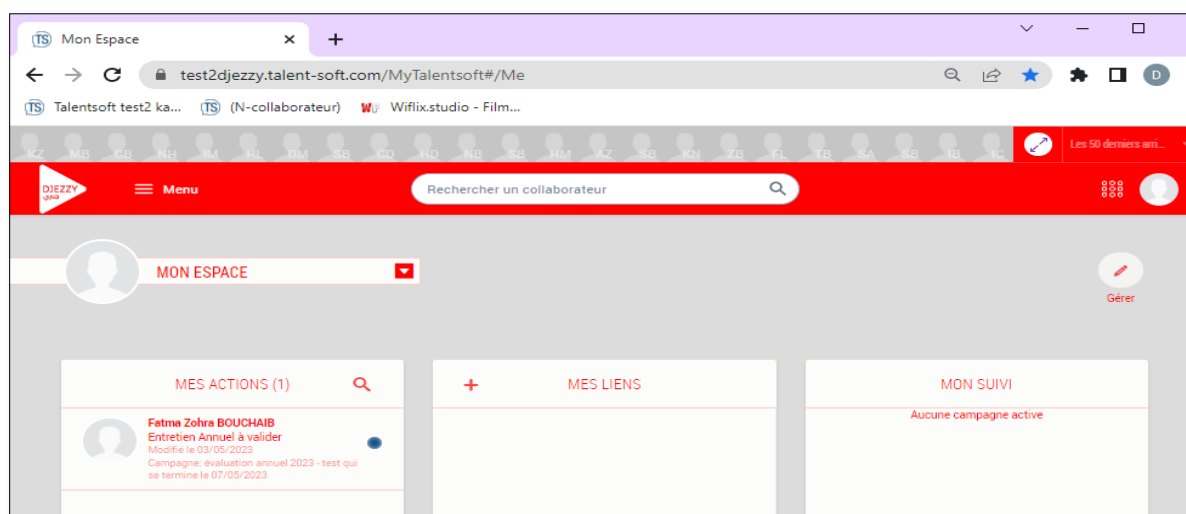


Source: Talent soft platform

C. Validation of the evaluation (evaluator N+2)

Upon the validation by the N+1 manager, the form is made available in the "my Actions" section of the N+2 manager. This allows the N+2 manager to access and review the form of their subordinate for further evaluation and feedback.

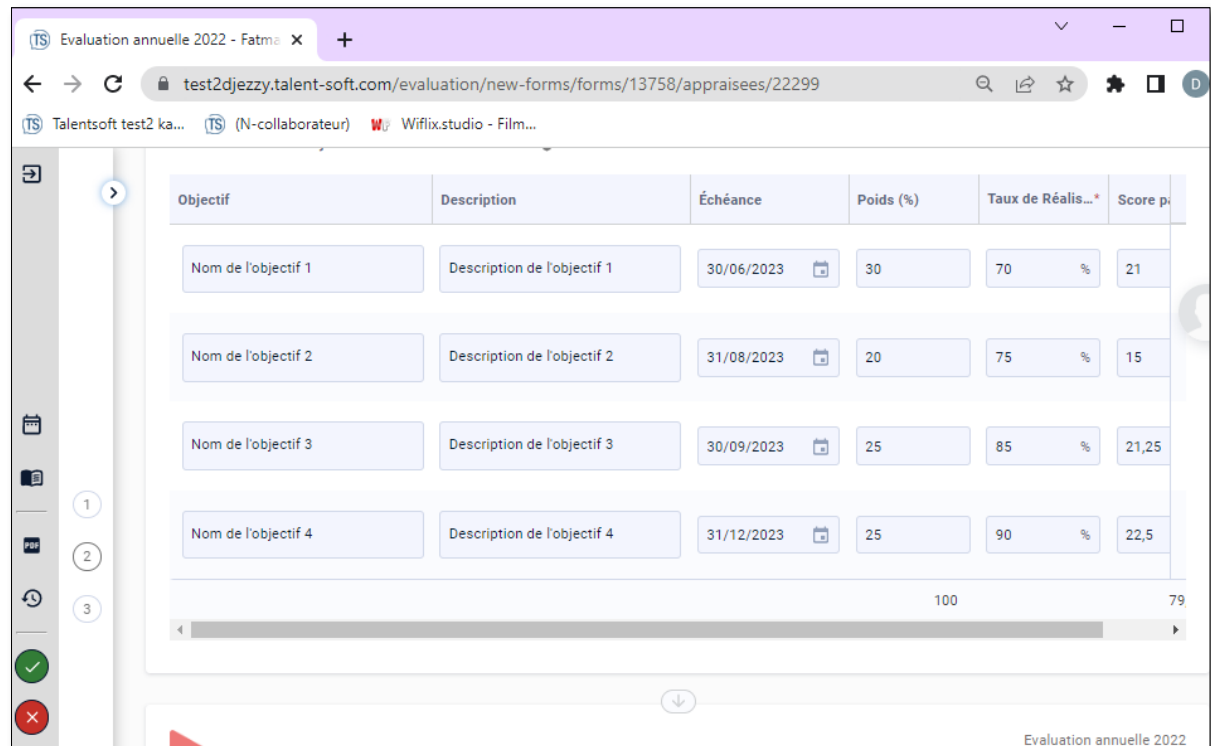
Figure III. 34: N+2 Manger interface



Source: Talent soft platform

The N+2 manager is granted the authority to either validate or reject the request after reviewing the form. They have the responsibility to make a final decision regarding the evaluation, considering the performance and objectives of the employee.

Figure III. 35: N+2 Evaluation validation interface

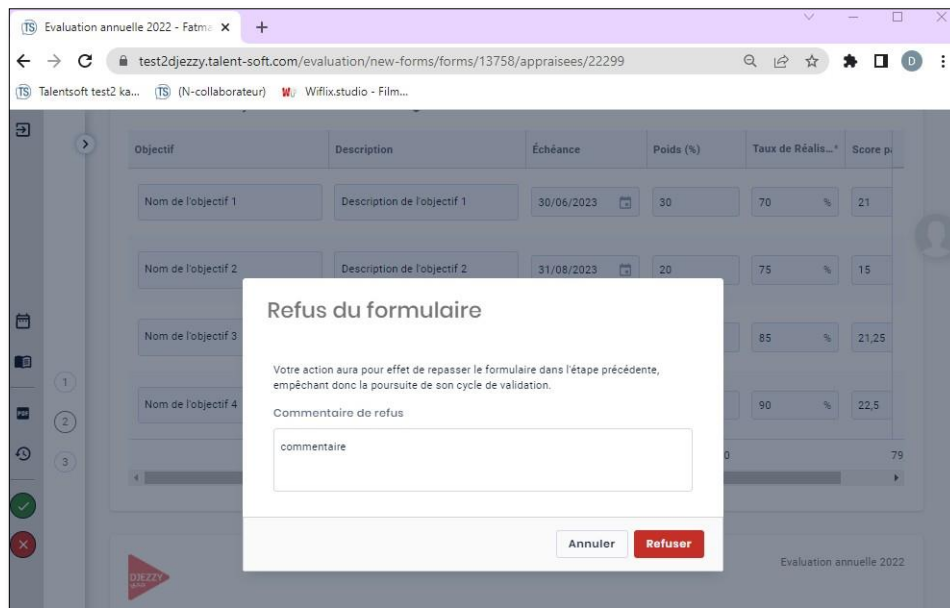


Objectif	Description	Échéance	Poids (%)	Taux de Réalis...*	Score p
Nom de l'objectif 1	Description de l'objectif 1	30/06/2023	30	70 %	21
Nom de l'objectif 2	Description de l'objectif 2	31/08/2023	20	75 %	15
Nom de l'objectif 3	Description de l'objectif 3	30/09/2023	25	85 %	21,25
Nom de l'objectif 4	Description de l'objectif 4	31/12/2023	25	90 %	22,5
			100		79

Source: Talent soft plateforme

If the N+2 manager rejects the request, they are required to provide comments in the designated comment area of the form. The form is then redirected back to the N+1 manager for modification based on the provided feedback. This iterative process allows for collaborative refinement of the evaluation, ensuring that any necessary adjustments are made before final validation.

Figure III. 36: N+2 validation/rejection of the evaluation



Source: Talent soft plateforme

III.3.3.2. Analysis and result of the annual evaluation

To access the statistics and progress of the evaluated individuals in the three types of campaigns, you can click on the "evaluated" option in the population/campaign parameter area. This will provide you with detailed information and insights regarding the performance and progress of the individuals undergoing evaluation in each campaign

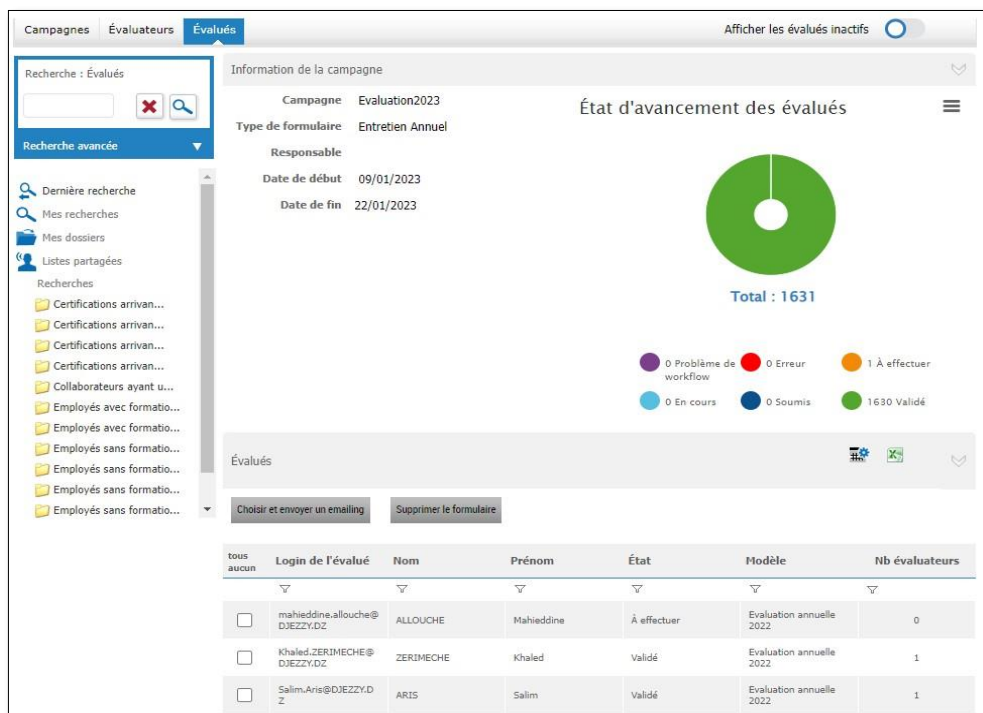
Figure III. 37: statistics and progress of appraisees



Source: Talent soft plateforme

The statistical page for the evaluated individuals comprises various elements that offer valuable insights and analysis. These elements include:

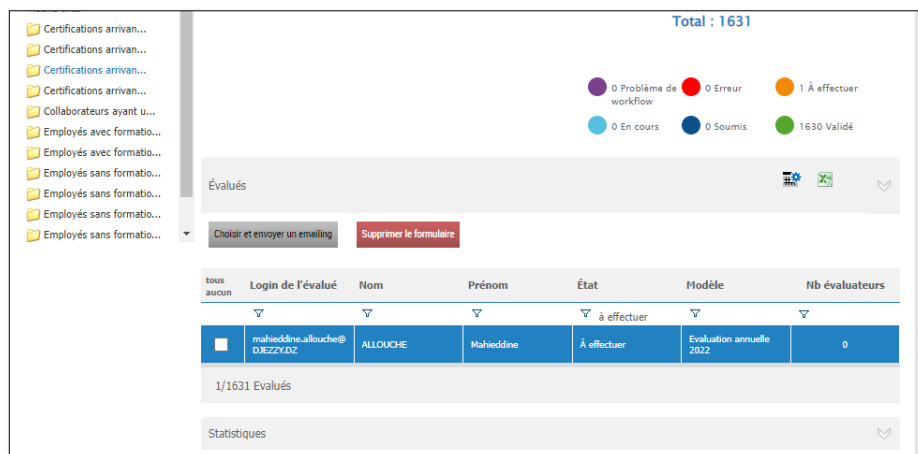
Figure III. 38: Statistical dashboard of the campaign



Source: Talent soft platform

- **Search area:** search by name or number of an employee
- A graph of the overall progress of the campaign:
 - **To be assigned:** the appraisee has not yet opened the form
 - **In progress:** the form is being processed at the assessed level / N+1
 - **Submitted:** the form has been validated by the N+1
 - **Validated:** the form has been validated by the N+2
- **List of employees (evaluated):** the list of names with the form status of each evaluated
 - The possibility of selecting with a filter a group of evaluated:
 - Send automatic reminder email
 - Delete the form to reset the companion of an appraisee or a group of appraisees
 - Export List by Excel

Figure III. 39: Appraisee selection feature



Source: Talent soft platform

III.3.3.3. Companion follow-up result: evaluator

To access the statistics and the progress of the evaluators in the 3 types of campaign, click on "evaluators" in the population / campaign parameter area

Figure III. 40: Appraisers and appraisees dashboard



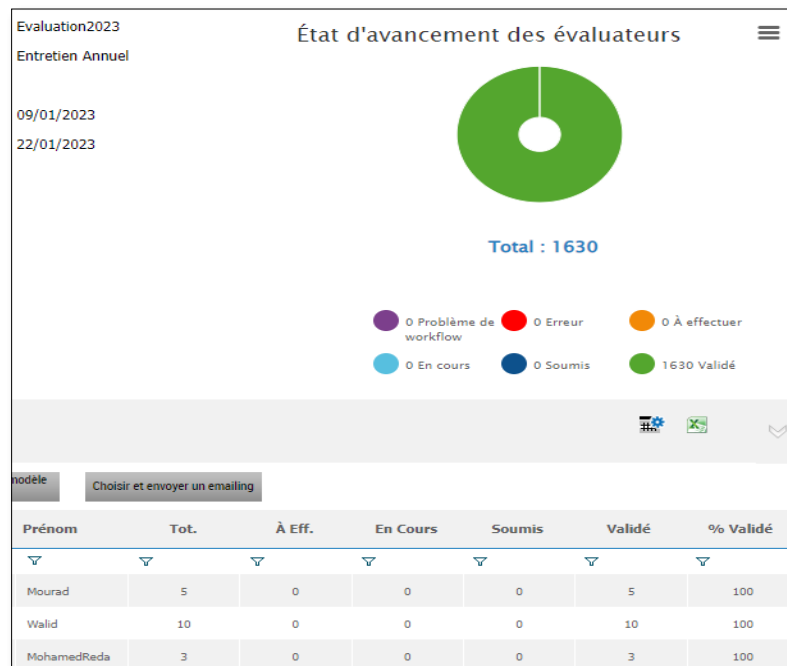
Source: Talent soft platform

The different elements of the statistical page evaluated:

- **Search area:** search by name or number of an appraiser
- A graph of the overall progress of the campaign:
 - **To be assigned:** the appraisees has not yet opened the form
 - **In progress:** the form is being processed at the assessed level / N+1

- **Submitted:** the form has been validated by the N+1
- **Validated:** the form has been validated by the N+2
- **List of assessors:** the list of evaluators and the status of the forms of the appraisees with the possibility of exporting to Excel

Figure III. 41: Appraisees progress status

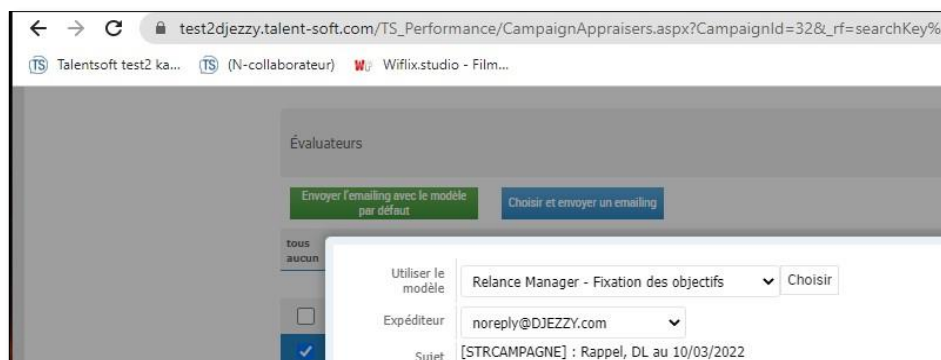


Source: Talent soft plateforme

- The possibility of selecting with a filter a group of evaluators:

Send automatic reminder email for example: to remind them to fill their forms before the deadline

Figure III. 42: Email reminder feature



Source: Talent soft plateforme

III.3.4. The forth phase: Evaluation analysis

After analyzing the results of each employee, the data is grouped according to the number per level as follows:

- To be Developed (score from 0% to 49%)
- Partly Accomplished (score of 50%- to 69%)
- Meet expectations (score of 70%-80%)
- Exceeds Expectations (81%-95% score)
- Significantly Exceeds Expectations (score of 96% and above)

After analyzing the results of each employee, the data is grouped according to the number per level as follows:

- The result of this grouping and transposed on the Bell curve which is a standard

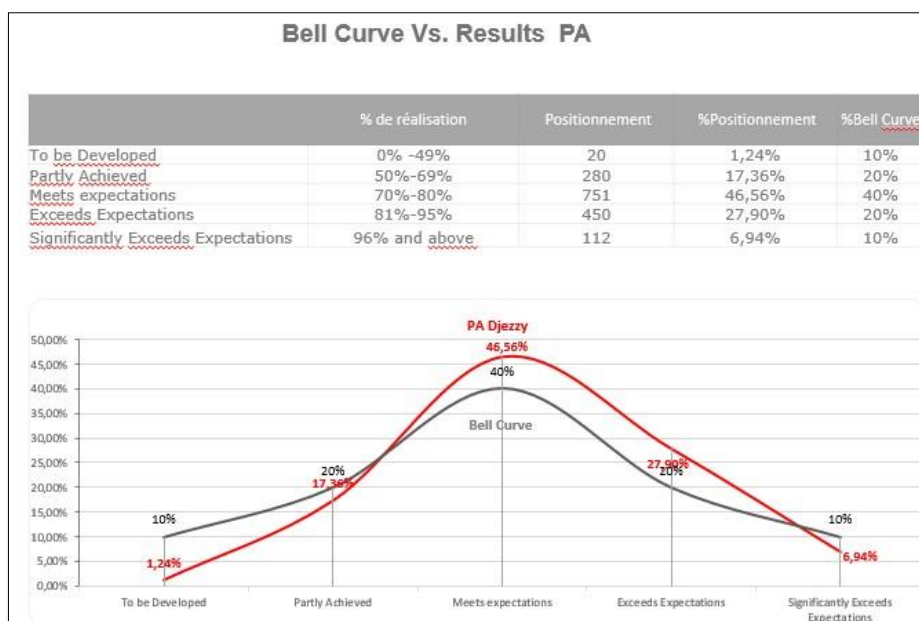
Table III. 3: Levels of analysis's evaluation

Assessemnt	%Bell Curve
To be Developed	10%
Partly Accomplished	20%
Meet expectations	40%
Exceeds Expectations	20%
Significantly Exceeds Expectations	10%

Source: Internal company's documents

The result of the annual evaluation should be as close as possible to the curve you validate the exercise

The bell curve provides a reference point for comparing and interpreting individual performance ratings in relation to the overall distribution of employee performance. It allows for differentiation between high performers, average performers, and low performers based on their relative position on the curve.

Figure III. 43: Example of evaluation result VS Bell curve

Source: Internal company's documents

III.4. Conclusion:

In conclusion, the annual employee appraisal is a critical process for organizations to assess and manage employee performance effectively. Through the use of digitized HR functions and tools, companies can enhance the appraisal process, leading to several positive outcomes.

Firstly, the digitization of the HR function allows for streamlined and efficient management of the appraisal process. Digital platforms and tools enable the configuration of appraisal campaigns, objective setting, progress tracking, and feedback collection in a centralized and automated manner. This improves the overall efficiency and accuracy of the appraisal process.

Secondly, the digitized appraisal process promotes transparency and accountability. By using digital platforms, employees can actively participate in defining their objectives, self-assessing their performance, and providing input into the evaluation process. This empowers employees and fosters a sense of ownership and engagement in their performance evaluation.

Moreover, digitized appraisals facilitate effective communication between employees and their managers. Digital tools provide a platform for ongoing feedback,

coaching, and performance discussions throughout the appraisal cycle. This enables managers to provide timely guidance and support, align employee goals with organizational objectives, and address any performance issues promptly.

Furthermore, the digitized appraisal process enables data-driven decision making. The availability of real-time data and analytics allows organizations to gain insights into employee performance trends, identify areas of improvement, and make informed decisions regarding talent development, succession planning, and rewards allocation.

Lastly, the digitization of the appraisal process positively impacts employee motivation and career progression. Clear and measurable objectives, ongoing feedback, and opportunities for development and recognition contribute to employee satisfaction and engagement. Employees are more likely to perceive the appraisal process as fair and objective, leading to increased motivation and a sense of professional growth.

In conclusion, the digitized annual employee appraisal enhances the efficiency, transparency, communication, data-driven decision making, and employee motivation within organizations. By leveraging technology and embracing digital HR functions, organizations can optimize the appraisal process and ultimately drive individual and organizational success.

CHAPTER IV: RESULTS SYNTHESIS AND DISCUSSION

IV.1. INTRODUCTION

In this chapter, we delve into the practical aspect of this thesis, where we present the qualitative analysis of our study. Our main objective is to discuss the results obtained from the interviews, enabling us to effectively address the research question at hand. By delving into the details and findings of our study, we aim to provide valuable insights and a comprehensive understanding of the topic.

IV.2. Results of the qualitative study

This part of our report will be divided into two sections. In the first section, we will share the insightful outcomes of our interview with the ERP HCM administrator. This interview provided us with valuable insights into the internal operations and perspectives of a key decision-maker.

Moving on to the second section, we will present the results of our interviews with the employees. These findings are organized according to our thematic analysis grid, which can be found in Appendix B. By structuring our interviews around specific themes, we were able to categorize and delve deeper into the subjects discussed.

In this section, we will not only provide a summary of the key themes but also share the verbatim responses and comments made by our interviewees. These direct quotes bring a human touch to our analysis, capturing the authentic voices and perspectives of the interview participants.

It's worth highlighting that the themes we used as the foundation for our interview guide have played a pivotal role in structuring and categorizing the discussions. This approach ensures that our analysis remains aligned with the core areas of interest and relevance to the ERP implementation project.

IV.2.1. Interviewed ERP HCM administrator

The interviewed is an ERP HCM administrator at DJEZZY, he's working there for 4 years now and has participated in several ERP implementation projects.

When we first addressed him the question to describe the HRIS he expressed that *“the dedicated ERP software plays a vital role in providing seamless support for the company's operations. This software encompasses various functionalities, including finance,*

human resources, and purchasing, allowing for a comprehensive approach to optimizing HR operations and streamlining day-to-day tasks.

The adoption of the ERP system at Djezzy aims to simplify HR processes by automating tasks and saving valuable time. As part of their pursuit of a more efficient and modern system, Djezzy recently introduced a cloud-based solution. This transition offers enhanced accessibility, allowing users to access the system from any location and device, unlike the previous system that required physical presence at Djezzy premises and a connection to the workstation.”

According to the interviewee, the development of the ERP system involves several key phases. Initially, the needs of the supplier or internal development team are collected to establish specifications. This phase culminates in a Kick-off meeting that brings together all stakeholders, including IT, Business, and the supplier, to ensure a comprehensive understanding of the project requirements.

The subsequent phase focuses on system design and utilizes various design patterns such as the V-model, waterfall model, or mock-up model. During this phase, a mock-up of the final product is created and presented to the client, allowing for their feedback and suggestions before proceeding with the development of the final version.

Following the design phase, the acceptance phase begins, where end users rigorously test the delivered products. This phase allows for multiple iterations and revisions to ensure that the final product meets the desired expectations and requirements of the users.

Once the product successfully passes the acceptance phase, it proceeds to the production release phase, indicating its readiness for usage. Extensive testing and validation are conducted to ensure that the product is free from significant issues. In cases where the ERP system replaces an existing solution, a migration phase is necessary to seamlessly transition from the old system to the new one.

Finally, the support after the Go live phase ensures ongoing assistance and maintenance. Users can request different levels of support (L1, L2, L3) as needed, and the supplier remains available to provide additional support and address any issues that may arise.

Like any other digitized solution, the implementation of an HRIS can encounter certain challenges. During our interview, the interviewee highlighted three main difficulties that were faced during the ERP implementation process:

- **Historical System Legacy:** The transition from the old system to the new one was complicated due to the existing historical data. It was necessary to extract and format the data from the previous system to ensure compatibility with the new system. This process was both time-consuming and critical, as there were instances where certain data was missing in the old system or irrelevant for the new system.
- **Data Processing Responsibility:** The responsibility of processing the data to be accepted by the new system rested with the developer or supplier. This added an additional layer of difficulty to the transition, as it required close collaboration and coordination between the implementation team and the developers or suppliers.
- **User Involvement:** End users also played a crucial role in the transition process by providing the necessary data to feed into the new system. Their active participation and cooperation were essential for a successful implementation.

These difficulties highlight the complexities involved in migrating from an old system to a new HRIS. However, by acknowledging these challenges and working collaboratively, the organization and implementation team were able to overcome them and successfully implement the ERP system.

According to our interviewee, DJEZZY ensures data confidentiality through comprehensive IT security measures, including application security. Users access the system through secure login with usernames and passwords. Employees have varying levels of access and privileges based on their roles.

Data communication between systems is encrypted, and the security team is involved in implementing new systems. HR data requires employee consent, and despite being on the cloud, the solution remains secure. Authentication is managed through the company's Active Directory, with strong password requirements. Multiple layers of security are implemented, including at the database level. Performance indicators focus on stability and 24/7 operational continuity.

At DJEZZY, users' express satisfaction with the current system, considering it modern. Looking ahead, the company aims to prioritize the use of the mobile application over the website due to its enhanced user experience and ease of use.

IV.2.2. Interviewed Employees

IV.2.2.1. User Experience and Perception of the Digital Platform

The first question addresses the user experience with the digital platform. At our request, interviewees told us about a quite similar experience where they agreed that the use of the digital platform for the annual employee appraisal is extremely beneficial. It provides a smoother experience, facilitates data collection, and enables deeper analysis of results. While I2 stated that he encountered some minor difficulties when using the platform initially, but they were quickly resolved thanks to the technical support and training provided.

In what concerns the perception of the digital platform compared to the paper-based evaluation, interviewees agreed that the digitized platform is way better than the paper-based process. As I3 affirms *“I find the digital assessment process to be more efficient than the paper assessment. The digital platform allows automatic data entry and compilation, reduce transcription errors and facilitates the analysis of results. In addition, it offers better traceability and easy access to past evaluations”*. In the same context I6 added *“The great thing is that I can still access and download the papers in PDF format. This means I have the flexibility to make modifications and contribute in my own way. That's an important aspect for me”*.

IV.2.2.2. Feedback and Performance Improvement

I5 explained that *“as an employee, I always get feedback on my performance from my manager we usually do an evaluation interview (one-to-one). it is surely a privileged moment so that your N+1 can give you feedback on your performance and areas of improvement. this process usually takes place in the middle review campaign”*. I2 demonstrated *“Yes, I received feedback on my performance from my manager. We had dedicated interviews to discuss my results, my strengths, and areas for improvement. My manager used concrete examples to support his feedback, which was very helpful for my understanding.*

As for the quality of feedback received, Interviewees agreed that the feedback received is highly constructive, specific and detailed, and goal-oriented which means that the feedback is always aligned with employees' goals and objectives; as I3 detailed *“The feedback I received from my manager is of high quality and extremely relevant. His constructive and precise feedback allowed me to better understand my strengths and areas*

for improvement. I find his approach open and respectful, which strengthens our professional relationship.”

When we asked the interviewees if they have taken any measurements to improve their performance based on the feedback received, they all mentioned that the quality of feedback received from their managers facilitates the process of knowing which areas of improvement to focus on as I5 illustrates *“As an HRBP, one crucial aspect I consider is proximity – the ability to connect closely with employees and genuinely listen to their concerns. Being in constant touch with both the workforce and top management, I focus on everything that impacts the business. Today, I would like to emphasize the importance of improving proximity. To achieve this, I have been actively engaging in more meetings, spending more time on the ground, and fostering stronger connections with different business units. By doing so, I aim to create a more hands-on and empathetic approach toward understanding and addressing the needs of our employees and the overall business”*.

In the same context I4 explained *“Of course! What I do is I actively take note of areas where I can improve, and I make a conscious effort to enhance my skills and performance to the best of my abilities. Over time, I also seek my manager's opinion to gain valuable insights. I ask for their perspective on my work—whether it meets expectations, where I can make further improvements, or how I can better align with my objectives. By doing so, I strive to continually grow and develop both in my strengths and areas that need refinement.”*

For more illustration, I3 added *“Yes, I have taken steps to improve my performance based on the feedback received, I identified the areas to strengthen and I drew up a personal development plan. I participated in relevant training and looked for opportunities to apply the newly acquired skills in my daily work”*.

What we should shed light on is that feedbacks are not only meant for professional growth they might be life advice as I6 said *“During my first year, I did receive some insightful comments that were more like valuable life advice rather than purely professional feedback. However, I realized the importance of staying focused on my objectives and not waiting until the year's end to address any challenges. Instead, I learned to proactively seek out the necessary tools and support along the way. It's all about acknowledging that I may not have achieved all my goals yet but having the courage to ask for assistance and guidance when needed*

IV.2.2.3. Impact on Self-assessment, Career Progression, communication, and Motivation

In this section, we sought insights from our interviewees regarding the advantages and benefits offered by the digitized platform for annual employee appraisals. Our goal in asking this question was to understand how the digitized employee appraisal process contributes to employee self-assessment, career advancement, communication, and motivation.

Regarding self-assessment, our interviewees appreciate that the platform enables them to engage in self-assessment during the "goal-setting" phase at the start of the campaign. During this phase, every employee is encouraged to establish five SMART objectives to be accomplished throughout the year. I2 explains *“ Yes, the digitization of the annual employee evaluation allows the employee to self-evaluate. The digital platform often offers a section dedicated to self-assessment, where the employee can assess their own performance, identify their strengths and areas for improvement, and set goals for the coming year.”* Conversely, I5 stated that *“I don't see a clear connection between digitization and self-assessment. Even if the evaluation process hasn't been digitized, I can still engage in self-assessment. The digitization aspect isn't a necessity, as I mentioned earlier. What makes things easier is that with the current digital format, my self-assessment can be seen by my immediate superior (N+1), unlike a physical paper copy that I might not necessarily send to them. With the digitized system, it happens automatically: I complete my self- assessment, validate it, and it goes directly to my N+1. This allows us to have a conversation about what I wrote and also receive their input on my performance. So, indeed, it has been helpful in fostering a closer relationship with my N+1 and determining how we can progress together.”* I5 interviewee expressed a strong belief that self-assessment can be conducted successfully even without relying on a digital tool.

According to them, the crucial factor lies not in the method itself, but rather in the final results and insights gained from the self-assessment process. However, the I5 interviewee did acknowledge the potential benefits that a digital tool offers, such as enhanced accessibility and streamlined automation of the process.

In what concerns career progression I2 expressed *“In my opinion, the digitization of the annual employee evaluation allows better progress in one's career. The digital platform offers better visibility of the objectives, results, and skills required to evolve. It also*

facilitates the identification of development opportunities and career planning thanks to quick access to key information.” In the same context, I3 added, *“as a career and development manager I can say that Yes, the HRIS has allowed us to identify trends in assessment results”*.

For example, through data collected by the HRIS, we observed a trend where employees who regularly participated in specific training programs obtained better performance evaluations compared to those who did not. This allowed us to identify the importance of continuous training for the development of *employee skills*.

For the determination of training needs I4 detailed “Digitization tools enable more accurate data collection and analysis, which can help identify individual employee skills and gaps, as well as corresponding training needs. By using digital assessment platforms, we can also collect feedback from employees and supervisors more efficiently, which can help customize training plans. However, it is important to remember that digitalization should not be seen as a magic bullet, as it is always necessary to take into account other factors such as technical skills and business needs.” I2 Added *“The digitization of the annual employee evaluation effectively makes it possible to precisely determine training needs. By using a digital platform, it is possible to collect objective data on the skills and gaps of employees.”* In the same context, I3 added *“As a Career Development manager at DJEZZY, I believe that digitizing the annual employee evaluation can indeed contribute to accurately identifying training needs. Digital platforms enable comprehensive data collection, analysis, and performance tracking. By utilizing advanced analytics, we can identify patterns, skill gaps, and areas for improvement more efficiently. This data-driven approach enhances objectivity and provides insights to design targeted training programs that address specific employee needs, fostering professional growth and development.”*

For communication all interviewees agreed that the platform facilitates the process of communication in their opinion, the digitization of the annual employee evaluation can indeed lead to better communication. Digital platforms provide a centralized and accessible space for employees and managers to exchange feedback and information. Real-time communication features allow for immediate and continuous dialogue, eliminating the constraints of physical proximity.

Additionally, digital evaluations often offer structured templates and rating systems, ensuring clarity and consistency in communication. These digital tools facilitate more

efficient and effective communication, enhancing understanding, transparency, and collaboration between employees and managers.

I1 illustrated *“Digitizing the annual employee evaluation facilitates better communication. Through a centralized digital platform, employees and managers can access evaluation results, feedback, and development plans anytime, fostering transparency. Automated reminders and notifications ensure timely communication. Additionally, collaborative features allow for real-time discussions, clarifications, and goal alignment. Overall, digitization enhances communication efficiency, engagement, and alignment between stakeholders.”*

I2 added *“The digitization of the annual employee evaluation improves communication by providing a structured framework for ongoing dialogue. Digital platforms enable continuous feedback exchange between employees and managers, promoting open and transparent communication. Real-time access to evaluation data facilitate meaningful discussions on strengths, areas for improvement, and career aspirations. This fosters a supportive environment for growth, learning, and professional development”*.

For the training responsible I4 stated that *“Digitizing the annual employee evaluation greatly enhances communication. It enables seamless integration of evaluation results with training needs analysis. With accurate data on employees' competencies and performance, personalized training plans can be designed and communicated effectively. Through digital channels, employees receive clear guidance on recommended training programs, resources, and development opportunities, fostering a culture of continuous learning and skill enhancement.”*

I5 mentioned that *“The digitization of the annual employee evaluation significantly improves communication. Through digital platforms, HRBPs can easily access evaluation data, enabling informed conversations with managers and employees. This promotes effective communication regarding performance, career aspirations, and development needs. With timely access to evaluation outcomes, HRBPs can provide personalized guidance, coaching, and support, strengthening the employee-manager-HRBP relationship and driving impactful talent management strategies.”*

The last question addressed in the interview aimed to highlight the role of digitized platforms in enhancing employee motivation. In this regard, the interviewees statements are as follows:

I6 stated *“I strongly believe that digitizing the annual employee evaluation can significantly enhance motivation. By incorporating interactive elements, gamification, and user-friendly interfaces, digital platforms make the evaluation process more engaging and enjoyable for employees. This fosters a sense of active participation and ownership, boosting motivation to actively seek feedback, improve performance, and strive for personal and professional growth.”*

I3, reported *“I have observed that digitizing the annual employee evaluation has a positive impact on motivation. With online platforms, employees can conveniently access their evaluation results, track progress, and set goals. The transparency and accessibility of information empower individuals to take ownership of their development, leading to increased motivation and a proactive approach towards acquiring new skills and improving performance.”*

I4, mentioned *“I have witnessed the motivational benefits of digitizing the annual employee evaluation. Digital platforms allow for timely and personalized feedback, creating a sense of individual recognition and appreciation. This recognition, coupled with the ability to track progress and receive targeted training recommendations, inspires employees to continuously improve and develop their skills, leading to enhanced motivation and a drive for self-improvement.”*

I5, agreed *“I have found that digitizing the annual employee evaluation positively impacts motivation. Digital platforms facilitate ongoing communication and feedback exchanges between employees and managers. This real-time feedback loop enables immediate recognition, guidance, and support, fostering a sense of purpose and engagement. The transparency and collaborative nature of digital evaluations enhance motivation by creating a culture of continuous improvement and growth.”*

IV.3. Synthesis and discussion of the research results.

After a comprehensive analysis of the responses provided in the conducted interviews, we have arrived at the following conclusive findings:

The insights from the interviewees highlight the positive impact of digitizing the annual employee evaluation on feedback, performance improvement, self-assessment, career progression, communication, and motivation. The feedback received through digital platforms is described as constructive, specific, and goal-oriented, providing employees with

valuable insights for growth. The digitized process enables employees to actively engage in self-assessment, set goals, and plan their career advancement more effectively. It also facilitates accurate data collection for identifying training needs, leading to personalized training plans and continuous learning. Furthermore, digital platforms enhance communication by providing a centralized space for feedback exchange and real-time dialogue, fostering transparency and collaboration. Overall, the digitization of employee evaluations contributes to increased motivation, engagement, and a culture of continuous improvement within organizations.

Hence, the evident positive effects brought about by digitizing the HR function in the context of the annual employee appraisal reinforce the validity of the three underlying questions explored in this study:

- ✓ .How does the HRIS (Human Resources Information System) contribute to the overall digitization of the HR function?
- ✓ In what specific ways does the HRIS influence the digitization of the annual employee performance appraisal process?
- ✓ What are the implications of digitizing employee appraisal for employee performance, motivation, and career development?

By examining these questions, we aimed to gain a comprehensive understanding of the impact and significance of implementing digital solutions in the HR domain, particularly in the context of employee performance evaluations.

The insights provided by our interviewees offer valuable perspectives on the subject. They demonstrate that the adoption of HRIS has not only facilitated the digitization of various HR processes but has also significantly improved the efficiency and effectiveness of the annual employee appraisal process.

Furthermore, our findings highlight the multifaceted benefits of digitizing employee appraisals. From enhancing feedback quality and specificity to enabling self-assessment and career planning, the digitized platforms have proven instrumental in driving individual growth and development. They have also fostered improved communication between employees and managers, leading to better collaboration and goal alignment.

Importantly, the digitized employee appraisal process has had a positive impact on employee motivation. By incorporating interactive elements and user-friendly interfaces,

digital platforms have made the evaluation experience more engaging and enjoyable. This has resulted in increased employee ownership of their professional development, promoting a proactive approach to skill enhancement and performance improvement.

Our findings align with existing studies of **(Natalia & Viktoria , 2022)**, **(Singh & Panesar, 2023)** , **(Jayasrini & Amarasinghe, 2023)** and **(Johan & Joko, 2023)** which have also highlighted the advantages of implementing digital solutions in HR processes. The adoption of HRIS has not only facilitated the digitization of HR processes but also significantly enhanced the efficiency and effectiveness of employee appraisals. The multifaceted benefits of digitized employee appraisals, such as improved feedback specificity, enhanced self-assessment, and career planning, and better communication between employees and managers, contribute to individual growth, collaboration, and goal alignment within organizations.

In summary, the positive outcomes observed from the digitization of the HR function, particularly in the context of the annual employee appraisal, strongly support the significance of leveraging HRIS solutions. These digital tools not only streamline processes but also contribute to overall organizational effectiveness by fostering continuous improvement, enhancing communication, and empowering employees to take charge of their own growth and career advancement.

IV.4. Recommendations

Consider developing a mobile application or ensuring that the HRIS is accessible via mobile devices. In today's digital age, mobile access provides convenience and flexibility for employees and managers who may need to perform HR-related tasks on the go. Mobile accessibility empowers employees to access important information, submit requests, and engage with HR processes anytime, anywhere.

CONCLUSION

CONCLUSION

In this conclusion, we bring our study to a close. We'll recap the essential research findings, aligning them with our research goals and questions. Furthermore, we'll reflect on the significance and impact of our contributions while acknowledging the limitations. Lastly, we'll suggest exciting avenues for future research.

The objective of our study is to comprehensively discern the role played by the HR information system in the development of the annual employee appraisal and throughout our research, we were able to perform such examination by following a qualitative research method, on data collected from IT and HR employees at the host company. We particularly examined the potentially impacted performance, Self-assessment, Career Progression, communication, and Motivation.

The results of our study reveal a compelling revelation: the implementation of a digitized employee appraisal system undeniably brings about positive effects across various aspects. Notably, it significantly enhances the overall performance of employees, fosters effective communication, propels career progression, and fuels motivation.

These findings align harmoniously with the conclusions drawn from previous research on the subject matter. Our study further reinforces and substantiates the existing body of knowledge, lending credibility to the notion that digitized employee appraisals are indeed beneficial

Throughout our research, we found ourselves to be mainly limited by the intern policy of the host company, which prevented collecting data via questionnaires

In essence, we wrap up our study with a deeper understanding of the significance of the HR information system in the employee appraisal process. We believe our research contributes valuable insights to the field and opens up exciting possibilities for future explorations.

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APPENDICES

APPENDIX A – ERP HCM MANAGER INTERVIEW GUIDE

❖ Interview with the ERP HCM manager

INTRODUCTION

Hello Mr. X, I'm Nesrine Djellouah a student in M2 Management of organizations at ENSM and currently a human resources intern at DJEZZY. Thank you for agreeing to participate in this interview for our study. Before we begin, I assure you that our interview will remain confidential and anonymous. I value your spontaneous answers, and I'd like to record our conversation for accurate information gathering. Are you comfortable with that? Any questions before we proceed?

1 Implementation and Objectives of the HRIS at DJEZZY:

- Could you tell us about your role in the company and your responsibilities?
- Could you briefly describe the HR information system (HRIS) that you have set up at DJEZZY?
- What were the reasons that motivated DJEZZY to set up an HR information system (HRIS)?
- What were the main objectives pursued by the implementation of the HRIS at DJEZZY?

2 Benefits and Effectiveness of the HRIS at DJEZZY:

- Could you give us concrete examples of the benefits provided by the HRIS at DJEZZY?
- How has the HRIS contributed to improving human resources management at DJEZZY? What were the main changes observed?
- How do you measure the effectiveness of the HRIS? What are the main performance indicators you use?

3 Data Security and Cost Optimization

- How does DJEZZY ensure the confidentiality of data stored in the HRIS?
- How do you see the future of HRIS at DJEZZY? What are the future developments planned?
- How did the HRIS make it possible to optimize the costs linked to the management of human resources at DJEZZY?

**APPENDIX B – HR EMPLOYEE
INTERVIEW GUIDE**

❖ HR Manager/ responsible interview guide

INTRODUCTION

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1. User Experience and Perception of the Digital Platform

- Could you tell us your t about your role and responsibilities in the company
- Could you give us your opinion on the use of the digital platform for the annual employee evaluation? Did you encounter any difficulties while using the platform?
- Could you tell us how you found the digital assessment process compared to the paper assessment?

2. Feedback and Performance Improvement

- Did you receive feedback on your performance from your manager? If yes, how?
- Can you give us your opinion on the quality and relevance of the feedback you received from your manager?
- Have you taken steps to improve your performance based on the feedback received? If so, can you tell us more about these measures?
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3. Feedback and Performance Improvement

- Can you tell us to what extent you have seen an improvement in your performance since the digitalization of the annual employee evaluation?
- In your opinion, does the digitization of the annual employee evaluation allow the employee to self-evaluate? If yes, how?
- In your opinion, does the digitization of the annual employee evaluation allow better progress in one's career? If yes, how?
- In your opinion, does the digitization of the annual employee evaluation make it possible to accurately determine training needs? If yes, how ?

- In your opinion, does the digitization of the annual employee evaluation lead to better motivation? If yes, how?

APPENDIX C – ANALYSIS GRID

A. Analysis Grid: “ERP HCM administrator”

Themes	I1 verbatims
<p>Theme 1: Implementation and Objectives of the HRIS at DJEZZY</p>	<ul style="list-style-type: none"> • “The dedicated ERP software plays a vital role in providing seamless support for the company's operations. This software encompasses various functionalities, including finance, human resources, and purchasing, allowing for a comprehensive approach to optimizing HR operations and streamlining day-to-day tasks”
<p>Theme 02: Benefits and Effectiveness of the HRIS at DJEZZY</p>	<ul style="list-style-type: none"> • “During the ERP system development, key phases include collecting supplier or internal team needs, conducting a Kick-off meeting for comprehensive understanding, system design with client feedback, rigorous user testing in the acceptance phase, production release after extensive testing, seamless migration if replacing an existing system, and ongoing support after the Go live phase. This ensures a well-designed and tested final product, meeting user expectations and providing continuous assistance and maintenance.”
<p>Theme 03: Data Security and Cost Optimization</p>	<ul style="list-style-type: none"> • “Data communication between systems is encrypted, and the security team is involved in implementing new systems. HR data requires employee consent, and despite being on the cloud, the solution remains secure. Authentication is managed through

	<p>the company's Active Directory, with strong password requirements. Multiple layers of security are implemented, including at the database level. Performance indicators focus on stability and 24/7 operational continuity”</p>
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Theme	I2 verbatimims	I3 verbatimims	I4 verbatimims	I5 verbatimims	I6 verbatimims
<p>Theme 1: User Experience and Perception of the Digital Platform</p>	<p>“ I encountered some minor difficulties when using the platform initially, but they were quickly resolved thanks to the technical support and training provided”.</p>	<p>I find the digital assessment process to be more efficient than the paper assessment. The digital platform allows automatic data entry and compilation , reduce transcription errors and facilitates the analysis of results. In addition, it offers better traceability and easy access to past evaluations ”. In the same context I6 added “The great thing is that I can still access</p>			<p>‘The great thing is that I can still access and download the papers in PDF format. This means I have the flexibility to make modifications and contribute in my own way. That's an important aspect for me”.</p>

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Theme 2: Feedback and Performance Improvement	“Yes, I received feedback on my performance from my manager. We had dedicated interviews to discuss my results, my strengths, and areas for improvement. My manager used concrete examples to support his feedback, which was very helpful for my understanding.	“The feedback I received from my manager is of high quality and extremely relevant. His constructive and precise feedback allowed me to better understand my strengths and areas for improvement. I find his approach open and respectful, which strengthens our professional	Of course! What I do is I actively take note of areas where I can improve, and I make a conscious effort to enhance my skills and performance to the best of my abilities. Over time, I also seek my manager's opinion to gain valuable insights. I ask for their perspective on my work—whether it meets expectations, where I can make further improvemen	“As an employee, I always get feedback on my performance from my manager we usually do an evaluation interview (one-to-one). it is surely a privileged moment so that your N+1 can give you feedback on your performance and areas of improvement. this process usually takes place in the middle	“During my first year, I did receive some insightful comments that were more like valuable life advice rather than purely professional feedback. However, I realized the importance of staying focused on my objectives and not waiting until the year's end to address any challenges. Instead, I learned to proactively seek out the necessary tools and

		relationship .”	ts, or how I can better align with my objectives. By doing so, I strive to continually grow and develop both in my strengths and areas that need refinement."	review campaign	support along the way. It's all about acknowledging that I may not have achieved all my goals yet but having the courage to ask for assistance and guidance when needed
Theme 03: Impact on Self-assessment, Career Progression, communication, and Motivation	“Yes, the digitization of the annual employee evaluation allows the employee to self-evaluate. The digital platform often offers a section dedicated to self-assessment, where the employee can assess their own performance , identify	“Yes, the HRIS has allowed us to identify trends in assessment results. For example, through data collected by the HRIS, we observed a trend where employees who regularly participated in specific training programs	“Digitization tools enable more accurate data collection and analysis, which can help identify individual employee skills and gaps, as well as corresponding training needs. By using digital assessment platforms, we can also collect feedback	“I don't see a clear connection between digitization and self-assessment. Even if the evaluation process hasn't been digitized, I can still engage in self-assessment. The digitization aspect isn't a necessity, as I mentioned earlier.	“I strongly believe that digitizing the annual employee evaluation can significantly enhance motivation. By incorporating interactive elements, gamification, and user-friendly interfaces, digital platforms make the evaluation process more

	<p>their strengths and areas for improvement, and set goals for the coming year</p>	<p>obtained better performance evaluations compared to those who did not. This allowed us to identify the importance of continuous training for the development of employee skills</p>	<p>from employees and supervisors more efficiently, which can help customize training plans. However, it is important to remember that digitalization should not be seen as a magic bullet, as it is always necessary to take into account other factors such as technical skills and business needs.”</p>	<p>What makes things easier is that with the current digital format, my self-assessment can be seen by my immediate superior (N+1), unlike a physical paper copy that I might not necessarily send to them. With the digitized system, it happens automatically: I complete my self-assessment, validate it, and it goes directly to</p>	<p>engaging and enjoyable for employees. This fosters a sense of active participation and ownership, boosting motivation to actively seek feedback, improve performance, and strive for personal and professional growth.”</p>
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				<p>my N+1. This allows us to have a conversation about what I wrote and also receive their input on my performance. So, indeed, it has been helpful in fostering a closer relationship with my N+1 and determining how we can progress together.”</p>	
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**ANNEX D - CODES AND THEMES
IDENTIFIED IN THE THEMATIC
ANALYSIS**

Theme	Codes
Implementation	Organization' Growth HR digitization Employee performance
Sacrifices	High-cost investment Leaving comfort zone, Time
Risks	Choice of ERP implementor Losing data Time overrun
Benefits	Data management and decision making Training Supplier's expertise Professional advice Programs and workshops Easy access and treatment of data Time saving Less errors Business analysis Guidance and assistance Transparency and responsibility Fluidity of work. Better communication Fewer organizational errors Teamwork improvement

	<p>Data flow</p> <p>Information economy</p> <p>Productivity</p> <p>Data management</p>
Barriers	<p>Resistance to change</p> <p>Historical system legacy</p> <p>Data processing responsibility</p> <p>User involvement</p>
Data security	<p>Secure,</p> <p>Protected</p> <p>Encrypted</p> <p>Confidential</p>
User experience	<p>Satisfied</p>
Feedback	<p>Constructive,</p> <p>valuable</p> <p>supportive</p> <p>helpful</p> <p>responsive</p>
Performance	<p>Training and development programs</p> <p>Self-assessment</p> <p>Employee self-reflection</p> <p>Career progression</p>