

Ministry of Higher Education and Scientific Research

National Higher School of Management

University Pole of Kolea



THESIS

**Submitted in partial fulfilment of the Requirements for the Award of Master's Degree in
« Human Resources Management »**

**Analysis of the Effectiveness of the Recruitment Process Using Key
Performance Indicators (KPIs): A Case Study at SPA SPS Caprice**

Developed by :

Henia Zineb SASSI

Supervised by:

Dr. Lilia LAOUES

Academic Year: 2025 / 2026

ABSTRACT:

This study examines the use of Key Performance Indicators (KPIs) to evaluate and improve recruitment effectiveness at SPS Caprice, an Algerian industrial company. Recruitment is a critical function of human resource management that significantly influences organizational performance, workforce stability, and cost efficiency. However, many organizations face difficulties in measuring recruitment effectiveness in an objective and systematic manner.

To address this issue, a qualitative research approach was adopted. Data were collected through semi-structured interviews, direct observation, and the analysis of internal documents. The collected data were analyzed using NVivo 10 software.

The findings reveal that SPS Caprice uses several KPIs to assess recruitment effectiveness, including Time to Fill, Cost per Hire, Source of Hire, Quality of Hire, Turnover Rate, Applications per Opening, Job Matching Rate, and Retention Rate. Among these indicators, the Retention Rate emerged as the most significant measure of long-term recruitment effectiveness. The study also identified several challenges affecting the evaluation process, including fragmented data, limited digitalization, and the absence of candidate experience metrics.

Overall, the findings confirm that KPIs are valuable tools for evaluating recruitment effectiveness, identifying weaknesses in the recruitment process, and supporting evidence-based decision-making for continuous improvement. Based on these findings, several recommendations are proposed to strengthen the monitoring and evaluation of recruitment performance.

Keywords: Key Performance Indicators (KPIs), Recruitment Process, Recruitment Effectiveness, Human Resource Management, Decision-Making.

Résumé:

Cette étude examine l'utilisation des indicateurs clés de performance (KPI) pour évaluer et améliorer l'efficacité du processus de recrutement au sein de SPS Caprice, une entreprise industrielle algérienne. Le recrutement constitue une fonction stratégique de la gestion des ressources humaines, car il influence directement la performance organisationnelle, la stabilité de la main-d'œuvre ainsi que l'optimisation des coûts. Cependant, l'évaluation de l'efficacité du recrutement demeure un défi majeur pour de nombreuses organisations.

Afin de répondre à cette problématique, une approche qualitative a été adoptée. Les données ont été recueillies au moyen d'entretiens semi-directifs, de l'observation directe et de l'analyse de documents internes de l'entreprise. L'ensemble des données collectées a ensuite été analysé à l'aide du logiciel NVivo 10.

Les résultats ont révélé que SPS Caprice utilise plusieurs indicateurs clés de performance pour mesurer l'efficacité de son processus de recrutement, notamment le délai de recrutement, le coût par embauche, la source de recrutement, la qualité de l'embauche, le taux de rotation du personnel, le nombre de candidatures par offre d'emploi, le taux d'adéquation profil-poste et le taux de rétention. Parmi ces indicateurs, le taux de rétention a été identifié comme un indicateur essentiel permettant d'évaluer la réussite du recrutement à long terme.

L'étude a également mis en évidence plusieurs défis susceptibles de limiter l'efficacité du système d'évaluation du recrutement, notamment la fragmentation des données, un niveau de digitalisation insuffisant ainsi que l'absence d'indicateurs relatifs à l'expérience des candidats.

Dans l'ensemble, les résultats ont démontré que les KPI jouent un rôle déterminant dans l'identification des insuffisances du processus de recrutement et dans le soutien à une prise de décision fondée sur des données fiables, contribuant ainsi à l'amélioration continue des pratiques de recrutement. À la lumière de ces résultats, plusieurs recommandations ont été formulées afin de renforcer le suivi, l'évaluation et l'amélioration de la performance du processus de recrutement au sein de l'entreprise.

Mots-clés : Indicateurs clés de performance (KPI), processus de recrutement, efficacité du recrutement, gestion des ressources humaines, prise de décision

ملخص:

تتناول هذه الدراسة استخدام مؤشرات الأداء الرئيسية (KPI) لتقييم وتحسين فعالية عملية التوظيف في مؤسسة SPS Caprice، وهي شركة صناعية جزائرية. ويُعدّ التوظيف وظيفة استراتيجية ضمن إدارة الموارد البشرية، لما له من تأثير مباشر على الأداء التنظيمي، واستقرار القوى العاملة، وتحسين التكاليف. ومع ذلك، لا يزال تقييم فعالية التوظيف يمثل تحديًا رئيسيًا للعديد من المنظمات.

ولمعالجة هذه الإشكالية، تم اعتماد منهج نوعي. وقد جُمعت البيانات من خلال مقابلات شبه موجهة، والملاحظة المباشرة، وتحليل الوثائق الداخلية للمؤسسة. ثم تم تحليل البيانات المجمعة باستخدام برنامج NVivo 10.

أظهرت النتائج أن مؤسسة SPS Caprice تستخدم عدة مؤشرات أداء رئيسية لقياس فعالية عملية التوظيف، من بينها مدة شغل المنصب الوظيفي، وتكلفة التوظيف، ومصدر التوظيف، وجودة التوظيف، ومعدل دوران الموظفين، وعدد المترشحين لكل عرض عمل، ومعدل التوافق بين المؤهلات ومتطلبات المنصب، ومعدل الاحتفاظ بالموظفين. ومن بين هذه المؤشرات، تم تحديد معدل الاحتفاظ بالموظفين باعتباره مؤشرًا أساسيًا لتقييم نجاح التوظيف على المدى الطويل.

كما أبرزت الدراسة عدة تحديات قد تحد من فعالية نظام تقييم التوظيف، من بينها تجزؤ البيانات، وعدم كفاية الرقمنة، وغياب مؤشرات تقيس تجربة المترشحين.

وبصفة عامة، أظهرت النتائج أن مؤشرات الأداء الرئيسية تؤدي دورًا مهمًا في تحديد أوجه القصور في عملية التوظيف، ودعم اتخاذ القرارات المبنية على بيانات موثوقة، مما يساهم في التحسين المستمر لممارسات التوظيف. وفي ضوء هذه النتائج، تم تقديم مجموعة من التوصيات بهدف تعزيز متابعة وتقييم وتحسين أداء عملية التوظيف داخل المؤسسة.

الكلمات المفتاحية: مؤشرات الأداء الرئيسية، عملية التوظيف، فعالية التوظيف، إدارة الموارد البشرية، اتخاذ القرار.

Acknowledgement

First and foremost, I would like to thank Almighty Allah for granting me the strength, patience, and perseverance to complete this work.

I would like to express my sincere gratitude to my supervisor, Dr. Lilia LAOUES, for her valuable guidance, insightful advice, and continuous support throughout this research.

I would also like to extend my sincere thanks to Mr. HADJI Mohammed Seif El Islam and all members of the Human Resources Department at SPS Caprice for their cooperation and assistance during my internship and data collection process.

My deepest appreciation goes to my beloved parents. To my mother, whose prayers, encouragement, and unconditional support have always accompanied me throughout my academic journey. To my father, whose support, motivation, and confidence in me have been a constant source of strength and determination.

I would also like to express my gratitude to my elder brother, Abdelhak, for his continuous support and encouragement.

Special thanks are extended to my English teacher, Ms. Haddad, for believing in my abilities and motivating me throughout my studies.

I am also sincerely grateful to my dear friend Lina Ramadan for her valuable support, encouragement, and friendship throughout this journey.

I would like to thank all my friends who supported me and contributed, directly or indirectly, to the completion of this work.

Finally, I would like to express my appreciation to everyone who assisted me, encouraged me, or contributed in any way to the successful completion of this dissertation.

To all of you, I extend my sincere gratitude and appreciation.

Table of Contents :

ABSTRACT:.....	I
Résumé:	II
ملخص:.....	III
Acknowledgement	IV
List of tables:.....	VIII
List of figures:.....	IX
List of abbreviation:.....	X
Introduction	1
Study Context	2
Research Problem:	2
Research Objectives:	3
Structure of the Study:	4
CHAPTER I: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK.....	5
SECTION 01: LITERATURE REVIEW.....	6
1. Key Performance Indicators (KPIs) :.....	6
2.Effectiveness of the recruitment process:	9
Section 02: CONCEPTUAL FRAMEWORK.....	13
1. Recruitment:	13
1.1 Recruitment:.....	13
1.2 The recruitment process:	13
1.3 Challenges of Recruitment:	14
1.4 Recruitment Channels :	17
1.5 The Recruitment Process steps.....	22
1.6 Tools Used in the Recruitment Process:	32
2. KEY PERFORMANCE INDICATORS (KPIs).....	36

2.1 Definition of Key Performance Indicators:	36
2.2 Characteristics of a Good KPI :	36
2.3 The Role of KPIs in the Recruitment Process	37
2.4 Types of Recruitment KPIs:	39
2.5 Steps for Creating an Effective Recruitment Dashboard	48
2.6 Improving the Effectiveness of the Processes Using KPIs Based on the Deming Cycle (PDCA):	51
CHAPTER 02: METHODOLOGICAL FRAMEWORK & ORGANIZATIONAL CONTEXT	53
SECTION 01: METHODOLOGY	54
1 . epistemological framework :	54
1.1 Adoption of the Qualitative Approach:	55
1.2 DATA COLLECTION METHODS:	56
1.3 Interviewed Population	57
1.4 Sample size :	58
1.5 Data Collection Tools:	59
SECTION 2: ORGANIZATIONAL CONTEXT OF SPA SPS CAPRICE.....	60
1. Company Presentation:	60
1.1. Company History :	61
.1.2 Governance Elements of SPS Caprice:	61
1.3. The Organizational Chart of the Company:	63
1.4. The organizational chart of the Human Resources Department:	64
CHAPTER 3: RESULTS AND DISCUSSION.....	67
SECTION ONE: PRESENTATION AND ANALYSIS OF RESULTS.....	68
1. Observation results:	68
2. Document Analysis:	71
3. Processing and analysis of interview results:	76

4. Summery Key Findings:	91
SECTION TWO: RESULTS DISCUSSION:	94
General Conclusion	95
References	98
Appendix	105

List of tables:

Table 1:Advantages and Disadvantages of Some Recruitment Channels	18
Table 2:Advantages and Disadvantages of Internal and External Recruitment	28
Table 3:Characteristics of a Good KPI	37
Table 4:KPIs use for evaluating the effectiveness of recruitment	39
Table 5:KPIs use for evaluating the effectiveness of selection	40
Table 6:Classification of Recruitment Costs into Internal and External Expenses.....	41
Table 7:interviewed participants	58
Table 8:Company Identity Sheet	62
Table 9:Observation grid for the recruitment process in Human Resources Department at SPS Caprice.	68
Table 10:Frequency Table.....	78
Table 11:Source similarity based on the textual similarity coefficient	80

List of figures:

Figure 1: Challenges of Recruitment.....	17
Figure 2:Recruitment Process in Six Steps	22
Figure 3:Recruitment Tools	35
Figure 4:Essential KPIS to measure	43
Figure 5:Secondary KPIS of the Recruitment process.....	46
Figure 6:Tools Used to Measure KPIS.....	48
Figure 7:Steps for Creating an Effective Recruitment Dashboard	51
Figure 8:Organizational Chart of SPS Caprice	63
Figure 9:Organizational Chart of the Human Resources Department.....	64
Figure 10:Most Frequent Word Cloud	77
Figure 11:Coverage Rate of Topics in the First Axis	82
Figure 12:Coverage Rate of topics in the second axis.....	84
Figure 13:Coverage Rate of topics in the third axis.....	86
Figure 14:Cognitive Map.....	89

List of abbreviation:

HRIS : Human Resource Information System.

HR: Human Resources.

CV: Curriculum Vitae.

ATS: Applicant Tracking System.

KPI: Key Performance Indicators.

CPH : Cost per Hire.

QoH: Quality of Hire.

CX : Candidate Experience.

BI : Business Intelligence.

SPS : Sugar Production Company.

AI: Artificial intelligence.

ANEM: National Employment Agency.

PDCA : Plan, Do, Check, Act.

Introduction

Study Context

Organizations seeking success and sustainability increasingly recognize the importance of human resources as a key factor in achieving strategic objectives. Therefore, particular attention must be given to how organizations select their employees, as recruitment is considered one of the fundamental functions of Human Resource Management. Assessing recruitment performance has become essential for organizations aiming to improve organizational outcomes and ensure the selection of qualified candidates. Various tools are used to manage and evaluate organizational processes, among which Key Performance Indicators (KPIs) are considered one of the most important. These indicators serve as measurable metrics that support the evaluation and improvement of operational performance. They also help managers and employees monitor different functions and processes that contribute to achieving organizational objectives. One of the key requirements for their successful implementation is the clarity of organizational goals and internal processes. While traditional recruitment practices often rely on subjective judgment and fragmented data, organizations increasingly seek to adopt data-driven approaches to enhance recruitment outcomes. Several KPIs can be used to assess recruitment performance, including both primary and secondary indicators that provide valuable insights into different aspects of the recruitment process. These indicators enable organizations to improve hiring quality, support informed decision-making, and align recruitment practices with overall organizational objectives. Based on this perspective, the present study aims to analyze the recruitment process within SPS Caprice through the use of Key Performance Indicators (KPIs), identify its strengths and weaknesses, and propose recommendations to enhance recruitment performance and support continuous improvement.

Research Problem:

Based on the above, the main research problem of this study is formulated as follows:

How are Key Performance Indicators (KPIs) used to understand and improve the effectiveness of the recruitment process within SPS Caprice?

To clarify this issue, several sub-questions have been raised:

- How do data derived from KPIs facilitate decision-making in recruitment?

introduction

- What are the key performance indicators (KPIs) most commonly used within SPS Caprice to evaluate the effectiveness of the recruitment process?
- How do KPIs such as Time to Fill, Cost per Hire, Source of Hire, and Quality of Hire contribute to improving recruitment practices?

Research Objectives:

The main objective of this study is to explore and understand how Key Performance Indicators (KPIs) are used to measure and improve the effectiveness of the recruitment process within SPS Caprice. To ensure an in-depth analysis, this research aims to achieve the following objectives:

- To explore how to improve the effectiveness of the recruitment process by adopting a data-driven approach to support decision-making.
- To Identify the most relevant Key Performance Indicators (KPIs) for evaluating the effectiveness of recruitment and selection activities.
- To investigate how KPIs help identify inefficiencies and bottlenecks in recruitment.
- To explore how recruitment KPIs contribute to reducing time-to-fill and recruitment costs.

Importance of the Study:

The importance of this study stems from its focus on exploring and analyzing the full range of Key Performance Indicators (KPIs) used to evaluate the effectiveness of the recruitment process. This research provides a comprehensive view of recruitment indicators and their practical relevance within organizational contexts.

From a theoretical perspective, the study seeks to enrich academic knowledge related to recruitment and its effectiveness measurement using Key Performance Indicators. It also emphasizes the role of these indicators in driving data-based decision-making for continuous improvement.

From a practical perspective, this study provides SPS Caprice with a realistic analysis of its recruitment process and the most relevant KPIs used within the recruitment department. This can support managers in making more accurate and effective decisions, reducing recruitment costs, improving the quality of selected candidates, and consequently enhancing the overall performance of the company and strengthening its competitiveness.

Structure of the Study:

In order to answer the research problem and achieve the stated objectives, this dissertation is divided into three main chapters:

- **Chapter One:** focuses on the theoretical and conceptual framework. It discusses the concept of recruitment, its stages, and major challenges, as well as Key Performance Indicators (KPIs) and their role in evaluating recruitment effectiveness.
- **Chapter Two:** presents the methodological framework and introduces the host organization SPS Caprice. It explains the research methodology, data collection tools.
- **Chapter Three:** the third and last chapter is dedicated to the empirical aspect of the research. It begins with the presentation of the results derived from direct observation, document analysis, and semi-structured interviews, accompanied by comments and interpretations. This chapter also includes the processing and analysis of data using NVivo software.

CHAPTER I: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

CHAPTER I: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

This chapter presents the theoretical foundation of the study and is divided into two main sections. The first reviews the literature on recruitment as a core HRM function and Key Performance Indicators (KPIs) as tools for performance measurement. The second develops the conceptual framework by examining key concepts such as the recruitment process, its stages, challenges, and tools, as well as the role of KPIs and their application within the PDCA cycle for continuous improvement.

SECTION 01: LITERATURE REVIEW

The literature review explores the role and importance of Key Performance Indicators (KPIs) in evaluating recruitment effectiveness. It examines the main recruitment metrics used to measure performance, as well as their contribution to improving decision-making and organizational efficiency, based on findings from previous studies.

1. Key Performance Indicators (KPIs):

The study conducted by (Ho & Le, 2021) aimed to examine the concept of Key Performance Indicators (KPIs) and to develop appropriate KPIs for evaluating the efficiency of recruitment and selection processes. The researchers employed a qualitative approach. The findings proposed a set of KPIs to measure recruitment efficiency, including the number of applications per recruitment source, the number of eligible candidates, and the cost per candidate. For selection effectiveness, the study suggested indicators such as cost per hire, number of new employees hired, employee retention beyond five years, average tenure, and quality of new hires based on performance appraisal results. The study concluded that KPIs contribute to better HR decision-making and continuous improvement, provided that organizations establish a reliable data system and align KPIs with recruitment strategy. Similarly, (Mallick, Pattanayak, & Patnaik, 2025) investigated the role of predictive analytics, using SmartPLS, in enhancing recruitment effectiveness—specifically focusing on Time-to-Hire and Quality-of-Hire—in product-based IT organizations in India. The study adopted a quantitative approach. Findings indicated that organizations demonstrating higher levels of SmartPLS usage consistently reported shorter hiring cycles and better-quality employee onboarding outcomes. Key factors influencing recruitment outcomes included Resume Accuracy and Recruiter Efficiency, while Interview Score showed potential impact on hiring speed. The study highlighted practical challenges such as inconsistent recruiter assessments and limited integration of analytics in ATS platforms. Overall, the research concluded that

CHAPTER I: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

predictive analytics can strengthen recruitment decision-making and support strategic HR planning. Also, (Gbadamassi, 2023) aimed to analyze Key Performance Indicators (KPIs) for measuring strategic effectiveness in organizations, focusing on their alignment with objectives, SMART criteria (specific, measurable, achievable, realistic, time-bound), and impacts on financial growth, customer satisfaction, innovation, and operational efficiency. It employed a theoretical and analytical approach, structured into conceptual framework, diagnostic analysis, stakeholder challenges, and practical recommendations, drawing on examples and references like Kaplan & Norton (2020) and Parmenter (2019) without empirical quantitative data. Key findings highlighted that well-designed KPIs enabled real-time strategy adjustments via digital tools (e.g., Power BI, ERP), overcome issues like indicator overload and organizational inertia, and boost overall performance through periodic reviews and team training .In a more sector-specific context, (MoghadasNian & MoghadasNian, 2024) aimed to analyze the impact of using Key Performance Indicators (KPI) on optimizing talent acquisition strategies in the airline industry. The study adopted a mixed-methods approach combining both quantitative and qualitative data to identify critical KPI that significantly enhance recruitment efficiency, candidate experience, and overall organizational performance. The results demonstrated that focusing on specific KPI, such as time to fill, offer acceptance rate, quality of hire, candidate experience, recruitment cost per hire, diversity hiring rate, and recruiting funnel conversion rates, can significantly enhance recruitment efficiency, effectiveness, and overall organizational performance. The study also revealed that airlines adopting KPI-driven strategies achieved notable improvements in overall performance and data-driven strategic decision-making. In a related vein (GRIGORAŞ, 2022) examined the importance of Key Performance Indicators (KPIs) in the Human Resources department and their contribution to improving organizational performance. Using a case study approach applied to units of the Romanian Army, the research identified the main HR activities and emphasized the need to select KPIs that align with organizational objectives and strategy. The study highlighted several key HR measurement areas, particularly recruitment, retention, workforce development, compensation and benefits, work environment, and service efficiency. Concerning recruitment, it presented relevant indicators such as applications received by recruiting source, cost per hire, job offer acceptance rate, and time to fill, which helped evaluate the overall effectiveness of the hiring process. Overall, the findings confirmed that implementing HR KPIs enhances monitoring, supports decision-making, increases workforce productivity, and strengthens long-term organizational sustainability. In addition, (Lindberg, Tan, Yan, & Starfelt, 2015) studied the

CHAPTER I: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

role of Key Performance Indicators (KPIs) in improving industrial performance. The study focused on identifying different types of KPIs used to monitor and evaluate industrial operations, including energy performance, raw material usage, operational efficiency, maintenance, planning, and equipment performance. The study adopted a qualitative approach supported by a case study conducted in a combined heat and power plant to demonstrate how KPIs can be used to identify inefficiencies and improve operational performance. The results showed that using KPIs helps identify areas of poor performance, reduce operational waste, and improve efficiency. The study also revealed that applying KPI-based monitoring contributed to improving boiler efficiency in the case study by adjusting operational parameters, which ultimately enhanced overall industrial performance. (Reddy, 2025)

analyzed the role of key performance indicators (KPIs) in talent acquisition reporting and their influence on recruitment strategies. The research adopted a descriptive methodology combining both qualitative and quantitative approaches. Data were collected through surveys and interviews targeting HR professionals, recruitment specialists, and hiring managers, in addition to a review of more than 25 secondary sources, including academic articles and industry reports. The results indicated that recruitment metrics such as time-to-hire, cost-per-hire, quality-of-hire, and candidate satisfaction play a significant role in improving recruitment efficiency and supporting data-driven strategic decision-making. The study also highlighted the growing importance of analytics in aligning recruitment practices with organizational objectives. Finally (Iyer & Bhimanatham, 2025) examined the impact of recruitment metrics on employee turnover and retention in organizations. The research employed a quantitative approach, utilizing structured questionnaires to collect data from 50 HR experts and recruiting managers from major and mid-sized companies. The data was analyzed using statistical techniques, including regression modeling and correlation analysis. The findings revealed that a longer time-to-fill (over 45 days) correlated with a higher turnover rate of 23%, compared to 14% for those under 30 days. Furthermore, a strong negative correlation was observed between quality-of-hire and turnover, with organizations rating new hires 4.0 or higher experiencing only a 9% turnover rate, while those below 3.0 exceeded 25%. Additionally, employees recruited through referral programs and internal job postings demonstrated higher one-year retention rates (87% and 83% respectively) compared to those from job portals (64%). The regression analysis indicated that source-of-hire and quality-of-hire were significant predictors, accounting for almost 68% of the variance in employee retention.

2. Effectiveness of the recruitment process:

The study conducted by (Sinha & Thaly, 2013) aimed to identify emerging sourcing channels for effective hiring, evaluate the effectiveness of different recruitment sources in global companies, and determine the most appropriate sources for different workforce levels. The research was based on a literature review supported by an empirical survey conducted among HR professionals in five major IT companies in India (Infosys, Wipro, TCS, HCL, and IBM) using questionnaires and interviews, adopting a mixed-method approach (qualitative and quantitative). The findings revealed that job sites and recruitment portals were the most commonly used sourcing channel (28%), followed by social media platforms (23%) and campus recruitment (22%). In contrast, traditional methods such as advertising and company websites were used less frequently. The study concluded that adopting a multi-channel recruitment strategy is essential to improve recruitment effectiveness, as digital sourcing channels help reduce recruitment time and cost while increasing candidate reach and improving the quality of hiring. In a different perspective (Mujtaba & Mahapatra, 2025) examined the ethical and technical challenges of using Artificial Intelligence in recruitment, with a focus on algorithmic fairness. Based on a systematic literature review up to December 2024, the findings showed that although AI improves efficiency, it may reinforce existing biases such as gender and racial discrimination. The authors emphasized the importance of ensuring organizational justice (distributive, procedural, and interactional) to maintain candidate trust, and recommended transparency, strict auditing standards, and job-specific AI models to promote fairness and improve organizational performance. Furthermore (Phebi & Sreejith, 2025) examined how recruitment analytics influence candidate experience and employer brand reputation. Using a quantitative method with data from 344 IT/ITES professionals in India, the results showed that key recruitment metrics (time to fill, time to hire, application completion rate, and offer acceptance rate) positively affected candidate experience. The study also confirmed that candidate experience partially mediates the relationship between recruitment efficiency and brand reputation. It concluded that recruitment effectiveness requires not only operational efficiency but also a positive candidate journey to strengthen employer branding and competitiveness. In addition, The study by (Thiyagarajan, 2021) The study examined how recruitment analytics and metrics improve targeted recruitment strategies in the post-pandemic era. It highlighted that COVID-19 accelerated the shift from traditional hiring methods to data-driven recruitment. By using predictive analytics and KPIs, organizations could reduce time and cost per hire, manage large

CHAPTER I: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

candidate databases, and identify required competencies more efficiently. The study concluded that targeted recruitment helps focus sourcing efforts, fill hard-to-recruit positions, support diversity, and strengthen organizational competitiveness in the new work environment. Similarly (Bejagam & Priya , 2025) conducted an analytical study to examine current hiring practices, identify challenges faced by HR departments, and suggest ways to improve them through technology and better processes. The study employed a mixed-methods research design, primarily gathering data through structured questionnaires distributed to 50 employees, supplemented by qualitative observations made during an HR internship at a leading firm in the industry. The findings showed that while the recruitment process was mostly organized and based on merit, there are still issues with communication, feedback, and time management. The research concludes that integrating digital tools and adopting a more candidate-centric approach can enhance both the effectiveness and transparency of the hiring process in the chemical manufacturing sector, emphasizing that modernization and process optimization are essential for building a sustainable workforce. Moreover (Dyah , Farhan , Ida , & Fauziah , 2025) analyzed recruitment strategies implemented by PT XYZ and their impact on employee quality. The research adopted a qualitative methodology, primarily relying on semi-structured interviews with HR managers and an analysis of relevant documents. The findings indicated that the use of technology in recruitment, such as online platforms and social media, has enhanced efficiency and candidate reach. Additionally, a values-based approach in recruitment contributed to cultural fit within the organization. These findings highlight the significance of adaptive and innovative recruitment strategies in supporting the company's growth. Finally, (Pshdar, et al., 2021) investigated the relationship between recruitment and selection processes and organizational performance, specifically within telecommunication companies in Erbil-Kurdistan. Using a quantitative research design, the researchers distributed questionnaires to employees at telecommunication companies in Erbil-Kurdistan. Key findings indicated no significant difference in candidates' race and gender for internal promotions. However, the majority of participants affirmed the importance of various selection methods, including application forms, assessment centers, psychometric tests, interviews, CV data, references, and group interviews. The research highlights that recruitment is a core HR function and a strategic advantage, emphasizing the systematic procedures involved from sourcing to final selection. It also discusses the benefits and drawbacks of internal versus external recruitment methods.

3. Commentary on Previous Studies:

CHAPTER I: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The current study was developed based on previous research addressing recruitment effectiveness through the use of Key Performance Indicators (KPIs). These studies contributed significantly to enriching the theoretical framework of the present research and clarifying the main concepts related to measuring recruitment effectiveness. They also helped guide the methodological choices most appropriate to the nature of this study. Through reviewing and analyzing the previous literature, several similarities and differences between the current study and prior studies can be identified.

Most previous studies share with the current research the same general concern regarding the importance of using KPIs to evaluate and improve recruitment effectiveness. This reflects a clear convergence around core recruitment concepts such as quality of hire, cost efficiency, recruitment speed, and candidate experience. In addition, many studies focused on key recruitment indicators that are also central to the present study, particularly Time to Fill, Cost per Hire, and Source of Hire. This was emphasized in the studies of (Ho & Le, 2021), (Reddy, 2025), and (Iyer & Bhimanatham, 2025), which identified these indicators as among the most effective tools for measuring recruitment efficiency.

Furthermore, previous studies consistently confirmed that KPIs represent an effective tool for supporting decision-making and improving strategic human resource planning, as highlighted by (Gbadamassi, 2023) and (GRIGORAŞ, 2022). Other studies also stressed the growing role of analytics and technology in enhancing recruitment processes, improving candidate experience, and strengthening organizational competitiveness.

Despite these similarities, the current study differs from previous research in several important aspects. From a methodological perspective, some previous studies adopted quantitative approaches to measure relationships between variables, such as (Iyer & Bhimanatham, 2025) and (Mallick, Pattanayak, & Patnaik, 2025), while others relied on qualitative or analytical approaches, such as (Lindberg, Tan, Yan, & Starfelt, 2015) and (Dyah, Farhan, Ida, & Fauziah, 2025). In contrast, the present study primarily adopts a qualitative approach consistent with the methodological orientation of (Ho & Le, 2021), who also employed a qualitative approach in examining KPI concepts and developing appropriate indicators for evaluating recruitment and selection efficiency. This alignment reflects a shared recognition that qualitative inquiry offers deeper insight into how KPIs are understood, applied, and interpreted within organizational contexts, making it the most suitable approach for the purposes of the present study. From a contextual perspective, most prior studies were conducted in foreign contexts and across various sectors such as information technology,

CHAPTER I: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

aviation, and military organizations. However, the current study is conducted within an Algerian industrial company (SPS Caprice), which provides a distinctive local and practical dimension. This is particularly important given the limited number of Algerian studies addressing KPIs in recruitment effectiveness specifically.

Regarding focus, some studies concentrated on specialized topics such as artificial intelligence and recruitment bias (Mujtaba & Mahapatra, 2025), or candidate experience and employer branding (Phebi & Sreejith, 2025). By contrast, the current study focuses specifically on recruitment effectiveness through four central KPIs: Time to Fill, Cost per Hire, Source of Hire, and Quality of Hire, while examining the extent to which the organization relies on these indicators to improve recruitment decisions.

Overall, the reviewed literature demonstrates that KPIs play a central role in evaluating and improving recruitment effectiveness. Indicators related to time, cost, and recruitment sources contribute significantly to enhancing HR efficiency and overall organizational performance. Therefore, the present study builds upon these theoretical foundations while distinguishing itself through its focus on the Algerian industrial context and its qualitative approach, which enables a deeper understanding of the practical use of KPIs in recruitment processes.

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Section 02: CONCEPTUAL FRAMEWORK

In this section, we will present the theoretical concepts related to the recruitment process, as well as the key performance indicators (KPIs) used to measure and improve its effectiveness.

I. Recruitment:

1.1 Recruitment:

Recruitment aims to identify and integrate the right individual into a suitable job position, while ensuring alignment between the individual's expectations and the organization's needs, thereby contributing to achieving the desired performance. It is also considered one of the fundamental functions of human resource management. (Pennaforte, Guignard, Herbinier, & de La Pradelle, 2022)

Furthermore, recruitment plays a crucial role in enhancing organizational effectiveness, impacting workforce productivity, and shaping the organization's reputation. Moreover, it is a highly transparent practice, as its methods and results are noticeable not only to job applicants but also to the general public. (Feghoul & Benabed, 2023, p. 424)

In addition, recruitment is a function aimed at filling a vacant position within an organization. It involves a set of procedures adopted by the organization to ensure that its needs are met and its objectives are achieved. (Farouk, 2024, p. 174)

1.2 The recruitment process:

The recruitment process involves a series of steps starting with identifying job requirements, followed by attracting potential candidates, evaluating and selecting suitable applicants, making hiring decisions, and finally integrating the new employee into the organization. (Chaithanya & Fathima, 2024, p. 277)

Moreover, this process is based on a structured administrative and legal approach, enabling the implementation of an effective system for screening and selecting candidates who are best suited to a specific need. (Benhmama, Bennis Bennani, & Sabiri, 2022, p. 371)

The recruitment process is a procedure that utilizes a set of human, material, and technological resources, aiming to attract and integrate one or more individuals into the

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

organization, while coordinating these resources between the human resources department and direct managers. (Mekkaoui, 2021, p. 5)

In summary, recruitment and the recruitment process are closely interconnected concepts. While recruitment refers to the overall function of attracting and hiring suitable candidates to meet organizational needs, the recruitment process represents the sequence of activities and procedures through which this objective is achieved. Therefore, an effective recruitment process is essential for ensuring successful recruitment outcomes and enhancing organizational performance.

1.3 Challenges of Recruitment:

1.1.1. Skills shortage:

A skills shortage is considered one of the most significant challenges facing organizations in the field of recruitment today, as it has become difficult to find candidates who possess the required competencies despite the availability of job opportunities. Recent studies indicate that a large proportion of companies expect to face difficulties in their recruitment processes, particularly when searching for specialized skills.

Several studies highlight that recruiting qualified professionals has become increasingly complex. This reflects the growing gap between labor market needs and available skills. On a global level, this issue is becoming more pronounced, as most companies struggle to attract talent, especially in fields such as technology, engineering, and marketing.

Despite improvements in certain labor market indicators, such as declining unemployment rates in some countries, this situation intensifies competition for skilled candidates, forcing organizations to adopt more effective and flexible strategies to address this challenge. (Gavand, 2025, p. 28)

1.3.2. Build, Buy, or Borrow Strategy:

This strategic challenge is closely linked to the previously discussed skills shortage. Organizations today face a strategic challenge in determining the best way to acquire talent, whether by developing employees' skills internally, recruiting ready-made talent from the labor market, or relying on external expertise on a temporary basis. This challenge mainly stems from the shortage of skills and the difficulty of finding qualified candidates.

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

In this context, many organizations are increasingly focusing on developing their employees' capabilities through continuous training in order to bridge skill gaps and reduce reliance on external recruitment, which can be costly and sometimes ineffective. At the same time, the importance of certain skills such as analytical thinking and adaptability is growing, highlighting the need for organizations to adjust to ongoing changes in the work environment. (Gavand, 2025, p. 29)

1.3.3. Evolving Employee Expectations:

One of the major challenges of recruitment lies in the evolving expectations of employees, particularly regarding flexibility and quality of work life. There is a growing preference for modern work arrangements such as remote work and hybrid models. This requires organizations to adapt to these changes while maintaining team cohesion and organizational culture.

Additionally, organizations are experiencing an increase in employees' intention to change jobs. A study by Gallup indicates that a significant proportion of workers are considering changing jobs. This represents a challenge in terms of employee retention, but also an opportunity for recruiters to access a larger pool of candidates. (Gavand, 2025, pp. 29-30)

1.3.4. Artificial Intelligence in Recruitment:

The integration of artificial intelligence into recruitment practices has become a key issue for modern organizations, given its direct impact on work organization, process management, and the identification of required competencies, as well as its influence on organizational culture. This approach helps reduce routine tasks through automation while supporting recruitment decisions with more accurate data and analytics, making them more objective and predictable.

In this context, organizations that effectively harness the potential of artificial intelligence will gain a stronger competitive position in the labor market and enhance their ability to attract suitable talent. However, achieving this requires adopting advanced recruitment technologies, developing employees' skills to keep pace with these changes, and ensuring compliance with legal and ethical standards related to the use of such technologies. (Gavand, 2025, p. 30)

1.3.5. Diversity and Inclusion:

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Although organizations have addressed diversity and inclusion for decades, employees today expect tangible and measurable outcomes. This reflects a broader societal shift in which values such as equity and fairness have become increasingly central. Moreover, various social movements have heightened awareness of the discrimination faced by certain groups, reinforcing the importance of these issues, particularly among younger generations such as Millennials and Generation Z.

In this context, organizations are required to place diversity and inclusion at the core of their strategies, not only to strengthen their competitive advantage but also as a social and ethical responsibility. Embracing these principles can positively impact organizational performance and enhance the ability to attract and retain talent. (Gavand, 2025, p. 30)

1.3.6. Recruitment Process Duration:

Organizations rely on multiple channels to publish job offers, such as digital platforms, job websites, and online job fairs. However, a common limitation observed in recruitment practices is evaluating the effectiveness of these channels based solely on the number of people who viewed the job advertisement, whereas the number of candidates who actually apply through the platform is a more accurate indicator of its effectiveness.

Moreover, the recruitment process often takes a long time due to the high volume of applicants, which encourages some candidates to apply to other organizations simultaneously. This may lead to the loss of qualified candidates. (Paing & Tun, 2021, p. 42)

1.3.7. Employer Branding:

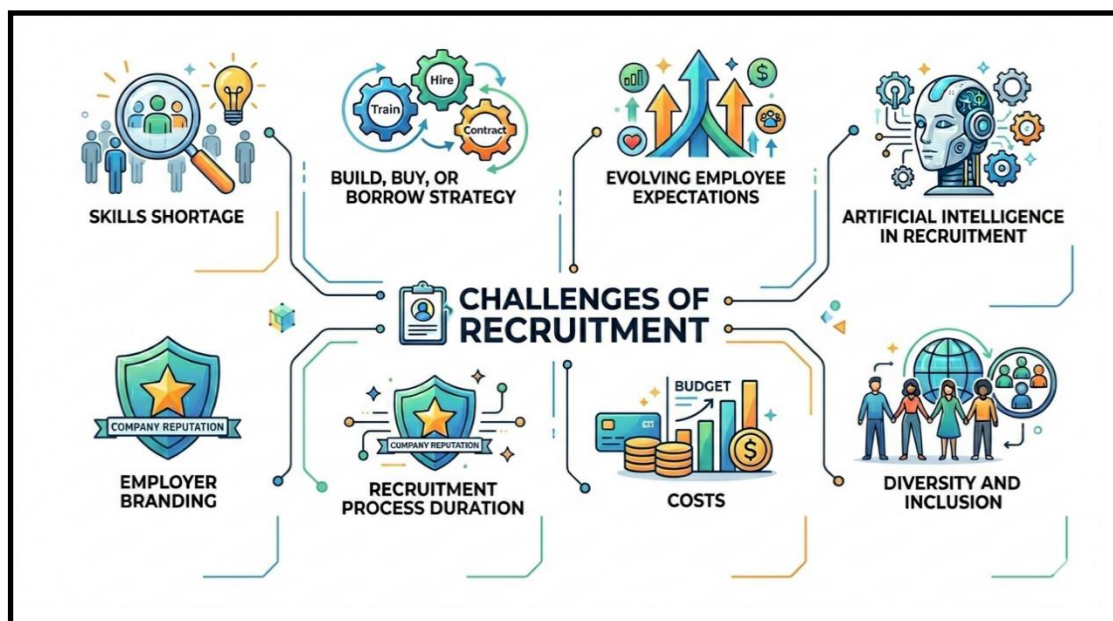
An organization's reputation and image are key factors influencing job seekers' decisions. Employer attractiveness plays a crucial role in candidates' willingness to apply. If the company's image is not positive or appealing, candidates may refrain from applying and instead prefer opportunities in organizations with a better reputation. Therefore, it is essential for organizations to strengthen their employer brand by developing engaging digital content, such as websites and blogs, in order to build a strong professional image and attract qualified talent. (Paing & Tun, 2021, p. 40)

1.3.8 Costs:

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Over time, recruitment has become an increasingly complex process that requires significant time and financial resources. For certain job categories, the hiring period may extend over several weeks or even months, making careful planning and organization essential. Moreover, implementing the necessary actions to attract potential candidates often generates substantial expenses, especially through job advertising and the use of various promotion methods. In addition, relying on external recruitment specialists or agencies further increases costs and places an additional financial burden on the organization. (SI AHMED & ISSOLAH, 2022, p. 51)

Figure 1: Challenges of Recruitment



Source: Elaborated by the student

1.4 Recruitment Channels :

Recruitment channels have significantly evolved over time and have reached a high level of development. These channels include online recruitment, employee referrals, internal recruitment, and job fairs. With the rapid growth of online recruitment, various platforms now classify their services based on target users and operational models. The strengths and weaknesses of these recruitment channels are summarized in Table 1. (Li, 2022)

Table 1: Advantages and Disadvantages of Some Recruitment Channels:

Recruitment Channel	Advantages	Disadvantages
On-site recruiting	High efficiency and strong relevance	High cost and complex screening process
Network recruitment	Fast information update, wide reach	Time-consuming and costly resume screening
Campus	Enhances employer image, targeted	Limited audience and high competition
Internal recruitment	Low cost, motivates employees	May affect employee relationships
Headhunters	High efficiency, targeted candidates	Expensive, mainly for senior positions
Employee recommendation	Reliable, low cost, high-quality candidates	Risk of favoritism (nepotism)
Traditional media	Low cost, wide audience	Low timeliness, decreasing effectiveness

Source: Prepared by the author based on (Li, 2022, p. 51)

There are various recruitment channels, such as:

1.4.1 external recruitment channels

1.4.1.1 Spontaneous Applications:

Spontaneous applications are an important recruitment channel, particularly for large organizations with a strong reputation, as their volume reflects the attractiveness of the company. Organizations seek to enhance both the quantity and quality of these applications by strengthening their employer image and developing relationships with universities. With the increasing number of graduates, the volume of spontaneous applications has risen, prompting companies to adopt information systems and specialized software to manage and analyze them effectively. Consequently, many organizations rely more on this channel while

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

reducing the use of traditional job advertisements, especially for entry-level positions. (Peretti J.-M. , 2013, p. 239)

1.4.1.2 Universities and Institutes :

Universities and institutes are considered an external recruitment channel, where students complete internships as part of their academic curriculum. These internships provide organizations with the opportunity to evaluate candidates before graduation, which facilitates the selection of suitable applicants later on. This channel is particularly advantageous as it allows organizations to access a trained and qualified workforce that is ready to integrate into the job market. (أبو بكر & أحمد الامين , 2019, p. 45)

1.4.1.3 Internet and E-Recruitment:

In recent years, recruitment has increasingly relied on the use of the internet. Organizations now publish job offers through online platforms, allowing them to receive a growing number of applications, whether submitted spontaneously or in response to advertised vacancies. (Peretti J.-M. , 2013, p. 237)

1.4.1.4 Company Website:

Companies are increasingly using their websites as a key recruitment tool by creating dedicated human resources sections where job vacancies are advertised. This trend has led to a significant rise in the number of online job postings. In addition, Human Resource Information Systems (HRIS) enable the storage and organization of received resumes in searchable databases that offer various filtering options. However, the use of these databases remains relatively limited, as only about 15% of recruiters actually take advantage of them. (Peretti J.-M. , 2013)

1.4.1.5 General or Specialized Job Websites:

Job websites are among the most important recruitment channels, as they offer services such as job posting, email alerts, and access to resume databases. These platforms also enable companies to reach suitable candidates and support their recruitment efforts. They are usually free for job seekers, while companies pay to post job offers and access candidate profiles. (Peretti J.-M. , 2013)

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

1.4.1.6 Job Advertisements:

Job advertisements are an effective way to quickly reach a large number of candidates and are commonly published in newspapers and online job platforms. Their effectiveness depends on the quality of their content and the appropriate choice of medium. Despite their relatively high cost, they are widely used, provided that legal requirements prohibiting discrimination are respected. They also serve as an important communication tool that reflects the company's image and supports its recruitment strategy. (Peretti J.-M. , 2013, p. 239)

1.4.1.7 Open day:

An "Open Day" is an event that allows candidates to visit the organization and gain closer insight into the working environment, as well as better understand the available job vacancies open for competition. (Lucian , 2015, p. 356)

1.4.1.8 Direct Approach:

The direct approach relies on specialized recruitment agencies that actively search for candidates and contact them confidentially, especially for senior positions. The process includes several stages, such as job analysis, candidate identification, evaluation, and final selection. Although it is effective in attracting top talent, it is relatively costly and time-consuming, and requires careful consideration of the candidate's fit with the organization's culture. (Peretti J.-M. , 2013, p. 242)

1.4.1.9 Public Employment Agency:

The National Employment Agency (ANEM) is a public institution with special management (EPGS), governed by Executive Decree No. 06-77. It has legal personality and financial autonomy and operates under the supervision of the Ministry of Labour, Employment and Social Security. Its main mission is to regulate and organize the labor market by acting as an intermediary between job seekers and employers, as well as by identifying employment opportunities, monitoring job placements, and overseeing the development of foreign labor. (قادية، 2015، صفحة 66)

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

1.4.1.10 Employee Referrals:

are an external recruitment channel through which candidates are recommended to the organization by current employees. This method increases employee involvement in the recruitment process, as referring employees often feel more responsible for the success and integration of the new hire. In addition, referral programs are considered a cost-effective recruitment approach compared to traditional methods such as job advertisements. They also help accelerate the hiring process and may contribute to workforce diversity by attracting candidates through employees' external professional networks. (Dessler, 2005, p.)

1.4.1.11 A job fair :

is an event that brings together employers, recruiters, and various organizations to meet potential candidates, provide information about available job opportunities, and conduct initial screening of applicants in a single location. It is also known as a career fair **or a** career expo, where such events allow job seekers to directly interact with recruiters, submit their CVs, and explore job opportunities offered by multiple companies within a short period of time. (Anand, 2026)

1.4.2 internal recruitment channels :

1.4.2.1 Job Posting :

is a method of informing employees about an available job vacancy, usually by displaying the announcement on internal bulletin boards, while providing a description of the position and its main requirements. (Dessler, 2005, p. 192)

1.4.2.2 The Job Board :

is an internal system used to share job vacancies within an organization as part of an internal mobility strategy. It is exclusively accessible to employees, meaning that job postings are not available to the general public. In other words, it functions as an internal platform dedicated to managing and supporting career mobility within the company. (Chloé, 2021)

1.4.2.3 Skills Inventory:

It is a detailed database that contains information about employees' skills and interests within the organization. Managers analyze this inventory to identify individuals who can be

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

transferred or promoted, and then propose suitable candidates after ensuring their compatibility with available positions.(أحمد الامين و أبو بكر ، 2019)

1.4.2.4 Internal Promotion:

This is a commonly used method that involves informing employees about job vacancies within the organization, usually through internal announcements, allowing them to apply for these positions. It refers to the movement of an employee from their current position to a higher-level position in terms of responsibilities, authority, and benefits, often accompanied by an increase in salary.(أحمد الامين و أبو بكر ، 2019)

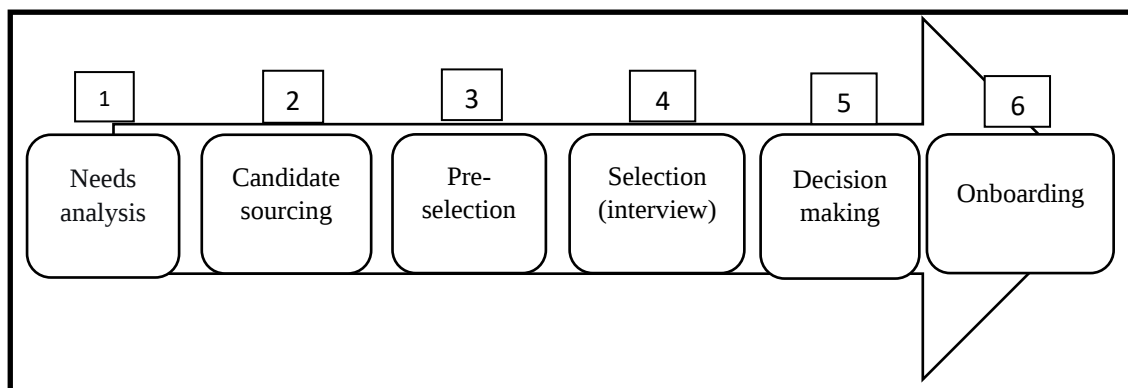
1.4.2.5 Job Transfer:

This method is used when an organization follows a policy aimed at diversifying employees' experience, where employees are moved from one job to another in order to acquire varied skills and experience within the organization.(أحمد الامين و أبو بكر ، 2019)

1.5 The Recruitment Process steps :

The recruitment process can be defined as a structured approach composed of several organized stages aimed at selecting and hiring candidates in an efficient and sustainable way. Clearly defining and formalizing this process is essential, as it helps organizations reduce the risk of discrimination and identify potential dysfunctions, while also enabling continuous improvement of recruitment practices. (Douat & Hosdain, 2025, p. 74)

Figure 2:Recruitment Process in Six Steps



Source : (Douat & Hosdain, 2025, p. 75)

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

1.5.1 Needs Analysis:

This stage is considered the starting point of the recruitment process. It is usually carried out by the recruitment officer in collaboration with the relevant stakeholders. Its main objective is to analyze and clearly define the hiring need, and it includes a set of essential elements that help specify the position to be filled.

Many recruitment errors result from an insufficient or unclear definition of the recruitment need. When an organization fails to clearly define the required profile and competencies, it becomes difficult to identify the most suitable candidate. Therefore, an effective recruitment process requires, above all, a clear specification of the expectations and objectives related to the position to be filled. (Douat & Hosdain, 2025, p. 75)

- **Expression of the Recruitment Request:**

Recruitment preparation usually begins when the direct manager identifies a need for additional human resources within their team. This need may result from an unexpected or planned employee departure, internal mobility, temporary leave, or organizational growth requiring the creation of a new position. Once the need is identified, a recruitment request is prepared and submitted for managerial approval before being forwarded to the Human Resources department, which oversees the recruitment process. The level of authority involved in recruitment decisions may vary across organizations and often depends on the nature of the need, whether it concerns replacing an employee or creating a new position, as well as the type of contract offered, such as fixed-term or permanent contracts, or the recruitment of interns and trainees. (Peretti J. M., 2022, p. 210)

- **Analysis of the Recruitment Request:**

The Human Resources department is responsible for examining the recruitment request by assessing its necessity and relevance, through a diagnostic process aimed at verifying the actual need to create or fill a position. In this context, the possibilities of improving work organization within the department and enhancing productivity are evaluated before making any decision regarding increasing or maintaining the workforce.

Furthermore, alternative solutions that may substitute direct recruitment are considered, such as temporary work, fixed-term contracts, the use of interns, staff made available, or resorting to outsourcing and subcontracting. This also includes examining the possibility of

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

redistributing tasks or modifying work organization in order to identify the position that genuinely requires recruitment.

In addition, certain options that allow benefiting from employment support programs are taken into account, such as recruiting low-qualified individuals, hiring experienced unemployed workers, or integrating trainees under professional training contracts. However, seeking to benefit from such incentives may sometimes lead to unintended negative effects, known as the “windfall effect.”

At the end of this stage, a final decision is made regarding the recruitment request, either by rejecting or approving it. In case of approval, the next step consists of defining the job characteristics, including the required tasks, the type of contract (permanent or fixed-term), as well as the working time arrangement (full-time or part-time). (Peretti J. M., 2022, p. 210)

• Defining the job:

- A clear job description is prepared, similar to a specification document, including:
- The reason for recruitment (replacement or creation of a new position).
- The work environment (department, team, workplace).
- Tasks and responsibilities.
- Type of contract.
- Expected starting date.
- Working conditions (salary, working hours, type of contract, mobility, etc.). (Douat & Hosdain, 2025, p. 76)

• Defining the candidate profile:

- Objective criteria are established to select candidates, such as:
- Educational level.
- Professional experience (duration and field).
- Technical skills.
- Interpersonal or communication skills.
- Candidate availability.
- Employment conditions. (Douat & Hosdain, 2025, p. 76)

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

1.5.2 Candidate sourcing:

The search for candidates constitutes a fundamental stage in the recruitment process, as it involves attracting potential talent either from within the organization (internal recruitment) or from outside it (external recruitment).

1.5.2.1 Internal Recruitment:

Before considering a candidate from outside the organization, it is preferable to first look for suitable candidates within the internal workforce. (Bénédicte, 2024) Many organizations prioritize internal talent when filling vacant positions, offering these opportunities first to their existing employees, particularly for supervisory and managerial roles.

In this context, organizations strive to maintain a balance between internal promotion and external recruitment, with the aim of leveraging internal human resources while remaining open to the external labor market when necessary. External recruitment is mainly used when no suitable candidates are available within the organization.

The concept of internal recruitment refers to the fact that, even though the candidate is already an employee within the organization, they must go through the same recruitment procedures as external candidates, including all selection stages and tests.

The internal search for candidates relies on several key mechanisms:

- **The existence of an information system for job vacancies:** Positions are announced through various channels such as internal social networks, intranet platforms, notice boards, and company publications.
- **The use of existing databases:** By analyzing available information and selecting employees who meet the job requirements, allowing for a restricted internal call for applications.
- **The implementation of succession planning:** Employees who have been prepared in advance within their career paths are considered for vacant positions.
- **The use of employee data:** Modern technologies, particularly artificial intelligence, help identify suitable profiles and competencies. (Peretti J. M., 2022, p. 211)

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

1.5.2.2 External recruitment :

refers to an organization's decision to attract candidates from outside the company, for several key reasons:

- **Improving the quality of selection** by enabling a comparison between internal and external candidates, which also provides a clearer view of the differences between the internal and external labor markets.
- **Bringing in new skills and perspectives** that contribute to performance improvement and innovation. Some organizations adopt a balance between internal promotions and external hiring, especially for positions requiring experience.
- **The lack of required skills or qualifications internally**, whether for entry-level roles, basic positions, or highly specialized jobs that require specific training. In addition, the emergence and evolution of new roles often make external recruitment necessary. (Peretti J. M., 2022, p. 212)

1.5.2.3 Advantages and Disadvantages of Internal and External Recruitment:

➤ **Internal Recruitment:** (Zenati & Damerdjoui , 2025, p. 29)

Advantages:

- It helps reduce recruitment costs since the employee is already known and familiar with the company's environment.
- The employee can usually adapt to the new position quickly, which ensures a faster and more efficient onboarding process.
- Internal recruitment also has a motivating effect on other employees, as it encourages career development and promotes internal growth opportunities.
- Moreover, the selected candidate is already integrated into the company culture, which facilitates teamwork and helps maintain organizational stability.

Disadvantages:

- The number of potential candidates is often limited.
- The chosen employee may lack specific experience or technical skills required for the new position.

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

- This method may create frustration or tensions among employees who were not promoted.
- In addition, relying too much on internal recruitment may lead to routine and reduce the introduction of new ideas and innovation within the organization

➤ **External Recruitment:** (Zenati & Damerdjoui , 2025, p. 30)

Advantages:

- It brings new perspectives and intellectual dynamism to the organization.
- It allows the company to acquire new expertise and specialized skills.
- External recruitment provides access to a wider pool of candidates, increasing the chances of finding highly qualified profiles.
- It can also enrich organizational culture by introducing diverse experiences and professional backgrounds.
- Furthermore, this method enables recruiters to target candidates based on their current competencies, creating a positive balance between continuity and renewal.

Disadvantages :

- The recruitment process is often longer and more expensive.
- Hiring external candidates often requires training and integration efforts, which increases overall costs.
- Companies may need to offer attractive salaries and benefits to compete for qualified candidates.

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Table 2: Advantages and Disadvantages of Internal and External Recruitment

	Internal Recruitment	External Recruitment
	ADVANTAGES	ADVANTAGES
For the employee	Knowledge of how the company operates	New professional experience (at least a new working environment)
For the company	- Continuity of the company culture - Shows internal career mobility opportunities - Encourages internal competition - Lower recruitment cost and shorter recruitment time	- Brings “fresh blood” into the company - Opportunity to communicate externally about the company and its development
	DISADVANTAGES	DISADVANTAGES
For the employee	Risk of reaching the “Peter Principle” (level of incompetence)	Need to adapt to a new company and a new team (important role of the onboarding process)
For the company	- Possible way to “get rid of” an employee by moving them to another team - Risk of systematic internal promotion culture (e.g., promotion based mainly on seniority)	- Higher cost than internal recruitment - Negative signal for employees seeking internal mobility - Risk of recruitment failure (during and after the probation period)

Source: (Benchmam & Galindo, 2015, p. 48)

1.5.3 Pre- Selection of Applications:

The selection process begins with the analysis of CVs and applications to identify candidates whose profiles match the job requirements. This initial screening stage (preselection) is considered one of the most sensitive phases in the recruitment process, as it can be influenced by biases and preconceived judgments resulting from unconscious psychological factors, potentially leading to a lack of objectivity.

At this stage, a large number of candidates are often eliminated; therefore, it is essential to rely on objective criteria and avoid any form of discrimination (such as age, gender, or origin). The main objective is to select the most suitable candidates without excluding real talent, while minimizing human biases as much as possible. In some cases, automated tools based on artificial intelligence are also used to compare candidate profiles with job requirements and support the screening process. (Douat & Hosdain, 2025, p. 81)

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

1.5.4 Selection:

Evaluating a candidate solely through their application file or social media presence is not sufficient. Therefore, one or more interviews are conducted with two main objectives: to introduce the candidate to the organization and the characteristics of the position, and to provide them with an opportunity to present their professional background, aspirations, and competencies in a convincing manner.

The success of an interview relies on appropriate physical and psychological conditions. It can be conducted remotely to save time and costs, and some organizations use asynchronous video interviews for initial screening, a practice that has become increasingly common with digital advancements.

The interview process consists of three main stages: welcoming the candidate in a comfortable setting, gathering information about their professional background and motivations, and presenting the position. After the first interview, a preliminary assessment is made to decide whether to continue the recruitment process through additional interviews with managers. (Peretti J. M., 2022, p. 215)

1.5.4.1 Selection and Evaluation Tools:

➤ Aptitude Tests:

Aptitude tests are tools used to assess candidates' professional abilities, whether physical or cognitive, and are considered effective predictors of future job performance. One well-known example is the TOEIC test.

These tests focus on evaluating specific practical skills such as speed and accuracy in performing tasks, whether in technical or intellectual fields.

Main types:

- BUR test: measures administrative and clerical skills such as spelling, calculation, and logic.
- Technical skill tests: assess manual abilities, spatial awareness, and problem-solving skills.

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

- Intelligence and logic tests: based on exercises involving words, numbers, and symbols. (Sylvie, 2023)

➤ **Personality tests:**

Personality tests are used in recruitment to assess individuals' observable behavioral traits, without fully exploring their deeper personality. These tests rely on a set of questions designed to measure specific characteristics of an individual's personality, and they are often digital, which facilitates the analysis and interpretation of results. In addition, The French Society of Psychology establishes a set of ethical guidelines that must be followed when using these tests, including the need to properly train users before administering them, to focus only on job-related aspects, to ensure the confidentiality of candidates' responses, and to systematically provide candidates with their results in a structured and professional manner. (Sylvie, 2023)

➤ **Managerial Competency Tests:**

These tests are used to assess key leadership-related skills such as communication, listening, and empathy, in order to identify candidates suitable for managerial positions. Despite their importance, their broad scope may sometimes limit their predictive accuracy.

They also include emotional intelligence tests, which evaluate several abilities such as social skills, adaptability, self-awareness, stress management, and overall mood, including optimism. (Sylvie, 2023)

➤ **Individual Interview:**

It is one of the most commonly used types of interviews, conducted directly between the candidate and the recruiter. It can take the form of consecutive interviews held in the same location with different people, or a series of interviews where the candidate moves between different offices to meet various members of the company. (SOULEZ, 2025, p. 38)

➤ **Panel Interview :**

The panel is composed of several members from the organization, such as the employer, HR manager, psychologist, and the head of the department where the position is available. This

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

type of interview allows panel members to discuss and share their impressions based on the same information. (SOULEZ, 2025, p. 38)

➤ **Group Interview:**

It may be a simple informational meeting organized to present the company and the vacant position to candidates, or a real selection test. The candidates gathered may be asked either to introduce themselves and discuss the position in turn, to discuss a topic assigned by the recruiters, or to engage in an open discussion without any specific guidelines. (SOULEZ, 2025, p. 39)

1.5.5 Decision Making :

After collecting all the necessary information during the previous stages to assess the candidate's suitability for the job requirements, the hiring decision is made jointly by managers and the HR team.

This decision is based on objective data reflecting the candidate's level of acquired competencies, as well as their motivation. Competencies are evaluated across several dimensions, including knowledge, professional skills, workplace behaviors, and cognitive abilities. Ideally, this evaluation should be supported by concrete evidence drawn from the candidate's professional background.

As for motivation, it is more complex to assess and should not be limited to general impressions. It is important to distinguish between:

- **Intrinsic motivation**, related to the individual's desire to learn, grow, and achieve satisfaction at work,
- **Extrinsic motivation**, related to organizational factors and working conditions such as salary, work environment, and HR policies. (Douat & Hosdain, 2025, p. 92)

1.5.6 Onboarding:

Placement, also known as onboarding, represents the final stage of the recruitment process. It corresponds to the effective start of the selected candidate's role and aims to facilitate their rapid integration into the work environment.

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

This process is based on a structured preparation of the new employee's arrival, including the organization of meetings with different departments over a given period, as well as the implementation of a mentoring system. A member of the team, whether a colleague or a direct supervisor, is assigned to explain job expectations and support the new hire's integration by encouraging the interactions necessary for the successful completion of their tasks. (Lethielleux, 2025, p. 77)

1.6 Tools Used in the Recruitment Process:

1.6.1 Curriculum Vitae (CV):

The curriculum vitae, commonly known as a CV, is a tool used by recruiters to conduct an initial screening of candidates based on previously defined requirements. Through this process, candidates are classified according to their qualifications and professional experience.

A CV typically includes several key components, including: personal information, educational and training background, internships, specific skills and competencies, professional experience, as well as hobbies and personal interests. (Lethielleux, 2025, p. 78)

1.6.2 Cover Letter:

The cover letter is a means through which the candidate expresses their motivation and interest in applying for the offered position, while also highlighting how their qualifications and experience match the organization's requirements.

It is often carefully written, and sometimes handwritten, reflecting the candidate's seriousness and thoughtful consideration of why they chose this particular organization. In some cases, it may also be used for handwriting analysis (graphology), a technique that aims to identify certain personality traits based on writing style. (Lethielleux, 2025, p. 79)

1.6.3 Job Description:

The job description is a document that typically ranges from one to four pages and aims to provide a precise and detailed description of the position. It is also used as a tool to clarify job duties, define its place within the organizational structure, and explain its relationships with other positions in the organization. (Moulette, Roques, & Tironneau, 2024)

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The job description is considered a key reference that recruiters rely on as a guide throughout the recruitment process, as it provides a concise overview of the main requirements needed to fill a specific position .It typically includes several elements, such as:

- Job title
- Workplace or geographical location
- Expected start date
- Main duties and responsibilities
- Activities related to the position
- Required personal and behavioral traits, among others (Caleb, 2023, p. 32)

1.6.4 An Applicant Tracking System (ATS):

An Applicant Tracking System is a digital tool designed to efficiently manage and process job applications. It helps accelerate and automate the various stages of the recruitment process. However, choosing an ATS can be complex. (Caleb, 2023, p. 32) Originally developed as simple databases in the 1990s , ATS platforms have evolved to incorporate artificial intelligence for analyzing resumes ranking candidates, and managing communication, making them pivotal in digital talent acquisition strategies, especially in medium- and large-sized organizations. (Kadejo, 2025, p. 42)

1.6.5 Chatbots :

A chatbot is a digital tool based on artificial intelligence technologies designed to communicate with users through conversation. It can operate on various platforms such as messaging applications, websites, and mobile applications, and it can also function via phone calls. It allows users to type their questions and receive relevant and appropriate responses. (Khamis Hamdan, Arora, Hamdan, Harraf, & Alareeni, 2022)

1.6.6 Blockchain:

Blockchain is a digital ledger that organizes data into units known as blocks, where each block contains a set of information. These blocks have a limited storage capacity, and once they are filled, they are linked to the preceding block, forming a connected chain of data known as a "blockchain." Blockchain technology can have a significant impact on both sides of the employment relationship, as it enables individuals to store their professional records

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

and control who can access them, within a reliable system based on data that includes training, skills, and job performance. Through this information, organizations can match individuals to jobs more accurately and efficiently, which is particularly important in light of the changes imposed by the Fourth Industrial Revolution on skills and knowledge. In addition, recruitment and the selection of suitable candidates are considered complex tasks, especially for start-up companies. Therefore, adopting blockchain can make the recruitment process smoother and more effective from start to finish, contributing to increased productivity. (Mallick , Sengupta , Ingawale , & Aljapurkar , 2022)

1.6.7 Myers-Briggs Type Indicator:

The MBTI test aims to identify individuals' preferences through four opposite pairs known as "dichotomies." Each dichotomy represents a division between two mutually exclusive categories, and these preferences are typically expressed using letter abbreviations: Extraversion (E) versus Introversion (I), Sensing (S) versus Intuition (N), Thinking (T) versus Feeling (F), and Judging (J) versus Perceiving (P). Based on these preference patterns, the test classifies individuals into 16 different personality types, where each type is formed by a specific combination of the four dichotomies. (Scott P , Brittany A , Bernardo J , & Christopher S , 2020)

The use of the Myers-Briggs Type Indicator (MBTI) personality model in recruitment reflects the modern trend in human resource management toward improving person–job fit more precisely. With the increasing demand for high-level competencies driven by the development of the digital economy, recruitment models within organizations have gradually shifted from focusing on technical skill matching to emphasizing the degree of alignment between candidates' personality traits and job requirements. (Liu, 2026)

1.6.8 Gamification in Recruitment:

Gamification can be defined as the application of game theory principles, mechanics, and design elements in non-game contexts, such as work or education environments, with the aim of motivating individuals and encouraging them to achieve their goals more effectively. When gamification is applied in the recruitment process, it is intended to encourage candidates to interact with the organization's job pages and social media platforms. This approach should also be designed in a way that allows access to a large number of applicants from different

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

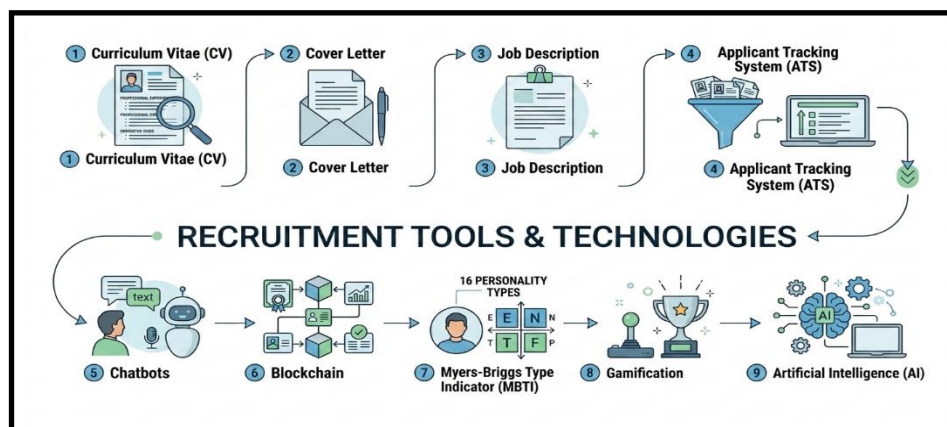
geographical locations. The use of gamification generates various types of data, such as participants' in-game performance and feedback. Therefore, these games should be designed to enable employers to gain a deeper understanding of potential candidates' characteristics. Even after the recruitment process is completed, this data can remain useful in supporting selection decisions and enhancing the organization's knowledge of the candidates who have been hired. (Zanina , Saso , & Martin , 2020)

1.6.9 Artificial intelligence:

Artificial intelligence plays an important role in improving the recruitment process, particularly in the initial screening of candidates before interviews. Due to the large number of CVs, HR departments face a heavy workload in terms of time and effort for evaluation and selection. AI-based systems help automate this stage by analyzing resumes and comparing them with predefined criteria and job-related keywords, which allows for the efficient elimination of unsuitable applications. Consequently, recruiters can focus on more suitable candidates, improving the quality and effectiveness of hiring decisions.

In addition, AI enhances the interview process by supporting recording and analysis. Unlike traditional methods, where interviewers must listen and take notes simultaneously—risking the loss or misinterpretation of information—AI technologies enable automatic recording and real-time transcription of responses. This allows interviewers to concentrate more on candidates' performance while ensuring more accurate, objective, and detailed evaluation of interview data. (Na, 2024)

Figure 3:Recruitment Tools.



Source: Prepared by the student

II. KEY PERFORMANCE INDICATORS (KPIs)

2.1 Definition of Key Performance Indicators:

According to Marr (2012), Key Performance Indicators (KPIs) are essential tools that managers rely on to monitor an organization's progress toward achieving its objectives and to determine whether it is moving in the right direction or needs to adjust its course. Selecting appropriate indicators also helps to accurately highlight performance levels and identify areas that require improvement and development. (Marr, 2012)

Similarly, Parmenter (2010) defines KPIs as a collection of metrics designed to emphasize the most vital areas of an organization's performance, which are essential for both its present and long-term success. In most situations, these indicators are not newly created; rather, they already exist within the organization but may have been overlooked or left unused by the current management team. (PARMENTER, 2010, p. 4)

From a human resource management perspective, KPIs are considered quantitative measures used to assess the effectiveness and efficiency of HR practices. They support continuous monitoring, enable data-driven decision-making, and help identify strengths and weaknesses in HR processes such as recruitment, training, and employee retention. (Kaaria, 2024, p. 247)

Therefore, KPIs can be defined as measurable indicators, whether quantitative or qualitative, used to analyze and monitor the extent to which an organization achieves its strategic objectives. (Gbadamassi, 2023, p. 1)

2.2 Characteristics of a Good KPI :

For Key Performance Indicators (KPIs) to be meaningful and effectively fulfill their role, they should be based on a set of fundamental characteristics that ensure their accuracy and alignment with the organization's objectives. The presence of these characteristics helps in using KPIs properly to measure performance and support decision-making, as illustrated in Table 2. (Karolina & Andrzej , 2024, p. 71)

Table 3: Characteristics of a Good KPI

Author	Feature	Description
Eckerson (2006, 2009)	Aligned	KPIs are aligned with the company's strategy and goals
	Owned	Each KPI must have a clearly defined owner responsible for its results
	Predictive	KPIs should reflect expected future performance
	Actionable	KPI values are provided in time to allow corrective action
	Few in number	KPIs should focus on a limited number of high-value indicators
	Easy to understand	KPIs should be simple and easy for users to interpret
	Balanced and linked	KPIs should complement each other and not create conflicts
	Trigger changes	KPIs should encourage positive behavior and performance improvement
	Standardized	KPIs should follow standard definitions and calculation methods
	Context driven	KPIs should include targets and thresholds to evaluate progress
	Reinforced with incentives	KPIs can be linked to rewards to increase effectiveness
	Relevant	KPIs should be regularly reviewed to maintain relevance
Hursman (2010); Cervi et al. (2017)	Specific	KPI description must clearly define the objective
	Measurable	KPI must be quantifiable and evaluated against a target
	Attainable	KPI targets must be achievable with available resources
	Relevant	KPI must be related to business objectives
	Time-based	KPI must have a defined timeframe for measurement

Source: (Karolina & Andrzej , 2024, p. 71)

2.3 The Role of KPIs in the Recruitment Process:

Key Performance Indicators (KPIs) are considered essential tools in the recruitment process, as they play a crucial role in supporting decision-making within organizations. Through these indicators, data is collected and analyzed, which helps in making effective and evidence-based recruitment decisions. In addition, KPIs provide accurate information to management and contribute to improving human resource practices by ensuring their alignment with the organization's strategic objectives. Furthermore, KPIs help direct efforts toward key priorities and expected outcomes, while enabling the optimal use of available resources, thereby

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

enhancing overall organizational performance. They also play a significant role in supporting the continuous improvement of the recruitment process by evaluating performance and identifying strengths and weaknesses. In this context, KPIs contribute to achieving alignment between operational objectives and the organization's vision and mission, ultimately improving the overall effectiveness of the recruitment process. (KDV, Mrutyunjaya, & Rajesh, 2019)

In addition, these indicators play an important role in evaluating the effectiveness and efficiency of recruitment and selection processes within organizations. After collecting and analyzing these indicators, they are used by managers to assess the performance of the different stages of recruitment, based on a set of metrics that reflect the efficiency of each activity. (Ho & Le, 2021, p. 77)

Key Performance Indicators (KPIs) play a vital role in supporting strategic decision-making in talent acquisition. These indicators provide measurable data that enable organizations to track, evaluate, and enhance their recruitment processes. KPIs assist organizations in making informed, data-driven decisions, which contributes to improving the effectiveness of recruitment strategies. Furthermore, empirical studies indicate that indicators such as time-to-fill, offer acceptance rate, and quality of hire are among the most important metrics used to optimize recruitment outcomes and improve hiring performance. (MoghadasNian & MoghadasNian, 2024, p. 3)

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

2.4 Types of Recruitment KPIs:

Table 4:KPIs use for evaluating the effectiveness of recruitment

KPIs	Formulation	Notes
Number of applications submitted by each recruitment source		
Direct applicants	The total number of candidates from each recruitment source/The total number of candidates.	The organization has data capture of the number of candidates from each recruitment source.
Internal sources		
Newspaper advertising		
Electronic Recruiting Internet		
Public & Private Employment Agencies		
Job fairs		
Colleges& Universities- campus placement services		
Number of eligible candidates by recruitment source		
Direct applicants	The number of eligible candidates by recruitment source/ The total number of candidates.	Used to evaluate the quality of candidates by each recruitment source. It is necessary to store the specific data the candidate comes from.
Internal sources		
Newspaper advertising		
Public & Private Employment Agencies		
Job fairs		
Colleges& Universities- campus placement services		
Cost per candidate by each recruitment source		
Direct applicants	Total cost for each recruitment source/The number of candidates come that recruitment source	Used to calculate the cost-effectiveness for each recruitment source.
Internal sources		
Newspaper advertising		
Public & Private Employment Agencies		
Job fairs		
Colleges& Universities-campus placement services		

Source: Prepared by the author based on (Ho & Le, 2021, p. 76)

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Table 5: KPIs use for evaluating the effectiveness of selection

KPIs	Formulation	Notes
Cost per new employee	The total cost of the hiring process/the number of candidates.	This indicator shows the cost of hiring per candidate so that the effectiveness of this hiring process might compare with one another.
The number of new employees	The number of new employees/The number of candidates.	This indicator can show the qualifications.
The number of employees who work for over five years	The number of employees who work over five years/The number of new employees.	This indicator shows the willingness for jobs and the loyalty of new employees
Average working time of new employees at the organization.	Total working time of new employees at the organization/The number of new employees.	This indicator shows the average working time for new employees
New employees qualifications.	Base on the result of the performance appraisal	This indicator shows the new qualification
The rate of good new employees.	Base on the result of the performance appraisal.	This indicator shows the rate of good new employees in each hiring process.
New promotion.	Base on the result of the performance appraisal.	This indicator shows the new career path.
Can awareness: satisfaction with the hiring process, knowledge of the organization, satisfaction with the organization.	Base on the result of the recruitment interviews.	This indicator indicates whether the candidates are satisfied with the organization's hiring program, which can be considered as the information to improve hiring practices.

Source: Prepared by the author based on (Ho & Le, 2021, p. 76)

2.4.1 The Core KPIs of Recruitment Process:

Some of the most commonly monitored Key Performance Indicators (KPIs) in recruitment dashboards include the cost per hire, time to fill, quality of hire, and the effectiveness of the source of hire. (Kadejo, 2025, p. 44)

2.4.1.1 Time to fill:

The Time to Fill metric measures the total duration required to fill a vacant position, starting from the date the job requisition is approved until the hiring process is completed. This duration may vary depending on the job level (entry-level, mid-level, or senior/managerial), the urgency of filling the position, as well as the industry and recruitment practices adopted by the organization. A high Time to Fill value indicates that the recruitment process is taking a

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

long time, which may reflect inefficiencies or obstacles and therefore highlights the need for improvement. In contrast, a shorter Time to Fill suggests effective workforce planning and well-organized recruitment procedures. It also helps reduce candidate anxiety and enhances transparency and satisfaction throughout the recruitment cycle. (Phebi & Sreejith, 2025)

Calculation Formula:

Time-to-fill : The total duration required to fill a vacant position, measured from the approval of the job requisition to the candidate's acceptance of the job offer. (Asongwe, 2023)

2.4.1.2 Cost per Hire:

The Cost per Hire indicator measures the total expenses incurred by an organization to recruit and hire a new employee. The value of this indicator varies depending on several factors, including the size of the organization, the level of the position to be filled, and the number of recruitment channels used, making it an important tool for evaluating the financial efficiency of the recruitment process. (Phebi & Sreejith, 2025). Cost per Hire also refers to the total financial resources required to fill a single job opening. It encompasses expenses such as job advertisements, recruiter commissions, administrative overheads, and technology-related costs. (Omomayowa , 2025, p. 25)

Calculation Formula:

$$CPH = (\text{Total Internal Recruiting Costs} + \text{Total External Recruiting Costs}) \div \text{Total Number of Hires}$$
 (Prayogi & Setiyono, 2025)

Table 6:Classification of Recruitment Costs into Internal and External Expenses.

Internal Recruiting Costs	External Recruiting Costs
Salaries of recruiters and hiring managers related to the time spent sourcing candidates, conducting interviews, and reviewing applications	Fees paid to recruitment agencies or head-hunters
Internal referral bonuses offered to employees for recommending suitable candidates	Costs of job board postings and paid recruitment advertisements
Subscriptions to recruitment tools such as Applicant Tracking Systems (ATS) and other HR software	Expenses for background checks and pre-employment screening tests

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Costs related to onboarding and initial training of new employees	Costs of participating in or sponsoring career fairs
Employer branding activities managed internally (company image promotion as an employer)	Expenses for external recruitment marketing and promotional campaigns

Source : (Cost per hire: How to calculate & reduce recruiting expenses, 2025)

2.4.1.3 Source of Hire:

The Source of Hire metric is used to identify the channels that attract the highest-performing employees. These channels typically include job boards, social media platforms, and referral programs. By evaluating the effectiveness of each source in terms of return on investment in attracting candidates, the recruitment team can focus on the most successful channels for future hiring. Relying on these effective sources also contributes to improving the Candidate Experience, which is a key outcome targeted in human resource management. (Phebi & Sreejith, 2025)

Calculation Formula:

Source of Hire = (Number of employees hired through that source ÷ Total number of new hires) × 100 (Ayusmita, 2026)

2.4.1.4 Quality of Hire:

This composite metric focuses on several aspects, including the first-year employee turnover rate, hiring manager satisfaction, and the performance of newly hired employees. Studies indicate that high-quality hires contribute to enhanced organizational performance and greater employee retention. (MoghadasNian & MoghadasNian, 2024), In addition ,Quality of Hire refers to a long-term evaluation of how well a new employee contributes to the organization and fits within it, based on factors such as job performance, retention rate, and level of engagement. (Mallick, Pattanayak, & Patnaik, 2025). High-quality hires positively impact organizational performance, whereas low-quality hires may lead to higher turnover and decreased employee morale; therefore, organizations should strive to enhance their quality of hire by refining selection criteria and assessment methods. (Asongwe, 2023)

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Calculation Formula:

$$\text{QoH} = (\text{Average Performance Rating} + \text{Hiring Manager Satisfaction Level} + \text{One-Year Retention Rate}) \div 3$$
 (KPI of Recruitment: A Complete Guide, 2026)

Figure 4: Essential KPIS to measure



Source : (Sharma, 2024)

2.4.2 Secondary KPIs of the Recruitment Process:

2.4.2.1 Time to Hire:

Time to Hire Measure the duration between a candidate's entry into the recruitment process and their acceptance of the job offer. This indicator is used to evaluate the efficiency and speed of the recruitment process. (MoghadasNian & MoghadasNian, 2024)

2.4.2.2 Offer Acceptance Rate:

Offer Acceptance Rate Measures the proportion of job offers that candidates accept. This indicator reflects how successful the recruitment process is in attracting suitable candidates and convincing them to join the organization. (MoghadasNian & MoghadasNian, 2024)

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

2.4.2.3 Employee Retention Rate:

Employee Retention Rate assesses the percentage of employees who remain with the organization during a specific period. This indicator helps evaluate the effectiveness of the recruitment process in selecting candidates who are likely to stay with the company for the long term. (MoghadasNian & MoghadasNian, 2024)

2.4.2.4 Interview Experience Satisfaction:

Interview Experience Satisfaction Evaluates candidates' level of satisfaction with the interview process. This indicator helps ensure a positive candidate experience and supports strengthening the organization's employer brand. (MoghadasNian & MoghadasNian, 2024)

2.4.2.5 Application Completion Rate:

This metric measures the proportion of candidates who finish submitting their applications. It provides valuable insight into the efficiency of the application process and the effectiveness of the platforms used for job postings. A high number of candidates dropping out during the application stage may indicate issues in the process and can be a concern for recruiters, particularly when the goal is to attract qualified talent. (Phebi & Sreejith, 2025)

2.4.2.6 Candidate Experience Score:

The Candidate Experience Score (CX Score) evaluates candidates' satisfaction throughout the recruitment process, regardless of whether they are ultimately hired. This metric helps organizations understand how applicants perceive their recruitment practices, allowing them to identify areas for improvement and enhance their employer brand. It plays an important role in attracting qualified talent and maintaining a positive reputation in a competitive job market. Additionally, for HR leaders, the CX Score provides measurable insights into the candidate journey, supporting more effective hiring decisions and improved organizational performance. (Optimize Hiring with Proven Recruitment KPIs, 2025)

2.4.2.7 Hiring Manager Satisfaction:

This metric evaluates the level of satisfaction among hiring managers with the recruitment process and outcomes. It reflects the quality of collaboration between recruitment teams and hiring managers, as well as how well hiring needs are being met. Additionally, it provides

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

insight into the effectiveness of communication and alignment between talent acquisition and business objectives. (Eglite, 2026)

2.4.2.8 The applications per opening metric:

The applications per opening metric reflects the level of interest and attractiveness of a job position among candidates. It helps organizations assess the demand for a specific role depending on the job title or the geographical location. This indicator is calculated by dividing the total number of applications received by the number of open positions for a given job. Its value may vary according to several factors, such as the clarity and level of detail of the job description, the requirements set for candidates, and other elements related to the recruitment advertisement. (jagdish & monica , 2022)

2.4.2.9 Onboarding Experience Index:

Onboarding Experience Index is considered an important tool used by organizations to assess the effectiveness of the programs and procedures designed to integrate new employees into the workplace. Onboarding refers to the set of practices implemented by the organization to welcome new hires and facilitate their integration into the team and the workforce. This process may include various components that differ from one organization to another depending on the procedures followed, the available resources, and the level of effort invested. Therefore, this indicator is measured according to the methods and standards adopted by each organization individually. (jagdish & monica , 2022)

2.4.2.10 Turnover rate:

Turnover rate represents the percentage of employees who leave an organization over a specific period, whether voluntarily or involuntarily. It is calculated in relation to the total workforce, making it a key indicator for assessing workforce stability within a company. Each departure can generate additional costs, including recruitment, training, and onboarding expenses, as well as the loss of skills and potential negative effects on the motivation and productivity of remaining employees. This KPI is calculated using the following formula:

Turnover rate = (Number of departures during a given period / Average workforce during the same period) × 100. (Noto, 2025)

Figure 5: Secondary KPIs of the Recruitment process



Source: Prepared by the student

2.5 Tools Used in KPI Measurement:

Organizations rely on a variety of tools and techniques to effectively measure and monitor Key Performance Indicators (KPIs), especially in the context of recruitment. These tools enable HR managers to collect, analyze, and interpret data, facilitating informed decision-making and continuous improvement of the recruitment process.

2.5.1. Dashboards:

A dashboard is a visual tool that displays the most important performance indicators of a company in a clear and easily understandable way. It provides a quick overview of the progress toward achieving the organization's goals. By consolidating all the essential information in one place, the dashboard helps managers track priorities and make decisions quickly, with the ability to update indicators in real time or as needed. (Crimmins, 2025)

2.5.2. Balanced Scorecard:

The Balanced Scorecard system consists of four dimensions that aim to achieve a balance between financial performance, customers, internal processes, and learning and growth. The system integrates Key Performance Indicators (KPIs) by aligning performance metrics with strategic objectives in these four areas. These indicators serve as quantifiable measures to

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

monitor progress and support decision-making, ensuring that the organization's goals are translated into actionable indicators for continuous performance improvement. (Shefrin, 2025)

2.5.3. Power BI:

Microsoft Power BI is one of the leading business intelligence tools, as it enables users to connect to multiple data sources, process data, and present it through interactive and user-friendly dashboards. It also supports advanced analytics through artificial intelligence and facilitates report sharing among users with controlled access permissions, making it suitable for data-driven decision-making in modern business environments. (Chloe , Lily , & Ella , 2026) also These indicators can be used in Power BI across various areas of an organization, such as finance, human resources, marketing, research and development, and other departments. They help assess the level of progress achieved and make the necessary adjustments to adopted plans. They also contribute to the early detection of problems and enable monitoring of the organization's overall financial condition. In addition, they support employee motivation and performance improvement. Overall, KPIs are considered an effective tool that facilitates more accurate and objective managerial decision-making. (Staff, 2025)

2.5.4. HRIS :

The Human Resource Information System (HRIS) has emerged as an advanced software solution that enables HR professionals to efficiently organize and manage data. This system is used for data tracking, entry, and storage, contributing to improved work quality, smoother workflows, and cost-effective solutions.

HRIS plays a dual role:

1. **Managerial role:** It allows the storage and access of information to support planning, organizing, staffing, directing, and controlling HR activities, thereby enhancing the efficient achievement of organizational goals.
2. **Operational role:** It provides data backups and assists in the real-time management of resources and tasks, ensuring smooth workflow and maximizing benefits for both the company and its employees. (Hema & Ria, 2022)

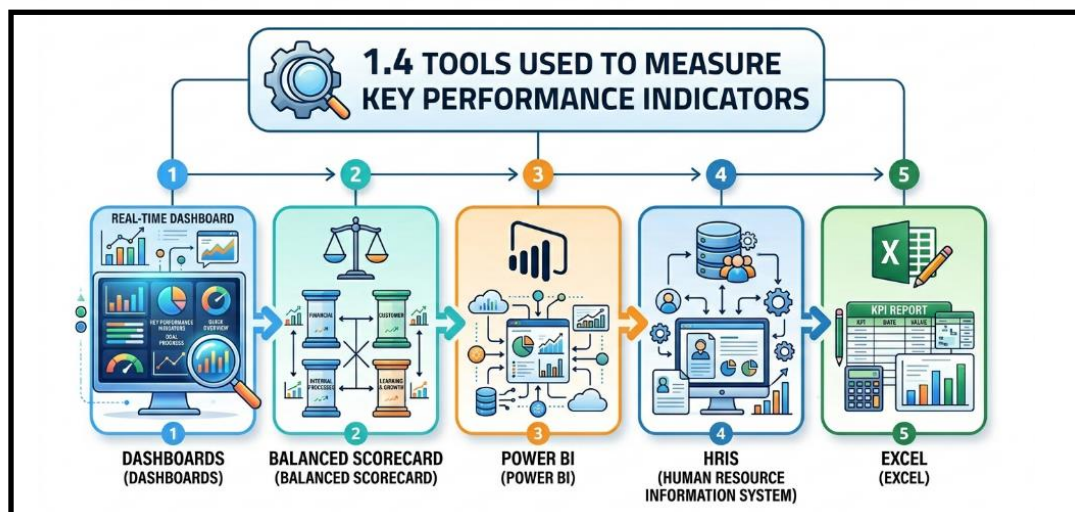
CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

2.5.5. Excel:

Excel continues to serve as a fundamental tool for generating structured reports, largely due to its widespread availability and familiarity among business professionals. Features like pivot tables and charts allow users to effectively summarize and visually present operational data, enabling meaningful insights to be drawn from extensive datasets. Additionally, its formulas and functions support complex calculations, making it possible to derive Key Performance Indicators (KPIs) and assess performance within a versatile spreadsheet environment.

Recent developments have further enhanced Excel's analytical capabilities. The Power Query tool streamlines the processes of data extraction, transformation, and loading (ETL), allowing users to prepare datasets for analysis efficiently without leaving the Excel environment. (Ojonugwa, Otokiti, Abiola-Adams, & Olinmah, 2021)

Figure 6: Tools Used to Measure KPIs:



Source: Prepared by the student

2.6. Steps for Creating an Effective Recruitment Dashboard: (Moltke, 2026)

Step 1 Pick the decisions the dashboard will drive:

The first step is to identify the decisions that the dashboard will support by selecting three to five key questions that it should answer regularly, such as: Where are candidates

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

being lost during the recruitment process? Which roles require intervention or acceleration? Are the hiring targets for this month being met? Defining these questions helps establish a clear purpose for the dashboard and prevents it from becoming merely an informational report with no practical use in decision-making. It is also useful for each key stakeholder to identify one decision they expect to make based on the dashboard, so that it can be designed to support only those decisions.

Step 2: Define the audience and the cadence:

The level of detail required in a dashboard varies depending on the user. Recruiters need daily visibility into open requisitions and candidate movement, while HR leaders prefer to review weekly or monthly trends and early risk signals. Determining how often the dashboard will be reviewed helps set the appropriate level of detail for each group. In general, it is recommended to match the review frequency to the type of action: daily for managing operational recruitment pipelines, weekly for monitoring bottlenecks and aging issues, and monthly for tracking trends, costs, quality, and workforce planning.

Step 3: Choose a small set of core metrics, then add “diagnostics”:

The most effective dashboards focus on a small set of core metrics, such as time to hire, time to fill, and candidate conversion rates, supported by additional diagnostic metrics that explain data movement. These analyses may include breakdowns by job category, location, recruiter, hiring manager, source channel, or hiring stage. The goal is to move from understanding "what happened" to understanding "why it happened" without overwhelming users with excessive complexity.

Step 4: Write metric definitions and lock the formulas:

Before creating the dashboard, it is important to clearly define how each metric is calculated by specifying the start and end points, what is included or excluded, and the time period used. In recruitment, different teams may believe they are measuring the same metric while actually using slightly different definitions, which can lead to a loss of trust in the data. Therefore, adding a brief section that explains metric definitions or including tooltips for key metrics can help avoid misunderstandings during data reviews or stakeholder meetings.

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Step 5: Map your data sources and confirm data quality:

It is necessary to identify the data sources for each metric, such as the Applicant Tracking System (ATS) for application data, recruitment stages, timestamps, and job offers, and the Human Resource Information System (HRIS) for start dates and headcount. Financial systems can be used to calculate agency fees and advertising costs, while surveys help measure candidate experience, and performance or retention data can be used to evaluate quality of hire. It is also important to ensure that ATS stages are used consistently, timestamps are accurate, and candidate source tracking is clear. A quick review of 20 to 30 recent hires can help identify missing or inconsistent data. If any issues are found, they should be resolved before building the dashboard.

Step 6: Build the data model (clean, connect, standardize):

Regardless of the tool used, whether an Applicant Tracking System (ATS), a Business Intelligence (BI) tool, or Excel, building an effective dashboard requires clean and well-structured underlying data. This typically involves assigning one row per candidate that includes stage history, and one row per requisition that contains role details, targets, and ownership. Key fields such as role family, location, business unit, and sourcing categories should also be standardized to ensure that filtering and comparisons work accurately and consistently.

Step 7: Design the layout around actions, not aesthetics:

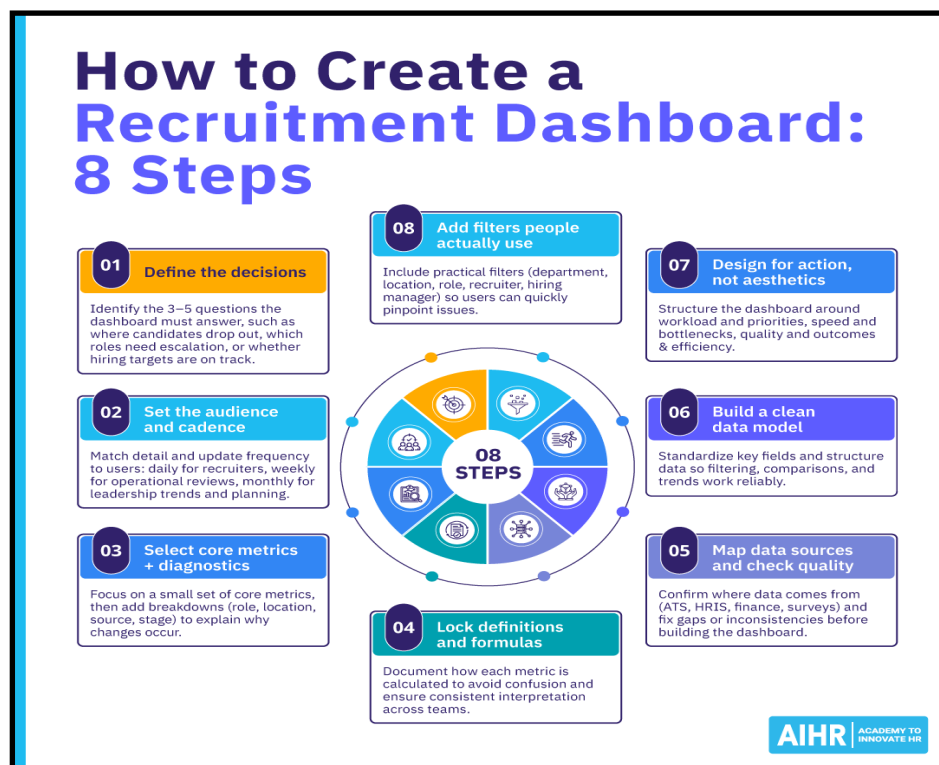
An effective dashboard should be structured around a clear logic that reflects how decisions are made, rather than focusing solely on aesthetics. The dashboard can be organized into several key areas: workload and priorities, including open roles, aging requisitions, and positions requiring immediate attention; speed and bottlenecks, by tracking time spent in each stage, pass-through rates, and stalled steps in the hiring process; quality and outcomes, such as offer acceptance rates, quality of hire, early performance indicators, and candidate satisfaction; and efficiency, including cost per hire, channel performance, and return on investment from sourcing channels. It is also recommended to use a variety of visualization methods, such as KPI cards, trend lines, funnel charts, and tables that allow for deeper data analysis when needed.

Step 8: Add segmentation and filters that people actually use:

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The value of dashboards increases when leaders can quickly pinpoint the source of a problem. Common and highly impactful filters include department, location, job level, job type, recruiter, hiring manager, and recruitment channel. It is important to maintain consistency of these filters across all dashboards so that users do not have to relearn the interface, and it is recommended to limit the filters to those that actually support investigation and decision-making.

Figure 7: Steps for Creating an Effective Recruitment Dashboard



Source: (Moltke, 2026)

2.7. Improving the Effectiveness of the Processes Using KPIs Based on the Deming Cycle (PDCA):

The PDCA cycle is a continuous methodology for process improvement, typically represented as an endless loop. It is based on four main stages: Plan, Do, Check, and Act, and is widely used in quality management and problem-solving. Originally, it was known as the Shewhart cycle, named after Walter Shewhart, who first introduced it. It later became widely referred to as the Deming cycle due to its popularization and development by W. Edwards Deming, although Deming himself continued to call it the Shewhart cycle in recognition of Shewhart's contributions to statistical quality control. PDCA is considered a fundamental tool

CHAPTER 01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

for supporting continuous improvement within organizations. (Moh, Iskandar, Indo , & Rahmat , 2024, p. 263)

The management of processes and the system as a whole within an organization can be achieved through the application of the PDCA (Plan–Do–Check–Act) cycle. In the Plan stage, the organization defines the objectives of its system and processes, determines the resources required to achieve results aligned with customer requirements and organizational policies, and identifies as well as assesses potential risks and opportunities. In the Do stage, the planned actions are implemented. This is followed by the Check stage, which involves monitoring and, where appropriate, measuring processes, products, and services, and comparing them with policies, objectives, requirements, and planned activities. Based on the results obtained and analyzed, Act actions are taken to introduce improvements when necessary. (Urszula , Joanna M , & Magdalena , 2024, p. 474) In the context of process improvement, indicators play a key role as they provide information on the results of implemented actions, overall trends, and opportunities for change and development. Each organization should independently select the appropriate indicators and tools that will be used for measurement purposes. (Urszula , Joanna M , & Magdalena , 2024, p. 475) In this context, since the Check phase focuses on monitoring and measuring performance, KPIs represent an essential measurement tool to support this stage within the recruitment process, as they enable organizations to evaluate outcomes, detect deviations, and identify areas requiring corrective actions.

Conclusion:

This chapter establishes that recruitment is a complex, multi-stage process requiring structured management and evaluation. It also shows that Key Performance Indicators (KPIs) such as Time to Fill, Cost per Hire, Source of Hire, and Quality of Hire are strategic tools that support evidence-based decision-making by measuring recruitment performance and identifying areas for improvement. Finally, integrating these indicators within the Deming Cycle (PDCA) strengthens continuous improvement by linking measurement, planning, implementation, evaluation, and corrective actions.

CHAPTER 02: METHODOLOGICAL FRAMEWORK & ORGANIZATIONAL CONTEXT

CHAPTER 02: METHODOLOGICAL FRAMEWORK & ORGANIZATIONAL CONTEXT

After reviewing the various theoretical aspects related to Key Performance Indicators (KPIs) and the recruitment process, the next step is to apply these concepts to the field reality within the organization under study. Therefore, this chapter is dedicated to the methodological and applied part of the study. The first section will present the adopted methodology and the data collection tools used in the research, while the second section will be devoted to presenting the SPS Caprice company and describing its organizational characteristics.

SECTION 01: METHODOLOGY

In this section, we will present the methodological approach adopted to conduct this study, as well as the data collection methods and analysis tools used to achieve the research objectives.

1. epistemological framework :

1.1.Epistemological paradigms:

Epistemology is defined as the study of how valid (or legitimate) knowledge is constructed. (José, 2011) Epistemological paradigms are frameworks that guide how knowledge is understood and studied. Positivism, inspired by exact sciences, assumes that reality exists independently of the researcher. The researcher's role is to observe phenomena objectively and identify universal, stable laws that explain them. This approach aims to produce objective knowledge that is not influenced by context and reflects a deterministic view of the world. (Adil & Sanaa) On the other hand, interpretivism approach emphasizes that reality cannot be considered independent from the researcher's awareness and perception, since "reality" as an object of study is linked to the observer who interprets it. According to this perspective, the social world is shaped by interpretations and meanings that actors attribute to their experiences and reality, allowing an understanding of how knowledge is produced within society, while these interpretations remain influenced by temporal and spatial contexts. Therefore, the interpretivist approach seeks to understand reality as it is perceived and experienced by social actors rather than simply explaining it objectively, and this understanding is achieved through analyzing social interactions as well as the intentions, motivations, expectations, reasons, and beliefs that shape individuals' behaviors and perceptions. (BENHADDOUCH & EL FATHAOUI) Constructivism The constructivist approach is considered the most radical extension of the interpretivist approach, as it argues that knowledge is not discovered as something already given, but is gradually constructed

CHAPTER 02: METHODOLOGICAL FRAMEWORK & ORGANIZATIONAL CONTEXT

through the interaction between the researcher and the object of study within personal, social, and cultural dimensions. It also emphasizes that the subject (the researcher) and the object (the phenomenon being studied) cannot be separated, which makes knowledge subjective and context-dependent. (BENHADDOUCH & EL FATHAOUI)

These three paradigms represent distinct approaches in the social sciences, each with its own advantages and limitations. The choice of a paradigm generally depends on the research problem, the available data, and the researcher's preferences.

1.2. Epistemology of the Research :

In this study, an interpretivist epistemological approach was adopted, as the research aims to understand how organizational actors perceive and interpret the use of Key Performance Indicators (KPIs) in the recruitment process. This perspective goes beyond the mere measurement of quantitative data, focusing instead on exploring the meanings, experiences, and contextual factors that shape the use of these indicators.

To achieve a comprehensive and in-depth understanding of the phenomenon, the study employed a qualitative research design based on data triangulation. Three primary data collection methods were used: semi-structured interviews, direct observation, and document analysis. This combination enabled the collection of rich data.

1.3. Adoption of the Qualitative Approach:

In order to analyze the effectiveness of the recruitment process using Key Performance Indicators (KPIs) within SPS Caprice, and to ensure logical consistency with the interpretivist framework adopted in this study, a qualitative research approach was selected. Unlike quantitative approaches, which focus on measuring variables and testing hypotheses, the qualitative approach enables an in-depth exploration of the practices, perceptions, and experiences of the actors involved in the recruitment process.

This choice is justified by the nature of the variables under study, which are primarily related to perceptions, organizational practices, and interpretations of KPI usage in decision-making all of which align with an interpretivist research logic.

1.4. DATA COLLECTION METHODS:

1.4.1. Documentation:

Documentation plays a fundamental role in ensuring traceability, transparency, and reliability in the qualitative research process, from the data collection phase to the analysis and dissemination of results. Moreover, the use of existing documents such as press articles, reports, or archives helps to complement and enrich the collected data.

1.4.2. Observation :

In this method, primary data is collected directly through the observation of events, behaviors, interactions, and processes in order to gain a deeper understanding of the studied phenomena. It can be used when interviews or focus groups are not effective for data collection, particularly in situations where participants: are not aware of the concept being studied; are unable to express or explain it; or are unwilling to discuss it.

1.4.2.1. Forms of observation:

- **Participant observation:** the researcher engages directly in the setting (ethnography) to record behavior and context (Spradley, 1980).
- **Non-participant (structured) observation:** observers record predefined behaviors or events using checklists or coding schemes (useful in classroom, market, or field observations).
- **Structured vs. unstructured observation:** structured observation produces quantitative data based on counting events, while unstructured observation generates rich descriptive field notes.

1.4.3. Interview:

As a fundamental means of social interaction, interviews involve asking questions and collecting data through the responses provided by participants, which distinguishes them from questionnaires that rely on an indirect data collection method. This approach may also allow access to sensitive or confidential information from respondents; however, it requires specific skills that are not necessary in the case of questionnaires. Researchers can adopt various methods to conduct interviews, whether individual or group face-to-face sessions, or remotely using tools such as telephone or computer.

1.4.3.1. Types of Interviews:

Interviews are generally classified into three main types:

➤ **Structured interviews:**

They use a fixed set of pre-prepared questions asked to all participants in the same way. Answers are usually limited and standardized. This type is suitable when the research topic is well defined.

➤ **Semi-structured interviews:**

They are based on a guide of questions, but allow flexibility to ask additional or follow-up questions. They are commonly used to collect detailed and comparable qualitative data, especially when the topic is not fully explored.

➤ **Unstructured:**

They are informal and have no fixed questions. They rely on open conversation and are mainly used in exploratory research or when little information is available about the topic.

in this research, we used document analysis through file review, observation, and semi-structured interviews as the main methods for data collection in order to obtain rich and reliable qualitative data.

Interviewed Population

To conduct this study, interviews were carried out with individuals directly involved in the recruitment process, as well as employees who are not directly involved but have sufficient knowledge of the use of Key Performance Indicators (KPIs) within the recruitment process at Caprice company. The selection of this sample was based on the structure of the Human Resources Department at Caprice (Ain Benian), which comprises only a limited number of relevant profiles. This was confirmed by the HR Assistant, who indicated that these individuals represent the only employees with direct involvement or sufficient knowledge regarding recruitment practices and the use of KPIs within the company. In addition, the Responsible for Quality Control was included due to their indirect but relevant understanding of performance monitoring systems.

The selected participants mainly belong to the Human Resources Department, with diversity in roles and experience levels, in addition to one participant from the Quality Control

CHAPTER 02: METHODOLOGICAL FRAMEWORK & ORGANIZATIONAL CONTEXT

Department. The interviewed population includes:

- Interviewee 1: Legal Officer .
- Interviewee 2: HR Director .
- Interviewee 3: Recruitment Officer.
- Interviewee 4: Quality Control Manager.
- Interviewee 5: HR Assistant.

The duration of the interviews ranged from 30 minutes to one hour, allowing for in-depth discussions with each participant. This diversity in profiles contributed to a comprehensive understanding of recruitment practices and the role of KPIs in monitoring and improving the recruitment process within the company.

1.5. Sample size :

The study sample will include five participants, a number considered adequate to capture a variety of perspectives and to reach theoretical saturation. Theoretical saturation is achieved when additional data no longer generate new or meaningful insights.

Table 7: interviewed participants

	Hierarchical Status	Department	Seniority	Interview Duration
Interviewee 1	Legal Officer	Human Resources Department	1years	30 minutes
Interviewee 2	HR Director	Human Resources Department	11 years	30 minutes
Interviewee 3	Recruitment Officer	Human Resources Department	1 year	45 minutes
Interviewee 4	Quality Control Officer	quality Controle	3 years	30 minutes

CHAPTER 02: METHODOLOGICAL FRAMEWORK & ORGANIZATIONAL CONTEXT

Interviewee 5	HR Assistant	Human Resources Department	3 year	1 H
----------------------	--------------	-------------------------------	--------	-----

Source: Prepared by the student.

1.7. Data Collection Tools:

1.7.1. Interview Guide:

In order to ensure the smooth conduct of the semi-structured interviews, we designed an interview guide (see Appendix 9)

The interview guide used in this study mainly aims to identify and understand the key performance indicators (KPIs) used within SPS Caprice to assess the effectiveness of the recruitment process. It was designed to ensure a structured and consistent approach during interviews conducted with human resources managers and stakeholders involved in recruitment.

This guide includes a set of questions related to the different indicators used by the company to measure recruitment performance, such as indicators linked to time-to-hire, cost, quality of hired candidates, as well as the effectiveness of recruitment channels. It also explores how these indicators are calculated, monitored, and used in decision-making.

Thus, this interview guide enabled us to collect valuable information about the KPIs adopted by SPS Caprice and their role in evaluating and improving the overall performance of the recruitment process.

1.7.2. Observation Grid :

An observation grid is a methodological tool based on systematic and structured observation, aimed at collecting factual, field-based data objectively, away from personal interpretations or subjective perceptions. It can be used by one or several independent researchers, following clearly defined procedures for selecting, recording, and coding the elements to be observed according to structured methodological guidelines.

It also aims to provide a quantitative recording of events (Event Sampling) by capturing the indicators associated with these events within a structured observation sheet composed of

CHAPTER 02: METHODOLOGICAL FRAMEWORK & ORGANIZATIONAL CONTEXT

predefined items. During the observation process, the presence or absence of these indicators is verified and recorded using specific marking symbols. (جخدل, 2020)

8. Data analysis :

Within the framework of analyzing qualitative data extracted from interviews, NVivo 10 software was utilized.

NVivo: is a software designed to support qualitative research and mixed-methods approaches. It is mainly used for analyzing unstructured data such as written texts, audio recordings, videos, and images. It can also be applied to a wide range of data sources, including interviews, focus groups, surveys, social media content, and academic articles.

The software is developed by Lumivero (formerly known as QSR International), and it is available for both Windows and Macintosh operating systems. (Libraries, 2026)

Section 2: Organizational Context of SPA SPS Caprice

Through this section, we will present and introduce the company SPS Caprice, where we completed our internship, as well as its mission, vision, objectives, values, and main activities. Then, we will move on to the company's organizational structure.

1. Company Presentation:

SPS Caprice Sugar Products Company is a joint stock company established in 1965 and located in Ain Benian, Algeria, is a private company specializing in confectionery products, particularly soft caramel, its main and most well-known product. The company relies on high-quality raw materials and carefully selected natural ingredients, alongside continuous innovation and product development, which have contributed to the strong appreciation of Caprice products by consumers of all ages. Distributing its products nationwide and exporting to some neighboring and European countries, SPS Caprice has, for over forty years, achieved significant growth and maintained its position as one of the leading companies in the Algerian confectionery market, prioritizing consistent, high-quality products from the reception of raw materials to the delivery of finished goods. In addition to its flagship caramel available in various authentic flavors, the company has expanded its range to include other confectionery items such as fruit-flavored chewing gum, making Caprice a widely recognized and appreciated brand, known for its quality and reputation in the market.

CHAPTER 02: METHODOLOGICAL FRAMEWORK & ORGANIZATIONAL CONTEXT

SPS Caprice is considered a medium- to large-sized enterprise, employing approximately 500 workers distributed across two main organizational units. A total of 212 employees are based at the Staoueli site, while the remaining workforce is located at the Blida unit.

1.1. Company History:

The company “Caprice Products” was established in Algeria in the mid-1960s by Mr. Zoubir Ben Choubane. In 1968, the company became officially structured as a confectionery and sugar-based products manufacturer. Today, Caprice products are recognized as a benchmark in terms of quality, competitiveness, and brand reputation, and are widely appreciated by consumers due to the consistency and quality of its product range.

1.2. Governance Elements of SPS Caprice:

➤ Mission:

The company is committed to delivering high-quality products that effectively meet market needs. It strives to make its products accessible to the widest possible range of consumers, ensuring broad reach and customer satisfaction while responding efficiently to market expectations.

➤ The vision:

The company aims to strengthen its position as a leader in the soft caramel market while continuing to develop and promote new products, within a framework of continuous improvement and high performance

➤ Values:

Trust, Continuous Improvement, Professionalism ,Respect, Innovation, Collaboration
Excellence

➤ The Company’s Objectives:

SPS Caprice aims to achieve a set of strategic objectives within the framework of its quality policy based on continuous improvement. The main objectives are as follows:

- Ensure compliance with legal and regulatory requirements related to the company’s activities.

CHAPTER 02: METHODOLOGICAL FRAMEWORK & ORGANIZATIONAL CONTEXT

- Meet the needs and expectations of customers, partners, and employees.
- Strengthen the company's market position and expand into new markets by developing new products and enlarging its distribution network at both national and international levels.
- Ensure product quality by complying with established standards and specifications, particularly in hygiene and food safety.
- Improve internal communication between different departments to enhance organizational efficiency.
- Provide a suitable and motivating work environment for employees.
- Invest in training and developing human resources to adapt skills to market changes.
- Enhance the satisfaction of partners and public authorities through the implementation of an effective quality policy.
- Ensure the continuous implementation and regular monitoring of the effectiveness of the quality policy.

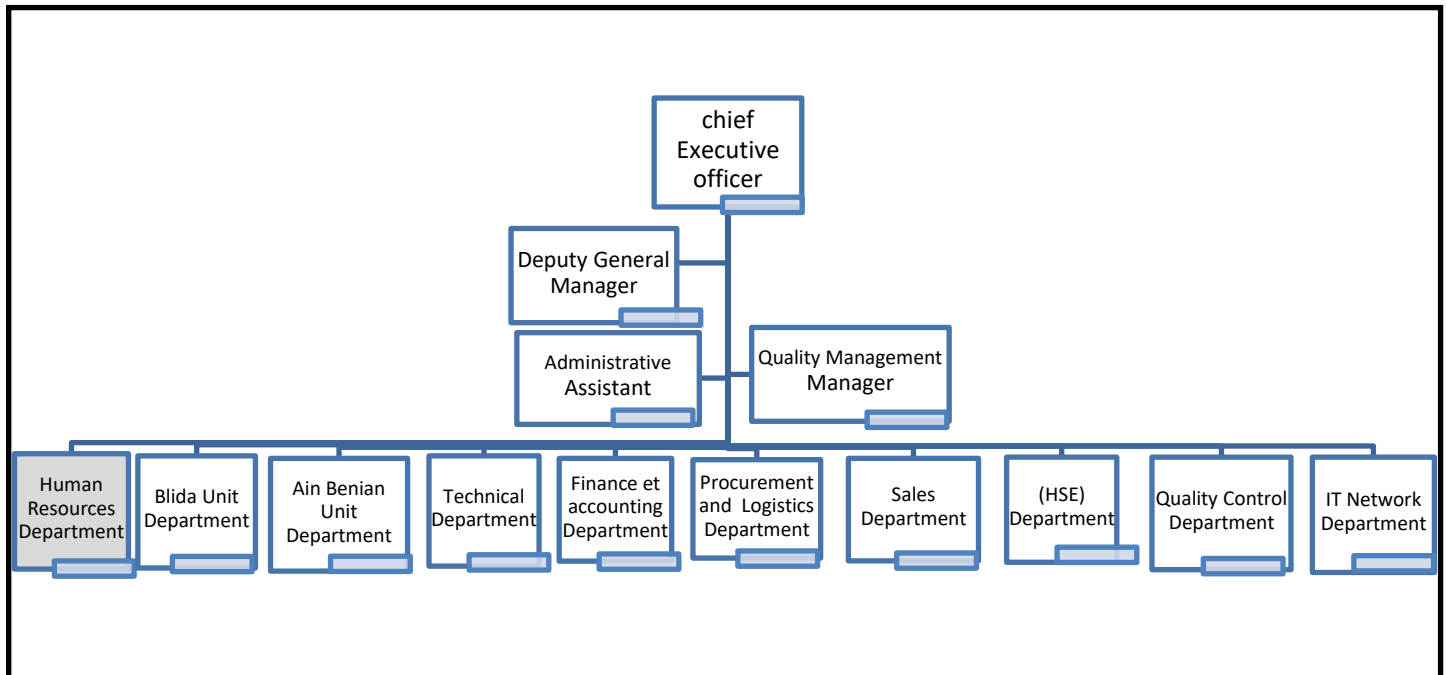
Table 8: Company Identity Sheet.

Characteristic	Details
Company Name	SPS Caprice (Sugar Products Company Caprice)
Company Sector	Industry
Company Type	Joint-stock company (SPA)
Headquarters	Route de Staouali, P.O. Box 131, Ain Benian, Algiers, Algeria.
Date of Establishment	1968
Main Products	Classic Caprice caramel, liquid caramel, chewing gum, bubble gum, chewing paste
Total Number of Employees	500
Logo	

Source: prepared by the student

1.3. The Organizational Chart of the Company:

Figure 8: Organizational Chart of SPS Caprice



Source: prepared by the student based on information provided by an internal company document

This organizational chart illustrates a hierarchical structure with the Chief Executive Officer at the top, representing the highest level of authority and strategic decision-making within the company. Supporting the CEO is the Deputy General Manager, who plays a key role in coordinating operations and ensuring the implementation of strategic objectives. The structure is further reinforced by an Administrative Assistant, providing essential administrative and organizational support, and a Quality Management Manager, responsible for overseeing quality systems and ensuring compliance with standards. Below this top management level, the organization is divided into several key functional departments, each contributing to the company's overall performance. These include the Human Resources Department, which manages recruitment, employee relations, and workforce development, and the Blida Unit Department and Ain Benian Unit Department, which represent operational units responsible for production or service delivery in their respective locations.

The Technical Department is in charge of technical operations, maintenance, and engineering support, while the Finance and Accounting Department handles financial planning, budgeting, and reporting. The Procurement and Logistics Department ensures the efficient sourcing of

CHAPTER 02: METHODOLOGICAL FRAMEWORK & ORGANIZATIONAL CONTEXT

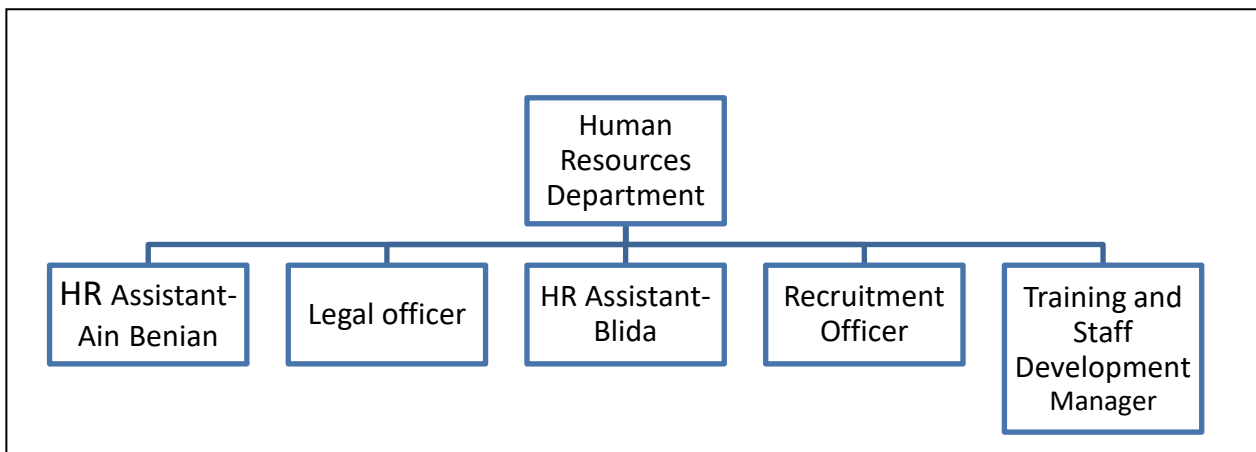
materials and the management of supply chains. In addition, the Sales Department focuses on commercial activities, customer relations, and revenue generation.

The HSE (Health, Safety, and Environment) Department is responsible for maintaining workplace safety and environmental compliance, while the Quality Control Department ensures that products and services meet the required quality standards. Finally, the IT Network Department supports the organization's digital infrastructure and information systems.

Overall, this structure reflects a functional and centralized organization, where clear lines of authority and communication facilitate coordination between departments and support the company's strategic and operational objectives.

1.4. The organizational chart of the Human Resources Department:

Figure 9: Organizational Chart of the Human Resources Department



Source: prepared by the author based on information provided by an internal company document

The organizational chart of the Human Resources Department at SPS Caprice illustrates a flat organizational structure, where the HR Department Manager oversees the department, and all five positions report directly to him without intermediate managerial levels, which enhances communication efficiency and contributes to faster decision-making processes.

It also reflects the presence of HR assistants in both Ain Benian and Blida, highlighting the company's multi-site structure and its focus on proximity-based human resource management. The Legal Officer ensures compliance with labor law regulations. The Recruitment Officer

CHAPTER 02: METHODOLOGICAL FRAMEWORK & ORGANIZATIONAL CONTEXT

holds a central position in this study, as they are directly responsible for managing recruitment activities and applying performance indicators. Finally, the Training and Staff Development Manager reflects the company's commitment to employee development and long-term talent management.

In addition, the Recruitment Officer and the Training and Staff Development Manager are both located in Blida, while the other positions are based in Staoueli Ain Benian.

1.4.1 their duties:

➤ HR Assistant – Ain Benian :

- Receiving and screening job applications.
- Managing employees' administrative tasks, including recruitment, absences, payroll, etc.
- Ensuring the smooth flow of information within the company.
- Maintaining and updating employee records.
- Monitoring schedules and salary advances.
- Collaborating with the training department for staff development.
- Assisting and supporting the HR Director in recruitment interviews and decision-making.
- Ensuring employee registration with social security organizations.
- Managing daily conflicts between employees and staff members.
- Scheduling HR department meetings.
- Preparing payroll documentation.
- Processing payroll.

➤ HR Assistant – Blida :

- Receiving and screening job applications.
- Managing employees' administrative tasks, including recruitment, absences, payroll, etc.
- Ensuring the smooth flow of information within the company.
- Maintaining and updating employee records.
- Monitoring schedules and salary advances.
- Collaborating with the training department for staff development.
- Assisting and supporting the HR Director in recruitment interviews and decision-making.
- Ensuring employee registration with social security organizations.
- Managing daily conflicts between employees and staff members.

CHAPTER 02: METHODOLOGICAL FRAMEWORK & ORGANIZATIONAL CONTEXT

- Scheduling HR department meetings.
- Preparing payroll documentation.
- Processing payroll.

➤ **Recruitment Officer :**

- Identify recruitment needs with department managers
- Draft and publish job postings on specialized platforms
- Receive, screen, and select applications according to defined criteria
- Organize interviews with all relevant managers
- Ensure compliance with the recruitment procedure in accordance with the QMS (Quality Management System)
- Oversee the candidate's integration, from selection through to onboarding

➤ **Training and Staff Development Manager :**

- Identification of training needs in collaboration with all departments.
- Development of the annual training plan.
- Negotiating with training providers and ensuring the monitoring of service providers.
- Consulting and selecting training organizations.
- Designing and organizing training programs to meet staff needs and develop their skills.
- Monitoring the pedagogical and logistical implementation of training activities.
- Managing training budgets and resources.
- Conducting both immediate (on-the-spot) and follow-up training evaluations.
- Evaluating training providers.
- Assessing and monitoring training effectiveness by collecting participants' feedback and adjusting content when necessary.
- Preparing an annual training report.
- Recruiting and monitoring apprentices in collaboration with the relevant departments and training organizations.
- Handling the annual professional tax declaration.
- Monitoring the performance evaluation process.
- Developing personalized training paths tailored to the objectives of each individual and the organization.

CHAPTER 02: METHODOLOGICAL FRAMEWORK & ORGANIZATIONAL CONTEXT

➤ Legal officer:

- Ensure legal compliance for all company documents, including contracts, decisions, memos, etc.
- Monitor the implementation and updating of the internal regulations (Internal Rules).
- Analyze and interpret contracts.
- Legal monitoring and compliance by tracking changes in laws and case law (jurisprudence).
- Compliance with Law 18-07 regarding the protection of personal data.
- Advise on the processing of internal and client data.
- Employee training and awareness regarding data protection.
- Litigation management in collaboration with the company's lawyer.
- Negotiation and monitoring of contractual commitments.
- Management of liability clauses, penalties, and terminations.
- Risk prevention and conflict management.
- Monitoring of new laws and decrees applicable to the company.

Conclusion:

This chapter presented the methodological framework and the organizational context of the study, adopting an interpretivist epistemological approach within a qualitative research design. It relied on three main data collection tools: semi-structured interviews, an observation grid, and document analysis. The interview data were analyzed using NVivo 10 software through coding and thematic analysis, while the observation and documentary data were processed using a direct descriptive and analytical approach. The chapter also provided an overview of SPS Caprice, including its organizational structure and the role of the Human Resources Department in the recruitment process. Overall, it established the methodological and contextual foundation for the following chapter, which will focus on analyzing and discussing the findings related to the use of Key Performance Indicators in evaluating the effectiveness of the recruitment process.

CHAPTER 3: RESULTS AND DISCUSSION

CHAPTER 3: RESULTS AND DISCUSSION

Following the theoretical framework presented in the previous chapters, this chapter focuses on the practical aspect of the research. It aims to examine the use of Key Performance Indicators (KPIs) in evaluating and improving recruitment effectiveness within SPS Caprice. To achieve this objective, a qualitative research approach was adopted, relying on semi-structured interviews, direct observation, and document analysis.

Section One: Presentation and Analysis of Results

1. Observation results:

Observation is another data collection tool adopted in this study to complete the diagnosis of the recruitment process within the Human Resources department at SPS Caprice. It was designed through a set of questions answered by “Yes” or “No”, accompanied by explanatory comments.

Table 9: Observation grid for the recruitment process in Human Resources at SPS Caprice.

Aspects	Indicators	Yes	No	Comment
Recruitment	Is there a digital platform dedicated to publishing job offers?	✓		The "Emploitic" platform is used to publish and manage job offers. Paid advertisements remain active for three months or more, with a defined period for receiving applications.
	Are there indicators for monitoring the recruitment process?	✓		The platform provides several indicators, including the number of applications per opening (Applications per Opening), which reflects the attractiveness of the position and the level of candidate interest.

CHAPTER 3: RESULTS AND DISCUSSION

	Is a CV/job matching rate calculated and displayed?	✓		The system automatically calculates the matching rate between the candidate's CV and the job offer and displays it as a percentage, facilitating more objective decision-making by the recruitment officer.
	Is there a structured CV pre-screening (sorting) procedure?	✓		The recruitment officer accesses the platform and classifies candidates into three categories: highly qualified candidates closely matching the position, good candidates, average candidates. Interviews begin with the first category and progressively move to the next if needed.
	Is the candidate's background and profile taken into account during CV screening?	✓		During the CV screening phase, the recruiter relies on the candidate's academic and professional background to determine their suitability for the position.
	Is a job description (Fiche de Poste) used as a reference during recruitment?	✓		Candidates are evaluated based on the degree to which their qualifications and experience match the requirements defined in the job description.
Management of	Is there a centralized space/system to		✓	It was observed that the HR department does not have a

CHAPTER 3: RESULTS AND DISCUSSION

Recruitment Indicators	gather and store recruitment indicators?			single centralized space to gather and store all its recruitment indicators. These indicators are scattered and are not subject to structured and unified monitoring.
Selection Tools and Methods	Does the company use modern and complementary tools in the selection process (beyond CV and interview)?		✓	It was observed that SPS Caprice relies primarily on the CV and interview as the main selection tools, with an absence or limited use of modern and complementary assessment tools.
	Are advanced digital technologies used in the recruitment process (AI, data analysis, Chatbot, etc.)?		✓	No use of advanced digital technologies was observed: neither artificial intelligence for CV screening, nor data analysis tools, nor Chatbots for initial interaction with candidates. This absence may limit the effectiveness and accuracy of the competency selection process.
Interview Process	Are interviews conducted by qualified HR managers?	✓		Interviews are generally conducted in the presence of the Human Resources Manager and the Recruitment Officer.
	Does the interview allow the candidate to freely express their skills and	✓		The interview provides the candidate with the opportunity to present their skills, qualifications, academic and

CHAPTER 3: RESULTS AND DISCUSSION

	background?			professional background, and to justify their suitability for the position.
	Is the final selection based on objective criteria related to the position?	✓		Selection is based on the assessment of the match between the candidate's profile and the position requirements as defined in the job description.

Source: Prepared by the student

The observation grid conducted at SPS Caprice revealed a mixed picture of the recruitment process. On the positive side, the company uses the **Emploitic** platform to publish job offers and track basic indicators such as the Applications per Opening rate and an automatic CV-matching percentage. The recruitment officer follows a structured three-tier candidate classification system, and the job description is consistently used as a reference throughout the screening process. Interviews are conducted professionally by qualified HR personnel, and candidates are given the opportunity to freely express their qualifications and background.

However, several limitations were identified. The HR department lacks a **centralized system** for storing and monitoring recruitment indicators, which prevents structured and unified performance tracking. Additionally, the company relies almost exclusively on the CV and interview as selection tools, with no use of complementary assessment methods or advanced digital technologies such as artificial intelligence or data analytics tools.

However, the study also identified a structural limitation: at SPS Caprice, KPI data are recorded manually and inconsistently, without a centralized HRIS, which makes benchmarking and longitudinal analysis difficult. This finding is in line with the observation made by (Gbadamassi, 2023) that the absence of integrated digital tools such as Power BI or ERP systems reduces the effectiveness of performance monitoring and limits the organization's ability to conduct strategic updates in real time.

2. Document Analysis:

2.1 Recruitment Procedures at SPS Caprice:

CHAPTER 3: RESULTS AND DISCUSSION

This document represents the recruitment Procedures officially adopted within SPS Caprice see (Appendix 1) and reveals a structured and standardized methodology that unfolds through three major sequential and interrelated stages, in which responsibilities are distributed among three main actors: operational departments, the Human Resources Department, and top management.

The process begins with the identification of a hiring need through a formal request prepared by the operational departments, followed by a thorough analysis conducted by the Human Resources Department. This is then followed by the validation stage, which requires joint approval from both the Human Resources Department and top management; if the request is rejected, it is redirected without proceeding further. This stage results in officially approved documents such as the validated recruitment request, the approved hiring plan, and the job description. This is fully consistent with the the theoretical section. Jean-Marie Peretti (Peretti J. M., 2022) notes that the recruitment process begins when a line manager identifies a need for additional human resources, whether due to an employee's departure, internal mobility, or organizational growth requiring the creation of a new position. The request is then forwarded to the Human Resources Department for review and evaluation. He also emphasizes that the Human Resources Department must explore possible alternatives, such as temporary work or task redistribution, before making a final decision to approve or reject the request.

Second: Attraction and Selection Stage After confirming the recruitment need, the organization must decide between internal or external recruitment, starting with an internal search; if the required competencies are not available internally, external recruitment is then considered. In this context, the study by (Bénédicte, 2024)emphasizes that before considering a candidate from outside the organization, it is preferable to first look for suitable candidates within the internal workforce. In the case of internal recruitment, the organization refers to existing employee records to assess available skills and competencies. In the case of external recruitment, job offers are published through the National Employment Agency (ANEM) or through other recruitment platforms and agencies such as Emploitic and recruitment partners. This is followed by CV screening and the initial selection of candidates. In both cases, the interview stage involves meeting as many candidates as possible. Even when an interview is conducted with a candidate who seems suitable for the job requirements, the process does not end there; other candidates must also be interviewed in order to obtain the best possible profile. This stage is called pre-selection, followed by the final selection stage.

CHAPTER 3: RESULTS AND DISCUSSION

Third: Integration and Confirmation Stage Once the hiring decision is made, the contractual and integration phase begins. This stage includes the preparation of the administrative file and the drafting of the employment contract, whether it is a fixed-term contract (CDD) or an open-ended contract (CDI), followed by onboarding procedures and organizational induction (Recruitment and Induction). The issue of training is then addressed. If the candidate requires it, they undergo an appropriate training program before entering the probation period. The probation period represents the final and decisive stage of the process, which may result in one of three outcomes: confirmation in the position if the period is successful, renewal of the probation period in case of partial success, or termination of the contract and reintegration into the previous position in case of failure.

This flowchart reveals that SPS Caprice adopts a formal and standardized recruitment process characterized by transparency in the distribution of responsibilities, flexibility in choosing between internal and external recruitment, and rigor in documentation through input and output documents at each stage.

1.2 Operating Procedure :

This document adopted by SPS Caprice see (Appendix 3) reveals a structured methodology consisting of eight sequential and interrelated steps that cover the entire recruitment cycle, from identifying the need to confirming the new employee. The process begins with a formal recruitment request (Code: SE-PR1-PS9-02), which specifies the concerned department, the nature of the need, and the required profile. This aligns with what (Peretti J. M., 2022) emphasized, namely that the recruitment process starts when the direct manager identifies a need for additional human resources, after which the request is forwarded to the Human Resources department for review and evaluation. This is followed by a comprehensive recruitment plan prepared by the HR department, which determines the number of positions required for each department and the deadlines for fulfilling them. This is consistent with Peretti's assertion regarding the importance of assessing the necessity of recruitment and exploring possible alternatives before making a final decision. Next comes the job description, which includes employee identification, job definition, and required competencies. This corresponds to what (Douat & Hosdain, 2025) highlighted about the need for a clear job description covering the work environment, tasks, and responsibilities. Regarding the selection phase, candidates who pass the CV screening stage are invited to complete a formal application form (Code: SE-PR1-PS9-03), followed by an individual

CHAPTER 3: RESULTS AND DISCUSSION

interview. This is in line with (Douat & Hosdain, 2025) who stress that this stage requires the use of objective criteria to avoid bias. As for the hiring decision, it is made jointly, and selected candidates for managerial positions receive formal commitment letters (Code: SE-PR1-PS9-04). This corresponds also with (Douat & Hosdain, 2025) who argue that the decision should be based on objective data reflecting competencies and motivation levels. Finally, the process concludes with the integration phase, where the HR department is responsible for welcoming the new employee and providing all necessary information before directing them to their department. An evaluation form (Code: SE-PR1-PS9-08) is then sent at the end of the probation period. This aligns with (Lethielleux, 2025) who states that integration aims to facilitate the rapid adaptation of the new employee to the work environment.

Thus, the SPS Caprice procedures represent a practical application of established theoretical models, reflecting a clear level of procedural maturity in managing the recruitment process.

1.3 Human Resources Management Dashboard : see (Appendix 10)

1.3.1 Turnover rate:

Turnover rate is considered one of the key indicators used to measure the effectiveness of the recruitment process, as it reflects the percentage of employees who leave an organization over a specific period, (Noto, 2025) argues that each departure generates additional costs encompassing recruitment, training, and onboarding expenses, in addition to the loss of skills and potential negative effects on the motivation and productivity of remaining employees. Similarly, (MoghadasNian & MoghadasNian, 2024) highlight that the first-year employee turnover rate constitutes one of the core components of the Quality of Hire indicator a composite metric that measures new employees' performance and hiring manager satisfaction noting that high-quality hires contribute to enhanced organizational performance and reduced turnover. Applying this indicator to SPS Caprice's data using the $(\text{Number of departures} / \text{Total number of employees})$ formula, as prepared by the Human Resources department and classified according to three professional categories, the following results were observed: the managerial category recorded a zero turnover rate (0%) throughout the entire period, reflecting complete workforce stability. In contrast, the supervisory category experienced slight fluctuations, peaking at 6% in February before returning to stability. The executive category, however, recorded the highest rates, with a sharp spike reaching 57% in February, before gradually declining to 5% in the following months.

CHAPTER 3: RESULTS AND DISCUSSION

These figures reveal that recruitment pressure is primarily concentrated within the executive workforce category, which has led the organization to classify the rise in executive turnover as its foremost strategic risk.

Second: Skills Evaluation Indicator:

This indicator measures the proportion of employees who have undergone performance evaluation out of the total number of staff. The results show significant fluctuation, ranging from 51.3% in May to 12.7% in July, with a complete suspension in August due to the annual holiday. This variability reflects the absence of a regular and standardized evaluation system, which limits the effectiveness of continuous performance monitoring.

Third: Training Effort Indicator:

This indicator is calculated using the FR/FP ratio, with the objective of reaching 39% of the annual payroll allocated to training. The organization achieved 70% of the set target, with training activities conducted intermittently, ranging from one to three sessions per month. However, there is a clear lack of alignment between training programs and actual recruitment needs or competency frameworks, which limits the strategic effectiveness of training investment.

Fourth: Labour Conflict Indicator:

This indicator recorded a value of zero throughout the entire study period, which reflects a stable social climate within the organization and the absence of labor or workplace conflicts during this phase.

The Human Resources dashboard shows a focus on certain social and organizational indicators such as turnover, training, and labor conflicts. However, it does not include key indicators directly related to recruitment effectiveness. Except for the turnover rate, which the organization considers as a reference for evaluating recruitment performance, essential indicators such as Time to Hire, Cost per Hire, Recruitment Sources, and Quality of Hire are missing.

Therefore, the current dashboard does not allow for a comprehensive and objective assessment of recruitment effectiveness. It remains a partial tool that focuses on limited

CHAPTER 3: RESULTS AND DISCUSSION

aspects of human resource management without covering the full recruitment cycle. Furthermore, document analysis revealed that the HR dashboard currently in use focuses primarily on social and organizational indicators turnover, training, labor conflicts while key recruitment-specific indicators such as Time to Hire, Cost per Hire, and Source of Hire are not integrated into a unified system. This fragmentation echoes the concern raised by (Mallick, Pattanayak, & Patnaik, 2025) regarding the limited integration of analytics in Applicant Tracking Systems, which constitutes one of the main bottlenecks in data-driven recruitment.

3. Processing and analysis of interview results:

3.1 Lexical Approach in Interviews:

In the context of semi-structured interviews, This study adopted a lexical approach, which is based on analyzing word frequency and similarity in participants' responses. NVivo software was used to extract the most frequently occurring words in the interview transcripts, focusing on words with a minimum length of four letters.

Based on these results, a Word Cloud was generated to visually represent the data, where the size of each word reflects its frequency. This makes it possible to identify the most prominent concepts emerging from participants' responses.



1

CHAPTER 3: RESULTS AND DISCUSSION

On the evaluation dimension, "**Time**" and "**Cost**" appear as particularly prominent terms, reflecting respondents' concern with how quickly positions are filled and at what expense. The word "**Budget**" reinforces this orientation, underlining the institutional awareness of the need to manage recruitment spending efficiently and rationally.

The words "**Quality**," "**Hire**," and "**Selection**" embody the qualitative dimension, confirming that recruitment success is not measured solely by speed or cost savings, but extends to choosing the right person for the right position. Meanwhile, "**Retention**" and "**Integration**" indicate that respondents think beyond the hiring moment, considering how well new employees settle in and remain with the organization over the long term.

Finally, "**Decisions**" and "**Management**" reveal that respondents perceive performance indicators as more than mere numbers — they serve as tools that support managers in making better and more informed decisions across all organizational levels.

In conclusion, this word cloud confirms that recruitment at SPS Caprice is evaluated from multiple perspectives combining speed, cost, quality, and long-term retention of talent, proving that Key Performance Indicators (KPIs) have evolved from a simple monitoring tool into an indispensable strategic pillar supporting recruitment effectiveness and rational decision-making in human resource management.

Table 10:Frequency Table

Word	Length	Count
Recruitment	11	171
Process	7	71
Kpis	4	59
Company	7	49
Time	4	38
Decision	8	31
Position	8	31
Indicators	10	30
Quality	7	29
Cost	4	28
Employee	8	27
Results	7	25
Costs	5	24
Decisions	9	23
Evaluate	8	23
Hiring	6	23
Data	4	21

CHAPTER 3: RESULTS AND DISCUSSION

Effectiveness	13	21
Fill	4	20
Organization	12	18
Efficiency	10	17
Hire	4	17
Resources	9	16
Effective	9	15
Turnover	8	15
Retention	9	14
Budget	6	13
Improve	7	13
Sources	7	13
Expenses	8	12
Candidate	9	11
Channels	8	11
Employees	9	11
companies	9	10
integration	11	10
management	10	10
measure	7	10
objectives	10	10
required	8	10
selection	9	10

Source: Prepared by the student based on the outputs of NVIVO 10 software

2. Linguistic Approach

The linguistic approach in this study aims to analyze how respondents express their opinions, or in other words, to measure the degree of similarity in the terms and expressions used in their responses to the different interview questions. This approach makes it possible to identify the level of similarity in participants' discourse in terms of textual content and meaning by comparing their answers related to the effectiveness of the recruitment process and the use of Key Performance Indicators (KPIs).

The linguistic approach, through textual similarity coefficients or the Pearson Correlation Coefficient, highlights the degree of convergence or divergence in respondents' views regarding the study's dimensions, particularly those related to indicators such as Time to Fill, Cost per Hire, Quality of Hire, and sourcing effectiveness.

Accordingly, the interviews conducted with employees/managers at SPS Caprice will be compared. The qualitative analysis software NVivo 10 was used to generate the results

CHAPTER 3: RESULTS AND DISCUSSION

showing the levels of similarity between participants' responses, as illustrated in the following table.

Table 11:Source similarity based on the textual similarity coefficient

Source A	Source B	Pearson correlation coefficient
Éléments internes\\interview_5	Éléments internes\\Interview_3	0.852105
Éléments internes\\Interview_4	Éléments internes\\interview_2	0.838044
Éléments internes\\Interview_4	Éléments internes\\Interview_3	0.837559
Éléments internes\\Interview_3	Éléments internes\\interview_1	0.837287
Éléments internes\\interview_5	Éléments internes\\Interview_4	0.834011
Éléments internes\\Interview_4	Éléments internes\\interview_1	0.822883
Éléments internes\\Interview_3	Éléments internes\\interview_2	0.816812
Éléments internes\\interview_5	Éléments internes\\interview_1	0.816602
Éléments internes\\interview_5	Éléments internes\\interview_2	0.799841
Éléments internes\\interview_2	Éléments internes\\interview_1	0.787256

Source: Prepared by the student based on the outputs of NVIVO 10 software

Analysis:

The table above shows that the correlation coefficients between respondents' answers at Caprice Company range from 0.787 to 0.852. These results indicate a strong level of similarity and a very high degree of convergence in both the content and meaning of the interviews, as well as in the perspectives of the participants (the HR Manager, Recruitment Officer, Legal Officer, and Quality Controller ,HR assistant).

This reflects a similarity in the employees' viewpoints regarding the research problem and its conceptualization (the effectiveness of the recruitment process using KPIs). The textual similarity coefficients between employees can be interpreted and analyzed as follows:

- **Shared vision regarding recruitment KPIs:** The employees unanimously agreed that Caprice relies on precise performance indicators, particularly the "Time to Fill" and "Turnover Rate" indicators. This high level of agreement (especially between the HR assistant and the Recruitment Officer, with a correlation of 0.85) reflects a unified and well-understood strategy within the HR department.

CHAPTER 3: RESULTS AND DISCUSSION

- **Credibility in identifying gaps:** Despite differences in the respondents' professional backgrounds (law, quality, management), there is a strong consensus on the need to develop additional indicators such as "Candidate Experience" and "Application Completion Rate." This similarity in diagnosing shortcomings strengthens the credibility of the findings, as the perspectives are not limited to one dimension but cover operational, legal, and organizational aspects.

- **Link between data and decision-making:** The results show convergence regarding how KPI data is translated into actual decisions, such as increasing salaries to reduce staff turnover in operational roles. The respondents also agreed that the responsibility for using performance indicator data in decision-making lies primarily with the HR Manager, as the authority responsible for implementing corrective actions based on these indicators

2. Thematic Analysis:

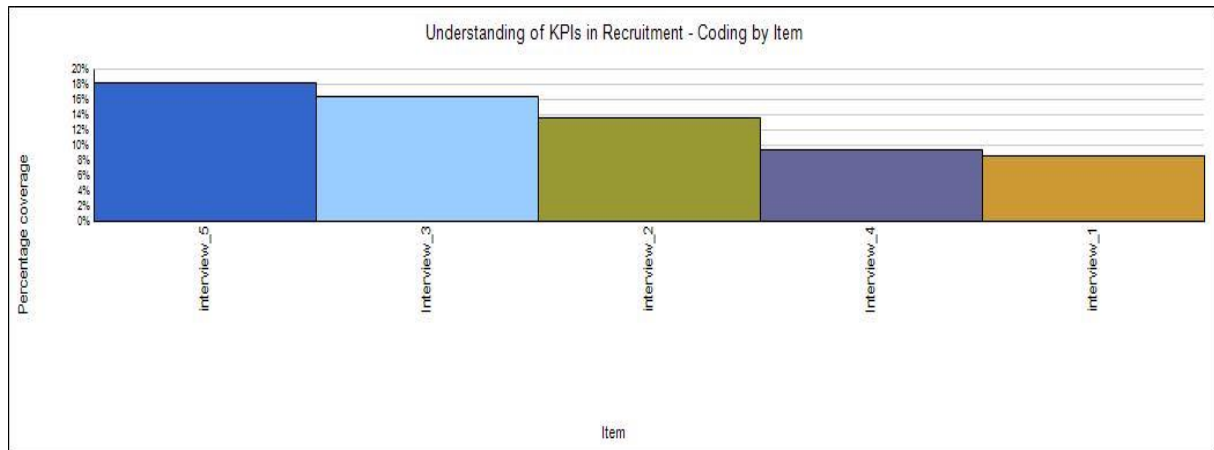
Building on the coding process conducted through NVivo 10, the thematic analysis is structured around three main axes that collectively address the central research problem that allow for the exploration of different aspects of the use of Key Performance Indicators (KPIs) in the recruitment process. The first axis, "Understanding Key Performance Indicators in Recruitment," addresses the concept of these indicators and identifying the most commonly used KPIs and those not yet implemented in practice. The second axis, "Recruitment Effectiveness and Performance Indicators," focuses on operational indicators related to the recruitment process, such as time to fill a position, quality of hire, source of hire, and cost per hire, as key measures of recruitment efficiency. Finally, the third axis, "Use of KPI Data in Decision-Making," examines how these indicators are used in organizational decision-making, identifies the actors responsible for these decisions, and provides concrete examples of data-driven decisions.

The collected data for each axis were coded based on respondents' answers, allowing for precise thematic analysis. The results also include coverage percentages for each respondent, which enable the visualization of each participant's contribution to each research axis. These percentages will be presented in the following tables.

CHAPTER 3: RESULTS AND DISCUSSION

In light of the study's objectives, all three axes will be analyzed in greater detail, as together they represent the central research problem concerning how Key Performance Indicators are used to understand and improve the effectiveness of the recruitment process.

Figure 11: Coverage Rate of Topics in the First Axis.



Source: Prepared by the student based on the outputs of NVIVO 10 software

1. The notable focus on the understanding of Key Performance Indicators in recruitment

The axis of understanding Key Performance Indicators in recruitment shows a shared interest among all respondents, although there are noticeable differences in coverage rates. The chart generated from **NVivo 10** reveals an uneven distribution of coverage percentages among the five participants regarding the theme of **understanding Key Performance Indicators (KPIs) in recruitment**. However, this variation does not necessarily reflect differences in the level of understanding, but rather highlights differences in communication styles and the degree of detail, which are influenced by the nature of each position and the way each participant structured their responses.

Interview_5 (the HR administrative assistant) recorded the highest coverage rate at approximately **18%**, due to his direct involvement in the recruitment process, which constitutes a central part of his responsibilities. Consequently, he provided comprehensive and analytical responses addressing KPIs from both quantitative and qualitative perspectives. He defined KPIs as “measurable quantitative indicators used to evaluate the extent to which the process achieves its pre-defined objectives,” a definition that fully aligns with (Gbadamassi,

CHAPTER 3: RESULTS AND DISCUSSION

2023), who argued that effective KPIs are those that translate strategic objectives into measurable indicators that can be monitored and tracked in real time.

The second highest coverage was recorded by **Interview_3** (the recruitment officer), with a rate of approximately **16%**, which is consistent with the nature of his position that involves daily and direct interaction with KPI implementation in practice. He emphasized that KPIs enable the organization to “ensure objectivity in decision-making by relying on data and facts rather than personal judgments.” This perspective corresponds with the findings of (Ho & Le, 2021), who concluded that KPIs contribute to improving HR decisions and support continuous improvement, provided that a reliable data system is available.

Meanwhile, **Interview_2** (the HR manager) reached a coverage rate of around **14%**. His responses were characterized by a strategic orientation, as he linked the concept of KPIs to the necessity of measuring “the level of goal achievement and identifying areas for improvement.” This reflects a leadership awareness of the role of KPIs in decision-making, which is consistent with (KDV, Mrutyunjaya, & Rajesh, 2019) who stated that KPIs guide efforts toward key priorities and enhance the optimal use of available resources.

As for **Interview_4** (the quality control officer), he recorded a coverage rate of approximately **10%**. Although his responses were brief, they were precise and specialized, as he associated KPIs with “performance monitoring, results analysis, and decision support based on accurate and reliable data.” This is largely influenced by his background in quality management, which makes him more familiar with indicator-based measurement and systematic evaluation.

Finally, **Interview_1** (Legal Officer) recorded the lowest coverage rate at approximately **9%**, which can be explained by the indirect nature of his role in the recruitment process. As a result, his responses remained limited to core aspects without extensive elaboration. Nevertheless, he highlighted an important dimension by stating that KPIs “support decisions by ensuring that recruitment decisions are based on measurable data rather than subjective impressions.”

Notably, despite the differences in positions and coverage rates, all participants agreed on two fundamental aspects: the measurable nature of KPIs and their role in supporting objective decision-making. This convergence strengthens the credibility of the findings and confirms that the understanding of KPIs within **SPS Caprice** is not limited to top management but

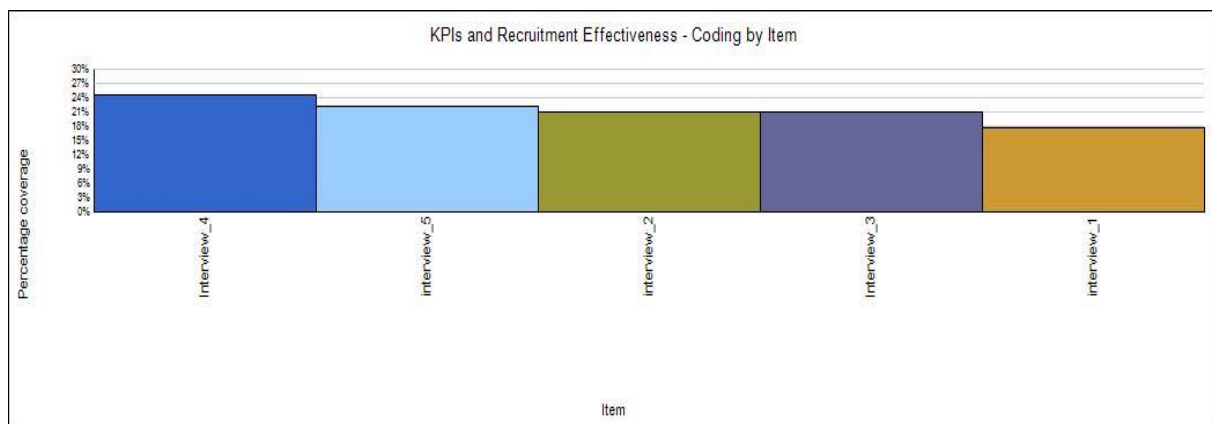
CHAPTER 3: RESULTS AND DISCUSSION

extends across different organizational levels. This aligns with (PARMENTER, 2010) who emphasized that effective KPIs are those that are understandable and applicable across various organizational levels.

This shared perspective is also consistent with (MoghadasNian & MoghadasNian, 2024)who argued that adopting KPI-based strategies leads to tangible improvements in strategic, data-driven decision-making, regardless of the sector or hierarchical level.

Overall, this theme demonstrates that **SPS Caprice** possesses a solid conceptual foundation regarding recruitment KPIs, and that awareness of their importance is well-established across different functional roles within the organization. However, the real gap remains in the area of implementation and systematic documentation of these indicators within an integrated and centralized digital system, an issue that will be further explored in the following sections.

Figure 12: Coverage rate of topics in the second axis.



Source: Prepared by the student based on the outputs of NVIVO 10 software

2. The Prominent Focus on the Recruitment Effectiveness and Performance Indicators Axis

Interview_4 (Quality Control Officer) ranked first among participants with the highest coverage rate of approximately 27%, which is a notable position despite his indirect role in the recruitment process. This can be explained by his background in quality and measurement, as he approaches indicators as precise analytical tools rather than merely administrative figures. He provided a comprehensive perspective on performance indicators, going beyond traditional measures by adding the **Person-Job Fit** and **Time to Productivity** indicators to

CHAPTER 3: RESULTS AND DISCUSSION

assess long-term recruitment effectiveness. He also linked the evaluation of recruitment sources to the conversion rate, which measures the percentage of candidates who complete all selection stages and are actually hired. This aligns with (MoghadasNian & MoghadasNian, 2024), who argue that composite indicators such as quality of hire significantly contribute to improving overall organizational performance and increasing employee retention.

In second place, **Interview_5** (HR administrative assistant) recorded a coverage rate of approximately **24%**. This is attributed to his diverse experience within the organization, which provided him with a broad understanding of recruitment effectiveness indicators from multiple perspectives. He particularly emphasized the issue of instability among low-skilled workers, considering it one of the main challenges that makes employee retention a key indicator within **SPS Caprice**. He also noted that repeated recruitment and training cycles lead to cumulative losses in time, cost, and effort. This corresponds with the study of (Iyer & Bhimanatham, 2025) which found that longer time-to-fill positions is associated with higher employee turnover rates.

As for **Interview_2** (HR Manager), he recorded a coverage rate of approximately **21%**, and his responses were characterized by a comprehensive strategic perspective. He viewed the time-to-fill indicator not merely as a numerical value but as a measure of operational efficiency, arguing that every vacant position represents a disruption in production and a real opportunity cost for the organization. He also demonstrated an advanced level of maturity in managing recruitment sources by adopting a return-on-investment approach in selecting recruitment channels, noting that **Emploitic** is more suitable for administrative positions, while **ANEM** is the most appropriate partner for technical and operational roles. This aligns with the findings of (Sinha & Thaly, 2013) regarding the importance of diversifying recruitment channels to improve quality while reducing both time and cost.

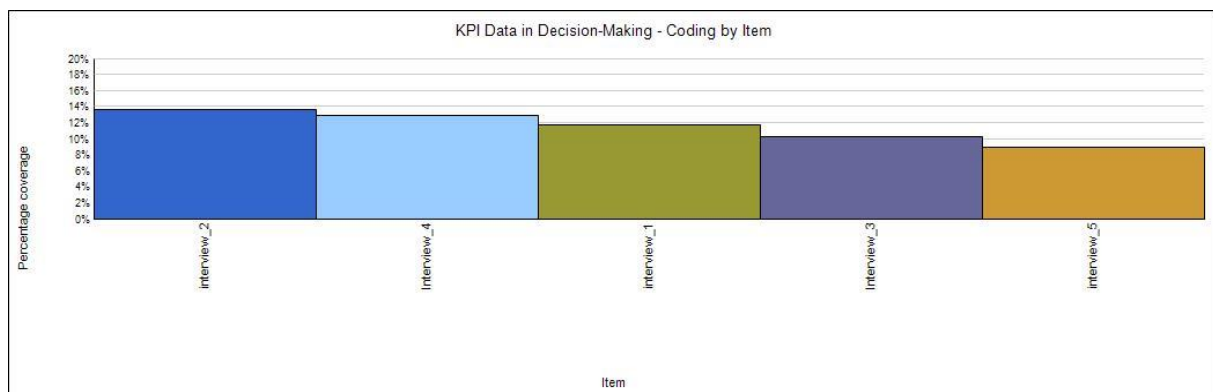
In contrast, **Interview_3** (Recruitment Officer) recorded a coverage rate of approximately **19%**. Although relatively lower, his responses were rich in practical details drawn from daily field experience. He described recruitment quality not as a general concept but as a set of integrated indicators, including job performance, employee retention, cultural fit, speed of integration, as well as behavioral indicators such as discipline and attendance. This is consistent with (Mallick, Pattanayak, & Patnaik, 2025) who state that recruitment quality is a long-term evaluation of how successfully a new employee contributes to the organization in terms of performance, retention, and engagement.

CHAPTER 3: RESULTS AND DISCUSSION

Finally, **Interview_1** (Legal Officer) recorded the lowest coverage rate in this theme at approximately **16%**, which reflects the indirect nature of his involvement in the recruitment process, leading him to focus on core ideas without extensive elaboration. Nevertheless, he made a valuable contribution by highlighting that the time-to-fill indicator affects both cost and performance, and that prolonged vacancies place additional pressure on existing teams and negatively impact production quality.

Overall, this chart shows that the second theme is the most significant in the study, as it achieved the highest coverage rates compared to the other themes. This indicates that recruitment effectiveness indicators are not limited to human resource management alone but represent a shared concern across different functions within the organization. This is further supported by (Reddy, 2025) who emphasizes that successful recruitment management requires a balanced consideration of all indicators rather than focusing on a single one in isolation from the broader organizational context.

Figure 13: Coverage rate of topics in the third axis.



Source: Prepared by the student based on the outputs of NVIVO 10 software

Interview_2 (HR Manager) ranked first with the highest coverage rate of approximately **18%**, reflecting his key role in decision-making within the organization. He described KPI results as “a database that helps management move from guessing to making clear, data-based decisions.” He also explained how the **Time to Fill** and **Cost per Hire** indicators lead to quick decisions related to organization and budgeting. He gave a practical example where turnover results led the company to increase salaries and make follow-up calls with candidates before onboarding. This aligns with (Reddy, 2025) ,who states that recruitment KPIs support better data-based decisions and help achieve organizational goals.

CHAPTER 3: RESULTS AND DISCUSSION

Interview_4 (Quality Control Officer) ranked second with approximately **14%** coverage. Although his role is not directly linked to recruitment, his background in quality led him to see changes in KPIs as signals that require quick action, such as changing sourcing methods, adjusting interview stages, or redistributing the budget. He described KPIs as a “smart tool” that helps reduce errors and improve the HR department’s image in front of top management. This is consistent with (Gbadamassi, 2023) who explains that good KPIs help improve work continuously.

Interview_3 (Recruitment Officer) ranked third with about **11%** coverage. He focused on practical aspects and explained that poor quality of hire may lead to changing selection criteria. He gave an example where one recruitment source was stopped because it did not provide suitable candidates. This aligns with (Ho & Le, 2021), who state that KPIs improve recruitment decisions when used properly.

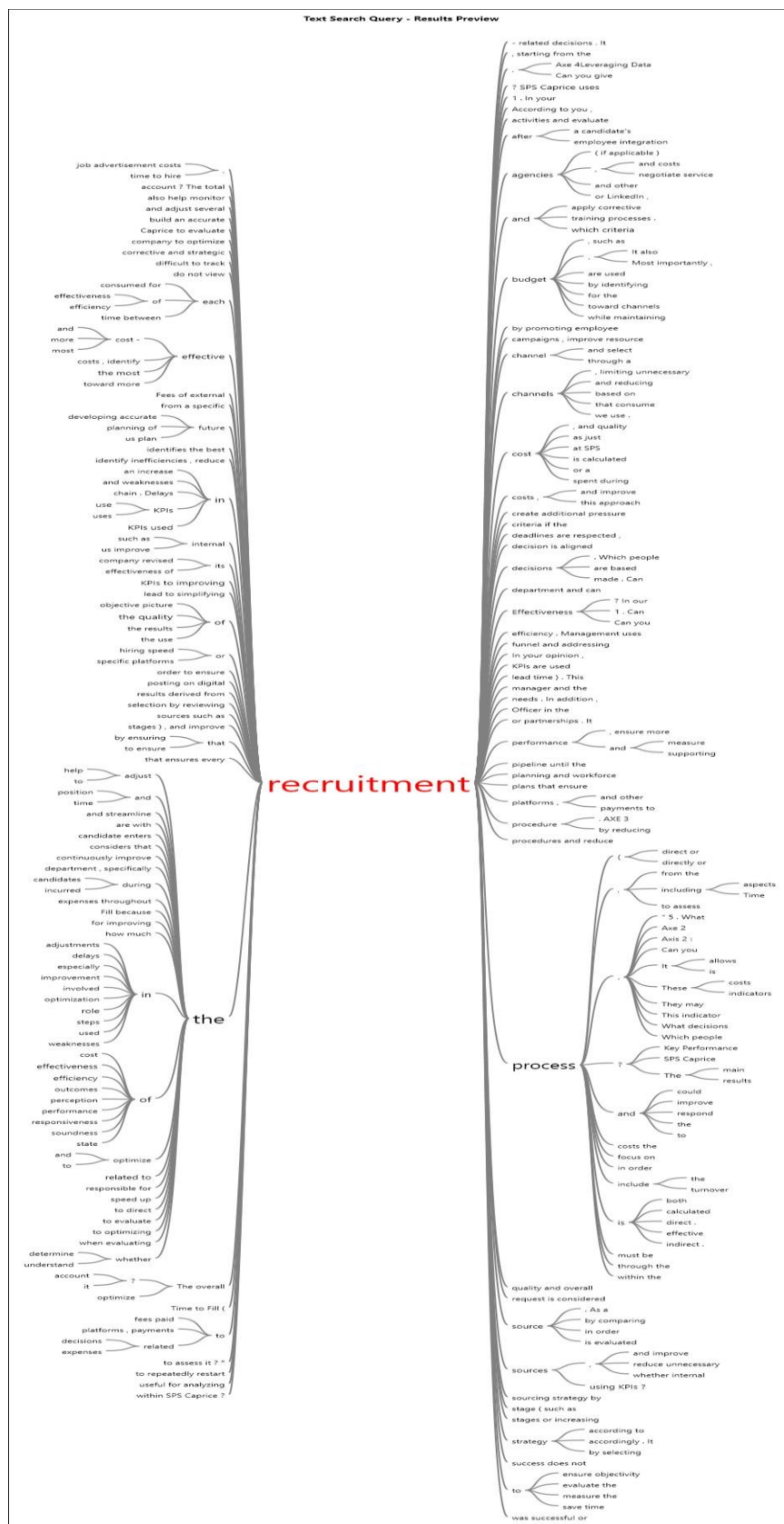
Interview_1 (Legal Officer HR) recorded around **9%** coverage. He explained KPI use through the PDCA improvement cycle and gave an example where a high turnover rate revealed problems related to transport and salary dissatisfaction, which led to a **40% salary increase** and a change in recruitment approach. This matches the findings of (Iyer & Bhimanatham, 2025), who found that recruitment source and quality strongly affect employee retention.

Interview_5 (Administrative Assistant) recorded the lowest coverage rate. He stated that KPI results are used to identify delays, analyze costs, and determine the best recruitment sources. He gave an example where Time to Fill results led the organization to rely more on internal referrals and simplify administrative procedures. This aligns with (GRIGORAŞ, 2022), who confirms that KPIs improve monitoring and support better decision-making.

Overall, the chart shows that all participants, regardless of their roles, see KPIs as a tool that transforms data into decisions and practical improvements. This is supported by (MoghadasNian & MoghadasNian, 2024) ,who found that KPI-based approaches improve organizational performance and support better decision-making.

CHAPTER 3: RESULTS AND DISCUSSION

Figure 14: Cognitive Map



Source: Prepared by the student based on the outputs of NVIVO 10 software

CHAPTER 3: RESULTS AND DISCUSSION

Analyse :

The **Text Search Query** results generated by **NVivo 10** provide a clear overview of the most frequent terms that appear in close connection with the word “**recruitment**” across the five interview transcripts. The cognitive map highlights the main ideas and concepts through which respondents describe recruitment within **SPS Caprice**, revealing several dominant thematic patterns.

First, the strong presence of terms such as **process, procedure, stages, and planning** indicates that respondents consistently perceive recruitment as a structured and sequential activity. This suggests that recruitment is understood as a complete organizational process that follows clear steps, rather than being viewed as a simple administrative action.

Second, the frequent co-occurrence of words such as **KPIs, indicators, performance, and measure** reflects the importance of performance measurement in recruitment discussions. Respondents appear to associate recruitment with evaluation practices, confirming that SPS Caprice integrates a performance-oriented approach in monitoring recruitment activities.

In addition, the repeated appearance of terms related to **time and cost**, including **time, time to hire, budget, expenses, and fees**, demonstrates that respondents strongly connect recruitment effectiveness with efficiency and resource management. This shows that recruitment success is often assessed through the ability to reduce delays and control financial costs.

Moreover, beyond operational efficiency, the cognitive map also reveals a concern for recruitment outcomes through terms such as **quality, employee, integration, and performance**. This suggests that respondents consider recruitment successful not only when candidates are hired quickly, but also when they demonstrate strong performance and integrate effectively into the organization.

Finally, the presence of terms such as **decision, strategy, improve, adjust, platforms, agencies, and sources** highlights the role of recruitment data in supporting decision-making. Respondents appear to view KPI results as a tool for improving recruitment strategies and selecting the most effective sourcing channels.

CHAPTER 3: RESULTS AND DISCUSSION

Overall, the cognitive map confirms that recruitment at SPS Caprice is mainly discussed through four key dimensions: **process structure, performance measurement, efficiency (time and cost), and quality of outcomes**, all of which contribute to supporting continuous improvement and strategic decision-making.

3. Summary of Key Findings:

First: Understanding Key Performance Indicators (KPIs) in Recruitment

The analysis of respondents' answers revealed a shared and in-depth understanding of the concept of Key Performance Indicators and their importance in the recruitment process. All respondents defined KPIs as quantitative and qualitative measurement tools used to assess the achievement of predefined objectives and to support decision-making based on objective data, rather than subjective judgments.

Regarding the reasons for adopting these indicators at SPS Caprice, respondents unanimously agreed that they primarily aim to optimize the recruitment process in terms of time and cost, ensure objectivity in decision-making, and support continuous improvement by identifying weaknesses in the recruitment process and addressing them effectively.

As for the indicators currently used within the organization, respondents highlighted several key metrics, including Turnover Rate, Employee Retention Rate, Time to Fill, Cost per Hire, and Quality of Hire. It was emphasized that employee retention is the most important indicator, as it reflects the organization's ability to retain its workforce. In addition, supervisor evaluations after the onboarding phase are also considered.

Some respondents pointed out the absence of certain indicators they consider essential, such as Application Completion Rate, Candidate Response Time, and Candidate Experience, indicating potential for further development of the KPI system in the future.

In answer to the sub-question: "What are the key performance indicators (KPIs) most commonly used within SPS Caprice to evaluate the effectiveness of the recruitment process?", the findings confirm that SPS Caprice primarily relies on five core indicators: Turnover Rate, Employee Retention Rate, Time to Fill, Cost per Hire, and Quality of Hire. Among these, employee retention stands out as the most critical metric, particularly given the instability observed among low-skilled workers. These indicators collectively provide a comprehensive framework for evaluating both the efficiency and the quality of the recruitment process.

Second: Recruitment Effectiveness and Performance Indicators

This dimension proved to be the richest in terms of depth and diversity of responses, revealing a precise understanding and practical application of each recruitment effectiveness indicator.

Regarding the Time to Fill indicator, respondents went beyond the traditional understanding and reached a more advanced strategic perspective. The HR Manager described it as a key indicator of operational efficiency, noting that every vacant position in an industrial environment such as the Caprice factory represents a “disruption in the production chain,” leading to increased pressure on existing teams and high opportunity costs.

The Recruitment Officer confirmed that this indicator helps improve workforce planning, while the Legal Advisor highlighted its dual dimension related to both cost and performance, as delays in filling positions lead to workload accumulation and decreased production quality.

Concerning the Source of Hire indicator, responses demonstrated maturity in managing recruitment channels. The HR Manager emphasized the use of Return on Investment (ROI) to evaluate each channel, noting that the Emploitic platform is effective in attracting administrative talent, while the National Employment Agency (ANEM) remains a strategic partner for technical and operational positions.

The Quality Control Officer added a deeper analytical perspective by suggesting linking source evaluation to the conversion rate, which measures the proportion of candidates who successfully pass all selection stages and are confirmed in their positions. The Legal Advisor further explained that this comparison includes analyzing the number of qualified candidates attracted, the time required to fill the position, and the success rate after onboarding.

Regarding the Quality of Hire indicator, respondents described an integrated methodology extending from contract signing to post-confirmation. The HR Manager emphasized that recruitment success begins—not ends—with hiring, and is measured through three key dimensions: employee retention after the probation period, supervisor evaluation of performance, discipline, and productivity, and turnover rate among new hires.

The Quality Control Officer added two important complementary indicators: Person-Job Fit and Time to Productivity, stressing that new hire retention represents the “gold standard” reflecting overall recruitment success. Meanwhile, the Recruitment Officer emphasized

CHAPTER 3: RESULTS AND DISCUSSION

behavioral aspects, cultural fit, and work discipline as qualitative indicators equally important as quantitative ones.

Finally, regarding Cost per Hire, responses revealed that the organization adopts a comprehensive approach. The HR Manager distinguishes between direct costs (such as job posting fees on platforms like Emploitic, recruitment agency fees, and medical examinations) and indirect costs (including HR staff time, managers' involvement in interviews, and administrative and logistical expenses). The Quality Control Officer noted that this precise calculation provides a realistic view of recruitment spending and supports better strategic allocation. In answer to the sub-question: "How do KPIs such as Time to Fill, Cost per Hire, Source of Hire, and Quality of Hire contribute to improving recruitment practices?", the findings demonstrate that these four indicators collectively form an integrated performance measurement system. Time to Fill ensures operational continuity by preventing productivity disruptions, Source of Hire enables strategic allocation of the recruitment budget toward the most effective channels, Quality of Hire provides a long-term assessment of recruitment success beyond the hiring decision itself, and Cost per Hire supports financial control and resource optimization. Together, these indicators enable SPS Caprice to move from reactive to proactive recruitment management, continuously refining its practices based on measurable outcomes and allocation of resources.

Third: Use of KPI Data in Decision-Making

Respondents agreed that KPI results constitute a strategic database that enables management to move from guesswork to evidence-based decision-making. The Quality Control Officer explained that these indicators become direct decision-making tools once analyzed and compared to benchmarks, acting as an "intelligent guide" that ensures alignment between recruitment decisions and organizational objectives.

Regarding stakeholders, all respondents indicated that the HR Manager plays a central role in utilizing these data, alongside operational managers and top management.

In terms of practical examples, several decisions were directly based on KPI results. The organization observed a high turnover rate among new employees in the execution department, which led to increasing salaries and improving communication with candidates prior to hiring. It also decided to discontinue reliance on a recruitment source that failed to attract suitable candidates.

CHAPTER 3: RESULTS AND DISCUSSION

Additionally, to address issues related to Time to Fill, the organization strengthened the use of spontaneous applications and internal referrals, and simplified certain administrative procedures to accelerate the recruitment process.

In answer to the sub-question: "How do data derived from KPIs facilitate decision-making in recruitment?", the findings reveal that KPI data function as a strategic decision-support system within SPS Caprice. Rather than being used solely for monitoring purposes, these indicators are directly translated into corrective and improvement actions at both operational and strategic levels. The HR Director, supported by operational managers and top management, relies on KPI outputs to adjust sourcing strategies, revise selection criteria, restructure onboarding programs, and reallocate recruitment budgets. This evidence-based approach reduces subjectivity in recruitment decisions and strengthens the overall credibility and effectiveness of the HR function within the organization.

Section Two: Results Discussion:

The findings of this study, drawn from three complementary data collection methods observation, document analysis, and semi-structured interviews converge to provide a comprehensive and in-depth answer to the central research problem concerning how Key Performance Indicators (KPIs) are used to understand and improve recruitment effectiveness at SPS Caprice.

Document analysis confirmed that the official recruitment procedures within the organization include clear and well-defined stages, consistent with what (Douat & Hosdain, 2025)described regarding the six stages of the recruitment process: needs analysis, candidate attraction, initial screening, selection (interview), decision-making, and onboarding. And The HR dashboard examined during document analysis revealed active monitoring of several indicators such as Turnover Rate, Training Effort, Skills Evaluation, and Labour Conflict. However, it also revealed the absence of key recruitment-specific indicators such as Time to Hire, Cost per Hire, Source of Hire, and Quality of Hire. These indicators are not integrated into a centralized system but remain fragmented and unstructured. This gap aligns with what (Gbadamassi, 2023)highlighted, emphasizing that well-designed indicators require integrated digital tools such as Power BI and ERP systems to ensure real-time monitoring and strategic updates, and that the absence of such systems reduces the effectiveness of monitoring and control.

CHAPTER 3: RESULTS AND DISCUSSION

observation showed that SPS Caprice heavily relies on the Emploitic platform along with several other sources, which is consistent with (Sinha & Thaly, 2013), who found that adopting a multichannel recruitment strategy reduces both time and cost while improving candidate quality.

Regarding the first sub-question on how data derived from KPIs contribute to decision-making in recruitment, the findings show that the use of these indicators has transformed the recruitment process at SPS Caprice from a simple administrative procedure into a data-driven process that supports strategic decision-making. The reliance on measurable indicators enables the organization to make more accurate and objective decisions at different stages of recruitment, while also reducing errors in selecting unsuitable candidates. In addition, this data helps identify weaknesses or “bottlenecks” in the recruitment process, which allows for more effective and faster improvement actions. (KDV, Mrutyunjaya, & Rajesh, 2019) stated that KPIs are essential tools for collecting and analyzing data, which helps in making evidence-based recruitment decisions. They also contribute to improving human resource practices and ensuring their alignment with the organization’s strategic objectives. Similarly, (Ho & Le, 2021) confirmed that these indicators are used to evaluate the efficiency and effectiveness of different stages of the recruitment process through precise measurements that reflect the performance of each activity, allowing organizations to identify strengths and weaknesses and continuously improve them. This evidence-based approach to decision-making is consistent with the theoretical framework proposed by (Gbadamassi, 2023) who emphasized that well-designed KPIs enable real-time strategy adjustments and reduce organizational inertia when supported by integrated digital tools. It also aligns with (MoghadasNian & MoghadasNian, 2024), who demonstrated that airlines using KPI-driven strategies achieved notable improvements in data-informed decision-making and strategic alignment.

Concerning the second sub-question, the study found that SPS Caprice currently relies on a set of core indicators, namely: Turnover Rate, Employee Retention Rate, Time to Fill, Cost per Hire, Quality of Hire, and Offer Acceptance Rate. Among these indicators, the employee retention rate was identified by respondents as the most strategically important, as it reflects the organization’s ability to retain its workforce beyond the probation period. It is considered one of the key indicators of successful recruitment, as it shows the extent to which the employee’s culture and performance are aligned with the organization’s requirements, thereby

CHAPTER 3: RESULTS AND DISCUSSION

facilitating their long-term retention within the company. This result is consistent with the findings of (Ho & Le, 2021), who proposed a similar set of KPIs for evaluating recruitment and selection effectiveness including cost per hire, number of new hires, employee retention beyond five years, and quality of hire based on performance appraisal results — and concluded that these indicators contribute to better HR decision-making and continuous improvement, provided that organizations establish a reliable data system. Similarly, (Iyer & Bhimanatham, 2025) found that quality-of-hire and source-of-hire were the strongest predictors of employee retention, accounting for approximately 68% of the variance in retention rates, which reinforces the relevance of the same indicators identified at SPS Caprice. However, the study also revealed notable gaps in the key performance indicators (KPIs) system. Indicators such as Application Completion Rate, Candidate Response Time, and Candidate Experience are absent from the organization's current measurement framework. This finding is consistent with (Phebi & Sreejith, 2025) in their HC BRidge framework study, which showed that application completion rate is the strongest predictor of candidate experience, followed by time to fill and time to hire—indicators that SPS Caprice only partially tracks. The absence of candidate-centric indicators reflects a limitation in the current measurement framework.

Regarding the third sub-question, the study demonstrated how each of the core KPIs contributes specifically to improving recruitment practices at SPS Caprice:

Regarding the Time to Fill indicator, respondents described it as a key measure of operational continuity in an industrial environment. They also emphasized that time represents a cost, as every vacant position reflects a disruption in the production chain. Therefore, a specific time standard for filling vacancies should be established and not exceeded; if this threshold is surpassed, the source of the delay must be identified and addressed. This finding is consistent with (Mallick, Pattanayak, & Patnaik, 2025), who found that organizations with higher levels of predictive analytics usage report shorter hiring cycles. It also aligns (Iyer & Bhimanatham, 2025), who demonstrated that exceeding a time-to-fill of 45 days is associated with a significantly higher turnover rate of 23%, compared to 14% in organizations that fill positions within 30 days. Additionally, Priyadarsini and Sreejith (2025) confirmed that time to fill has a positive and significant impact on candidate experience, as shorter recruitment timelines reduce candidate anxiety and enhance transparency throughout the process. The Time to Fill measures the duration from the job posting date until the acceptance of the job offer,

CHAPTER 3: RESULTS AND DISCUSSION

reflecting the efficiency of the recruitment process. However, the organization under study uses a different definition, where this indicator is calculated from the date of approval of the recruitment request until the position is actually filled.

Regarding Cost-per-Hire, the lack of close monitoring of this indicator may lead to the depletion of financial resources without achieving the desired quality of hire. Within SPS Caprice, controlling recruitment costs is considered a key priority that ensures the sustainability of the recruitment budget and prevents unnecessary expenditure, especially since money spent in the recruitment process is regarded as an investment. This investment yields returns in the form of highly competent employees with better retention and strong performance. This practice is supported by (Reddy, 2025) who found that cost-per-hire is among the core metrics that enable organizations to align recruitment spending with strategic objectives, and by (MoghadasNian & MoghadasNian, 2024), who highlighted that controlling recruitment costs without compromising quality is essential for achieving a high return on investment in talent acquisition. Together, these four indicators enable SPS Caprice to move from reactive to proactive recruitment management, continuously refining its practices based on measurable outcomes. The organization confirmed that it divides these costs into internal and external expenses, as it relies on a recruitment platform such as “emploitique” which allows paid job postings, in addition to payments made to recruitment agencies.

Regarding the Source of Hire indicator, the HR Manager at SPS Caprice demonstrated a mature approach by evaluating each recruitment channel based on Return on Investment (ROI), noting that the Emploitic platform is effective for administrative profiles, while the National Employment Agency (ANEM) serves as a strategic partner for technical and operational positions. This multi-channel strategy is consistent with (Sinha & Thaly, 2013), who found that digital sourcing channels—particularly job portals (28%), social media (23%), and campus recruitment (22%)—have become the dominant recruitment sources in major IT organizations, and concluded that adopting a multi-channel approach is essential to improve both the reach and quality of recruitment. Furthermore, (Iyer & Bhimanatham, 2025), found that employees recruited through referral programs had the highest one-year retention rate at 87%, followed by internal job postings at 83%, compared to only 64% for those hired through job portals a finding that directly supports SPS Caprice's strategy of combining internal referrals with digital platforms to optimize sourcing effectiveness. The Candidate Sourcing Channel Effectiveness measures the success of different sourcing

CHAPTER 3: RESULTS AND DISCUSSION

channels in attracting qualified candidates, helping to optimize resource allocation. The organization also uses this indicator to compare the effectiveness of the various recruitment channels it relies on.

Regarding the Quality of Hire indicator, respondents at SPS Caprice described an integrated evaluation methodology covering three key dimensions: employee retention after the probationary period, supervisor assessment of performance and discipline, and the turnover rate among new hires. The Quality Control Officer further proposed complementary indicators such as Person–Job Fit and Time to Productivity. This comprehensive approach aligns with (MoghadasNian & MoghadasNian, 2024), who found that quality of hire—as a composite metric including first-year attrition rate, hiring manager satisfaction, and new hire performance—correlates strongly with improved organizational performance and employee retention. (Iyer & Bhimanatham, 2025), further demonstrated a strong negative correlation between quality of hire and turnover ($r = -0.71$), showing that organizations rating new hires at 4.0 or above on a 5-point scale experienced only 9% turnover, while those scoring below 3.0 exceeded 25%—evidence that directly supports the emphasis placed by SPS Caprice on post-hire qualitative evaluation.

(Reddy, 2025) argued that successful recruitment management depends on achieving a careful balance among all these indicators simultaneously, reflecting the integrated approach adopted by SPS Caprice. These findings are further supported by the study of (Omomayowa , 2025), who confirmed that the most impactful key performance indicators in evaluating recruitment effectiveness are precisely those used at SPS Caprice, namely Time to Fill, Cost per Hire, Quality of Hire, and Source of Hire.

The four objectives of this study have been fully achieved. The first objective was achieved by showing the shift from intuition-based to data-driven decision-making, as illustrated by decisions such as salary adjustments following a 57% turnover rate. The second objective was achieved by identifying the KPIs currently used and highlighting missing indicators. The third objective was achieved by identifying structural weaknesses such as the lack of centralized data systems, limited use of digital tools, and misalignment between training and actual skill needs. Finally, the fourth objective was achieved by showing that Time to Fill monitoring helped simplify procedures and strengthen internal referrals, while Cost per Hire analysis improved resource allocation, although the lack of an integrated dashboard remains a limitation for systematic recruitment performance management.

CHAPTER 3: RESULTS AND DISCUSSION

Conclusion:

This chapter presents the practical part of the study using observation, document analysis, and interviews analyzed with NVivo 10. The findings show that SPS Caprice has a well-structured recruitment process and a good understanding of KPIs among staff. However, the use of KPIs remains limited, as key indicators such as Time to Hire, Cost per Hire, and Source of Hire are not fully integrated into a unified system. The study also confirms alignment with previous research on the importance of recruitment KPIs, while highlighting gaps such as the lack of candidate experience metrics, unorganized data, and weak digital tools. Overall, SPS Caprice has started using KPIs in recruitment but still needs further development in systems, indicators, and data management.

General Conclusion

General Conclusion

This study set out to examine how Key Performance Indicators (KPIs) are used to evaluate and improve recruitment effectiveness at SPS Caprice, an Algerian industrial company. In an increasingly competitive business environment, organizations are expected to make informed human resource decisions based on reliable data rather than intuition alone. Within this context, the study explored the role of recruitment KPIs in supporting performance measurement and continuous improvement.

To address the research objectives, a qualitative research approach was adopted. Data were collected through semi-structured interviews with key stakeholders involved in recruitment activities, direct observation, and the analysis of internal documents. The collected data were analyzed using NVivo 10 software, allowing for a systematic interpretation of participants' perspectives and organizational practices.

The findings revealed that SPS Caprice relies on several KPIs to monitor recruitment effectiveness, including Time to Fill, Cost per Hire, Source of Hire, Quality of Hire, Turnover Rate, and Retention Rate. These indicators provide valuable insights into different dimensions of recruitment performance and support decision-making related to workforce planning and talent acquisition. Among them, the Retention Rate emerged as a particularly important indicator, as it reflects the organization's ability to attract, select, and retain employees over the long term.

The study also demonstrated that KPI monitoring contributes to identifying weaknesses within the recruitment process and supports the implementation of corrective actions. The analysis showed that recruitment data are used to guide decisions related to sourcing methods, recruitment procedures, and workforce management. As a result, KPIs help improve the overall effectiveness of recruitment activities and promote a more structured approach to human resource management.

Despite these positive contributions, several challenges were identified. The absence of candidate experience indicators limits the comprehensiveness of recruitment evaluation. In addition, fragmented data management and the lack of a centralized Human Resource Information System (HRIS) reduce the efficiency and reliability of recruitment analytics. The limited use of digital tools also restricts the organization's ability to fully benefit from data-driven recruitment practices.

The study was subject to certain limitations. The small number of participants limited the diversity of perspectives collected. Furthermore, some recruitment data were not formally documented, which restricted access to comprehensive historical information and limited the depth of analysis for certain indicators.

General Conclusion

Based on these findings, the study proposes a set of practical recommendations aimed at strengthening the recruitment performance measurement system within SPS Caprice:

- **Develop a dedicated recruitment dashboard:** establishing a centralized dashboard would enable continuous and structured monitoring of all KPI data, facilitate comparisons over time, and support the rapid identification of bottlenecks and weaknesses.
- **Expand the KPI system by integrating candidate experience indicators:** including KPIs such as candidate satisfaction, offer acceptance rate, and application completion rate would provide a more comprehensive assessment of recruitment effectiveness, incorporating both internal performance and the applicant's perspective.
- **Enhance recruitment improvement through the Deming Cycle (PDCA):** adopting this continuous improvement framework would allow the organization to systematically translate KPI results into corrective and preventive actions, making recruitment improvement an institutionalized practice rather than an occasional response to challenges.
- **Invest in a centralized Human Resource Information System (HRIS):** implementing an HRIS, even a simplified system adapted to the company's scale, would automate data collection, reduce human error, and significantly improve the quality and consistency of recruitment analytics.

Overall, the findings of this study demonstrate that KPIs play a fundamental role in transforming recruitment from an intuition-based activity into a structured process that is measurable and continuously improvable. Improving recruitment effectiveness is therefore not merely a technical or operational issue; it represents a strategic imperative for any organization aiming to build a stable, competent, and competitive workforce. This is particularly important for companies such as SPS Caprice, which operate in a dynamic industrial environment where the quality of human capital directly influences organizational performance.

It is hoped that the findings and recommendations presented in this study will provide practical value to SPS Caprice and contribute to enriching knowledge on data-driven human resource management within the Algerian industrial context. Future research may build upon this work in several important directions, such as integrating artificial intelligence and predictive analytics into recruitment measurement systems, or expanding the analysis through

General Conclusion

comparative studies involving multiple organizations across different sectors. Such studies would deepen our understanding of how performance measurement frameworks can be adapted to diverse organizational contexts and would ultimately contribute to advancing the theory and practice of strategic human resource management.

References

1. References :

2. Adil , C., & Sanaa , H. (s.d.). Eléments de Réflexion sur les Positionnements Epistémologiques et Méthodologiques en Sciences de Gestion. *Revue Interdisciplinaire*, 1(2).
3. Anand, A. (2026). *Job Fair: Definition, Benefits, Types & Comparison*. Retrieved from XOPA AI.
4. Asongwe, J. (2023). An assessment of recruitment and selection effectiveness using quantitative parameters.
5. Ayusmita. (2026, April). *Source of Hire: The Metric Most Recruiting Firms Track Wrong*. Retrieved from Recruiterflow: <https://recruiterflow.com/blog/source-of-hire>
6. Bejagam , N., & Priya , S. (2025, November). An Analytical Study of the Hiring Process in the Chemical Manufacturing Sector. *Integrated Journal for Research in Arts and Humanities*, 5(6), 105-110.
7. Benchemam , F., & Galindo, G. (2015). *Gestion des ressources humaines* (éd. 5). Gualino.
8. Bénédicte, B. (2024). *LE GUIDE PRATIQUE DE LA GESTION DES RESSOURCES HUMAINES L'essentiel pour tous*. Paris: Ellipses Édition Marketing S.A.
9. BENHADDOUCH, M., & EL FATHAOUI, H. (s.d.). Epistemological Paradigms and Methodological Choices in Management Science: A Review of the Literature. *Revue Française d'Economie et de Gestion*, 3(5).
10. Benhmama, A., Bennis Bennani, Y., & Sabiri, B. (2022). Application de la théorie des jeux dans le processus de recrutement au sein des entreprises. *Revue Française d'Economie et de Gestion*, 3(6), 368–385.
11. Caleb, T. E. (2023). *La fabrique des recruteurs*. Paris: L'Harmattan.
12. Chaithanya, B., & Fathima, S. (2024, March). A PROJECT ON RECRUITMENT & SELECTION WITH REFERENCE TOBHARATHI CEMENT INDUSTRIES. *International Journal of Engineering Research and Science Technology*, 20(1), 276–283.
13. Chloe , J., Lily , P., & Ella , P. (2026, March). Integrating Machine Learning with Power BI for Predictive Business Analytics. Récupéré sur https://www.researchgate.net/publication/403070960_Integrating_Machine_Learning_with_Power_BI_for_Predictive_Business_Analytics
14. Chloé. (2021). *Bourse à l'Emploi : vers une stratégie RH proactive*. Récupéré sur Keycoopt.
15. *Cost per hire: How to calculate & reduce recruiting expenses*. (2025). Récupéré sur Metaview: <https://www.metaview.ai/resources/blog/cost-per-hire>

Référence

16. Crimmins, C. (2025, April 1). *KPI Dashboards Explained: Benefits, Best Practices, and Examples*. Récupéré sur Spider Strategies: <https://www.spiderstrategies.com/blog/kpi-dashboard/>
17. D. A.-L., & Hosdain, M.-F. (2025). *Recruter sans discriminer : respecter le cadre légal et éviter les pièges de la discrimination*. Gereso Éditions.
18. Dessler, G. (2005). *Human resource management*. Prentice Hall.
19. Dyah , S., Farhan , H., Ida , F., & Fauziah , L. (2025). Effective Recruitment Strategies in Modern Human Resources Management. *INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH AND ANALYSIS*, 8(1), 130-137. doi:10.47191/ijmra/v8-i01-17, Impact Factor: 8.22
20. Eglite, M. (2026). *Top 6 Recruitment KPIs You Need to Track in 2026*. Récupéré sur Starred.
21. Farouk, T. (2024). L'apport du recrutement responsable dans la recherche d'éthique professionnelle : contribution à l'étude del'expérience d'un organisme de service public spécialisé en système d'information documentaire. *Études en sciences humaines et sociales*, 24(1), 166–198.
22. Feghoul, D., & Benabed, F. (2023). Méthodes de recrutement 4.0 : (cas Emploiartner). *Revue recherche économique contemporaine*, 6(2), 423-438.
23. Gavand, A. (2025). *Le grand livre du recrutement* (éd. 2). Paris: Éditions Eyrolles.
24. Gbadamassi, R. (2023, Janvier). Les indicateurs clés de performance (KPI) pour mesurer l'efficacité stratégique d'une entreprise. *Revue Professionnelle*.
25. GRIGORAȘ, N.-V. (2022). KEY PERFORMANCE INDICATORS SPECIFIC TO THE HUMAN RESOURCES DEPARTMENT. 18(1). doi:DOI: 10.53477/2971-8813-22-28
26. Hema, M., & Ria, K. (2022, August). Human Resource Information System (HRIS) – Scope, Challenges and Benefits. *International Journal of Engineering Science Invention Research & Development*, 9(2).
27. Ho, T., & Le, T. (2021). KPI in evaluating recruitment and selection practices. *Asian Journal of Management*, 12(1). doi:10.5958/2321-5763.2021.00011.1
28. Iyer, S., & Bhimanatham, A. (2025). Evaluating the impact of recruitment and selection on employee turnover and retention rates. *International Journal of Research-GRANTHAALAYAH*, 13(3).
29. jagdish , s., & monica , k. (2022). Study of Assessing Hr Process Effectiveness through HR Metrics- An Empirical Study in Selected Indian Organizations. (24).
30. José, M. (2011). Les paradigmes épistémologiques constructivistes : post-modernisme ou pragmatisme ? *Management & Avenir*, 372-391. doi:10.3917/mav.043.0372

Référence

31. Kaaria, A. G. (2024). Essential Human Resource Metrics and Analytics for Sustainable Work Environments: Literature Mapping and Conceptual Synthesis. *East African Journal of Business and Economics*, 7(1).
32. Kadejo, O. O. (2025). Transformational Hiring In The Digital Age: Redesigning The Talent Lifecycle Through Crm, Ats, And Data-Driven Onboarding. *IOSR Journal of Research & Method in Education*, 15 (5), 39-54.
33. Karolina , C., & Andrzej , P. (2024). MODEL OF HUMAN RESOURCE MANAGEMENT IN MANUFACTURING COMPANIES USING KEY PERFORMANCE INDICATORS (KPIS). *HUMAN - TECHNICAL FACILITY – ENVIRONMENT*, 6(1).
34. KDV, P., Mrutyunjaya, R., & Rajesh, V. (2019). Recruitment metrics and accomplishments: A study with reference to information technology sector. *Journal of Management Research and Analysis*, 6(2).
35. Khamis Hamdan, R., Arora, P., Hamdan, A., Harraf, A., & Alareeni, B. (2022). *Future of organizations and work after the 4th industrial revolution: The role of artificial intelligence, big data, automation, and robotics* (Vol. 1037). Springer.
36. *KPI of Recruitment: A Complete Guide*. (2026). Retrieved from Juicebox.ai: <https://juicebox.ai/blog/kpi-of-recruitment>
37. Lethielleux, L. (2025). *L'essentiel de la gestion des ressources humaines*. Gualino.
38. Li, Y. (2022). Research on Evaluation Method of Recruitment Channel Effectiveness. *Advances in Economics, Business and Management Research*, 652, 50–55.
39. Libraries, K. S. (2026). *Statistical & qualitative data analysis software: About NVivo*. Récupéré sur LibGuides: <https://libguides.library.kent.edu/statconsulting/NVivo>
40. Lindberg, C.-F., Tan, S., Yan, J., & Starfelt, F. (2015). Key performance indicators improve industrial performance. *Energy Procedia*. doi:10.1016/j.egypro.2015.07.474
41. Liu, X. (2026, January 21). A Review of the Application of MBTI Personality Theory inthe Fieldof Personnel Recruitment. *Cognitive and Behavioral Science Digest*, 2 (1).
42. Lucian , B. (2015). SOURCES OF HUMAN RESOURCES. *REVISTA ACADEMIEI FORŃ ELOR TERESTRE*, 79(3).
43. Mallick , M., Sengupta , A., Ingawale , S., & Aljapurkar , A. (2022). Using blockchain technology for recruitment effectiveness in industry 4.0. *Prayukti - Journal of Management Applications*, 2(1). doi:<http://doi.org/10.52814/PJMA.2022.2107>
44. Mallick, Z., Pattanayak, S. K., & Patnaik, S. (2025). Improving Time-to-Hire and Quality-of-Hire Metrics Using Predictive Analytics in Indian Tech Recruitment. *Journal of Informatics Education and Research*, 5(3).
45. Marr, B. (2012). *Key Performance Indicators: The 75 measures every manager needs to know*. Harlow: Pearson Education Limited.

Référence

46. Mekkaoui, k. (2021, Mars). The recruitment system in the Moroccan public sector Exploratory study within ministerial departments. *African Scientific Journal*, 3(4), 1–19. doi:10.5281/zenodo.5588470
47. MoghadasNian, S., & MoghadasNian, A. (2024). Optimizing Talent Acquisition Strategies: An Analytical Approach to KPI-Driven Decision Making in the Airline Industry.
48. Moh, A., Iskandar, Indo , S., & Rahmat , A. (2024). The Influence of Pdca (Plan, Do, Check, Act) Based on KPI (Key Performance Indicators) on Increasing the Performance of Librarians at. *Jurnal Ilmu Manajemen Profitability*, 8(2).
49. Moltke, N. v. (2026). *Recruitment Dashboard: Key Metrics, Examples, and How To Build One*. Récupéré sur AIHR: <https://www.aihr.com/blog/recruitment-dashboard>
50. Moulette, P., Roques, O., & Tironneau, L. (2024). *L'essentiel de la gestion des ressources humaines*. Malakoff: Dunod.
51. Mujtaba, D. F., & Mahapatra, N. R. (2025). Fairness in AI-Driven Recruitment: Challenges, Metrics, Methods, and Future Directions.
52. Na, S. R. (2024). Application of Artificial Intelligence in Recruitment and. *Academic Journal of Science and Technology* , 9 (2).
53. Noto, A. (2025). *Recruitment KPIs: Key Indicators for Hiring*. Retrieved from JobAffinity: <https://www.jobaffinity.com/en/blog/kpi-recrutement/>
54. Ojonugwa, B. M., Otokiti, B. O., Abiola-Adams, O., & Olinmah, F. I. (2021). Constructing Data-Driven Business Process Optimization Models Using KPI-Linked Dashboards. *International Journal of Multidisciplinary Research and Growth Evaluation*, 2(2). doi:<https://doi.org/10.54660/IJMRGE.2021.2.2.330-336>
55. Omomayowa , O. K. (2025). Strategic Talent Acquisition As A Catalyst For Business Growth: A Cross-Regional Analysis Of Hiring Impact In Emerging Markets. *IOSR Journal of Research & Method in Educatio*, 15(5), 21-38.
56. *Optimize Hiring with Proven Recruitment KPIs*. (2025, May 14). Récupéré sur Taggd.
57. Paing, T., & Tun, S. (2021). CChallenges and Barriers Recruitment of Professionals and Management Trainees in a Transitional Situation to the New Normal. *Journal of Asian Multicultural Research for Economy and Management Study*, 2(4), 39–44. doi:<https://doi.org/10.47616/jamrems.v2i4.206>
58. PARMENTER, D. (2010). *Key Performance Indicators: Developing, Implementing, and Using Winning KPIs* (éd. 2). John Wiley & Sons.
59. Pennaforte, A., Guignard, J.-L., Herbinier, J.-P., & de La Pradelle, A. (2022). *Les fondamentaux de la GRH : 100 défis RH illustrés* (2 ed.). Dunod.
60. Peretti, J. M. (2022). *Ressources humaines* (18 ed.). Vuibert.
61. Peretti, J.-M. (2013). *Ressources humaines* (éd. 14). Vuibert.

Référence

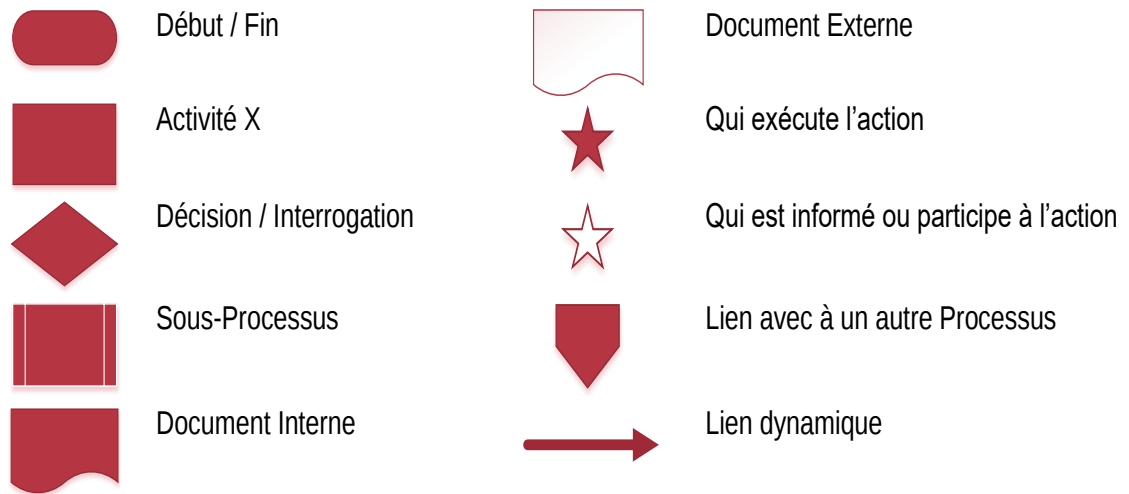
62. Phebi, P., & Sreejith, S. (2025). Role of recruitment analytics in optimizing candidate experience and employer brand image: a HC BRidge Framework perspective. *Future Business Journal*.
63. Prayogi , B. A., & Setiyono, W. P. (2025, June). Performance Analysis of Recruitment Selection Strategy Based on. *Dinasti international journal of Education Management and Social Science* , 6(5).
64. Pshdar, A. H., Baban, J. O., Bayar, G., Sarhang, S., Hassan , M. A., Shahla, A. A., . . . Govand , A. (2021). Recruitment and Selection: The Relationship between Recruitment and Selection with Organizational Performance. *International journal of Engineering, Business and Management*, 5 (3).
65. Radosław, W., & Ireneusz , T. (2024). THE USAGE OF PDCA CYCLE IN INDUSTRY 4.0 CONDITIONS.
66. Reddy, M. C. (2025, February). KEY METRICS IN TALENT ACQUISITION REPORTING & HOW THEY INFLUENCE STRATEGIES. *Int Peer Reviewed Journal*, 5(2), 870-876.
67. Role of recruitment analytics in optimizing candidate experience and employer brand image: a HC BRidge Framework perspective. (2025). *Future Business Journal*.
68. Scott P , K., Brittany A , M., Bernardo J , C., & Christopher S , N. (2020, November). Myers Briggs Type Indicator.
69. Sharma, S. (2024, January 12). 5 KPIs to Measure Candidate Sourcing Efforts. Retrieved from QX Global Group: https://qxglobalgroup.com/rs/us/blog/metrics-to-measure-candidate-sourcing-efforts/?utm_source=chatgpt.com
70. Shefrin, H. (2025, June 21). *Balanced Scorecard vs KPIs (Key Performance Indicators) in Business - Understanding the Key Differences*. Récupéré sur Call Edges: <https://calledges.com/business/balanced-scorecard-vs-kpis-key-performance-indicators>
71. SI AHMED, S., & ISSOLAH, S. (2022). *Enjeux et modalités du processus de recrutement au sein de l'ENIEM (Tizi-Ouzou)*. Université Mouloud Mammeri de Tizi-Ouzou.
72. Sinha, V., & Thaly, P. (2013). A REVIEW ON CHANGING TREND OF RECRUITMENT PRACTICE TO ENHANCE THE QUALITY OF HIRING IN GLOBAL ORGANIZATIONS. *Management*, 18 (2), 141-156.
73. SOULEZ, C. G. (2025). *GESTION DES RESSOURCES HUMAINES* (éd. 18). Gualino / Lextenso.
74. Staff, C. (2025, octobre 15). *What is Power BI? What it is, how it's used, and more*. Récupéré sur Coursera: <https://www.coursera.org/articles/what-is-power-bi>
75. Sylvie, G. (2023). *Les outils des RH : Les savoir-faire essentiels en GRH* (éd. 5). Dunod.

Référence

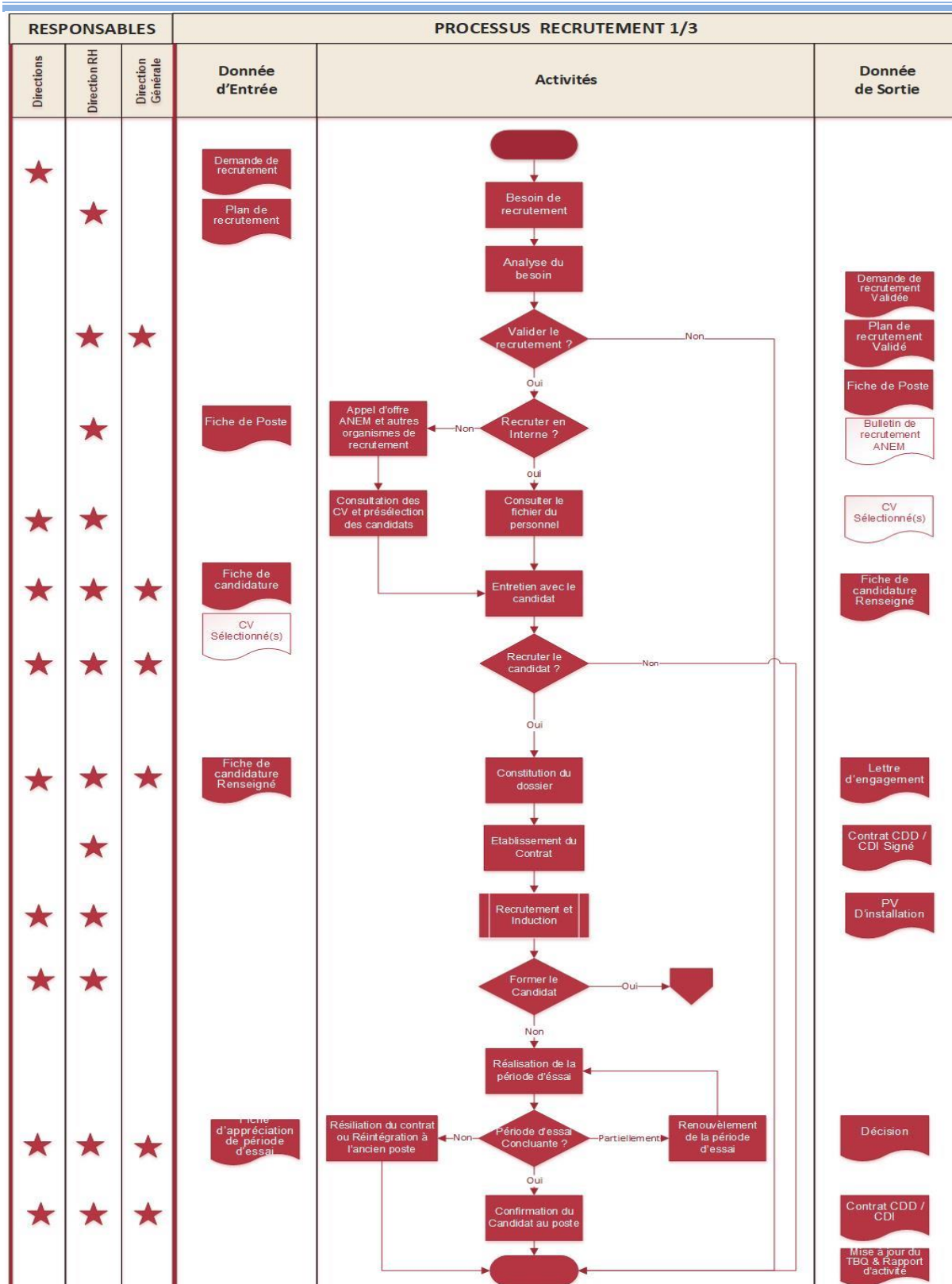
76. Thiagarajan, R. (2021, 2021). The Role of Recruitment Analytics and Metrics in Targeted Recruitment Post Pandemic. doi:10.4108/eai.7-12-2021.2314764
77. Urszula , B., Joanna M , D., & Magdalena , N. D. (2024). KEY PERFORMANCE INDICATORS (KPIs) IN THE QUALITY MANAGEMENT. *International Journal for Quality Research*, 18(2), 473–486.
78. Zanina , K., Saso , J., & Martin , K. (2020). MODERN TRENDS OF RECRUITMENT – INTRODUCING THE CONCEPT. *JOURNAL OF SUSTAINABLE DEVELOPMENT*, 10(24), 55-65.
79. Zenati , M., & Damerdjioi , A. (2025). *Processus de recrutement interne et externe : Etude de cas SOCIÉTÉ GÉNÉRALE ALGÉRIE*. Koléa: Ecole Nationale Supérieure de Management (ENSM).
80. إستراتيجية توظيف الموارد البشرية وأثرها على التمكين الإداري (2019). ب, أبو بكر & أحمد الامين , ي (1). دراسة ميدانية بمستشفى أميدة بن عجيل – الأغواط- الجزائر
81. مجلة . أنظمة رصد وتفرغ المشاهدات في الملاحظة البحثية نظرة عامة ومبادئ توجيهية (2020). جخل, س. ا (4). 5(4) الرسالة للدراسات والبحوث الإنسانية
82. عبدالله قادية. (2015). دور الوكالة الوطنية للتشغيل بين الوساطة والمراقبة عند تشغيل الأجانب. 6(1)، 75-91.

Appendix

Appendix “1”: Recruitment Procedures at SPS Caprice.



Appendix



Source: internal company document.

Appendix

Appendix "2": Recruitment Request.

CAPRICE کپریس	DEMANDE DE RECRUTEMENT	Code : SE-PR1-PS9-02 Version : 01 Date : 11/01/2024
-------------------------	-------------------------------	---

Réf :

Alger le :

IDENTIFICATION DU BESOIN

Structure concernée :
Nom et prénom du demandeur :
Date prévue de recrutement:

Motif de Recrutement:

- Planifiée (Organique) :

o Oui ☐ Non ☐

Dénomination du poste concernée :

Nombre de personne à recruter :

Est-ce que c'est un :

▪ Remplacement suite démission : ☐

▪ Remplacement suite fin de contrat : ☐

▪ Remplacement suite à une promotion : ☐

Nom et prénom du(es) salarié(s) à remplacer :

.....

.....

- Création d'un nouveau poste ☐ (A motiver)

.....

.....

.....

Dénomination du poste à créer :

PROFIL DU CANDIDAT

Sexe : ☐ Femme ☐ Homme ☐ Indifférent

Formation de base :

Expérience professionnelle : ☐ Expérimentée,nombre d'année | ☐ Fraichement diplômé

Remarque :

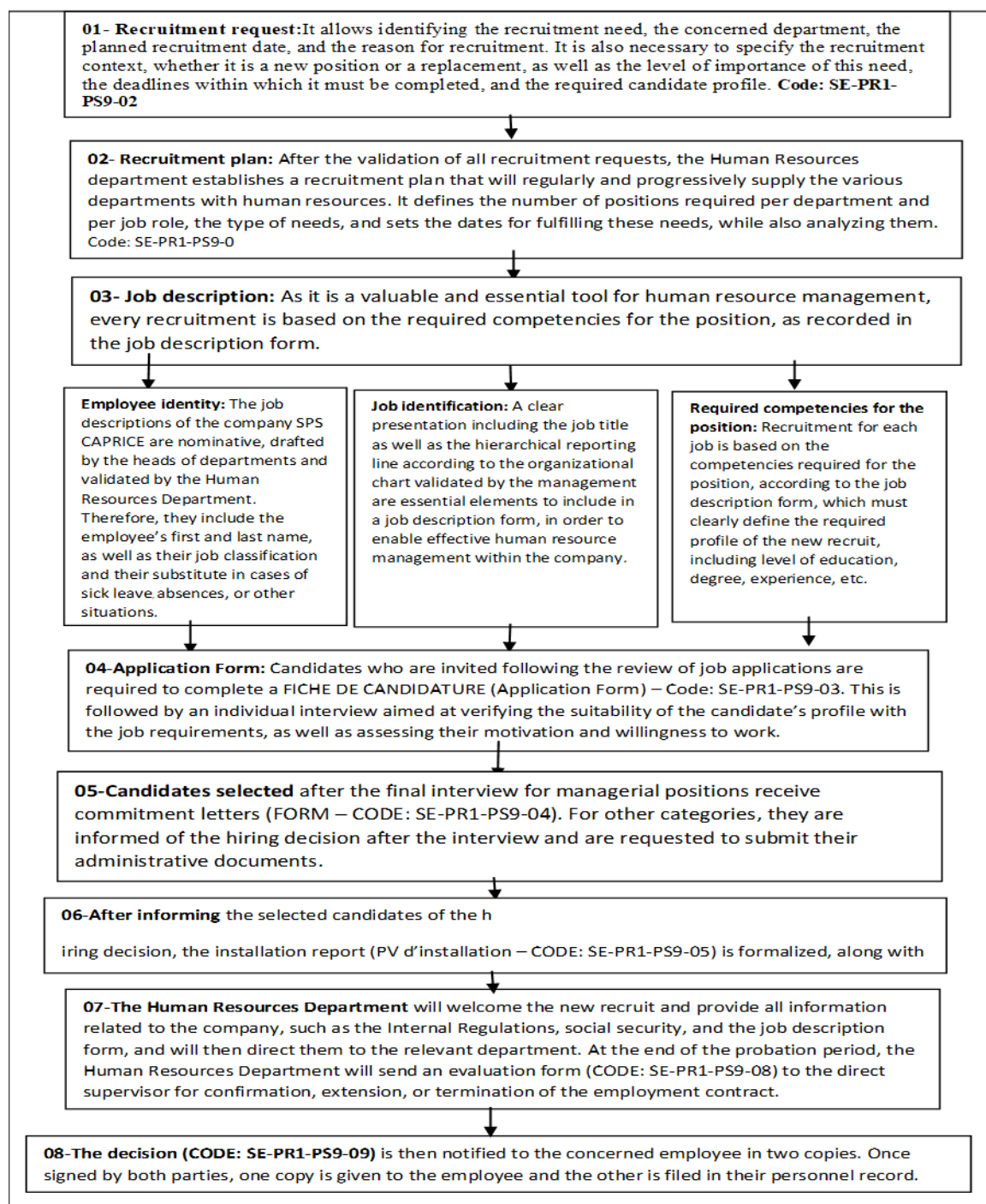
.....

.....

APPROBATION : (Visa et Cachet)

Demandeur	Direction des Ressources Humaines	Président Directeur Général
Nom et Prénom :	Nom et Prénom :	Nom et Prénom :
Date :	Date :	Date :

Appendix “3 ”: Operating Procedure



Source: internal company document.

Appendix

Appendix “4”: Recruitment Plan

CAPRICE کپریس	PLAN DE RECRUTEMENT	Code : SE-PR1-PS9-01 Version : 01 Date : 11/01/2024
-------------------------	----------------------------	---

Alger le :

ANNEE : 2024

SITE AIN BENIAN

*Type : Remplacement ou Nouveau poste						
Direction	Nombre	Poste	Type*	Remplacement de	Date de recrutement	Remarque
Direction Générale						
Direction des Ressources Humaines						
Direction de Production AIN BENIAN						
Direction Technique						
QHSE						
Direction Achats & Logistique						
Direction Commerciale						
Finance & Comptabilité						
Informatique						
TOTAL SITE AIN BENIAN						

SITE BLIDA

Direction	Nombre	Poste	Type	Remplacement de	Date de recrutement	Remarque
Direction Générale						
Direction des Ressources Humaines						
Direction de Production BLIDA						
Direction Technique						
QHSE						
Direction Achats & Logistique						
Direction Commerciale						
Finance & Comptabilité						
Informatique						
TOTAL SITE BLIDA						

TOTAL GENERAL	
----------------------	--

Page 1 sur 2

Source: internal company document.

Appendix “5”: Official Installation Report.

CAPRICE کپریس	PROCES VERBAL D'INSTALLATION	Code : SE-PR1-PS9-05 Version : 01 Date : 11/01/2024
-------------------------	-------------------------------------	---

Réf : N°...../DRH/2024

Alger le :

Nous soussignés SPS Caprice, dont le siège social est situé sur la Route de Staoueli B.P 131 Ain Bénian.

Déclarons avoir procédé ce jour, le 00/00/2024 à l'installation de Mr Né le 00/00/0000 à dans ses fonctions de

Signature de l'intéressé(e)

Direction des Ressources Humaines

Source: internal company document.

Appendix "6": Letter of Commitment.

CAPRICE كپريس	<u>LETTRE D'ENGAGEMENT</u>	Code : SE-PR1-PS9-04 Version : 01 Date :11-01-2024
-------------------------	-----------------------------------	--

Réf :...../DRH/2024

Alger le :

Entre les soussignés :

La société **SPA SPS CAPRICE**, ayant son siège social à la route de Staouéli, BP 131, Ain-Benian, Alger.

Ci-après dénommé" la société "

D'une part

Et :

Nom :
Prénom :
Date de Naissance :
Nationalité :
Adresse :

Ci-après dénommer "l'employé(e)"

D'autre part

Il a été convenu et arrêté ce qui suit :

ARTICLE 01: OBJET

La société **SPA SPS CAPRICE** s'engage à embaucher, en qualité de....., avec un Contrat CDD ou CDI et un salaire mensuel net de **DA**, sous réserve de présenter ses diplômes et ses certificats du travail.

ARTICLE 02: GARANTIES

Mr, s'engage à être libre de tout engagement à la date de son recrutement, soit le Dimanche **00/00/2024**.

ARTICLE 03 : DATE D'EFFET

Le présent engagement prendra effet à sa signature par les 02 parties et sera annulé par la signature d'un contrat de travail.

Fait à Ain Benian le :**00/01/2024**.

Appendix “7”: Appraisal Form

	FICHE D'APPRECIATION	Code :SE-PR-PS9-08 Version : 01 Date :11/01/2024
---	-----------------------------	--

MOTIF

☐ Période d'essai
☐ Fin de contrat

IDENTIFICATION DU COLLABORATEUR

Nom :
 Prénom :
 Date naissance :
 Poste occupé :
 Date de recrutement :
 Date de fin de période d'essai 01 :
 Date de fin de période d'essai 02 :
 Date de fin de contrat :

APPRECIATION DU RESPONSABLE HIERARCHIQUE

.....

.....

.....

APPRECIATION DE LA DIRECTION DES RESSOURCES HUMAINES

.....

.....

.....

APPRECIATION DE LA DIRECTION GENERALE

.....

.....

.....

DECISION

☐ Renouvellement de la période d'essai
☐ Confirmation dans le poste
☐ Résiliation du contrat

RESPONSABLE HIERARCHIQUE	DIRECTRICE DES RESSOURCES HUMAINES	DIRECTION GENERALE

Source: internal company document.

Appendix “8”: Decision

AIN BENIAN LE : //.

N°...../DRH/202

DECISION

- Vu la loi 90-11 du 21 avril 1990 modifiée et complétée, relative aux relations de travail.
- Vu le contrat de travail du au
- Vu l'appréciation de la Hiérarchie.
- Vu l'accord de la Direction Générale.

Il a été décidé

Article 01 :, est confirmé dans son poste de, pour la période de son contrat à durée déterminée.

Article 02 : La Direction des Ressources Humaines est chargée de l'exécution de la présente décision.

Article 03 : La présente décision prend effet à compter du

La Direction des Ressources Humaines.

Code :SE-PP-PS9-09

Source: internal company document.

Appendix “9”: Interview Guide.

	Guide d’entretien	
My name is Sassi Zineb Henia, a student at the National Higher School of Management, specializing in Human Resource Management. As part of my research work, which focuses on the analysis of recruitment process effectiveness through the use of Key Performance Indicators (KPIs): a case study of Caprice Company, I am conducting this interview to understand how the company uses performance indicators to evaluate and improve the effectiveness of its recruitment process. This interview is conducted solely for academic purposes. All information collected will remain strictly confidential and will be used exclusively within the framework of this research.		
Section 1: Interviewee Profile Could you please specify your current position and the department or service in which you work at SPS Caprice? How long have you been holding this position? What is your role in the recruitment process (directly or indirectly)? Section 2: Understanding and Identifying Recruitment KPIs In your opinion, what is a Key Performance Indicator (KPI)? Why does SPS Caprice use KPIs in recruitment? What are the main KPIs used at SPS Caprice to evaluate the effectiveness of the recruitment process? Are there any other indicators that you consider necessary but that are not currently being used? Section 3: Contribution of KPIs to Improving Recruitment Effectiveness Could you explain why the company calculates the time required to fill a vacant position? Could you explain how the company identifies the most effective recruitment source for a candidate? How do you evaluate the effectiveness of each recruitment source? Could you explain how SPS Caprice measures Quality of Hire after a candidate has been integrated into the company? What criteria are taken into account when assessing Quality of Hire? Could you explain how the overall cost of a recruitment operation is calculated? What types of costs are included in this calculation? What decisions can this indicator help the company make or adjust? Section 4: Use of KPI Data in Decision-Making How are the results generated from KPIs used in recruitment-related decision-making? Which individuals or organizational bodies rely on these data to make decisions? Could you provide a concrete example of a decision that was made based on the results of a specific KPI?		

—

[illegible]

Appendix "11": Candidate application form

CAPRICE کپریسی	FICHE DE CANDIDATURE	Code : SE-PR1-PS9-03 Version : 02 Date : 09-02-2025
--------------------------	-----------------------------	---

IDENTITE DU CANDIDAT

Nom		Nom de jeune fille	
Prénom			
Né(e) le		A :	
Nationalité			
N° CNI /PC		Délivré le	.../.../.... A :
Adresse			
N°SS			
Groupe sanguin			
N° téléphone		Adresse Mail	

SITUATION FAMILIALE

☐ Célibataire
 ☐ Marié(e)
 ☐ Divorcé(e)
 ☐ Veuf (ve)

Nombre d'enfant :

Prénom	Sexe	Né(e) le	Niveau	A charge

Ascendance

Le père :

Nom et Prénom :
 Date de naissance : Lieu de naissance
 Nationalité :
 Adresse :
 Profession :
 Employeur :
 N°Tél :

La mère :

Prénom : Nom de jeune fille :
 Date de naissance : Lieu de naissance
 Nationalité :
 Adresse :
 Profession :
 Employeur :
 N°Tél :

	FICHE DE CANDIDATURE	Code : SE-PR1-PS9-03 Version : 02 Date : 09-02-2025
---	-----------------------------	---

FORMATION

Titre du diplôme	Etablissement	Année	Mention

Connaissances en langue

Langue	Niveau
Arabe	
Français	
Anglais	

EXPERIENCES PROFESSIONNELLE

Poste occupé	Année	Organisme	Salaire	Motif de départ

1. Compte rendu du dernier poste occupé ? (Responsabilités, fiche de poste, hiérarchie.....)

.....

.....

.....

2. Peut-on demander des informations chez votre ex employeur ? ☐ Oui ☐ Non

3. Connaissiez-Vous la société SPS CAPRICE ?

.....

.....

4. Pourquoi vous avez répondu à notre offre d'emploi ?

.....

.....

.....

5. Pour quel poste avez-vous postulé ?

.....

CAPRICE کپریس	FICHE DE CANDIDATURE	Code : SE-PR1-PS9-03 Version : 02 Date : 09-02-2025
-------------------------	-----------------------------	---

6. Quel est votre domaine de maîtrise professionnel ?

.....
.....

7. Quel est votre dernier salaire ?

.....

8. Acceptez-vous de travailler au sein d'autres unités ?

.....

9. Quel est votre salaire souhaité ?

.....

10. Fumez (ou) chiquez-vous ? ☐ Oui ☐ Non

11. Quel est votre durée de vie moyenne chez vos employeurs ? pourquoi ?

.....

12. Quel est le délai nécessaire pour vous rendre libre ?

.....

SITUATION VIS-A-VIS DU SERVICE NATIONAL

☐ Exempté ☐ Sursitaire jusqu'au ☐ Dégagé

Si Exempté, Motif de l'exemption:

SPORT & LOISIRS

.....
.....

Etes-vous membre d'une association : ☐ Oui ☐ Non

Si "Oui" Nom de l'association :

PERSONNE A CONTACTER EN CAS DE NECESSITE

Nom :

Prénom :

Adresse :

N° téléphone:

Je déclare sur l'honneur que les renseignements mentionnés ci-dessus sont exacts et je m'engage

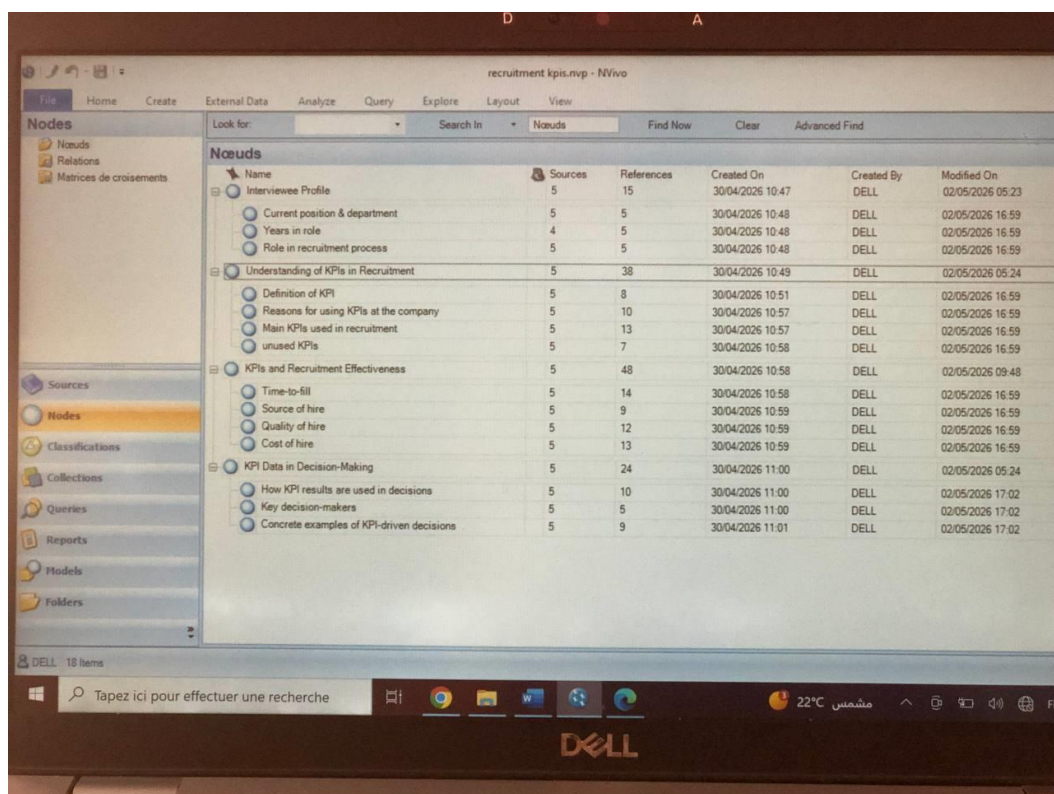
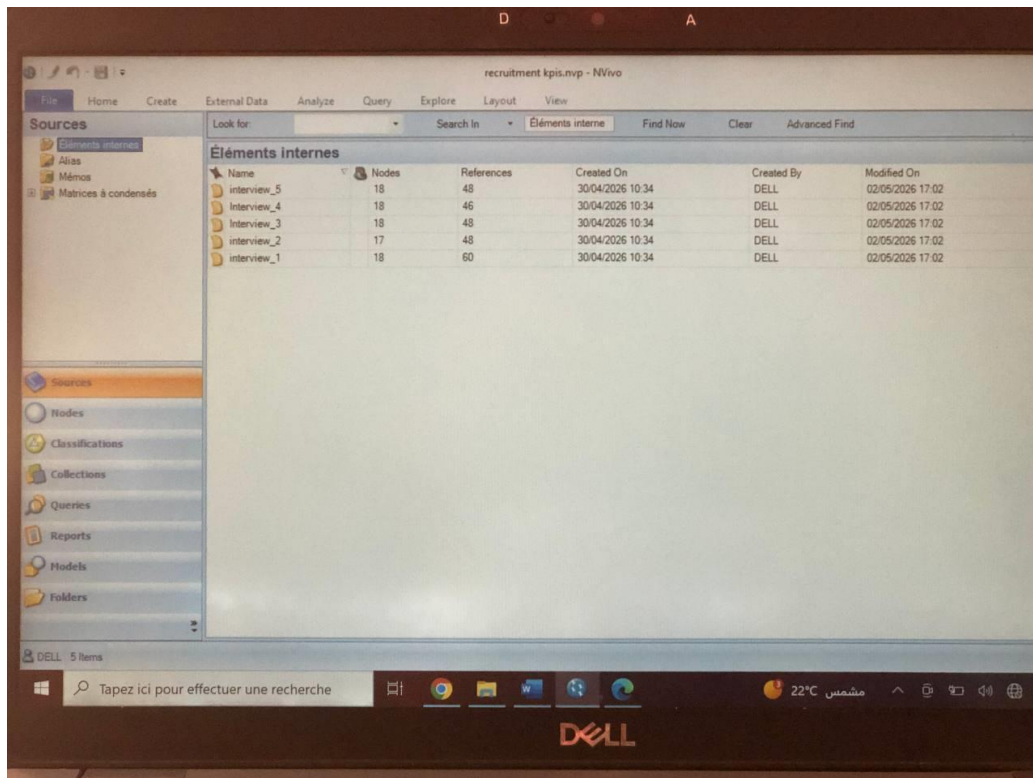
De mettre à votre disposition toutes les pièces justificatives.

Fait àle.....

Signature

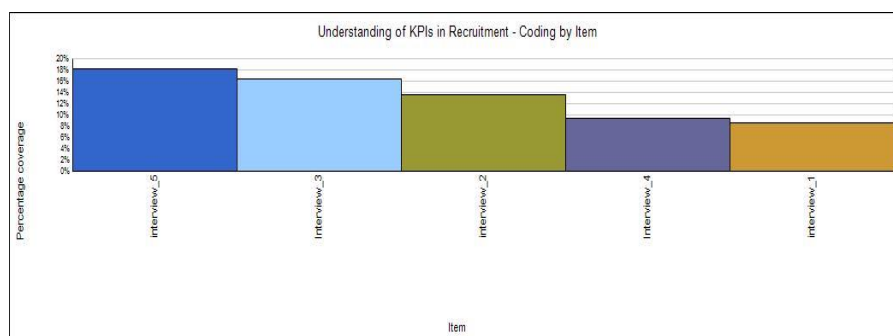
Appendix

Appendix 12: Coding in NVivo.



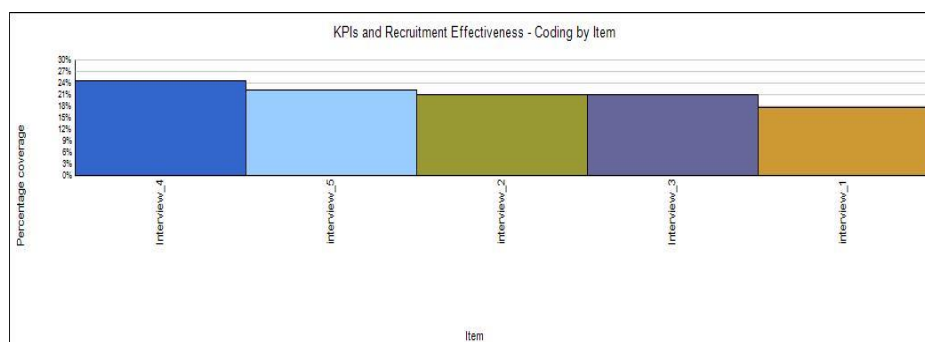
Appendix

Coverage Rate of Topics in the First Axis



Item	Percentage coverage
Éléments internes\\interview_1	8,88%
Éléments internes\\interview_2	13,57%
Éléments internes\\Interview_3	16,47%
Éléments internes\\Interview_4	9,37%
Éléments internes\\interview_5	18,13%

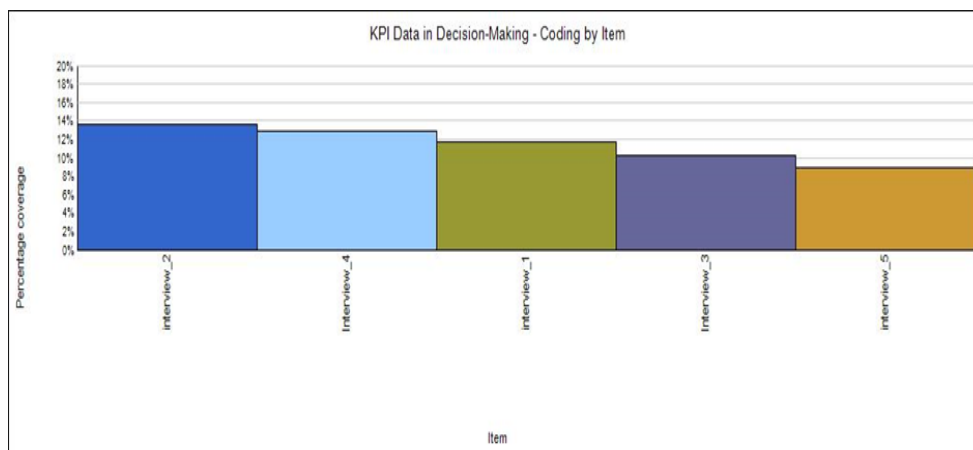
Coverage Rate of Topics in the second Axis



Item	Percentage coverage
Éléments internes\\interview_1	17,80%
Éléments internes\\interview_2	21,07%
Éléments internes\\Interview_3	21,04%
Éléments internes\\Interview_4	24,69%
Éléments internes\\interview_5	22,28%

Appendix

Coverage Rate of Topics in the third Axis



Item	Percentage coverage
Éléments internes\\interview_1	11,80%
Éléments internes\\interview_2	13,64%
Éléments internes\\Interview_3	10,26%
Éléments internes\\Interview_4	12,99%
Éléments internes\\interview_5	8,90%