

Contribution of acquisition and training of personnel to improving the performance of Algerian small and medium-sized subcontracting enterprises

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Received: 18-12-2023

Accepted: 09-02-2024

Published: 31-03-2024

Abstract:

Although the theoretical study carried out illustrates the importance of the different HRM practices "Human Resources Management", in particular the acquisition and training of personnel, it was necessary to support the remarks previously exposed by an empirical analysis. This article aims to study the contribution of HRM practices in improving the performance of organizations.

However, this research uses data from several SME subcontractors, a category that has newly developed in Algeria. Indeed, analysis and results collected were able to demonstrate and approve the proposals set out. Therefore, this treatment made it possible to conclude that the performance of the entities depends on the quality of the choice of personnel and their training within subcontracting SMEs in Algeria.

Keywords: *personnel acquisition, personnel training, sub-contracting SMEs, M’Sila-Algeria, qualitative study.*

Jel Classification Codes: *M110, M120 M150.*

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1. Introduction:

For years, researchers have estimated that human resources have a direct and growing impact on company performance and decision-making (Lawler, 1986; 1994; Pfeffer and Veiga 1999). Indeed, their importance continues to increase given their essential role in growing profits. Formerly treated as a simple resource, human resources are also among the least studied areas of activity within companies, thus, following studies and research, theorists have adopted the idea that practices relating to these resources are the basis of distinctive competence and competitive advantage of companies (Porter, 1985). According to (Peretti 1985; Walton and Lawrence 1985; Storey 1989; Guérin and Wils 1993a; Betcherman et al. 1994; Downie and Coates 1994), the practices and activity of human resources are seen to be of the same importance as other functions of the company, such as production, marketing, etc. and contributes significantly to the achievement of organizational objectives.

Internally, we notice that human resources today are at the heart of the company's priorities due to their importance. This resource therefore shows itself capable of creating competitive assets for the benefit of companies which must favour them and put them forward, ranging from the way of product design, manufacturing, or sales, but these assets remain temporary and copyables, i.e. It is therefore at this moment that the importance of human potential emerges, which must be maintained and developed (Guerin and Wils, 1990). Furthermore, according to strategy theory, a strategic asset must be rare and difficult to imitate, in other words, characteristics specific to human capital.

However, the organization must identify the people needed to survive and succeed, and this is the first step in equipping itself with the necessary human resources. So, this process begins with job analysis and design, determination of human resource requirements (human resource planning), attraction of potential employees, selection of employees (acquisition and selection) and recruitment (Elwood and James, 1996).

Also, according to Montana and Charnov (2000), recruitment takes place through different ways such as advertising or other methods, selection of potential candidates using tests and interviews, selection of candidates based on the results of tests or interviews, and integration to ensure that the candidate is able to effectively perform their new role.

Work relationships can affect employee functioning when problems normally arise from difference in work, age and demographics. It has been proven by research that the relationship between teams or work groups can influence performance and workers (Korir et al. 2013).

In this study, we want to show and affirm that the acquisition and recruitment of personnel in Algerian companies, precisely the category of subcontractors, has a strong influence on the performance sought by all companies.

In fact, good human resource management involves establishing a favourable and motivating environment in order to enhance the capabilities of workers (Kichou, 2015). Indeed, recognition of the extent of HRM practices in the management of company personnel continues to increase given its importance for the performance of the company, being a factor in motivating employees in the first place (Garand, 1999).

HRM plays a key role in determining the survival, efficiency and competitiveness of businesses. Effective HRM practices support business goals and objectives. Additionally, extensive research shows that effective HRM practices can improve business performance by contributing to employee and customer satisfaction, creativity, innovation, productivity and the development of a favourable reputation in the business community (Sutanto and Kurniawan, 2016). This starts with the relationship between employees which can affect their performance due to differences in their tasks, age and demographics. Thus, this gives rise to differences, where problems usually arise and result in conflicts that may affect the

employee's performance. The research of this study aims to show: If the acquisition and training of personnel contribute to increasing the performance of Algerian SME subcontractors: Case of the province of M'Sila, Algeria?

2. Literature review:

Today, most organizations operate in a very fast and complex economic world and must constantly compete in order to preserve their positions in the market. Indeed, this first involves the quality of the services/products offered, but also the optimization and good management of resources, in particular human resources being the basis of all activities.

However, there are different practices adopted by companies for the management of human capital, in order to better manage it and develop the sense of innovation and development of employees, ranging from personnel acquisition, training, and remuneration to motivation. This is considered to be the most effective managerial strategy in improving employee skills, and subsequently gaining performance and sustainability.

Furthermore, given the economic importance that the world is experiencing today and the existing commercial pressure, subcontracting SMEs have become essential in local economic development in the first place, and must be considered as SMEs to full part. This recent business model of appearance and development, especially in Algeria, is reduced to the division of tasks linked to production, with another large company called the principal. The latter uses this solution to benefit from the know-how of the subcontracting company in question, and therefore save time and money.

2.1 Reminder on SMEs in Algeria:

Small and medium-sized enterprises "SMEs" have become among the essential factors in the composition of economic activity, and the best means for reviving the Algerian economy, thanks to their ease of adaptation and their flexibility which makes them capable to combine economic development on the one hand and on the other hand to be a positive way of opening up the horizons of work, by providing jobs and creating wealth, thus meeting the challenges of competition taking into account the liberalization of the trade. They also play a vital role in eliminating and absorbing unemployment. The definition of SMEs covers a wide range of characteristics, but despite this distinction between countries, the majority including Algeria, were unanimous in the characterization according to the number of employees, that is to say companies less than 250 employees (Ayyagari et al., 2003).

2.2 Characteristics of Algerian SMEs:

The characteristics of Algerian SMEs are numerous; Saidani (2014) mentions the ease of creation: thanks to its small size, and the minimum capital to found it. Sekkal (2012) adds that these SMEs have direct and easy contacts, without hierarchical distance or less, with more or less informal relationships (Sekkal, 2012). She is flexible and independent (Benyahia, 2018). According to Kerbouche (2013), the vast majority of Algerian SMEs are in the form of micro-enterprises. They are dominated by 3 sectors: that of services with 54% or more than half taking the upper hand, followed by BTPH with 28.5% and the manufacturing industry 15.5%. However, according to Bouyakoub and Benchikh (2020), they present a strong spatial disparity, to the advantage of the north of the country due to the coastline.

2.3 Subcontracting of SMEs:

This term consists of the delegation of tasks from one company to another so that it can carry them out. It now represents an organizational strategy for large companies in the industrial sector mainly. According to Kimura (2002), a subcontracting relationship is a

contractual relationship in which a large company asks a small company to carry out order work (production of parts, components or finished products) within the framework of a dominant position.

2.4 Different forms of subcontracting:

There are many forms of subcontracting used by companies that need it, depending on their areas or objectives. Thus, there are specific criteria to determine the different types of subcontractors existing on the market, among these criteria are:

According to Bakis (1975), the classification in turn includes two types: first, production capacity: when the principal is not able to execute and produce the quantities and quality to meet the needs of the market on time. In this case, it resorts to subcontracting; this type is used, especially when the orders are large and continuous. Second, specialty subcontracting: in this case, the ordering company resorts to subcontracting due to its lack of specialized equipment, supplies and machines, as well as qualified and competent employees.

Furthermore, Chaillou (1997) announces that the classification of subcontracting operations is based on duration, firstly, cyclical (occasional) operation: for circumstantial reasons (equipment breakdown), the principal opts for this solution in order to ensure the completion of part of the production process. Secondly, structural (permanent) operation: this type is used when it comes to complex productions where the ordering company maintains permanent links with its subcontractor. In addition, the structural operation (permanent): this type is used when it comes to complex productions where the ordering company maintains permanent links with its subcontractor (Chaillou, 1997).

2.5 Obstacles and hindrances to subcontracting in Algeria:

Algeria, like many other developing countries, is experiencing many difficulties and obstacles to implementing a new system to restart its activity including subcontracting, such as lack of awareness of the importance of subcontracting, its role and the advantages it presents. The lack of clarity and understanding of the concept of subcontracting leaves interested parties reluctant and hesitant among them: absence of laws supporting it and describing the rights and obligations, lack of precise statistics on the volume of subcontracting in the Algerian market, absence of a culture of subcontracting in society, lack of resources and equipment, as well as know-how and lack of training encouraging people to move towards this type of investment (Alali and Arrab, 2012).

2.6 Preparation of proposals:

2.6.1 Dimension of acquisition in the HRM Practices department of subcontracting SMEs:

Employee performance is closely linked to the results of their work in an organization or business. Work results involve quality, quantity and punctuality. However, the ability to properly manage human resources by employers can provide a competitive advantage to organizations (Barney, 1991) thus; the choice of employees must be made with precision and rigor in order to achieve an application and organizational performance of the company.

According to Montana and Charnov (2000), the acquisition and selection of personnel could be considered as resourcing for the company, in the sense that it makes it possible to identify the necessary and suitable people to meet the needs of an organization in terms of competence and experience, in order to enable the organization to innovate and compete (Elwood and James, 1996). This happens through advertisements or other methods, and then comes the selection of potential candidates using tests and interviews.

The recruitment and selection of appropriate personnel suited to the needs of the company is an important, even crucial step, because it represents a starting point for both the employee and for the company. Following the study of (Kichou, 2015), recruitment and selection is the matching of the expectations and needs of the company in terms of quality of missing workforce and quantity, with the candidates presented. This must demonstrate remarkable quality of workmanship. Personnel acquisition is part of the essential foundations of management practices in a company and represents the beginning of the entire process for employee integration.

Recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment; selection begins when candidates are identified (Walker et al., 2009). Employee selection is a process to decide whether the job seeker is eligible and suitable for a certain position in a company (Noe Hollenbeck et al., 2010). Also, selection is a process in which an organization chooses a person for a missing and necessary position in the company. The selection process is an important step in the entire process of choosing, acquiring and managing human resources (John et al., 2006).

In addition, according to the study by (Nia, 2018), recruitment represents a fundamental step for all types of entities and businesses, and consists of several stages, from attraction to selection. Indeed, it represents a long-term investment which benefits the constant development of the company, that said, the more quality the implementation of this practice is, the more the workforce recruited and selected is satisfactory.

Often, the performance of businesses is directly linked to the people who work there, meaning the right people must be hired to ensure success for the organization. It is also costly to hire someone new when they fail to have the skills they are looking for. Companies may not always be able to spend the time and money to tempt and try out candidates. It is essential that organizations get the process right the first time, as resources are already quite scarce and competition is very fast and growing. Acquiring the right candidate can be a difficult task, but ultimately the reputation of the organization is owned by the people it employs (Henry and Temtime, 2009). Therefore, we put forward our first Proposal:

Proposal 1: The acquisition of personnel contributes to increasing the performance of subcontracting SMEs.

2.6.2 Dimension of training in the HRM Practices department:

In the review by Didier et al. (2003), training is part of learning skills development practices, and its impact on performance is remarkable; likewise, the research of Bartel (1994) ; Harel and Tzafrir (1999) led to a relationship positively significant between company expenses and investments for the implementation of training and organizational performance, but also, Knocke and Kalleberg (1994) evoke a direct link with the financial performance of the company.

Training is considered as the process of upgrading knowledge, developing skills, producing attitude and behavioural changes aimed at improving capabilities among employees. These behaviours allow them to perform tasks effectively and efficiently (Ongori and Jennifer, 2011). Similarly, Stewart et al. (1996) combine the two concepts of training and development and confirm that the contribution of individuals and groups to achieve the objectives of the organization is done through the development of knowledge, skills and attitudes of employees. The contribution and improvement of the performance of the organization is mainly through the development of people as individuals, work groups and as members of the wider organization.

However, formal training programs are an effective way to directly transfer the organization's goals and values to an entire group of people simultaneously (Shen, 2006; Harzing, 2004). Appropriate training can be developed at all levels, including the knowledge and skills needed to acquire skills to better manage the organization and keep up with the rapid changes in the business world (Stewart, 1996; John, 2000).

Hellriegel et al. (2001) state that training of employees in the organization increases productivity and performance through better work, more efficient use of human resources, goals and objectives achieved more effectively, reduced cost due to less turnover of the manpower, reduced errors, a reduction in work accidents and absenteeism, more efficient and mobile workforce and retention of existing staff. Similarly, Echard and Berge (2008) stated that effective and technical training can produce significant business results particularly in customer service, product development and ability to learn new skills.

Echard and Berge (2008) also predicts that training and development improves quality in business and the workforce therefore the final product. Different human resource management (HRM) practices like training and development improve employee skills, knowledge and capabilities which, in turn, improve individual performance in the long term and increase organizational productivity (Huselid 1995).

There are many methods of training employees in organizations. The range of training methods used is expanded by the application of technology (Sadler-smith et al, 2000). In addition, employee training aims to increase their expertise in particular areas. When thinking about which training methods to use, it is helpful to consider the current level of expertise employees possess (Sims, 1996). Once training needs and objectives are determined, a training program must be designed.

According to Armstrong (2001), there are three sets of employee training objectives. The first objective is to develop the skills of employees and improve their performance. The second objective is to help people grow within the organization, and that its human resource needs can be met within the organization itself. Training is very important for any organization to improve the performance and capabilities of its employees. A company has no other choice but to train its employees if it wants to remain competitive and have an important place in the market. It varies from one organization to another in terms of employee training depending on, quality and quantity (Jonah, 2013; Ali, 1999). To properly conduct the research and better respond to the study's problem, we based ourselves on the second Proposal:

Proposal 2: Staff training contributes greatly to increasing the performance of Algerian SME subcontractors.

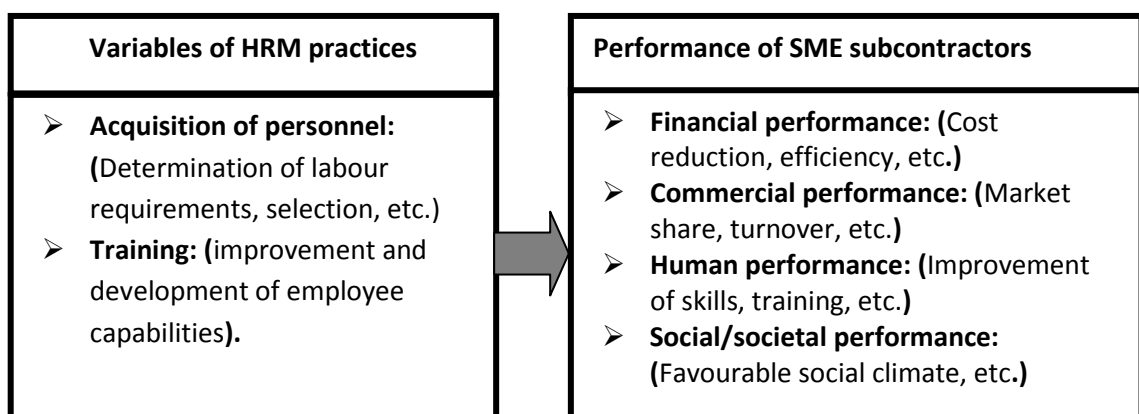


Figure 1: Representation of the theoretical model of the research

Source: Figure established by researchers.

Figure 1 represents the theoretical model of the current study.

3. Study methodology:

3.1 Nature of the study:

Our research work focuses on the study of different HRM practices within companies, more particularly Algerian subcontracting companies and the extent of their application and their importance in improving company performance. Our study is proposed through an exploratory qualitative method in order to better examine the contribution of the application of different human resources practices, in particular the acquisition and training on employee skills and company performance.

Our field study was carried out on four Algerian SME subcontractors to verify the authenticity of our words and our proposals concerning the different HRM practices and their relationship in improving business performance.

However, to treat our subject effectively, the course of our theoretical part will be done first of all with a presentation of the different approaches and tools for processing and analyzing the data collected, then comes the classification of the information collected, and finally, a detailed and in-depth analysis will take place in order to verify the hypotheses and Proposals suggested previously.

3.2 Study population and sample:

3.2.1 Population:

Our study focuses on the different HRM practices of human resources in subcontracting SMEs, which is why we visited this type of company and examined the extent that these practices take in improving the performance, both of employees, and of the subcontracting company in general.

3.2.2 Study sample:

In order to collect the right information in order to carry out a complete and detailed analysis, we turned to managers, namely the Human Resources Department "HRD" who are mainly responsible for personnel management.

Table n°2: Study sample

Company name	Presentation	Activity
ETB Naser Eddine Bouznount	Located in Ain Beida province of Oum El Bouaghi present in the BTPH sector	A subcontracting company carrying out finishing work for 2 years, it specializes in work undertaken by all trades including everything relating to cladding, plumbing, carpentry, etc.
SARL Construction Mokrani	State-owned company by invitation to tender specializing in all matters relating to construction, located in Algiers center with more than 90 employees.	A subcontracting company whose main activity is the creation and construction of buildings and the importation of technical doors for barracks, hospitals, etc.
Galou Full Catering	Located in Mansourah in Bordj-Bou Arreridj, Specializing in catering and hospitality	A subcontracting company specializing in the provision of services, particularly hotels and restaurants, with more than 22 sites throughout Algeria.
Société d'emballage	Located in Bordj-Bou Arreridj specializing in packaging	A subcontracting company whose services are exclusively dedicated to the Giant Elections group concerning packaging, cardboard packaging and company.

Source: Table created by researchers

3.3 Data collection tools:

In order to better organize the collection of information, we decided to conduct our research using a qualitative and exploratory approach based on a semi-directive questionnaire containing open, closed, or semi-open questions to manage to address all the subjects and collect all information useful to our research. However, those requested for interviews were notified in advance by telephone or email in order to be prepared. Once our request was accepted, we shared our questionnaire with the administrators concerned, which resulted in a meeting date, sometimes in person or by telephone.

Finally, after accessing and organizing the necessary information, we interpreted it using a data processing matrix and Nvivo software.

3.4 Data collection strategy:

3.4.1 Pre-survey:

Once we had selected the companies in question, we scheduled meetings with the ordering companies in person or sometimes by telephone in order to get to know and contact their subcontractors directly and interview them.

3.4.2 Investigation:

We used a common qualitative questionnaire for all companies, in order to obtain a uniform and easy to classify response form. The interview guide produced includes around fifty open, closed and semi-open questions covering all the variables of our study. Our survey is essentially based on the answers given by our interlocutors; for this, we have prepared our questionnaire in such a way as to allow them a certain freedom of expression on the points raised, so we can raise as much information as possible. Indeed, we managed to have physical and telephone meetings, some led to useful and perfect information and others were not understood enough, and sometimes our interlocutors preferred to preserve a certain type of information under the pretext of “professional confidentiality”.

3.5 Data processing:

In order to process and analyze the information collected, we proceeded according to a traditional analysis in the form of a matrix which includes all the declarations of the managers interviewed. Following this, we used the Nvivo software to have more precise analyses.

3.5.1 Traditional analysis:

It is the presentation of the comments and different declarations of the people interviewed, organized in tables according to the different variables of the study in boxes, where comparisons between the answers are made visually.

3.5.2 Analysis using Nvivo software:

To have more efficient processing, we used the Nvivo software, which is considered best, suited for qualitative research in management science. To do this, we have arranged all the raw data in such a way as to reconcile the answers of the experts questioned, but also to find the differences, in order to achieve complete and detailed interpretations and analyses, which will be used to verify our hypotheses (De la Rupelle and Mouricou, 2009).

Fallery and Rodhain (2013) indicate that this software analyzes data using 4 different approaches:

3.5.2.1 Lexical approach:

This approach makes it possible to measure the frequency of repetition of words in the statements of the different experts entered into the software and make the connection.

3.5.2.2 Linguistic approach:

According to this approach there is a relationship between the linguistic and cognitive system which concerns not only referential coherence (what this text is based on), but also the way in which verbs, adverbs, etc. were introduced, and which will be determinants from the point of view of the interlocutor.

3.5.2.3 Thematic approach:

This approach makes it possible to analyze the comments, and proceeds according to coding of the content according to classes and categories which are likely to receive modifications and improvements if necessary.

3.5.2.4 Data import:

The data that represents the inputs for the software are Word documents containing the experts' statements to facilitate the program in creating relationships in the form of nodes that connect each independent variable with all the dependent variables at the same time. Also each Word document represents an expert.

3.5.2.5 Thematic map:

It relates to visual language, and shows the distribution of terms and data relating to the subject treated, here in this case, it shows the impact of each independent variable on the dependent variables.

4. Presentation of the results of the study:

4.1 Verification of Proposal 1:

In this section, we want to verify the truth of Proposal 1, which takes the following form.

Proposal 1: The acquisition of personnel contributes to improving the performance (financial, commercial, human, social/societal) of Algerian SME subcontractors.

4.1.1 Analysis of the traditional matrix:

The traditional analysis matrix for semi-structured interviews is in the section (**Appendices Table 1**).

Attention: The analysis of the traditional matrix concerns both the verification of the two Proposals: Proposal 1 and Proposal 2.

4.1.1.1 Summary of the traditional analysis matrix:

4.1.1.1.1 Acquisition of personnel:

In the selected Algerian subcontracting SMEs, recruitment is mainly done via the ANEM (the national employment agency) which is responsible for linking the supply and demand for employment. Also, acquisition and selection is sometimes done, that is to say the knowledge of employees, often having a good reputation. The presentation of CVs is mandatory in order to observe the skills and experiences of the candidates present and compare them with the needs of the company. In fact, profiles are often described and displayed on the platforms and social networks where the announcement took place.

Once the candidates have been selected using their CV or job interview, a meeting will take place with the managers in order to examine them following tests, interviews, etc. in terms of their skills, their levels of study, and their experience. When candidates are selected, they will be entitled to an orientation and welcome such as a demonstration of the premises, professions support during the first days, in order to allow them a good and rapid integration. Furthermore, the majority of contracts in this type of company are of direct limited duration

(DLD) to be renewed if necessary, or transformed into indirect limited duration (ILD), particularly when it comes to executives.

4.1.1.1.1.2 Staff training:

It represents an essential and obligatory step after recruitment which directly contributes to improving the performance of the company, because it concerns all the staff of the organization and can vary according to the needs and the positions occupied. In fact, companies may need this training several times a year when there are new developments in the market or strong competition. This can be done inside companies, often by executives, as well as outside in other particular companies. However, training can vary between 10 and 20 days, and can be practical or theoretical depending on the needs of the person or company. In reality, training is always designed to make employees more productive and improve their skills and know-how, in order to contribute effectively to the company's performance.

4.1.1.1.1.3 Company performance:

4.1.1.1.1.3.1 Financial and commercial:

The initial and common goal between these companies is to dominate the markets and face competitors. This starts with building customer loyalty, who is essentially ordering companies. Furthermore, these companies seek to stand out from competitors by promoting and favouring local production and benefiting from a better reputation within society.

4.1.1.1.1.3.2 Human:

These companies are showing a growing interest in human resources and interpersonal relations, by putting in place strict and fair internal regulations with sanctions and corrections if necessary. Furthermore, the companies contacted implement programs with the aim of generating motivation and cohesion among employees, and anchoring values of sharing and good understanding between groups of employees.

4.1.1.1.1.3.3 Social/societal:

In order to gain a better reputation and good image in society and among customers, these organizations implement waste reduction and recycling programs with the aim of participating in sustainable development and obtaining global standards and thus being certified ISO 14001 Also participating in advertising campaigns benefiting society, making donations, and participating in several Corporate Social Responsibility "CSR" initiatives, improves the image of the company and thus attracts more customers.

4.1.2 Analysis by Nvivo Software:

Our objective is to test and verify the Proposals mentioned using the Nvivo software. In fact, we are going to combine our hypotheses with all the nodes containing the different answers from the experts surveyed on this subject, with the aim of obtaining results that we can subsequently process according to different approaches to the program. Our first Proposal is to examine whether acquisition is one of the necessary components for improving the performance of organizations, and thus formulated:

Proposal 1: The acquisition of personnel contributes to improving the performance (financial, commercial, human, and social/societal) of Algerian SME subcontractors.

4.1.2.1 First: Lexical approach:

From **Table No. 2** in the **Appendices** where 20 terms have been inserted, we see that the absolute majority of the terms appearing represent "the employee" with 19 appearances, followed by the term performance (14 times), this shows that the different experts agree that company performance comes from employee choice in the first place. Followed by the terms

contracts (11 times), profiles (9 times), and positions (8 times) to prove that the contracts in Algerian SME subcontractors are according to the profile and type of position to be occupied. Also, the appearance of the term acquisition (6 times), ANEM (5 times), and recruitment (5 times), indicate that most acquisitions and selection of personnel are still done through the ANEM.

Figure n°2: Word cloud of the acquisition and performance node



Source: Figure created by the researcher using NVIVO.

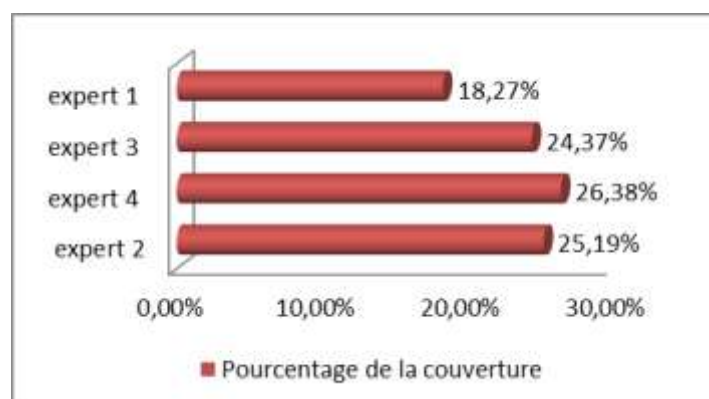
4.1.2.2 Second: Thematic approach:

Table n°2: Percentage of coverage

Element	Percentage of coverage
Expert 2	25,19%
Expert 4	26,38%
Expert 3	24,37%
Expert 1	18,27%
Mean	23,55%

Source: Table created by researchers using Nvivo.

Figure n°3: Percentage of coverage



Source: Table created by the researcher using Nvivo.

From these demonstrations, which shows the percentage of coverage of a node, we notice that the percentages are close since they vary between (18.27%) and (26.38%), therefore with an average of (23, 55%) coverage, that is to say the number of words concerning a node which has been created, out of all the words used from the same source.

this reunite is probably due to the place occupied by the people interviewed (HRD), applying the same approaches.

4.1.2.3 Third: Linguistic approach:

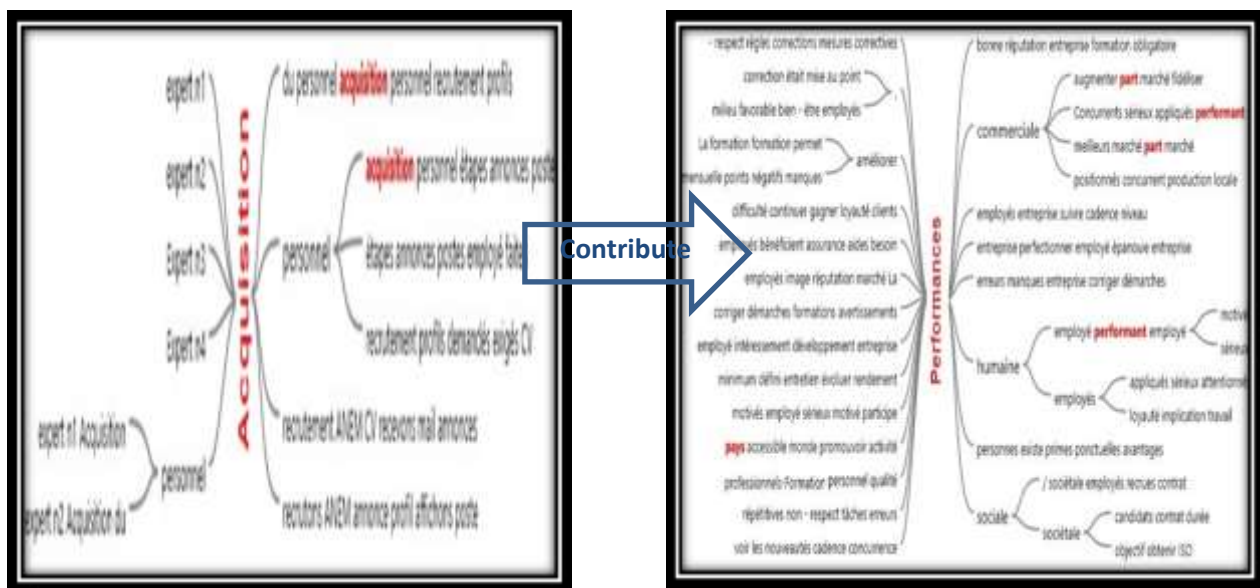
Table n°3: Acquisition/performance correlation coefficient

Node A	Node B	Pearson correlation coefficient
Performance (Human, Commercial, Societal)	Personnel acquisition	<u>0,725422</u>

Source: Table created by researchers using Nvivo.

According to the data in the previous table, the correlation coefficient appears higher than the average and reaches 72.54%, which leads us to deduce that the acquisition with all its components constitutes a crucial step in creating the company's performance all scales. In fact, all the experts have confirmed the importance of this step, in order to choose the right people for the needs of the company.

Figure n°4: Thematic map of the acquisition / Performance node.



Source: Figure created by Nvivo Software.

4.1.2.2.4 Results of verification of the first proposal:

Proposal 1: The acquisition of personnel contributes to improving the performance (financial, commercial, human, and social/societal) of Algerian SME subcontractors.

The acquisition represents the first step, because it is the first meeting between the company and its employee. It also represents a considerable phase in the creation of the wealth and performance of the company because it is the only way for the company to equip itself with personnel suitable to its expectations. However, every company has its own ritual and way of selecting and preparing its candidates.

Following the verification degree evaluation system of the University of Montreal in Canada, our proposal was confirmed with a good mention.

Table n°4: Result of the first proposal

First proposal and overall approaches	Expressions designating the relationship between personnel acquisition and business performance	Degree of verification
<p>Proposal 1:</p> <p>The acquisition of personnel contributes to improving the performance of Algerian SME subcontractors.</p> <p>Comment :</p> <p>Personnel acquisition represents a big challenge for every company in order to have competent and efficient employees. It represents a whole process specific to each company to define its stages.</p>	<ul style="list-style-type: none"> ▪ The repetition of terms in the lexical approach ▪ A correlation coefficient above average (72.54%) linking the node of performance and acquisition. ▪ The node coverage is 23.55%, which shows the similar attitude of the surveyed experts towards the topic. ▪ A profile and requirements are dedicated to each job and position ▪ The acquisition of the employee can be a form of application and seriousness of the employee, through the way of integration and reception which can be a lever of motivation and retention of the employee. 	B

Source: Table Carried out by researchers using the verification degree evaluation system model at the University of Montreal (presented in Herizi Farouk's doctoral thesis).

4.2 Verification of the second Proposal:

Proposal 2: Staff training contributes to increasing the performance (financial, commercial, human, and social/societal) of Algerian SME subcontractors.

4.2.1 First: Lexical approach:

From **Table No. 4** in the Appendix, we note that the term training appeared (26 times), company (22 times), and performance (17 times) have a very strong link and are components in a sense where the company must provide training to its employees so that they are more competent and participate in its performance. However the word employees appeared (16 times) followed by the term need (14 times) this leads us to deduce that employees have a constant need for training whatever their job. Likewise, the word competitor (Competition) and development appeared (6 times) which can be explained by the fact that the company must develop the potential of its employees to succeed in developing. In fact, training also helps to retain staff (4 times) and make them responsible (4 times).

Figure n°5: Frequency cloud of words used by experts



Source: Figure produced by the researcher using Nvivo analyzes.

From the previous demonstrations (table and histogram), we note that the coverage percentages of the training/performance node vary between (13.11%) and (22.68%) and an average of (18.37%). Also, we notice a fairly significant difference between the percentages contrary to the previous proposal, this is certainly due to the fact that some experts consider that training is not obligatory and systemic, but only a simple precaution.

4.2.3 Third: the linguistic approach:

Taleau n° 6: Thematic map of the training/performance node obtained using Nvivo

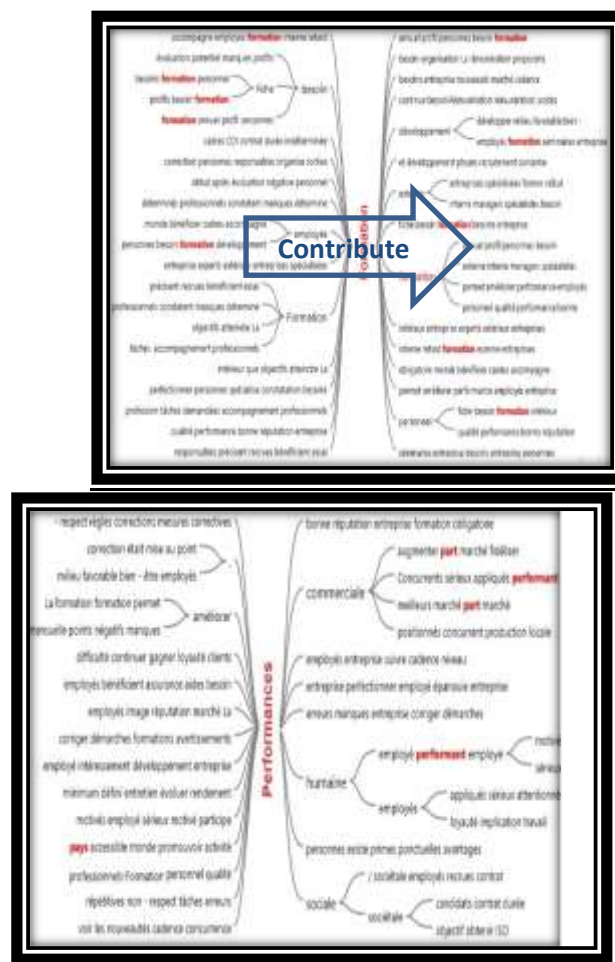
Node A	Node B	Pearson correlation coefficient
Performance (Human, Commercial, Financial, and Societal)	Training	0.698802

Source: Table carried out by the researcher using NVIVO analyzes.

According to the table above, the correlation coefficient exceeds the average and reaches 69.88%, we can deduce that training and development of staff skills play an essential role in increasing financial, commercial, human and societal performance. These findings also come from the statements of the interlocutors interviewed. Indeed, the performance of the company comes from the quality of its staff, the latter can only reach the levels desired by the company through their participation in training which improves their potential and adds new knowledge and skills.

Figure n° 5: Thematic map of the training/performance node obtained using Nvivo software

Source: Nvivo Software



4.2.3 Summary of the analysis by the Nvivo software:

Following the different results obtained in the lexical approach, we note that the performance of subcontracting SMEs depends on the choice of the person employed, where the majority of repetitions of terms concern the employee and performance. Also, the appearances for the second variable were remarkable, because the term training appeared 26 times as well as performance 17 times, which leads us to deduce that training plays an essential role in creating company performance.

According to the thematic approach we can deduce that there is a similarity between the statements of the interlocutors, certainly due to the fact that it concerns their positions as managers of Human Resources "HR". However, the results have been quite mixed regarding "training", because some do not consider it important for the performance of the company, only a trivial process.

However, from the linguistic approach, we notice that the correlation coefficients are higher than the average, which shows their strong participation in improving the performance of the company.

4.2.4 Results of the verification of the second Proposal:

Proposal 2: Staff training contributes to increasing the performance (financial, commercial, human and social/societal) of Algerian SME subcontractors.

Training is an upgrade and development for employees with the aim of maximizing their potential and benefiting from it to improve the company's performance. However, these training courses differ depending on the duration, type, reason, etc. but remain important and obligatory.

Table n°7: Result of the second Proposal

First proposal and overall approaches	Expressions designating the relationship between personnel acquisition and business performance	Degree of verification
<p>Proposal 2:</p> <p>Training contributes to improving the performance of Algerian SME subcontractors.</p> <p>Comment :</p> <p>Training is an essential element for upgrading employees and represents a lever of skills and experience. It is a way for any company to update the knowledge of its employees and renew it to follow market developments and face competition, therefore continued.</p>	<ul style="list-style-type: none"> ▪ The repetition of terms in the lexical approach ▪ The correlation coefficient exceeds the average (69.88%) between the performance node and the training node. ▪ The node coverage percentage is 18.37%. ▪ Training can be carried out internally or externally, either with the help of executives or using specialized companies. ▪ Some employers consider that training is necessary especially for workers with repetitive and routine tasks. ▪ Training grants a good reputation among customers, particularly in terms of quality, new products, etc., but also can predict work accidents and reduce company costs. 	C+

Source: Carried out by researchers using the verification degree evaluation system model at the University of Montreal (presented in Herizi Farouk's doctoral thesis)

Following the University of Montreal's verification degree evaluation system, our Proposal was confirmed with a good rating, due to the great similarities in the experts' comments.

According to the verification degree evaluation system of the University of Montreal, our Proposals were verified with good and fairly good respectively.

Table no. 8: Proposals verification summary

Proposal number	Proposal title	Pearson correlation	Decision
Proposal 1	The acquisition of personnel strongly contributes to improving the performance (financial, commercial, human and social/societal) of Algerian SME subcontractors..	B (72.54%)	Contributes to a degree of 72.54%
Proposal 2	Staff training strongly contributes to increasing the performance (financial, commercial, human, and social/societal) of Algerian SME subcontractors	C+ (69.88%)	Contributes to a degree of 69.88%

5. Conclusion and discussion:

5.1 Discussion:

Testing of proposals based on the results obtained using the Nvivo program and traditional analysis resulted in Good and Fairly Good (B and C+), which implies that the acquisition and training of personnel contribute to achieving performance at all levels in the organization in a remarkable and crucial way. These results have also been confirmed in several other researches and reviews related to our research topic.

Also, the four approaches of the Nvivo program as well as the words of the experts according to the traditional analysis, made it possible to provide a detailed analysis of the words of the experts, by examining the repetition of the terms used by the interlocutors concerning the acquisition and its importance, moreover the percentages of the coverage of the acquisition/performance node, and the correlation coefficient are 23.55% and 72.54% respectively, this indicates the coordination of their declarations.

However, in the review by (Nia and Kouskous, 2018), they address the subject of personnel acquisition (recruitment and selection) and its impact on organizational performance. This review was also based on several previous studies in order to support the remarks they seek to develop and to have supports and arguments. Thus, according to the results obtained through their treatments, personnel recruitment positively affects the organizational performance of companies.

Also, the work of (Syed and Jamal, 2012), concerning the subject of recruitment, was based on several old and recent references to finally conclude that the search for the best potential in employees depends on the quality of recruitment and the selection, and this is positively related to organizational performance.

In addition, in the review by Syed, et al., 2021, the recruitment process and its participation in the performance of organizations are mentioned, based on a collection of several points of view from different authors. Indeed, selection and recruitment are fundamental elements to successfully achieve both personal and organizational objectives. It is also specified that good recruitment generates real success and high performance, but otherwise, poor personnel acquisition can lead to various and serious problems. Therefore, according to this review, the development of the organization depends on personnel management, an operation that initially relies on the quality of the chosen personnel.

Furthermore, in view of the results obtained through the analyses, we note that the term training was repeated a lot by the experts. In addition, the percentage of coverage of the training/performance node reached 18.37% with a fairly significant gap between the percentages of the other experts; this is certainly due to the fact that some experts do not have

any interest in training, but who granted to employees anyway. Furthermore, the correlation coefficient was 69.88% combining training and performance, which we can interpret as a real correspondence between training and the performance of the organization. Finally, we put our results concerning training, in comparison with the results obtained by (Ayadi and Bouanani, 2017) dealing with the subject of subcontracting, where training is said to be important for the improvement and upgrading of employees for the performance of the company, results that we also obtained.

Also, Borisov et al. (2022) carried out a study containing analyzes addressing staff training and development, and employee innovation. They conclude with results affirming that new employees must undergo training with the aim of obtaining more knowledge and skills necessary for the activity of the entity, subsequently having a direct impact on the fluidity of the functioning of the entity organization and its overall performance.

We have provided a study of the impact of acquisition and training on the productivity and performance of SME subcontractors, which, to our knowledge, is a little discussed subject in the sense that subcontracting is a term newly developed. But still the application of different HRM practices within Algerian companies is narrow.

Also, we found through the various analyzes carried out using the information collected, that the quality of personnel management, in particular that of acquisition and recruitment, is fundamental and decisive, in order to allow managers to ensure that the selected candidates possess the highest quality of work, skills and integrity, because any error results in costs even higher than the costs linked to the acquisition process since it results in low productivity, loss of time or even the need to invest and spend more money on training, or starting the process again.

We also addressed the subject of training for Algerian employees, which is a subject in which few studies have shed light on it. However, according to our multiple analyses, we note that this step is quite neglected by managers, but remains obligatory according to the regulations.

Consequently, we can deduce that the role of training remains crucial for improving the potential and knowledge of the employee. It represents a mandatory and important step, particularly for subcontracting companies where activities are exposed to changes and fluctuations. Likewise, training is a way of learning and adapting the knowledge and experience of staff to the needs of the company. It can be carried out within the company thanks to trained managers, as elsewhere, with the help of specialized companies.

5.2 Conclusion:

In this section, we are going to summarize briefly the main findings and contributions of our study. We conducted a study on the contribution of personnel acquisition and training in improving the performance of Algerian SME subcontractors, which allowed us to create a theoretical model that was verified by field data of the town of M'Sila and the town of Boussaada. Thus, the results could be transferred to other contexts similar to our research field. We have also developed a research guide that could be useful to other researchers. To conclude, our research resulted in an empirical model.

Concerning managerial contributions, personnel acquisition (recruitment and selection) represents a key phase for the success of the company. Managers must pay more attention, time, and investment to succeed in obtaining quality feedback that meets the expectations and needs of the organization in terms of workforce and ensures its performance. Indeed, responsibility for the recruitment and selection process must be delegated to specialized and trained people to enable greater efficiency. Likewise, training is also an

essential element for upgrading employees and improving their skills, which must be privileged and obligatory, or even part of the regulations of the entities.

Although we have attempted to produce a comprehensive and detailed study, as well as relevant and representative results, there are limitations and obstacles as in any research work, which we highlight. For the limitations, we faced several obstacles that hampered our data collection such as the very limited duration for carrying out the survey and data analysis, essentially the very limited number of interviews, which gives a restricted panel, but also difficulties in finding companies with the desired criteria.

For recommendations, we recommend including the practice of training in organizational regulations and making it a ritual, giving more importance to the employee recruitment system, and potentially promoting the phenomenon of subcontracting.

As for research prospects, carry out studies concerning the subcontracting contract in Algeria and the regulations put in place by the State. Talk about sectors in which subcontracting could be more active and important.

APPENDICES

Appendix, Table 1: Table of traditional analysis

Experts variables	Expert 1	Expert 2	Expert 3	Expert 4
Acquisition	<p>The acquisition of personnel goes through several stages: position announcements made to the ANEM agency, or randomly by word of ear, when there is knowledge of the candidates and their potential.</p> <p>The profiles are described in the posters and can be presented on digital platforms and social networks provided they go through ANEM. There are people responsible for preparing suitable and sought-after profiles and meeting candidates. They are also specialized in examining the skills, profiles and type of position sought and each profile has its managers. Most contracts are of limited duration CDD to be renewed if necessary except for executives who benefit from a permanent contract.</p>	<p>Acquisition and recruitment are done according to the requested and required profiles through CVs and diplomas submitted to the ANEM, where well-specialized people from the professional circle are well reputed, by word of ear.</p> <p>We engage with employees under short-term contracts. The requested profiles are specified in the job description.</p> <p>Human resources specialists take care of welcoming people interested in the position. A university level is required especially for administration and managers, and a diploma required for employees and workers.</p> <p>After the test, an orientation is done by people who practice the same profession to allow</p>	<p>Recruitment is done through ANEM, and the CVs that we receive advertisements on the internet by email, but also by word of mouth from known competent people in our professional environment.</p> <p>We recruit employees under a fixed-term contract capable of being renewed. The positions are displayed with details of the skills requested and diplomas, the level of experience and education required is according to the skills requested and the hierarchical level of the position to be to occupy.</p> <p>Each department has a manager to recruit the requested profile. Following, this comes the selection stage which is done with the help of a job interview and a theoretical and practical test.</p> <p>Once the person is selected, they</p>	<p>Recruitment via ANEM with an announcement of the requested profile and display a job description specifying the level of study, experience, age... also we have a person who is responsible for recruitment for employees but for executives he meets the executives. Then, we receive the requests and CVs by email or by going to the company directly.</p> <p>After consulting the CVs, we do a job interview with the chosen people, by people who are responsible for recruiting employees but, the executives will receive executives. For each position there are special requirements and special study levels. the people chosen are those who communicate better and present better motivation as well as well-chosen posture and terms. Once the person is selected, they will be entitled to a presentation of the premises, staff, company culture, internal regulations and objectives.</p>

		easy reception and integration of the new employee, each profile requested from managers, however, new recruits benefit from a trial period of 3 months.	benefit from a welcome and presentation of the premises, the profession and the tasks requested as well as support during the first month by professionals.	
Training	<p>This is one of the phases that follows recruitment, and concerns everything</p> <p>Company staff and varies according to their needs and is not systemic. The company may need this training several times a year or never during a year. After evaluating the potential and determining the gaps and the profiles in need of training under training needs sheet.</p> <p>It is then developed according to the needs of the company, but also when there is something new on the market, in order to keep up with competing companies.</p> <p>The duration of these training courses can vary between 10 to 20 days and can be practical or theoretical depending on the profile of the person required.</p> <p>In addition, these training courses can be carried out inside companies by monitoring candidates by specialists and managers, but also outside with companies specializing in the field.</p>	<p>We have annual training which depends on the profile of the people requiring training. These employees are sent to centers training and seminars supported by the company according to the needs of the company. The people chosen for training are determined by professionals who note the gaps, this also determines the duration of the training and the place where it is done, either externally or internally by managers and specialists who lead people in need.</p> <p>People must demonstrate practice of the training received and a involvement to improve their potential, it is not enough, but skills and potential can increase with experience</p>	<p>Staff training will ensure good quality and performance, which also gives the company a good reputation.</p> <p>Training is compulsory, everyone must benefit from it, managers train and support employees in the case of internal training and for external training, there are specialized companies to train them at the start and after each negative assessment of the staff it is continuous training, but which depends on the need..</p>	<p>Training allows us to improve the performance of employees and therefore that of the company as well, it allows us to keep pace and be at the same level as competitors but this is not enough for the employee to be more efficient, he also needs motivation to improve performance.</p> <p>We have people who specialize in identifying training needs, and creating a training need sheet either inside the company guided by experts or externally using other specialized companies, therefore training and following the needs of the organization.</p>

Performance	Financial and commercial	<p>We are among the best on the market, our market share can grow thanks to the loyalty of our customers and this is what we have as a permanent objective. Our goal is also to have many more depots all over the country and expand.</p>	<p>People must demonstrate practice of the training received and a involvement to improve their potential, it is not enough, but skills and potential can increase with experience.</p> <p>We are very well positioned compared to the competitor; we are seeking to produce locally in order to increase our market share and expand our scope.</p>	<p>On a scale of 10 we give ourselves 5 in terms of performance and reputation. We have a lot of competitors, so we try to be more serious and more diligent and more efficient in carrying out our services in order to gain trust and retain our customers.</p>	<p>To retain customers we update our products and services and new technologies have made it possible to face the competition but the difficulty we encounter and to continue to gain the loyalty of our customers.</p>
	Human	<p>When there are errors and gaps, the company is responsible for correct this following several steps such as training and warnings.</p>	<p>Like any type of business when there is dissatisfaction and unacceptable behaviour, there is a correction and clarification</p>	<p>In fact, we provide an evaluation during the trial period and another monthly evaluation to see the negative points and shortcomings in order to improve them.</p>	<p>A high-performance employee and a serious and diligent motivated employee, one who advocates values and positive relationships with everyone and this also enters into the evaluation of the employee's potential</p>
	Social/ societal	<p>One of our priorities is to have a healthy and clean environment. For this we hire workers specifically for cleaning waste. We have contracts with specialist recycling companies. We have a very favourable social climate and good understanding between employees.</p>	<p>We pay very close attention to the environment and waste disposal so we have contracts with micro-enterprises specializing in recycling and cleaning and we also have an HSE specialist and we are ISO 14001 certified.</p>	<p>We take the environmental aspect very seriously, for this we have had ISO 14001 and aim to have ISO 45001. We try to establish a favourable climate by organizing meetings and outings between employees.</p>	<p>Our objective is to obtain ISO 14001, and to follow global standards for the limit of waste and gas emissions and polluted water, however we recycle our waste, particularly cardboard boxes, and bins to be buried.</p>

N. B.: ANEM: “ *Agence National d’emploi* »

Source: Table produced by the researchers using interview reports

Appendix, Table n°2: Repetition of the terms of the acquisition performance node

Word	Length	Number	Weighted percentage (%)	Similar words
Employees	8	19	3,82	Employee, employees
Performance	11	14	2,81	Performance, efficient
CONTRACT	7	11	2,21	Contract, contracts
Business	10	10	2,01	Business, businesses
Profiles	7	9	1,81	Profile, profiles
Job	5	8	1,61	Post, posts
Frames	6	7	1,41	Frames
Objective	8	7	1,41	Objective, objectives
Acquisition	11	6	1,20	Acquisition
Clients	7	6	1,20	Clients
Anem	4	5	1,00	Anem
Competitors	11	5	1,00	Competition, competitor, competitors
Requested	8	5	1,00	Asked, asked, asked
Duration	5	5	1,00	Duration
Staff	9	5	1,00	Staff
Recruitment	11	5	1,00	Recruitment, recruitment, recruit
Social	7	5	1,00	Social, social
Serious	7	5	1,00	Serious
Commercial	11	4	0,80	Commercial

Source: Table created by researchers using Nvivo.

Appendix, Table n°4: Repetition of the terms of the training/performance node

Word	Length	Number	Weighted percentage (%)	Similar words
Training	9	26	5,84	Training, training
Business	10	22	4,94	Business, businesses
Performance	11	17	3,82	Performance, efficient
Employees	8	16	3,60	Employee, employees
Need	6	14	3,15	Need, needs
Clients	7	6	1,35	Clients
Competitors	11	6	1,35	Competition, competitor, competitors
CONTRACT	7	6	1,35	Contract, contracts
Development	13	6	1,35	Development, developments
Objective	8	6	1,35	Objective, objectives
Walk	6	5	1,12	Walk
Social	7	5	1,12	Social, social
Specialized	12	5	1,12	Specialized
Serious	7	5	1,12	Serious
Improve	9	4	0,90	Improve
Commercial	11	4	0,90	Commercial
Waste	7	4	0,90	Waste
Build loyalty	9	4	0,90	Loyalty, loyalty
ISO	3	4	0,90	ISO

Source: Table created by researchers using Nvivo.

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