

Predictive management of human resources at the Algerian Economic Foundation under foreign partnership - field study at the Fertial Foundation-Annaba.

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Submission date : 07/12/2024 Acceptance date: 07/04/2025 Published date : 30/04/2025

Abstract:

the management of human resources is linked to the priorities of the organization and its ability to meet its immediate and future needs; This goal presupposes the ability of the organization to anticipate, which gives human resources management its predictive nature, not only analyzing resources and constraints, but preparing in advance for an appropriate reaction to the change in the environment.

In Fertial, HRM has been shown to reflect the organization's strategy to address its issues, as the innovative solutions developed by Fertial, such as solving the issue of surplus labor, which resulted in severe losses suffered by the organization, are situational solutions linked to the organization's priorities and confirm the predictive or proactive nature of HRM in order to sustainably address the constraints of the environment.

Keyword : Predictive management; human resource management, strategy, industrial organization

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1. INTRODUCTION:

Algerian enterprises today are facing the same challenges as their counterparts in the world, but with greater challenges and difficulty. They came into existence in order to serve the national development project stipulated in Algerian charters, not because of the technological factor, nor for lack of funds, means, or qualified labor (Abd-el-Kader Djiflat, 1987, pp. 45-46). The need to open up to foreign investment, and Algeria's entry into partnership with foreigners in order to modernize and develop its institutions, it was necessary to face the challenges, especially that modern organizations have a place within ISO standards and total quality management, which imposes on the Algerian institution the need to get rid of the marginalization of human resources management, and not merely record absences and monitor work accidents, but pay attention to the exercise of its management functions, and anticipate the future of its human resources.

Fertial, together with its social partner, whom the participants in this study attest to have ideas, succeeded in solving its issues and anticipating them, overcoming current constraints and preparing to face future issues. It followed the organization's strategy of reducing production costs, increasing yields, and leaning towards specialization. It is a priority and a temporary solution that is sufficient given the immediate issues and does not mean, for the managers, a final solution, maximization of benefit, lack of foresight, lack of anticipation, but a temporary stage to adapt to the data of the environment, Fertial suffered under the Sonatrach's tutelage. The arrival of the foreign partner (Spain) took new measures to eliminate these issues and the aim of this article is to identify the various measures introduced by the partner by asking the following questions:

The central question:

- What is the reality of predictive human resource management under Fertial's strategy?

Sub-questions:

- What were the issues that hindered the performance of the HR function at Fertial prior to the arrival of the foreign partner?

- What kind of solutions did the foreign partner take to eliminate these issues?

- Are these solutions feasible from the perspective of the strategic actors at Fertial?

2. Methodology of the study:

This study relies on the case study method adopted in descriptive studies, which is an approach that aims to study social units as a whole and then look at any molecules in terms of their relationship to the whole that contains them, and the case study goes beyond the transient observation or superficial description, it is one of the scientific research methods based on investigation, verification and careful and intensive examination of the background of the issue, its current text and its environmental interactions within a specific individual, organizational, collective or societal framework. As a method, it is based on testing an administrative or social unit, collecting detailed information on all aspects of the activities and characteristics of this unit and relying on many tools, including the interview, which is based

on the lives of the actors, to emphasize the importance of the human factor 'The importance of the human factor' in the organization , According to this conceptualization, the method reveals the reality of the actors as perceived by the actors themselves, and aims to reveal the system The answers given by the participants are not acceptable or unacceptable depending on whether or not they conform to the researcher's predetermined assumptions, but rather whether or not they conform to what the participants provide.

2.1 The sample:

The research community for this study is formerly "Fertial" Asmidal workers. For the research sample, it consists of 21 individuals, selected from the marching tyres. A different sample has been selected among managers outside the hierarchy category of tyres marching "the managers" and "cadres superior" lofty frameworks in order to choose the existence or availability of specific indicators, with the subject matter of the study, whether the institution is conducting the predictive management of its human resources and also such decisions and plans are more at the level of leadership in the institution. So the characteristics of this sample were :

- a- The members of the sample are different in terms of the hierarchy. Anyone holding the position of a Sami framework and the remainder of the sample is a marching tyre holding positions outside the hierarchy and their remuneration system is subject to contracts with the institution.
- b- They are divided into various positions of employment, including those in the Directorate of Human Resources, and those in the Directorate General;The sample consists of 21 individuals, in which we rely on a group of marchers who hold leadership positions in the institution and who are distributed according to the bodies present in the institution, the Human Resources Authority, which included several marching frames (the managers), HR manager, user manager, and some lofty frames.

Table 1: Study Sample Characteristics

Age group	redundancy	Percentage
Less tan 30n year	/	0
40_30	2	%9,52
50_40	8	%09,38
50 and more	11	%38,52
Total	21	%99,99

Source: (The researcher sayah souad, 2024)

Through the table, 52.38% of the research sample exceeds 50 years of age, most of them from the marching tire category "the managers", who hold posts outside the hierarchy, at the leadership level, and are therefore aware or involved in decision-making. "Enterprise Policy" by obtaining contracts with the Foundation When the foreign partner enters the Foundation has abandoned the employment policy in the functions of managing human resources since

the functions of management can be abandoned and attention to the basic functions of the Enterprise, and 38.09% is from the category of newly established tyres; The institution, pursuant to the foreign policy, abandoned workers who were on temporary contracts, and demarcated some workers who were on temporary contracts, including this category. Based on what has been observed during field research, under partnership and technological transformations, the Foundation is moving towards reducing the number of secondary staff in the institution. (administrative, internal security and maintenance functions) Replacing them with e-programs, in the tasks of calculating wages (Logiciels); The establishment of machines or information systems for monitoring the entry and exit of workers on the basis of which the wages of each worker are calculated, and the enterprise's attempt to move towards the institutions of handling respect of secondary jobs, so that a scheme is applied among the expectations of the Spanish walker as reported by one of the members of the sample.

Also the entire category of research sample of mentors with university degrees varies between bachelor's degree and state engineer, and this category of those holding positions outside the hierarchy, at the leadership level, and therefore knowing or participating in decision-making "enterprise policy" is a category beyond the formal framework, as participants in the production of sociological knowledge, they included individuals outside the management of human resources.

- The study's reliance on interviews was in line with the nature of the research s sociological knowledge was built with participants as social actors, It leaves the participant free to express his or her opinion, direction or idea without interference from the researcher It is an individual interview that aims to collect data related to the organization's predictive HR management strategy as the participants realize and not as the researcher expects; the research community for this study is formerly Ferial Asmidal workers, and for the research sample it consists of 21 individuals, selected from the tyres, A different sample has been selected between managers outside the hierarchy, the category of "the managers" and " senior executives ", in order to select the existence or availability of indicators specific to the subject matter of the study.

1 . Demobilization is not an ideal and infinite solution but a possible solution according to the context in which the institution was, As the mentors realize, it was therefore expected that the priority was to reduce surplus labour. Even if these are experienced qualified workers And what that means is that their decisions are not random and uncouncted, It is an acknowledgement of the importance of the human worker, and this incitement has been made to go to retirement and voluntary going because of the institution's enticing privileges, which encouraged its acceptance as a mutually satisfactory solution.

2. Heads of structures are a category closer to the execution of tasks and instructions than the category of perception and decision-making within the organization. However, the responses of participants confirm the extent to which this category is involved in the enterprise's strategy and evolution. 14.28% felt that the solution in this was to incite any incentive to go to voluntary retirement. It was not disturbing, it was one of the solutions, Also, as a category concerned with the technical and executive aspect, the innovation in how to selectively recruit

any 9.52% is important, which comes after the completion of the reduction of the surplus in the workforce. Here, too, the decisions highlight the priority in solving management problems, and finally the importance of the composition by 9.52% and linking it to the organization's updates.

3. The tyres in their answers did not differ from the heads of the structures But they reaffirmed the importance of the human factor in devising solutions to the problems arising from solving the problems inherited from the pre-social partner era, Their answers were distributed more than those of the heads of structures, which reached 9.52% between re-employment by composition "selective recruitment and incitement to go into retirement.

2.2 Data collection tools:

Many scholars agree that the most important tools of sociological field research are summarized in 04 techniques: Documents and records, observation, questionnaire and interview. In this study, we relied on 03 techniques (we focused on the interview rather than the questionnaire as our research topic is more at the leadership level).

2.3 Documents and records:

This tool is considered one of the main sources that contribute to obtaining a lot of information about the characteristics of the studied phenomenon, and official documents and records remain the easiest techniques that can be adopted by the researcher as ready-made data that enables him without difficulty to deepen his analyses (Fadil, 1999, p. 186) .The field study at “**Asmidal Fertial**” Branch witnessed access to many administrative documents related to the Department of Human and Social Resources and the Department of Employee Management, as well as documents on ISO 9001 management methods and ISO Environment.

3. Conceptualization:

3.1 Human resources management concept:

The organization's strategy for its survival and continuity depends on the human resource as an added value in the technology of running it (Mohammed Atef Ghaith, 1986, p. 225), The modern method of managing human resources is based primarily on appreciation, which is an integral part of the planning process, which allocates resources, distributes the means according to the objectives, means identifying the resources of each administrative entity (Bernard Martory, 2005, p. 296), The Department's physical presence will not reach its goal of achieving the established goals and desired results unless it supports a human energy that will increase the strength of the Organization and build its curricula as a way of developing and prospering, so some definitions of this term must be looked at. The Human Resources and Personnel Management Lexicon defines it as "a modern scientific term indicating the administrative process of planning, recruiting, organizing and developing, stimulating, compensating, controlling performance and productivity and maintaining all human

components of staff and managers performing work for the Organization" (Abd al-Bari Ibrahim Mazzra, 2008, p. 20), This definition shows the range of practices that have come to frame everyone in a position of employment within the organization, and if it comes to supervisors, managers and leaders, it therefore exercises some kind of oversight over them. **Amadeo** considers that: "Routine activity involves operational aspects such as the preservation of workers' files and records, and follow-up on aspects related to them such as adjusting their attendance times, disposal and vacations (Rojot), This definition refers to the early evolutionary stages of the Department where attention was limited to the control of simple routine activities and office duties of a daily nature (attendance, absence...).

Perhaps the most important modern definitions of the management of human resources, the one proposed by **Loïc-cadin**: "The organizational function that seeks to achieve effective and consistent proportionality with the time between employees and the jobs offered in matters of workforce provision, qualification and motivation is aimed at continuously encouraging skills and competencies for the benefit of the enterprise strategy in line with the activity in which it specializes (Guérin, 1997, p. 51).

The definition refers to a new era known by modern human resources management. Its transition from stalemate and red tape to functional mobility demonstrates that the organization's overall policy is based only if it is in line with and complementary to human resources management efforts that have come to give the factor of time the utmost importance, Through the foregoing, human resources management is a strategic coordinator within the organization and supported by an arsenal of functions and activities geared towards maximizing and upgrading the capabilities and qualifications of individuals in the organization. and generate their desire and motivation to achieve the required performance and provide an atmosphere of understanding and harmony in their relationship, The rationalization of the decisions of the managers and leaders in order to serve the overall policy of the enterprise and the interests of workers at the same time, taking into account the factor of time.

3.2 Predictive management of human resources

Dolan et al defines it as: "It involves a whole range of activities and practices that allow the institution to acquire the necessary and necessary competencies, and at the time it is needed, and predictive management is a strong bet, enabling the institution to limit the number of its resources in order to ensure its life and on the other hand must rely on their talents (competencies) available during their careers if they are to stand out against their competitors " (Simon L.Dolan, 2008, p. 120), The predictive management of human resources plays a very important role. Above all, it aims to try to predict the supply and demand of labor and to envisage programmes appropriate to the parties' objectives, In Bernard's view, the predictive management of human resources "is a tool in the interest of the management of users, which lies in the projection in the medium or long term of the enterprise's human resources needs, organized within procedures or qualitative processes for the discretionary management of workers (Crozet, 2005, p. 18); From the definition, it is clear to us that every organization

finds itself compelled to prepare a planning of its human resources, rationally undertaken over a medium or long term.

3.3 Strategy Concept

Kreuze and Friedberg consider that: "The strategy means the conduct and conduct of the perpetrators in their workplaces. Such conduct may be individual, by an individual. As mentioned above, the perpetrator is called a margin of liberty for the form in which it is located." s strategy is every act that has meaning, even if it is not desirable, or which comes from an unconscious actor that is intentional. The concept of strategy is old in human thought "In ancient Greek civilization the strategy derived from the Greek word "STRATEGOS", which means the flag of General (the art of the war command) and implements the specific uses of this word in that historical period" (Habtoor, 2004, pp. 39-40); Practical interest in strategy outside of war and generals has only emerged over the past few decades. The concept of strategic planning has been increasingly given by business researchers since the 1950s and in this period the concept of strategic planning has evolved. The word "strategic", which has moved from military to economic and management in linguistic terms, can be defined as "plan or way of doing", but this concept does not reflect the scientific content of the strategy.

4. Predictive management of human resources in the Algerian institution:

4.1 Stages of human resources development in the Algerian institution

When the colonizer came out, he took the best skills with him. Self-management was the answer and the solution to these problems. Workers of all categories and abilities tried to fill the vacuum left by foreign marchers in order to meet the needs of society (A, 2024); During this period of the Algerian Foundation's history, the management of human resources was not the traditional Thai concept of concern for the physical power of workers, nor was it the modern concept of concern for their mind, another logic dominated by the national dimension reflected the new reality in which Algeria as a whole existed, the first period of independence, Followed by the 1970s, it is the establishment of large national companies, resulting in a significant reduction in unemployment, but what is observed on the composition of the labor force is that it is the simplicity of its composition, The management of human resources during this period, called the socialist management of institutions, is characterized by the following characteristics:

- Labor relations prevailed in workers' participation in the conduct of their institutions. According to political slogans, they were owners of their institutions, so social peace was largely guaranteed.
- High wages paid by employees at all levels of employment, thereby enriching them.
- Human resources function is seen as a purely social function, containing professional dimensions (employment, wages, promotion) and social (housing, transportation, medicine, malfunction..

Interest in the "predictive management of individuals" began as a result of planning for future new projects. This stage reflects a concept and another view of the human resource,

it is not in the hands of execution since the results achieved by these companies were fictitious, and it was the petroleum rent that is spent in the distribution of entry and the purchase of equipment and equipment (Peshchain, 1995, pp. 162-163); Given the large number of these institutions, the central administration (the State) has fragmented them, but the realization of rationality and profit has not been achieved and the bureaucracy has intensified, this practice has produced the knowledge of circumvention "passionate about preserving personal interests at the expense of the interest of the enterprise", opening the door to other reforms (Hadj.M, 2005, pp. 45-46).

By law, the State wanted to conduct individuals with the logic of the executing hand, but it did not succeed in doing so because it was performing a task that lacked objectivity and science (Raqm, 2009, p. 39), These data led to the reflection of new reforms, which were supported by the promulgation of the Autonomy Act in 1988. Some researchers believe that autonomy will allow the public enterprise to operate like its public or private likenesses in the world (GOURM, 24/25, Mai, 1994.), The management of human resources during this period is characterized by:

- Specialized experts and advisory offices were hired to draft domestic laws, regulating labour relations and the system of compensation and wages.
- Increased attention to the need for training in the management of human resources in both public and private institutions ;

because of the low status of Algeria's economy in various fields, the idea of privatization began in the late 1980s, which came with the idea of a transition to a market economy (hanene, 2021, p. 06)

3.2 Predictive management of human resources at the Ferial Foundation

The management of human resources conceptually and originally is closely linked to the organization's strategy in its attempt to survive and continue. Thus, it represents a special experience, not exportable, in which the institution addresses its problems, devises favorable solutions to them, problems as represented by social actors, depending on their diverse interests, and the ability of those actors to devise solutions to these problems, which are always included in the context of the resources and disadvantages these actors realize.

4.3 The nature of the problems experienced by ASMIDAL before the foreign partnership:

Table 2: Nature of human problems encountered by ASMIDAL before foreign partner

Total		Frames		Heads of Structures		Unit Managers + Human Resources Manager		
23.81 %	5	/	/	/	/	%23.81	5	In the era of ASMIDAL, there are random and intensive recruitment based on nepotism, favouritism and regionalism (surplus labour).
28.58 %	6	/	/	%28.58		0	0	In the Sonatrach era, a predictive study of human resources extending to 05 years to the contrary in the ASMIDAL era was indiscriminate and not subject to objective criteria.
%9.53	2	/	/	/	/	9.53 %	2	The absence of an effective plan to solve the problem of surplus labour on the enterprise's need.
14.28 %	3	%14.28	3	/	/	/	/	Not knowing the social partner's plan (Noya)
14.28 %	3	%14.28	3	0	0	0	0	Surplus labour.
04.76 %	1	%4.76	1					We were raised at the pace of socialism (inherited) uncontrolled the gap began to grow for this and found solutions in partnership.
%04.76	1	/	/	%4.76	1	/	/	Lack of qualified manpower (failure to place the right person in the right place).
100	21	%33.32	7	%33.32	7	%33.32	7	Total

Source: (The researcher sayah soud, 2024)

Comment: It seems that the different answers between unit managers, heads of bodies and frameworks and the human resources manager can be explained by the different degree of interference in the exercise of authority on the one hand not only refers to the organization but also to personal relations that clearly interfere with the decision-making power and that do not give the marchers the opportunity to carry out their task, therefore, we note the dissatisfaction with how inherited management and cumulative and zoonotic intellectual deposits that were prevalent and that allowed for the employment of unqualified and surplus labor than the need of the enterprise; this situation inevitably prevents the management of predictive human resources only at the theoretical level, the applied level is ink on paper.

4.4 : The solutions devised by the FERTIAL Foundation for these problems:

The procedures adopted by FERTIAL under the leadership of the foreign partner to address the problems that the enterprise continued to face as a result of the previous situation resulting from the period of public ownership. There are a number of solutions proposed and we will be exposed to this through the attitudes of HR managers, depending on the socio-occupational categories.

Table 3: Nature of innovative solutions according to the foreign partner's strategic outline.

Total		frames		Heads of Structures		Unit Managers + Human Resources Manager		
%9.52	2	/	/	/	/	%9.52	2	Demobilized without negotiation with undesirable contractors with pre-social partner contracts, and not subject to any objective criterion
38.12%	8	9.52%	2	14.28%	3	%14.28	3	Incitement to go into retirement and voluntary going to those who are not needed by the enterprise (unproductive administrative functions).
19.04%	4	9.52%	2	9.52%	2	/	/	Re-employment through formation (job mobility) The formation of workers to recruit them to other positions.
19.04%	4	9.52%	2	9.52%	2	/	/	Selective recruitment of qualified workforce in order to give new blood to the enterprise.
4.76%	1	4.76%	1	/	/	/	/	Re-employment of some workers who have gone into retirement through the conclusion of fixed-term contracts.
9.52%	/	/	/	/	/	9.52%	2	Non-selective dismissal of qualified and unqualified workforce, without discrimination (this translates the priority of strategically solving problems).
100	21	33.33%	7	33.33%	7	33.33%	7	TOTAL

Source: (The researcher sayah souad, 2024)

Comment: Unit managers and HR managers are clearly a distinct category from other categories in how they perceive the problems of the organization and the solutions they have devised unilaterally, making difficult and decisive decisions regarding enterprise policy, especially those relating to the demobilization of what it called undesirable contractors. The Authority's reasoning is reflected in the dismissal of such contractors because they are not subject to an objective criterion. In this context, it seems that the relatively objective criterion of the fact that these participants are themselves hired by these contractors is not the same context and not the same policy of the institution, and is not the same. I've been incited to go into retirement; And the voluntary going of that category of workers in administrative jobs that are not producing value added, and here the three socio-occupational categories converge in terms of statistical ratio. (From 14.28% to 9.52%) And it didn't stop there, but it looked to the institution's managers to preempt what sociologists call "Job mobility" to cover what the institution needs now and what is expected of the enterprise's need for a qualified workforce. This task, as emphasized by the heads of structures and tyres individually, has become a means of anticipating potential problems. It is worth emphasizing here the importance of the composition and its relationship with employment and the redistribution of workers in a form that can be described as flexible .

So human resources are not different from the Thai perception and the School of Human Relations in the goal, but are different in each one's strategy in pushing the worker to cooperate with the existing organization and social system where he sees "Peretti" is a four-dimension that imposes itself on the management of human resources. Human relations are interchangeable. The management of human resources as a strategy for solving the problem of cooperation between individuals with different interests is: "Flexibility" seems to be looking for flexibility to ensure its agility "Agilité" versus the shifts and Peretti noticed in 1979 the birth of a rational new run of users describing it as variable and adaptable, based around a stable nucleus of permanent wage earners, Also, because of the fragility of the job position, the institution tends to "communicate", " **sub-contracting** ", by imposing a new management of the schedule of time, position and time, which presupposes the possibility of negotiating at the level of the institution and depending on its own compulsions and legal legislation (J.M, 1987, p. 16), All that was offered by the participants was a partial solution, first of all, to the side effects, to the solved problems or what he called "Raymond Aaron" (with undesirable effects) or deviant, but predictable .

This is testified to by the tendency of the institution to implement the second part of the solutions, namely selective recruitment of qualified and intended workforce, as explicitly confirmed by the heads of bodies and frames (giving new blood to the enterprise) and the establishment of new working relationships through employment according to psychological, social and economic characteristics consistent with the enterprise's policy, More efficiently, the specialization is supported by legal procedures relating to Algeria's employment policy, which are carried out through employment agencies ;The selection of future workforce is based on the criteria of need. This is explained by the various selection processes and the duration of the composition ranging from more than one year to the framing of the new workforce through a continuous formation. The participants in the research interpreted this employment, which contradicts what has already been stated in giving new blood to the institution; In order to ensure that the institution bridges the gap to the need for qualifications and competencies that do not need to be formed, and to take advantage of its expertise on the one hand, and on the other hand to ensure the transition of expertise to (new blood), by means of a continuous composition, not costly for the institution, while avoiding a hot social front, means avoiding the existence of an efficient workforce with indefinite contracts.

This table shows the tendency of the research institution to specialize as a way to solve its problems and build its strategy according to a clear policy of greater efficiency, or at least satisfactory effectiveness, according to the context in which it moves, and this shows it (Composite Table 2) The category of Unit and Human Resources Managers is responsible for developing a future plan, that is, a strategy to address a particular problem and the undesirable effects of solving the problem, This specialization is also evident at the level of heads of bodies and frameworks in the face of practical problems of a technical nature, executive but not without a clear vision of the future of the enterprise with regard to recruitment and employment positions associated with composition. In our context, this composition is an important indicator of the predictive nature of the management of human resources.

4.5 : Actors' assessment of innovative solutions developed by the foreign partner:

These attitudes show us to researchers that solutions are not final, they are real-time and mortgaged, and this is illustrated by the attitudes of professional groups by their presentation of the problems that resulted from the solutions created by the Foundation.

Table 4: Researchers' assessment of innovative solutions by foreign partner

Total		Frames		Heads of Structures		Unit Managers + Human Resources Manager		
%38.11	8	%29.14	3	%9.53	2	%14.29	3	Non-selective labour demobilization as a result of the institution's undercounting action. (No consideration was taken or no real-time solutions were foreseen for the institution's future).
%33.33	7	%9.53	2	%4.76	1	%19.5	4	Impact of informal relationships (nepotism, personal relationships).
%23.80	5	%9.53	2	%14.29	3	/	/	Human factor (predictability difficulty) - Conflict (conflict avoidance). (Conflict as a pre-emptive problem in order to avoid it and this shows that demobilization is not selective).
%4.76	1	/	/	%4.76	1	/	/	Incitement to go into retirement has raised the problem of labor flight, especially qualified in sensitive jobs such as production, and industrial security towards foreign enterprises.
100	21	%33.33	7	%33.33	7	%33.33	7	Total

Source: The researcher sayah souad,2024

comment :What is noticeable in this table is the participants' assertion that innovative solutions are always linked to present problems. and clearly demonstrates that non-selective labour demobilization was linked to the enterprise's situation in which it experienced labour inflation, The solution was to reduce surplus labor, and here it is necessary to stress again that this problem was expected. have succeeded in reducing the surplus, but they have raised a new problem that they have solved in compensating for the gap in the institution's need for human resources; This new situation, which we could call "problem-setting". in which the Foundation's potential to bridge or cope with new changes is disrupted, In this context is a regulatory action not out of control but quite the opposite. The participants explained this about informal relationships based on patronage and personal relationships. That makes the irrational management of human resources irrational, that irrationality has its own logic that there are no lasting solutions.

The incitement to go into retirement has raised the problem of "escape"; This escape touches qualified manpower in sensitive jobs such as production and industrial security beneficiaries of foreign institutions, what can be kept in this table solutions are subject to priorities. Even if solutions give rise to problems of a primarily humanitarian nature. a

multidimensional entity, which enjoys intent and freedom because it is chosen on its own understanding of interest and on its own resources, within a context.

4.6: Researchers' proposals for solutions developed by the Foundation in the field of predictive management of human resources

Through this data we are exposed to the fact that the solutions, although real-time and mortgage, are not without from having a forward-looking perspective on future and potential problems.

Table 5: Solutions proposed by researchers after assessing foreign partner's alternatives in the management of human resources

Total		frames		Heads of Structures		Unit Managers + Human Resources Manager		
4.76	1	/	/	4.76	1	/	/	Trying to negotiate with foreign enterprises that want to attract workers who want to go into retirement.
61.90	7	23.80	5	19.05	4	19.05	4	Recourse to sub-contracting handling institutions, especially secondary functions (such as maintenance, charging, discharge, escort
4.76	1	/	/	4.76	1	/	/	The enterprise's policy at the level of public administration is to invest in the human resource
28.58	1	9.53	2	4.76	1	14.28	3	Fertial goes towards investing in formation and resupply in the first place trying to make the worker an expert in his position by forming (the efficacy factor).
100	21	33.33	7	33.33	7	33.33	7	Total

Source: The researcher sayah souad,2024

comment: This table inevitably reflects the institution's policy and strategy in excluding all unproductive activities. And focusing on the activity for which the Foundation has undertaken, the participants agree 61.90% to resort to the institutions of handling and especially secondary jobs, She saw the specialization of the professional workforce and it should be noted here that the specialization is related to the composition of the worker And linked to the specificities of the institution that makes the worker fit for it, So that his composition serves only his position trying to make the worker (expert) in his position and for the most efficient possible; In order to avoid the "escape" of the expert worker, the heads of the bodies confirmed that the institution had negotiated with a "foreign institution", which wished to attract its workers to preserve its human wealth. Here, a foreign word draws our

attention because it is not all that FERTIAL is a foreigner. The second dimension of the management of human resources is achieved as Peretti sees it.

Which, according to Peretti, is a strong idea and a second central idea in the management of human resources, is about career management, pay, scholarship, contract of employment, behavioral assessment, promotion and formation ,evaluating the factor as an individual strongly demonstrates the policy of managing human resources in:

- a- The worker has a career development plan.
- b- Reduced recruitment and promotion potential requires more rigorous decisions based on better knowledge of underlying qualifications and needs.
- c- In order to support individual decisions, evaluation systems have grown, and tools have been developed such as " The behavioral balance sheet ". This is confirmed by our observation within the workshops in dealing with work accidents, and measures to avoid them by spreading a culture of prevention of work accidents that is linked to incentives and individual and collective rewards. The results of the table also showed that working relationships, as represented by social actors, are free from conflict, protest and future oriented towards the development of the human resource.

5. Overall results of the research:

It clearly shows how problem solving always and at every stage of the FERTIAL Foundation are problems that have been solved, this shows in field research in solving the problem of labor surplus that the enterprise does not need (inherited from the Foundation before the Spanish social partner arrived) which caused the walkers problems are rich about it - hence the elimination of this labor surplus necessitated a decision with the social partner and here should focus on the word "with" which does not only have an with, It has great sociological significance for the management of human resources because it presupposes and develops an awareness of a genuine partnership born of participation in decision-making that makes them involved with the social partner's "policy". Participants in the Foundation's strategy and if it seems irrational, it does not deviate from an internal logic of social actors, and this logic is effective, we note its effectiveness in the absence of open conflicts such as strikes or protests.

Social actors acknowledge that the change in governance has not been technological, but was in the way of organizing, which distinguishes the reality of the management of human resources, and what they call "ideas", " ideas ", is a technology of ideas to bring about change that allows managers to control the future of the enterprise, and to know what can be done to cope with what can happen.

6. The result in this change is shown in two concepts:

- a. Problems (obstacles) and innovative solutions for social actors, it is worth noting that problems always carry for the walkers a genuine and prioritized character, so that when

solving a problem it does not mean an absolute final solution for them, but this is a possible solution that the walkers weigh only because of the problems they realize.

b. The problem of the management of human resources is a temporary solution to the problem of cooperation or conflict and the conduct of human resources presupposes proactiveness. The management of human resources is the organization's strategy to solve the problems of organizing and re-solving the problems arising from the solutions created by the managers in the context in which the organization moves. social actors and the coercions they represent.

c. This regulation is not a "situation", but a constant need to solve the problem of the organization of its resources and its excess of coercion. Thus, the management of human resources can be said to be a shift in the history of the organization of the industrial enterprise, which can be approached only by resorting to the concept of strategy. The study found that the management of human resources is most closely linked to social actors' representations of the problems of the institution, and their perception of possible solutions to the problems themselves. Solutions perceived by social actors can be described as priority and not without proactive elements.

d. All actions taken by FERTIAL, although they appear to be characterized by gradualism and acceptance of the existence of uncertainty in their calculations because of the fact that the managers recognize the importance of the human element in the success of the institution, its relationship to the cultural remnants of Survivances and their common and conflicting interests. The management of human resources defines the institution's experience, as it represents an enterprise-specific experience that is not exportable, because it is linked to the representation of social actors, within a context of coercion and resources; it represents a possible solution, within a context characterized by uncertainty.

7. Conclusion:

It is not possible to talk about the management of human resources without mentioning the reality in which social actors move and the socio-organizational context in which those actors seek to solve their problems and adapt to the developments of the institution and the ocean. This study and the problems and solutions proposed by the actors through the negotiation process with the foreign partner reveal that the management of human resources as a technology is a unique experience, especially for the enterprise. (Human, technological, financial and peripheral) together, giving the organization the ability to cope with developments and adapt to change.

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