

The role of internal control in the effectiveness of the recruitment process - case study -

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ABSTRACT

A company aware of the importance of people at work must take charge of its recruitment policy, a function which is, today, recognized as a performance tool to attract the best skills.

The objective of this article is to analyze the recruitment process of the NAFTAL company and the contribution of internal control to achieving the skills search objective and improving the company's performance.

We used a qualitative method based on a semi-structured interview and a documentary analysis to collect the necessary data. We concluded that the company attaches importance to recruitment, by establishing a more or less adequate recruitment process which allows us to attract the skills necessary to ensure the sustainability of the company.

Introduction

In an evolving economic and social context, companies must anticipate and adapt to these developments to respond to the problems they encounter. To meet current challenges and meet its objectives, every company must question its Human Resources (HR) management. To do this, it seems necessary for companies to revisit their work organization and management by taking into account stakeholders in their actions, such as employees.

As a result, companies began to understand the importance of human resources in their success and they ended up considering the human factor as a resource in its own right, by implementing a human resources management system that evolved considerably over the last few decades.

Among the activities of this human resources management system, recruitment seems to be one of the most important, since it is the first act of HRM to allow the acquisition of human resources.

Recruitment is an essential process in the life of any company. Sometimes neglected, it engages the organization in the long term.

It is important to surround yourself with collaborators with cognitive abilities, skills, and personalities... the most relevant to the tip position to maximize the effectiveness of the organization's "human capital".

Maintaining the dynamics and performance of the company depends on the ability to integrate staff in line with the assigned objectives. This became the basis for the success of the company's project.

In this context, we have chosen in this research article the analysis of a recruitment process with a case study of the company NAFTAL, the latter operates in the sector of distribution and marketing of petroleum products. It is a company that ranks at the top of companies in terms of turnover and the size of its workforce.

We chose this company because of the important role played by its human resources function as well as its policy which favors the recruitment of young people.

To better understand our study, we posed the following problem:

“How effective is the recruitment process control for the company to achieve its objectives? »

To better understand our subject, we have made the following hypotheses:

H1: Control of the recruitment process is a means of research and acquisition of skills necessary for the operation of NAFTAL.

H2: Recruitment occupies a primordial place in the management of the human resources function of NAFTAL.

Research Methodology

To provide answers to our problems and understand how the recruitment process operates and is controlled within the company, we considered it essential to speak with a recruitment manager. This qualitative survey focuses on a semi-structured interview to find out how NAFTAL works in terms of recruitment, and to analyze the perception of recruitment by skills and its contribution.

This interview focuses on the recruiting manager working in the company. It was based on an interview guide composed of a set of 9 questions.

1. Definition of the concept of human resources management

Human resources management (HRM) has evolved since it was called “Personnel Administration”. Today, it is no longer a question of administering but rather of managing human capital. Human resources management constitutes one of the fundamental practices of business management before it becomes a discipline. It is gaining more and more weight in the strategic thinking of managers.

One of its main activities is recruitment, to which the theme of this study is directly linked.

Human resources management is defined as “all activities that allow an organization to have the human resources corresponding to its needs in quantity and quality”(CADIN.L and all, 2007,P 5).

The various HRM activities such as recruitment or training fuel the needs of companies for human capital which should be competent and with sufficient staff.

Another definition, which comes from Clermont Barnabé, states that HRM is considered as “a system which plans, coordinates and controls an interdependent network of specific processes which form with its inputs and outputs an open system thanks to a dynamic environment”(ACHOUCH. M and all, 2010, P5.)

We can say, through these two definitions, that HRM is a discipline or a system that contains different activities, and the effective management of the latter allows the organization to have the relevance of its human resources. This discipline is also part of the organization's strategic plan, which defines the objectives and means (particularly human) that must be made available to achieve the goals set by the company.

2. Historical evolution of human resources management

From the historical retracing of the human resources management function proposed by Jean FAMBONNE in his work entitled: “For a history of the HR function”(FAMBONNE. J, 1992, P 46) we distinguish between six (06) major phases of evolution:

2.1. From 1850 to 1914: the HRM function was neglected

This period was marked by the appearance of the concept of class struggle which was considered social. Everything that concerned the relationship between employees and employers (BOYER .L et EQUILBEY.N, 2003, P3) . During this period, social regulations developed with texts on the employment of children (1841), the apprenticeship contract (1855), the work of women and children (1874 and 1891), and the right to organize (1884). , inspection (1874 - 1892), working hours (1890 - 1905), the creation of the Ministry of Labor (1906), workers' and peasants' pensions (1910), and health and safety (1913). What characterized this period was the deterioration of

working conditions, the first problems linked to the increase in the size of production units and the deskilling of the workforce (BOYER .L et EQUILBEY.N, 2003, P3) .

2.2. From the First World War to 1935: the rise of the first management schools

The extension of economic activity and the transition of the company from a family production unit to production units in large quantities and with the appearance of machines (technical change) in the production process have conditioned a change in mentalities. As a result, a new, more scientific method of control in the organization has emerged to achieve productivity gains. These new modalities appear through the foundations of the classical school, a school inspired by different authors like TAYLOR and FAYOL.

2.3. Organization as a psychic space (the school of human relations) 1935-1950:

This image of psychic space consists in recognizing that the organization is a link where the human psyche is naturally expressed, conscious or unconscious. The classical school with Taylor ignored the human dimension that occupies a privileged place in the functioning of the organization. The doubt about the reliability of the OST is confirmed with Mayo at Western Electric in the United States. In the following, we will present four icons of the school of human relations:

Elton MAYO: Elton Mayo, also known as the ‘father of human relations’, was an Australian who lived in the United States in 1922, and became a professor at Harvard University.

His best-known five-year investigation took place in the HOWTORNE Workshop at Western Electric, which was a telephone manufacturing plant. Mayo began by studying the causes of fatigue, absenteeism, and workplace accidents. Western Electric executives had noticed an improvement in the yields of a group of workers enjoying better lighting conditions (FAMBONNE. J,1992,P56).

Abraham MASLOW: MASLOW is an American psychologist and behavioral specialist. He classified human needs based on the individual's motivation in the form of a pyramid. This model is based on the hypothesis of a progression where the individual does not access a higher level of needs unless the lower level is satisfied (MEIGNANT.A, 2000,P 230),

Douglas MC GREGOR (1906-1964): theory X and Theory Y MC Gregor gave an approach in which he opposed an authoritarian mode of leadership (theory X) to a management mode that today we would say is participatory (theory Y).

It can also be said that theory X formulates a pessimistic conception of the average worker who is not interested in his work, whereas theory Y is based on the self-motivation of individuals (MEIGNANT.A, 2000,P 235).

HERZBERG and motivation theory: This author and his team asked workers in 1959 from industrialized, capitalist, or socialist countries to tell a moment of their professional life: a moment when they were particularly unhappy in their work and on the other hand, a time when they were particularly satisfied. He obtained two bodies of factors of different natures: factors of discontent or hygiene, and factors of satisfaction or motivation.

Herzberg concludes that the factors of discontent are related to the work environment, but that the factors of satisfaction are specific to the individual in his work (GUEDJ.N, 2001,P430) .

2.4. The era from 1945 to 1975: Industrial growth

Interest in human resources has evolved considerably with the emergence of the work of Elton MAYO and the school of human relations.

Economically, this period was marked by strong industrial growth (1945-1975), which, according to the researchers' results, was the consequence of the development of human relations between researchers and workers.

The latter felt considered individually on one side and collectively on the other, which led to a change in their attitudes towards work(FOURASTIE J,1979).

2.5. The crisis years from 1975 to 1990:

Instabilities of industrial companies, notably exacerbated competition, a crisis that has led to an increase in unemployment rates and the appearance and development of the service sector. These facts involved a radical change in HRM and led to a modification in the management of HR files in connection with computerization, annual assessment, and the construction of a training plan for the development of skills respecting the requirements of new technologies ".

2.6. From 1990 to the present:

With the globalization of markets, transactions, human knowledge, and the development of information technologies, the company is called to open up to the outside, it must adapt to changes with its human factor if it wants to survive.

It should also be noted that this period is marked by an increase in the unemployment rate, by the emergence of a new management mode called KNOWLEDGE management which can be translated into French knowledge management.

3. Recruitment

Recruitment is one of the most important HRM exercises. Indeed, a real departure from the relationship between the employee and his employer, recruitment must therefore be carried out as optimally as possible to ensure the sustainability of the company and its operation. In this point, we will define this notion of recruitment and talk about its evolution over time.

Recruiting employees is an important step in the life of a company. It allows the arrival of new skills in the company.

3.1. Definition of recruitment

The recruitment of an employee is a chain of multiple operations which, taken in isolation, are relatively simple, but none of which should be omitted or neglected" (SEKIOU and all, 1993, P 227)

Recruitment is a process within the process of acquiring human resources for an organization that aims to fill a job position (PERITTI, J-M, 2001, P 178)

Recruitment consists of meeting the needs of the organization in men, from an identified workforce segment, are taken from among those who wish it, the individuals most suited to the needs, to place them in the places where they are the most useful » (ROBERT DUFF, 1999, P 355).

ROBERT le DUFF, Encyclopédie de la Gestion et du Management, édition, DALLOZ, Paris, 1999, page 355.

Thus, we can say that recruitment is a key element of HRM which is presented as a set of operations carried out according to an approach developed to provide the company with personnel capable of meeting the requirements of the positions at the right time.

3.2. The evolution of the concept of recruitment

The evolution of the concept of recruitment has taken place over the centuries, we can summarize this development through three (03) main stages presented in the following table:

Table N°01: Evolution of the concept of recruitment

Period	Characteristics
Before the Industrial Revolution	- The organization saw work as a simple and inexpensive production factor. - Recruitment techniques were rudimentary

From the industrial revolution to the sixties	High mobility of the workforce: - Organizations have begun to develop techniques to attract a workforce that meets their needs - The mobility situation in which employees found themselves created opportunities for advancement
From the sixties to the present day	Significant change is occurring: -Development of job application forms, - Establishment of more structured recruitment with precise criteria.

Source: Gavand. A, Recruitment, issues, tools, best practices, Eyrolles, paris, 2013, p45

3.2. Recruitment objectives:

Future personnel needs directly depend on the general objectives of the company, production programs, and an inventory of human resources, the objectives in terms of forecast personnel management should therefore reflect the general philosophy of management, otherwise operations recruitment may be ineffective.

For this, we can say that the recruitment objectives are only a transposition of the company's objectives and are part of the company's project the company must recruit executives who allow the company to achieve its objectives.

Thus, the company, through recruitment, seeks to:

- Fill a need felt by a reduction in the performance of a service.
- Monitor the evolution of the company's activity.
- Fill a vacant position (retirements, resignations, layoffs, etc.).
- Use new skills.

However, it should be noted that recruitment objectives vary depending on each company. Indeed, there are no standard objectives for recruitment but the felt needs must be satisfied. This is why the recruiter must analyze the position, that is to say draw the profile of the best candidate and set performance standards before conducting recruitment communication (François.B-M, 2013 p.16).

4. Presentation and analysis of results

4.1. Qualitative study by interview:

The interview conducted was semi-structured and lasted an hour and a half, asking simple and precise questions to identify all the information we needed for our investigation. This interview allowed us to get as close as possible to the reality of the company and to see the place and importance of recruitment in the marketing branch of NAFTAL.

4.2. Analysis of the data corpus:

Once we have carried out the interview with the recruitment manager and transcribed all of his statements, a phase of manual analysis of the corpus of data obtained is necessary. Here are the observations that arise from this analysis:

- The need for recruitment is felt by the different units of the company.

- The employment department carries out a needs analysis.
- The recruitment process is broken down to reduce the costs associated with the recruitment service.
- The potential, competence, and adaptability of the employee within the company are determining elements in the creation of value.
- The amount of salary is set according to the principle of contractual freedom, negotiated in advance with the employer, and appears in the employment contract, which is also signed between the two parties.
- The company always distributes the call for tenders internally to promote the mobility of employees within its premises.
- The recruitment approach is oriented towards the search for professional skills, and therefore, the mass of application files is reduced in this sense to avoid being overwhelmed by applications and losing the opportunity to hire the rare gem.
- Job descriptions are rarely updated according to the company's vision.
- The job interview is an important step in the recruitment process. Its objective is to learn as much as possible about the potential recruit and to seduce them by presenting the company and the position in the best light. This is why it is carried out in a structured way, and benefits from prior preparation.
- The company carefully prepares a real integration process to give the new hire the maximum chance of succeeding in taking up their position through perfectly controlled integration.

4.3. Documentary analysis:

In the following points, we will carry out an analysis of certain company documents to answer the following questions:

Who are they established by? For what purposes are they established? In what framework are they established? What will we get as outputs from these documents? How are they established? What are the problems we may encounter following their implementation? What recommendations can we give?

4.3.1. Recruitment need form

This document has the title: the Recruitment Request Form, otherwise called the recruitment requirement. It is the concretization of a need for new elements on the part of the company in other words it is the concretization of the call for application to enter the latter. The recruitment request form consists of the following elements:

- Identification of the structure: in this section, the company will stipulate in which direction/department/center/department a position is available, specifying these will allow primary filtering to the company (saving time).
- Identification of the need for recruitment: under this heading, the company will specify the title of the position to be filled which gives an idea to applicants of the position they can potentially obtain, the nature of the contract (contract lasted indeterminate/ fixed-term contract)and the number of people to recruit.
- Justification of need: Under this heading, the company will clarify the circumstances that led it to request new elements. Indeed, several fields are at the disposal of the company, the need for new elements can be justified by the retirement of the one who held the position before, it can be justified by additional activity, or by the creation of the latter (the position did not exist in this company but he had created recently and the company needs someone to fill it).

4.3.2.Minutes of the Nomination Board

This document is used at a nomination review meeting, it falls within the category of minutes of a meeting and is in the form of 3 pages:

- On the first page, we find information on the commission meeting (date, location, position to be filled, as well as the company proposing the position), the names of the members of the commission, and a summary of the beginning of the commission's work, this page allows to keep traceability on the people who contributed to the conduct of the decision meeting.

- The second page is reserved for the names of the people who have been selected and therefore the most suitable profiles for the proposed position (the number of fields varies according to the number of positions to be filled).
- The third page is devoted to the drafting of the deliberation of the committee, the time of the adjournment of the meeting, and the signing.

It would be recommended to:

- Identify the strengths and weaknesses of each candidate.
- Give a grade to each successful candidate.
- Add a field for potential diseases of successful candidates.
- Add the position occupied by each member of the commission.

4.3.3. Internal call for applications.

This document has the title (call for internal applications) it is a document published by the commercial branch of the direction of human resources it is addressed to the directors of human resources, the directors of the branches of marketing, and the heads of the bitumen centers, it aims to inform the opening of a new opportunity for internal employees (an internal transfer), it is quoted the place where this opportunity was launched (ex: station R3029 Hassi Messaoud), it also mentions the nature of the position that is offered (e.g. gas station cashier) as well as the means of applying for the offer and the attached parts request.

The document is closed with the signature and stamp of the Director of Human Resources.

It would be best to:

- give more information about the type of contract (fixed or indeterminate) this will further filter the number of applicants but also put the criteria required to be able to occupy the position, this operation will filter the number of applications.
- list the main tasks and tasks of the position, this way it follows the candidate who will take charge of the position will be easier to do.
- list the qualifications required for the position, in this way the company will receive applications from motivated, dynamic, and safe employees.

Executive appraisal sheet

The title of this document is the executive assessment sheet, it concerns manager category B as well as senior managers. It is used to evaluate the work provided by executives, their progress in the tasks assigned to them as well as their development within the company.

It is made up of the following elements:

1.Fields at the top of the document located under the title of the document where the surname, first name, position, and assignment are noted, as well as the unit and the assessor of the executive who is being judged.

2. The results evaluation table:

A table divided into 3 main axes (order number/parameters/evaluation)

Parameters: these are the criteria on which the framework is judged

Evaluation: it is not done by rating but by scale (performing / satisfactory/acceptable/insufficient

-The executive is judged according to 2 main criteria, the first is punctuality in the work entrusted in this area the examiner will judge to what extent the executive was able to carry out the tasks entrusted to him, and the executive is forced to submit the work or complete a task within very specific deadlines if he does not respect his last ones his rating will drop about the scale put in place.

-The second criterion is about the dynamism that he demonstrates as well as his organization's well-organized work and dynamic behavior are necessary to ensure the smooth running of operations within the company, in addition, good organization and dynamic staff allow the saving of time, the emergence of new ideas, and ultimately the collective development of employees.

- The third box is for the result, it is the accumulation of the two ratings, i.e. the addition of the rating obtained for punctuality in the work assigned and the rating obtained for the organization and dynamism demonstrated by the manager.

performance assessment: it is presented in the form of a table, which can be analyzed on two axes:

1. The assessment criteria: these are other criteria on which the executive will be judged. These are divided into 3 components (skills/ability to lead and communicate/commitment), let's analyze each component individually:

- Skills: we will find an assessment relating to his mastery of the function (forecasting, monitoring, control), the quality of decision he demonstrates (if he makes good decisions), his organization (more precisely the sense of organization that he demonstrates as well as his concern for improvement and his development) as well as his spirit of initiative (proposing new ideas, taking initiative, using different methods)

- Ability to lead and communicate: the executive will be judged on his communication skills and his leadership (his way of directing and giving orders), information, and training of collaborators (communication skills, are what the executive succeeds in conveying his message in an appropriate manner? does the executive contribute to the development of the employees who are in contact with him?), human qualities and relationships (his way of behaving with people, his way of carrying himself, way he communicates with other employees).

- Commitments: in this area, the executive will be judged on his commitment within the company, particularly in terms of his availability (if he responds to missions, presence during duty hours, overtime, and his presence in general), interest in the company's affairs (contribution with ideas), ability to adapt in the face of difficult circumstances (if the executive succeeds in managing himself and his team during crises).

1. The rating system: the rating system is based on a scale of 4 levels (excellent/good/acceptable/insufficient), however, the distribution of these rating levels differs from that of the results evaluation table, in this table we find the excellent level as well as the good level on the left, while the acceptable level and the insufficient level are on the right, the system is not different, in this case also excellent and which is worth a +2 good and worth a +1, acceptable and worth a -1 and insufficient and worth a -2.

2. Finally, an area is set up for the appreciating director so that he can put his comment there, and his decision (proposed training or development) the latter must put the date and his visa there.

4.3.4. Model for taking office:

It is presented to each new employee of the company, it is in the form of a form where the new employee must mention their first and last name, their date of birth, their new position, as well as their effective date of taking up their position. . This document helps form the company database: who does what? in addition, it makes it possible to define better the organization chart (each name is assigned to a position) and, finally the effective start date which gives precise information on the effective start date of the new employee at the company level.

This document is finalized by the signature of the hierarchical personnel manager as well as the head of the department. This makes it possible to circulate information and inform the latter two that a new employee has joined the company under their supervision.

In this document it would also be preferable to:

- Mention the type of contract (limited duration or indefinite duration) to keep an administrative record and ensure legal protection to the extent that a problem arises and the new employee wishes to distort the facts.

- Cite the tasks assigned to the new candidate to set objectives and facilitate the appreciation of the new employee's work.

- Optionally, it is possible to add the amount of the new employee's salary, this can facilitate estimates and calculations about the payroll. Indeed, this estimate will be presented in a database that brings together all of the company's salaries, making it possible to calculate the sum of all the salaries paid by the company.

4.3.5.Candidate Response Template:

This document is used by the company as a negative response to an application for one of the positions offered by the company, the director on behalf of the company sends his sincere regrets for not giving a favorable response to the application of an applicant, a sustained administrative form, a very clear text, and a possibility to call on the latter again in case another opportunity arises, it should be noted that the document clearly expresses that the candidate's profile does not correspond to the offer and therefore this will justify the negative answer to his postulation.

The document shall be signed by the Director.

The document presents suitable standards and meets all the necessary criteria, it gives the expected information and does not require modification.

Conclusion

The results of our analysis of the responses contained in the corpus of data collected following the interview conducted with the recruitment officer and in the documents requested and transmitted by NAFTAL, we can conclude that the recruitment process is a very important element that serves the research and selection of skills necessary for the operation and development of NAFTAL, despite some anomalies and obstacles that can undermine the effectiveness of this recruitment process. We can cite as an example obstacles: the recruitment process is endless or complicated, job seekers will be likely to lose patience with the company and lose interest in the position, and many candidates are recruited as a result of interventions by influential people.

The analysis of the company's recruitment process through a qualitative study conducted by an interview with the recruitment officer and the study of certain recruitment documents requested and communicated by our coach within this organization has allowed us to see good practices in terms of recruitment and to know the attitudes followed by NAFTAL for the acquisition of new skills, as well as seeing the influence of recruitment policy on maximizing the company's objectives in terms of skills research.

Thus, we can conclude that: the control of the recruitment process contributes favorably to the search and acquisition of the skills necessary for the operation of NAFTAL, which confirms our first hypothesis (H1). We also concluded that recruitment occupies a major and primordial place in the management of NAFTAL which leads us to affirm our second hypothesis (H2).

We can say, that even though the recruitment process at NAFTAL contributes to the achievement of its skills research objective and despite the numerous efforts made in terms of recruitment to ensure the performance of the resources function (human, it still has elements to be developed and implemented in terms of adopting the advantages of modern techniques, to benefit from the advantages of internal recruitment.

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