

Human resource: what contribution to flexibility?

Case study: A Group of Algerian Company.

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Abstract

Evaluation is pervasive and it is necessary for everyone to know its need because it has a big impact on the company accordingly it highlights the needs and the decisions taken of the organization. In the current context where the environment is characterized by complexity and uncertainty, companies must adapt and respond quickly to change. Human capital is considered as a resource for the organization, the most important without any doubt. The role of HR is to encourage initiatives to develop the potential sources of flexibility. Thus the assessment remains essential and necessary at the time of the transition of the Algerian economy to a market economy. Our problem is as follows: the human resource is a brake or business flexibility factor? Our study attempts to explore and apply the research tool of Volberd practiced by a group of companies, such as two-dimensional concept of flexibility in order to characterize their flexibility profiles and highlight the contribution of human resources, as a variable flexibility.

Key words: *Environment, uncertainty, flexibility, human resource, evaluation.*

1. Introduction

The different of human resource management (HRM) designs derived from different theories can be presented chronologically in four models. The first result of the mechanistic theory of Taylor centered on efficiency and predictability. This traditional or classic model considers human resource as a cost to be minimized and that the role of management is to ensure the application of the requirements. In theory of human relationships, from the model seen in people that efficiency is double the equity, and human resources are not only a cost to be minimized because it must be added a degree of satisfaction of the employee must feel satisfied and valued to spread its resistance to authority. The HRM model that suits the most to the current environment remains characterized by uncertainty and urgency. The staff is considered as an important resource for the organization. It involves a participatory management system with the efficiency and equity is added. This model involves the adults to be psychologically threatened. HRD seeks to involve employees in decisions and for controlling their work, while encouraging dialogue and consultation. Employee satisfaction then is a byproduct of the better functioning of the organization

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as to which they contributed, since their needs of esteem and self-realization are satisfied. The reasons for the appearance of this model are the changes of various types (demographic, social, technological, competitive, geopolitical) affecting the world since the 1970s

Flexibility therefore seems inevitable. Therefore, it is put at the heart of modern organizational arrangements. It remains vital for company management. The concept of flexibility is a key factor in the service of the changes taking place and social dialogue that is established. Many works devoted to it, particularly in developed countries.

Also the evaluation is everywhere, and everyone knows its need, and we cannot minimize its impact on the company because it highlights the needs of the company and decisions accordingly. And it remains essential and necessary at the time of the transition of the Algerian economy to a market economy. Furthermore, flexibility is not finality in itself and it will become more important if it contributes to improving the functioning of the company and increases the possibilities of its development and its survival in this changing environment.

Our problem is as follows: Is H. R. considered as a brake or a business flexibility vector?

I from partitioning to cooperation in company

Contemporary company is radically different from that of the 1960s, including the adoption of an expanded form and a capacity of permanent change. Its environment is characterized by increased uncertainty, the interdependence of actors and the rise of complexity. Then the concept of flexibility emerges, which is becoming the answer to a number of constraints linked in particular to the increase in uncertainties: we do not know what to do, but you have to react quickly and well, because the degree of predictability and reduces the instability becomes a characteristic of the environment. This implies a new logic that requires a change in culture of the individuals involved: cooperation is a condition of success. As recalled J.M. PITROU, "this cooperation will lead to win-win solutions instead of win-lose solutions old hierarchical structures."

Jacques IGUALENS considers that "flexibility is multidimensional, complex, and ambiguous. Flexibility is a contingent concept that depends on the configuration of the organization, the environment and system of motivation it is able to generate "Flexibility is generally defined as the ability of an organization to adapt, respond, and adjust to different environmental changes.

The search for flexibility has affected various developments such as the increase in part-time employment, change of relations between producers and suppliers, changes in contractual and salary practices, application of new technologies, and the relaxation of legal restrictions on employment.

"Indeed, some recent conceptualizations agree to focus on two main dimensions of flexibility whatever the field of study. These two dimensions are summarily to create a variety of potential at different levels of the organization, and the ability to quickly mobilize this potential. ". Tarondeau provides the following definition "flexibility of a system is its ability to transform itself to improve its insertion in the environment and thus increase the probability of survival." According to Volberda "flexibility of an organization results from the interaction between (a) the controllability or of the organization, and (b) active control of the capacity of its management, the interaction between these elements must be held in

balance. If an item outweighs the other, the interest will be very low. More controllability does not compensate for lower capacity. The system is as effective as the more febrile its dimensions. " The same author offers a comprehensive definition of "flexibility is the extent to which an organization has a variety of skills, and the speed with which these skills can be activated in order to increase management capacity control and improve the controllability of the organization" where the interests of the human resource.

Human resources Flexibility:

Definition of human resources: The human resources management refers to all the means implemented to ensure permanently the company a balance between its resources and staffing, on the quantitatively and qualitatively. "HRM is the set of activities aimed at developing collective efficiency of the people working for the company. Efficiency being the extent to which the objectives are achieved. HRM will be responsible for driving the development of HR with a view to achieving the objectives of the company. The HRM defines the strategy and means HR, organizational modes and support logic to develop the skills to achieve the goals of the company". P. Roussel coordinator of the research team LIRHE

According to a history of the origins of HRM Marciano (1995), the term HRM was created by Drucker (1954) in his book "The Practice of Management". Drucker has introduced the concept of worker that must be considered the human resource; itself comparable to other resources of the organization goes. Drucker considering it as a particular resource. Still, according to Marciano, "The flexibility of the RH is a feature of modern business in opposition to rigid traditional businesses".

11 Quantitative flexibility of human resources or numerical flexibility:

Concerning the adaptation of the number of employees as needed but this adjustment particularly affects those in the periphery according to variation upwards or downwards, depending on fluctuations in the level of demand. It is also evidenced by the possibility of arranging working time using flextime, the succession of teams, and the annual modulation of hours working.

12 Qualitative human resource flexibility or functional flexibility:

this touches the heart of the company where the change is to change jobs, tasks, or even career that requires developing the employees' ability and versatility, which will enable them to acquire new skills through occupied various positions in the company.

B- Study practice:

Through a quantitative approach, this study attempts to explore and apply the research instrument practiced by Volberda, a group of companies. To characterize their flexibility profiles and highlights the contribution of human resources. We believe, indeed, that the opening of Algeria in the global economy should be done through flexible business strategies survival. Our objective was first to characterize the business flexibility profile through this two-dimensional concept of flexibility, namely, controllability and control capability. Then we shall have to examine the tensions between the two dimensions of controllability and control capacity, appear while the contribution of different variables in two

dimensions. Finally, we will attempt to highlight the variables that make up the vectors and which constitute obstacles flexibility and in particular, the contribution of human resources, as variable flexibility. This variable of controllability is very important, given the importance of what is in modern companies

All of the two-dimensional component variables are apprehended through questions quantified according to the Likert scale of 1 to 5. This questionnaire was handed over to officials of twelve (12) companies of the province (department) of Tlemcen.

The undertakings included in our study was dictated first by the importance of these companies (the number is more than 250 workers) at the wilaya (department) of Tlemcen, then by the fact that these companies were able to survive the different changes (relatively older), and finally because of their geographical proximity (Wilaya of Tlemcen) and contacts that we were able to make with some of their executives.

Presentation of companies

Organization	Sector d’activity	Creation date	Size of the company
Seror	BTPH (public)	1983	1408 Employee
Urbat	BTPH (public)	1979	241,,
Gr. Kherbouche	BTPH (Private)	2000	300,,
Métanof	Métallurgie (public)	325	700,,
Soitex	Textile (public)	1983	533,,
sonalgaz	Sonalgaz (public)	1947	540,,
Ceramir	Matériaux de construction (public)	1976	186,,
Soremep	plastiques et résines (public)	2001	225,,
Africafé	Agroalimentaire (private)	1975	60,,
Onalait	Agroalimentaire (public)	1976	168,,
Staar	Aménagement des routes (public)	1983	550,,
Mantal	Textile (public)	1982	283,

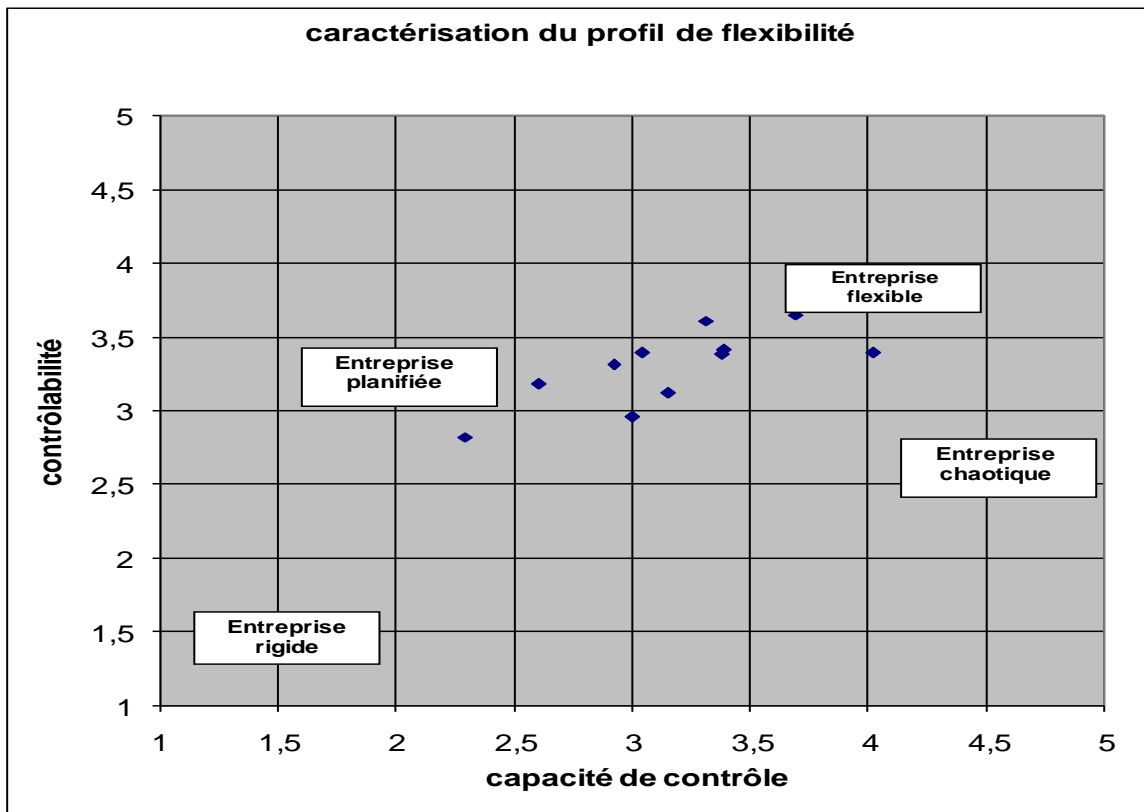
II-The general findings of the analysis

21 A relative homogeneity of the overall level of flexibility between the companies studied

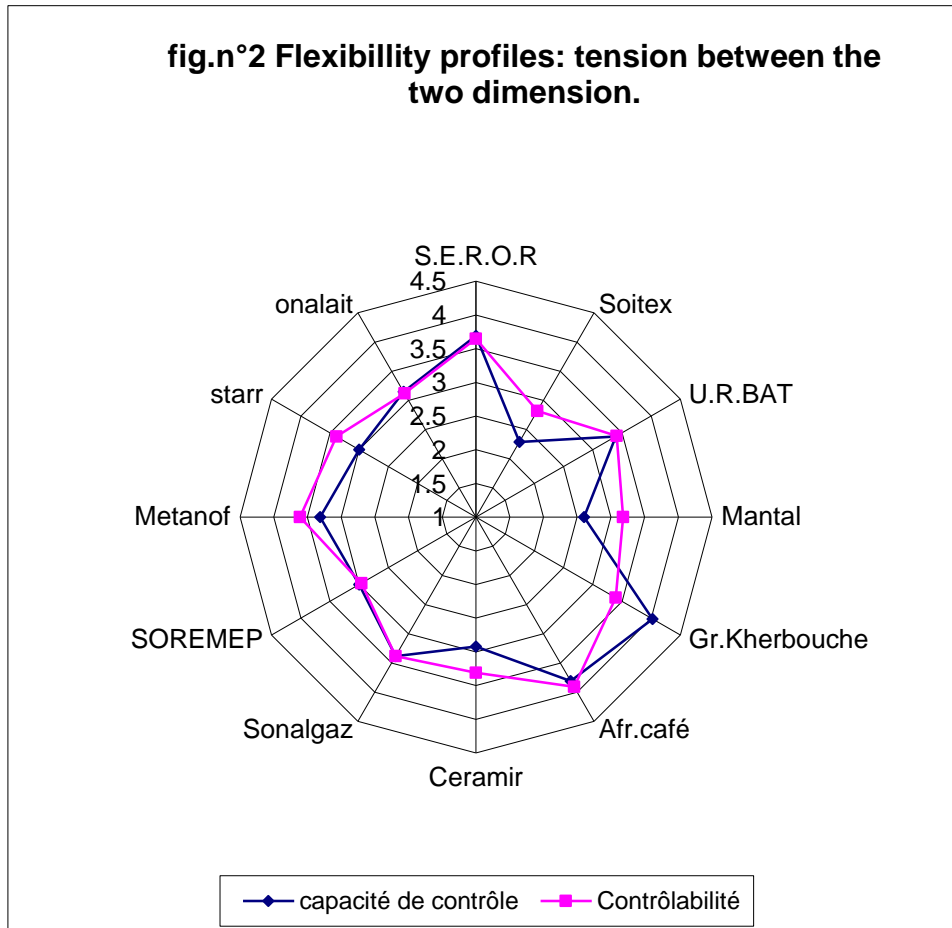
The companies studied are on the controllability dimensions and control capacity globally at a level close to 3 (see Fig.1 characterization flexibility profile). Referring to the work of Volberda, these companies can together be termed "business planned" flexible trend. This level of flexibility - with regard to academic- work is suitable for dynamic environments, complex but predictable. These features - dynamism, complexity, predictability over the long term - correspond to the perception of the Algerian economic environment. (Market size, its evolution and its possible changes). Thus the level of flexibility

of the companies that participated in this study could represent the level of flexibility required by the environment

Figure.1 features of the flexibility profile

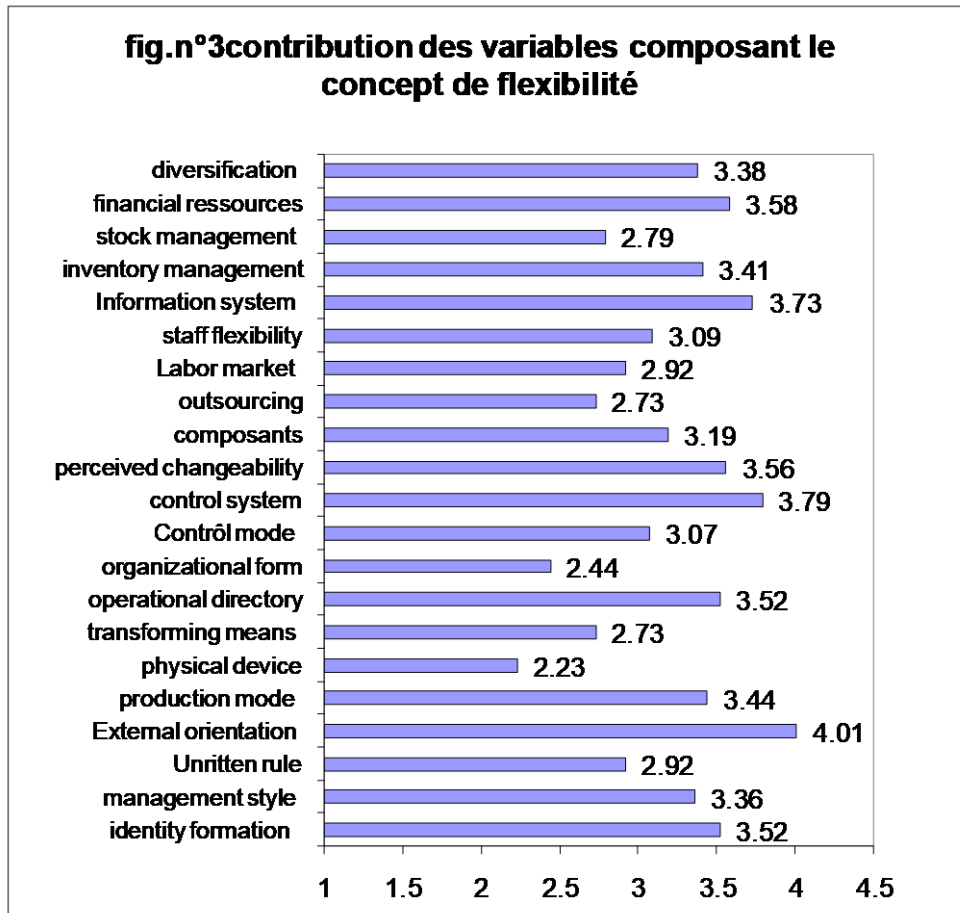


The average score of controllability measured on responding firms is 3.34 (Likert scale of 1 to 5) a level of maneuverability of 66.8%. The average score of control capacity is meanwhile 3.22 a level of 64.4%. These scores control capability illustrate the overall harmonious of the level of flexibility provided by companies on both dimensions. The average scores controllability and control capacity are relatively harmonious. Situations of high controllability with low capacity control or low controllability with strong capabilities control- chaotic organization - were not identified. The tension between these two dimensions of the concept of flexibility would be relatively controlled by the responding companies. However, the contribution of different variables to overall flexibility is far from uniform



22. Heterogeneity in the contribution of different variables component concept adopted flexibility:

At all selected companies, it appears that certain variables contribute significantly to business agility, while other variables contribute to a relatively low level in the latter. Thus it appears that overall business respondents have mastered the variables related to the external orientation, the control system, the information system, the identity formation variable, the variable financial resources of the control capacity dimension.



On the control of the variable "external focus", note a spread of companies 33% overexploited controllability this variable, while 41% have largely underexploited this variable. The average for this variable is 4.01 with a standard 0.34. Similarly, one should be cautious about the interpretation of the control variables "information system", "control system".

It must also take some of dispersion 33% companies have overexploited the "control system" variable where we find a maximum (5) for Onalait Starr and businesses even for companies B.T.P.H a fairly high level.

We believe that the desirability bias could distort the accuracy of the answers, because of the relatively obviousness of the meaning of the response in terms of flexibility. Also we find some companies that have badly exploited this variable "control system" 33% where one finds particularly textile enterprises (Soitex, MANTAL). For the variable "information system", it must also meet a certain relatively large dispersion; the average is 3.73 with a standard deviation of 0.83. where 16% (companies: Seror and Africafe) have overused this variable and 16% (Urbat and Soremep companies) badly exploited this variable

For the variable "financial resources", which can be a stabilizing element while encouraging innovation, a very pronounced dispersion was observed and this is explained by the variety of selected business (economic sectors, those beneficiaries and those which are in deficit), this variable "financial resources" some companies have exploited to the maximum; Such construction companies (Seror, Starr, Kherbouche

group) who are in a financial upturn. By cons for very low values of this variable we note the case of textile companies (Soitex, MANTAL).

More modestly the level of flexibility also results from a relative control variable "perceived changeability" variable structural controllability dimension one company (Africafe) has overfished. For this variable "operational repertoire" regarding the two companies have overexploited this variable (Seror and Africafe).

Long management literature emphasizes versatility, enlargement and job enrichment, and that score could attest that companies have understood the importance of such practices. Also for the variable "production mode" of the dimension controllability technology 2 companies also overexploited this variable (Africafe and Urvat) .But overall, this is explained by the relatively large number of companies B.T.P.H. which constitutes the companies studied group and is characterized by high level of the variable "mode of production" .A Conversely, still referring to the average of variables (3.2) shows that some variables are relatively poorly controlled and could hamper the flexibility of the company.

So the variable "organizational form" to the variable "means transformation" and the variables "subcontracting, and inventory management" to which we can add the variables "labor market flexibility staff component". For organizational form enterprises still keep many hierarchical levels inherited from the old system, even with grease that has occurred.

For inventory management, production function is more important than the commercial function for the company remains relatively closed environment. Similarly, to the variable "transformation means" we find the rigidity of the machines that make only one operation. For the variable outsourcing, you have to choose between "do" and "to do", and also know that you cannot be good everywhere. At level selected companies we do not find this tradition of subcontracting and are not always ready to integrate a production network. The environment has not yet the advantages of outsourcing which is also a characteristic of flexible firms. Thus, the current level of flexibility of the companies chosen for the study is relatively homogeneous development potential exists. Some possibilities within managerial choices, at each company; such as changes in practice in terms of regulation methods mainly control system, management style. Finally, some brakes seem related to the institutional context, including the labor market and the legal framework of work that present rigidities compared to those of the West. We note a certain rigidity of the legislative framework which constitutes a loss of potential in terms of flexibility.

II: Analysis of the variables constituting the concept of flexibility

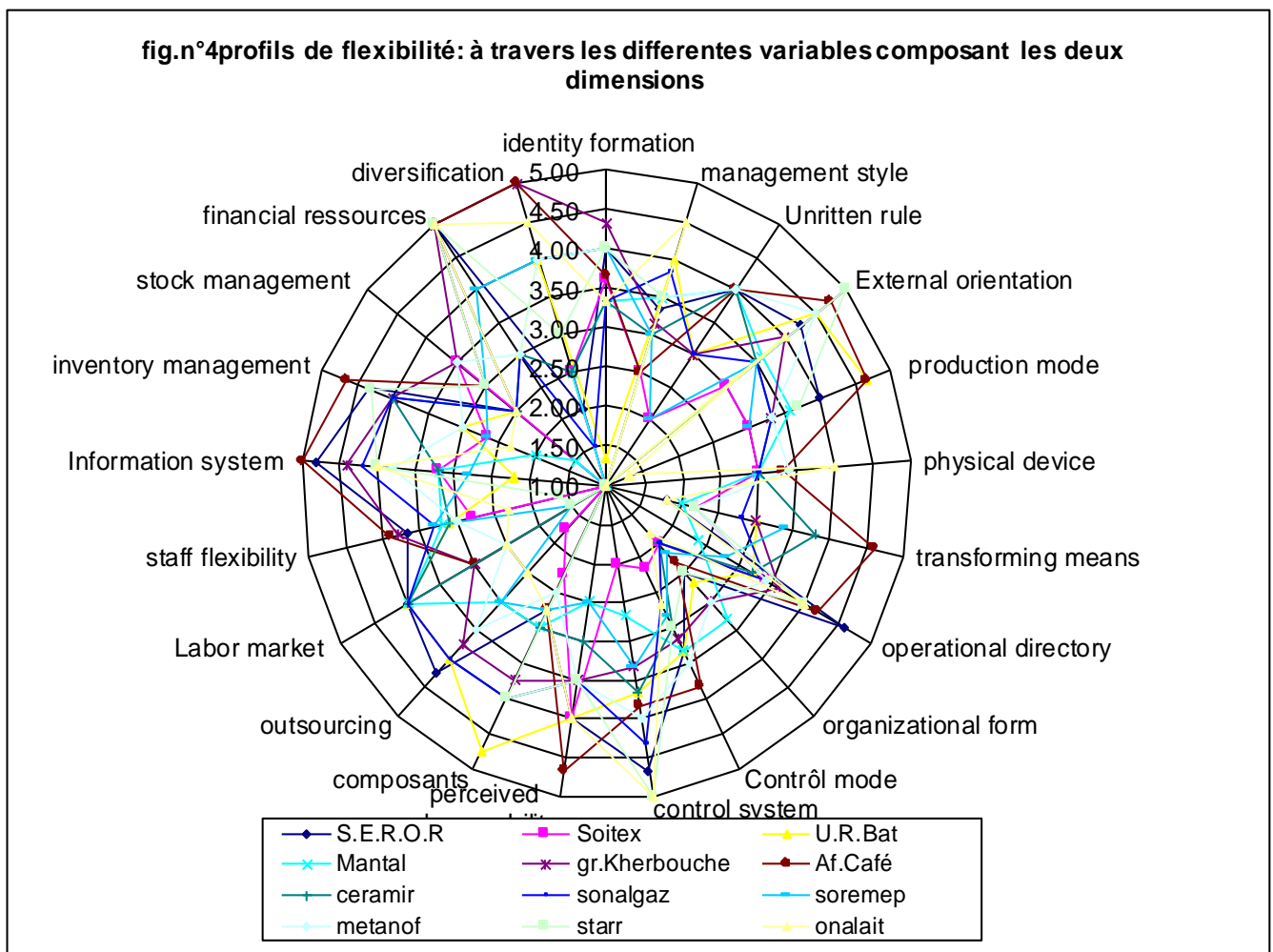
3.1. Some business freedom in flexibility practices.

Detailed analysis of the variables constituting the concept of flexibility highlights the range of business management practices. Although the overall level of business flexibility through respondents. Controllability of dimensions and control capacity is relatively homogeneous, by cons analysis of the constituent variables such as size and dimensions, shows greater diversity.

The variety of practices reveals more freedom on how companies' flexibility implemented only the existence of configuration or business flexibility profiles. It should be recalled that the small number of selected companies and their diversity advocate extreme caution. However, it seems that the economic

(BTPH, textiles, etc ...) and legal (private, public) and seniority are the criteria of differentiation of business practices in terms of flexibility. Similarly, this diversity of responses could illustrate the diversity of levels of flexibility practices of selected companies.

While the average level of business flexibility is generally moderate (mean score of 3.13) a level of flexibility slightly above 50%. (62.6%) still referring to the two-dimensional definition of flexibility Volberda "the system is as effective as its weakest dimension" or he has the strength of its weakest link. The level of flexibility achieved by companies could well be explained by internal choice of company management. This relative freedom in the choice of management practices seems more important for the constituent variables of the dimension controllability than those of the control capacity dimension.



a- variable control capacity constituting a vector dimension of flexibility

The variable "information system" The average level of the variable related to the dimension Control capacity has a score of (3.73), the standard deviation is 0.83.

8 companies are in control capacity levels of flexibility associated with this variable between 58% and 91.2%. 2 companies (Seror and Africafe) are at levels above 91% 96% and 100% respectively .2 Urbat companies and Soremep are at levels below 58% respectively 44% ET56%.

For the company that has the most powerful information system. Africafe is a private company founded in 1975 and one time had a monopoly on région.Seror is a company that takes more and more weight in

the western region and even across the Algeria, especially after the success in achieving the hoppers that are considered his pride. Both companies use the Internet, intranet and extranet.

For companies that have a level of controllability related to that variable, below 58%.

The Urvat is a company which is currently in difficulty; she is faced with internal conflicts. With all the construction in Algeria, the company cannot find a place in a field where was born a pretty tough competition. Soremep still finds difficulty standing.

The variable "financial resources": The average level of control capacity related to the variable "financial resources" is also relatively high; a score of (3.58) - a level of 71%. The dispersion is pretty strong; the standard deviation of (1.51) is + or - 30%. This shows that their beneficiary companies are in good financial health, like construction firms (Seror, Starr, Grp. Kherbouche). we have companies in great difficulties to the image of textile companies (Soitex and mANTAL)

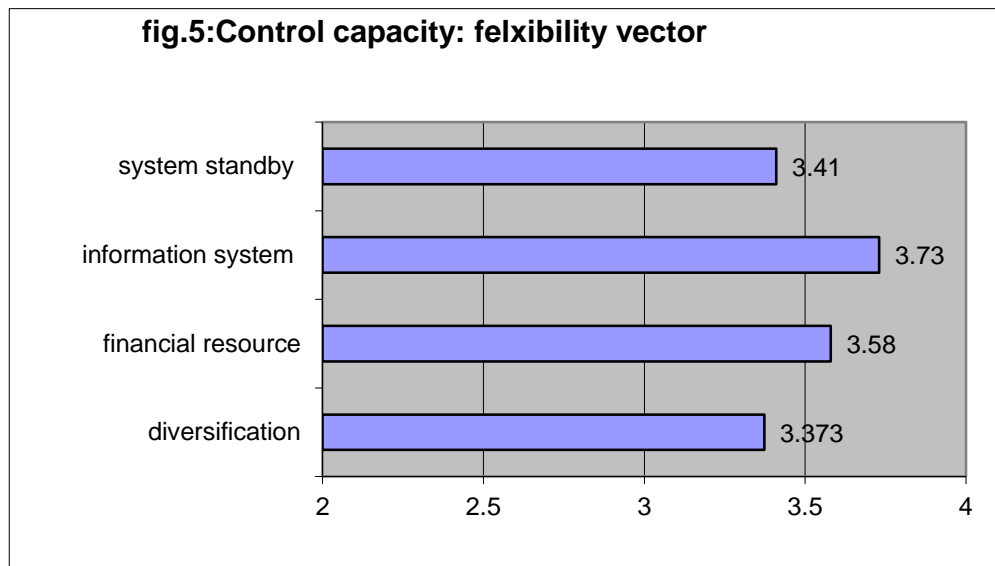
The "sleep system" variable: The average level of monitoring capability associated with this variable "sleep system", with a score of (3.41) is 68%, the standard deviation is 0.90. This also shows a dispersion rather forte. 8 companies have an average level of control capacity related to this variable between 50% (2.51 score) and 86% (4.31 score) .2 companies (Seror and Africafe) have control capability means levels associated with this variable, more than 86%. We find the same companies that have efficient information systems that will help them have an important intelligence capability.

2 companies (MANTAL and Onalait) have control capability means levels associated with that variable, below 50%, with 40% and 46% respectively. Mantal is relatively difficult and could not develop its intelligence system. The company Onalait is far from seeking economic efficiency, especially as subsidies arrive upstream up to 16 D.A. powder 100g per liter of milk, which sells A23D. A. D. A plus the 2 shared by the distributor and the retailer.

The variable diversification: The average level of control capacity related to the "diversification" variable, with a score of (3.38) and a standard deviation of (1.19) is 67.6%.

8 businesses have an average level of monitoring capability associated with this variable "diversification" between 43.8% and 91% .2 enterprises (Kherbouche group and Africafe) have control capability means levels associated with this variable, higher 91%, with a maximum, respectively. For these two companies, there is a diversification, Kherbouche group, we find them in irrigation drip as in the roads, and also in construction.

The Seror is a company that has opted for diversification where it is found in different products: (roads, bridges, dams, bunkers that are his pride).



While some companies report a clear late-term monitoring capacities related variables financial resources and monitoring systems, most companies report quite appreciable levels. Also potential gain control capacity exists at levels of diversification and the information system.

Similarly, there is potential to increase the level of other control capability variables, variables outsourcing, inventory management, labor market flexibility and personal components have less ability to control levels using level or nearly equal, and the answer distribution reflects the significant opportunities for development.

b- Variable control capability dimension which restrict flexibility

The variable "outsourcing" the average level of monitoring capability associated with this variable "subcontracting" is 54% a score of (2.73) and with a standard deviation of 1,25.6 companies have levels of ability control systems associated with this variable between 79 and 29.6%, 6%.

5 companies have levels of control capabilities associated with this variable "subcontracting" below 50%. This shows that outsourcing is not part of the traditions of Algerian companies, our companies still prefer "doing" so that it must acquire a "do- to know" who is a tradition of japed. Il companies must encourage the process of "outsourcing" with the forum to be able to integrate our companies either in national or international networks.

The "inventory management" variable: The average level of monitoring capability linked to the variable "inventory management" is 55% a score of (2.79) and a type of difference (0, 58). So a dispersion relatively quiet importante.8 companies control capacity levels associated with this variable "inventory management" between 44% and 67%. That is to say, the range between the mean plus or minus the difference type.3 companies (Soitex, gr. Kherbouche and Metanof) have control capacity levels associated with this variable higher to 67%. The function trade has not yet taken the place it deserves. The company has to open to the outside in order to satisfy the customer.

The variable "labor market": The average level of monitoring capability associated with this variable "labor market" with a score of (2.92) and a standard deviation (1.12) is 58%.

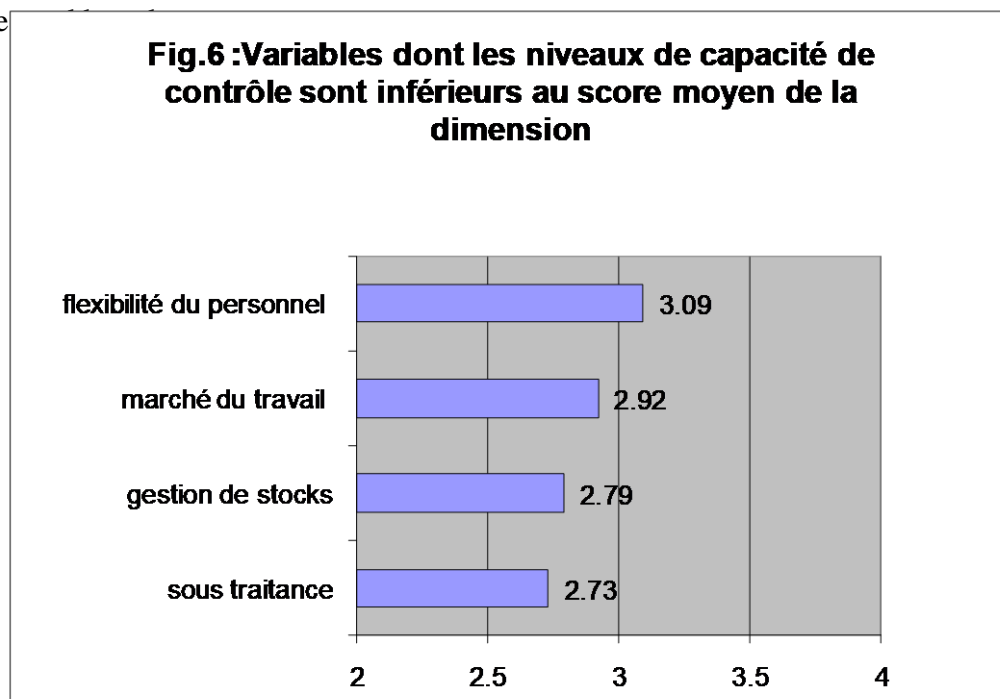
Weak monitoring capacity levels associated with this variable "labor market" reflects the relative rigidity of the labor market. The labor market does not quantitatively and qualitatively satisfy this allows

matching of needs and resources companies do employ weakly to employment forms said flexible (atypical).

The variable "staff flexibility": The average level of monitoring capability associated with this variable "staff flexibility" has a score of (3.09) and a standard deviation (0.64) .8 companies have levels of control capacity related to this variable "staff flexibility" of between 49% and 74.6%. In the range of one standard deviation of the average .2 companies (Kherbouche and Africafé group) control capacity levels associated with this variable higher to 73%.

These are the two private sector companies. Both companies have more freedom to act than the public sector in the sense that managers can influence the mobility of employees. Low scores related to staff flexibility reveal the need to foster the enrichment and job enlargement or versatility. He must have a travel decisions and wage flexibility. And this can only be acquired only through adequate and skills training.

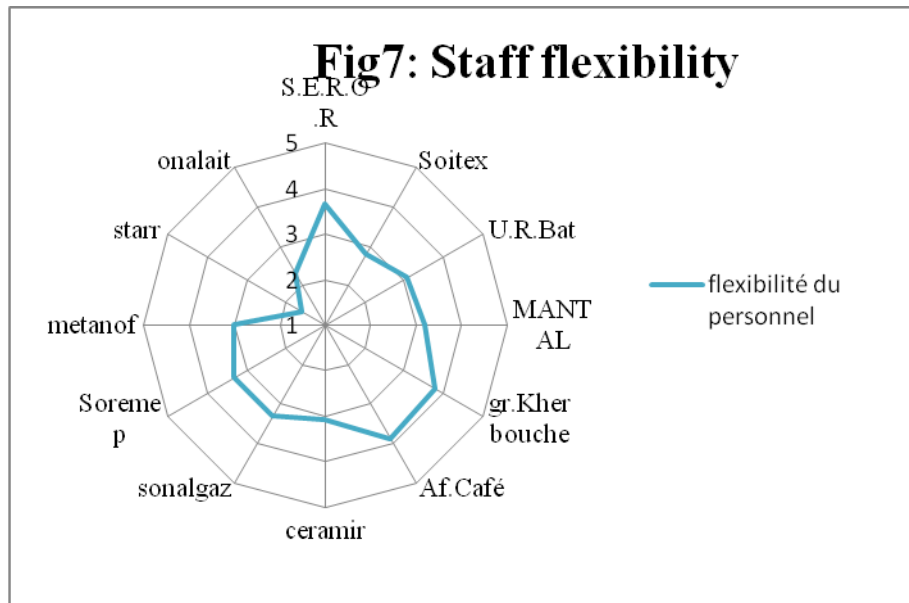
The "components" variable: The average level of control capacity related to the variable "component" has a score of (3.19) and a standard deviation (0.75) .1 companies (Soitex) has a level of capacity control related to the variable "component" of less than 48%. The most illustrative example is the Soitex occupying an area of 37 with 47% frame. The textile companies are experiencing very difficult times. The Soitex is in agony, it has been eight months weaving workshops at reduced. Prices of raw materials increased in the



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Table 3: the values of variable flexibility HR (personnel) (dimension control capability)

	S.E.R.O.R	Soitex	U.R.Bat	MANTAL	gr.Kherbo	Af.Café	ceramir	sonalgaz	Soremep	metanof	starr	onalait	moyen	ET
Staff flexibility	3,66	2,80	3,10	3,20	3,80	3,90	3,10	3,30	3,30	3,00	1,60	2,30	3,09	0,64



Private companies (Africafe and Kherbouche) have a relatively high flexibility of the staff since the manager can vary qualitatively and quantitatively the human resources. These are the two private sector companies. Both companies have more freedom to act than the public sector in the sense that managers can influence the mobility of employees. The construction company SEROR particularly useful diversification and the level of human resource contracting (C.D.D) all staff are C.D.D.

Textile Companies (MANTAL and Soitex), the fragmentation of the production process (horizontal division) causes the specialization of employees to specific tasks, and even for ONALAIT.

For the company STARR (road improvements), the employees are each assigned to their machine for a particular job is a certain rigidity. Low scores related to staff flexibility reveal the need to foster the enrichment and job enlargement or versatility. They must have a travel decisions and wage flexibility. And this can only be acquired only through proper training and qualification.

Conclusion:

Through the paradoxical nature of flexibility, which is only a wealth of organizational phenomenon and complexity of the act of organizing? And in this perspective, the contradictions are not rejected, but rather to be accepted and managed. The results of the study show that the companies studied are on the dimensions and overall controllability control capability to a level close to 3, which shows some potential flexibility which could be beneficial to our companies for a little environment positive would be

encouraged. Some freedom of management seems to speak more strongly to level managerial positions, as evidenced by the greater diversity of scores related to variable capacity control. At all selected companies, it appears that certain variables contribute substantially to the flexibility of the company, while other variables contribute to a relatively low level in the latter. Conversely, still referring to the average of variables (3.2), it appears that some variables are relatively poorly controlled and could hamper the flexibility of the company. Our businesses do not have the tradition of outsourcing which is a characteristic of contemporary businesses because it cannot be good everywhere. Thus the current level of flexibility of the companies chosen for the study is relatively homogeneous development potential exists. Finally, some brakes seem related to the institutional context, including the work and the legal framework of labor market rigidities which have over those of occident. The business leaders have identified a certain rigidity of the legislative framework is a waste of potential in terms of flexibility .The flexibility of human resources hampers the flexibility because the lack of flexible forms of employment cause a company's strength. Flexibility is not only a way to adapt but it is vital for our businesses, without flexibility would compromise their future. Businesses through the development of a less directive and more ascendant management style and greater permeability that promotes innovation and higher education, would gain in flexibility.

Our managers must be sensitized through forums on the flexibility of the company, they do not say "successful one that integrates quickly".

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