

School of higher Commercial Studies



A thesis for obtaining the master degree in commercial sciences

Option : Management and entrepreneurship

**Employees integration process as an
organisational performance issue
Case of NAFTAL**

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Juin 2023

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Dedication:

At first, thanks to ALLAH

I dedicate this work to all those who supported me, especially my dear parents, their constant encouragement, words of wisdom, and unconditional support have guided me through every step of this challenging work.

I am also grateful to my sister Fatima and my brother Youssef for their love, motivation and understanding during the demanding phases of my research.

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SABRINE

Dedications:

In the end of a 19 years journey ..

To my father , my hero who gave me all of what he had , and all of what he could have , i wouldn't be here if you didn't believe in me !

To my Mother who always wanted to see me in the highest grades , I'm on the path ,I have just made the first step !

To the best brother in the world , who never failed at drawing a smile on my face , keep going kemouna !

To someone who always told me that my success is his success , I did it for both of us , we succeeded together

To that little girl who never stopped dreaming despite all of the tears , at the end you believed in your self , you didn't give up , you did it !!

Aya

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List of Abbreviations

Abbreviation:	Meaning:
ATS	Applicant Tracking System
CNAS	Nationale Case of Social Assurance (Caisse National d'Assurance sociale)
COM	Commercialisation
ENRDP	National Entreprise of Refining and Distribution of Petroleum Products (Entreprise Nationale de Raffinage et de Distribution des Produits pétroliers)
HR	Human Ressources
HRM	Human Ressources Management
HRMS	Human Ressources Management System
HSE	Health and Safety of Environnement
IT	Information Technology
KPI	Key Performance Indicator
LP	Lubrifiant and Pneumatic
NAFTAL	NAFT : oil AL :Algerian
OSC	Social and Cultural Works (Oeuvres Sociales et Culturelles)
SONATRACH	National Transport and Hydrocarbon Processing Company Société Nationale de Transport et de Traitement des Hydrocarbures (Algeria)
SPSS	Statistical Package for the Social Sciences

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Abstract

Our study aims to demonstrate how a high-level employee integration process can impact the organizational performance of a company, so the main question of our study is: **is there any suitable integration process that an organization can adopt to achieve a higher organizational performance?** After conducting research and field studies within NAFTAL Company, we found that the integration process involves a series of procedures that an organization undertakes to incorporate both internal and external employees, and this process is facilitated by the HR Department, starting from the recruitment day until the separation day. The HR department utilizes various techniques and methods to ensure a smooth integration of employees, one of its primary objectives is to assist individuals in overcoming potential challenges they may face during their integration into the company. By achieving a high level of integration, the organization can enhance its performance both at the individual and group levels, after measuring it and continuously developing it to align with organizational goals. Based on the results obtained from the participating employees in our study, the following findings were identified:

1-The employee integration process at NAFTAL is successful in adapting employees to the work environment.

2-The majority of employees believe that the integration process is important to achieve a higher organizational performance.

3- there are areas for improvement in communication, support, and diversification of integration efforts, as well as the need to address concerns and enhance organizational performance within NAFTAL.

(Key words: Integration – Performance – – HRM – Employees - Organization).

ملخص:

تهدف دراستنا إلى إظهار كيف يمكن لعملية دمج الموظفين على مستوى عالٍ أن تؤثر في الأداء التنظيمي للمؤسسة، لذا السؤال الرئيسي في دراستنا هو: هل هناك أي عملية ادماج مناسبة يمكن للمؤسسة اعتمادها لتحقيق أداء تنظيمي أعلى؟

بعد البحوث والدراسة الميدانية التي قمنا بها على مستوى شركة نפטال، وجدنا أن عملية الادماج تشمل سلسلة من الإجراءات التي تقوم بها المؤسسة لدمج الموظفين الداخليين والخارجيين، ونُسَلِّ هذه العملية من قِبَل قسم الموارد البشرية، بدءًا من يوم التوظيف ال غاية يوم الانفصال، حيث يستخدم قسم الموارد البشرية تقنيات وأساليب مختلفة لضمان ادماج سلس للموظفين، ومن بين اهدافه الرئيسية مساعدة الأفراد على التغلب على التحديات المحتملة التي قد يواجهونها أثناء دمجهم في المؤسسة. من خلال تحقيق مستوى عالٍ من التكامل، يمكن للمؤسسة تعزيز أدائها على المستوى الفردي والجماعي، بعد قياسه وتطويره بشكل مستمر لمواءمته مع الأهداف التنظيمية. من خلال النتائج التي حصلنا عليها من الموظفين الذين شاركوا في دراستنا، توصلنا الى:

- 1_ عملية تكامل الموظفين في نפטال ناجحة في تكييف الموظفين مع بيئة العم .
- 2 _ يعتقد غالبية الموظفين أن عملية دمج العمال مهمة لتحقيق أداء تنظيمي أعلى .
- 3 _ هناك مجالات للتحسين في التواصل والدعم وتنويع جهود التكامل، بالإضافة إلى الحاجة إلى تحسين الأداء على مستوى نפטال.

General Introduction

Today, human potential has become an element of success within organizations, which have understood that structures and people can give their organizations a competitive advantage. This is why the investment is not only on the technical means of production but also on a more skilled workforce. Companies must develop their human resources to cope with competition; this requires the implementation of development policies for optimal management of human resources in order to improve the competitiveness of these.

Furthermore, in recent years, employee expectations and demands have increased tremendously. employees have also understood that having knowledge and know-how allows them to impose their condition in terms of position, work, remuneration and other advantages to truly select their bosses and to have a consumer attitude towards in relation to work, they also consider leaving their employer more easily when they are unable to satisfy their need

Companies have therefore become aware of the need to learn to reconcile personal aspirations of employees and their objectives of reproducibility and profit, it is a question of for them to bring everyone's interests together by making life easier for their employees by developing their well-being while improving the company's performance to strengthen the overall dynamics

The successful company is the one that builds with the employees a successful team capable of managing its own future, by putting in place the necessary means that serve to contribute to the achievement of performance and these objectives.

Within an enterprise, the integration process plays an indispensable role in creating a spirit of cohesion within the enterprise, it is the capacity for all the actors of the company to maintain a good atmosphere during the performance of its tasks or simply to have the feelings of belonging to the workplace .It brings together all the actions carried out within a company for its employees in order to promote the performance of the company's employees .

The integration process is undoubtedly a major factor in the performance of the company, it makes employees more efficient, it is part of a dynamic of continuous improvement of the company's performance.

The objective of our research work is to examine the impact of the integration process on the performance of employees , and consequently its impact on the performance of the organization at the level of the Algerian company in general , and specifically NAFTAL.

Our research focuses on the process of integration under theme "**Employee integration process as an organisational performance issue**"

This theme has been chosen for the following reasons:

- The importance of employee integration and its necessity for companies.
- Develop an effective integration process to improve organizational performance

In order to do our research work we found it useful to ask the question following:

Is there any suitable integration process that an organization can adopt to achieve a higher organizational performance?

This problem is followed by three secondary questions:

- 1- What do we mean by employee's integration process?
- 2- How to develop an internal organizational performance?
- 3- What is the impact of integration process on the organizational performance?

In conducting our work, the following assumptions were made:

1-Employee integration process is a set of steps and actions to adapt employees to the work environment.

2-The presence of a clear vision and strategic goals, effective communication channels, a positive work culture, and improved productivity are indicators of a well-performing organization.

3-integration process has a positive impact on internal performance.

To respond to our problem, we relied on a methodology of descriptive and analytical research, based on theoretical and practical aspects :

- A literature search was the first operation (collection, exploitation and analysis of theoretical documents); subsequently we consulted and NAFTAL specific documents.
- Interviews with NAFTAL staff and management on issues related to the integration process

- A quantitative study through a questionnaire addressed to the employees

Our study results are obtained by SPSS software

- **Frequency tables** : Summarize the distribution of values for the selected variable , based on the calculation of percent performed question by question.

They bring s a first knowledge of the data collected from our questionnaire.

- **Cross tables** : determine whether there the relation between two variables based on the calculation of percent performed by crossing several variables values .

Our work is divided on three chapters:

Chapter one:

Talks about the human resource's management, its importance, and its function in the first sections. In the second we explore the definition of the integration process, its types, its methods and finally its challenges in the last section

Chapter two:

We explore in the first section the organizational performance components, its definition, its dimensions, characteristics and types, than the most important part which is employees' performance divided on two sections: Group performance and individual performance

Chapter three:

The first section deals with the presentation of the host organization NAFTAL, its history, its creation and its activities and its organization focusing on the human resources department

Next, we analyse the employees integration process within NAFTAL, and we discuss the results we achieved through our study to achieve the key of a successful integration process

In conclusion, we have tried in the light of the results of the questionnaire we have to humbly formulate some suggestions which could possibly be used as an element for further work.

Chapter one:

**Human resource management and the
integration process**

Chapter Introduction:

Organizations are always looking for ways to optimize their business operations, so as to gain an advantage at a time of changing and interconnected environment conditions. The effective management of human resources is one of the key elements of this pursuit. Also the integration of new employees is a crucial process that requires careful planning and execution.

This chapter addresses an examination of the link between human resource management and integration, with particular attention on HRM functions, a range of definitions and type of integration as well as challenges relating to employee integration. This chapter has three sections:

The first section of this chapter explains the importance of HR management, as well as its essential functions within the organization, Human Resources Management plays a key role in ensuring the recruitment, development and retention of talented individuals contributing to an organization's success, By implementing effective HRM practices, organizations can foster a positive work environment, ensure compliance with labor laws and regulations, and align their workforce with strategic goals, This section examines in detail the various functions of human resources management, including recruitment and selection, training and development, performance management and employee relations.

The second section focuses on understanding the concept of integration within the context of HRM, different definitions of integration are explored in this section, with a focus on different types that can be encountered by organizations, It addresses both internal and external integration, which consists of integrating new personnel with existing teams and departments in order to merge staff between the various organizations as a result of acquisitions, mergers or partnerships.

The third section deals with the challenges that organizations often face in integrating staff, Cultural differences, resistance to changes, communication and loss of valuable knowledge and experience may pose problems for the integration of new staff, In this section, we will explore these issues in detail with a view to understanding their possible impact on organizational performance.

Section 01: Human Ressource Management functions and importance

1) Human ressource Department:

The human resources department is an important part of the company, it helps the company to have the best talents from both internal and external resources, and it also helps the employees to work in good conditions, and assures their rights, by setting strategies and methods that combine between the company goals and the employees goals;

« The goal of an HR system is to amplify the energy of the organisational system for the achievement of purposeful goals. These goals change over time in response to dynamics generated by the interaction between the organisation and the larger systems of which it is a part, namely its external environment (Bassett-Jones, 2023)»¹.

It plays a vital role in supporting the overall success and productivity of the workforce, the HR department is responsible for various tasks related to managing and supporting employees throughout their employment life cycle, from recruitment to retirement or separation from the organization.

«The human as resource is just that, something that can be put to use in any number of ways. Indeed, what seems to be neutral or reasonable is often reflective of unstated value judgements, and particular non-neutral frame-works (L), 2022»².

It can be also defined by the department of an organization, a company or any business institution, that sets a strategic approach to manage employees, ensure a positive workplace environment for them so they can give their best. The HR department serves as a bridge between employees and management, facilitating effective communication and collaboration.

¹ NIGEL (B-J): *Strategic Human Resource Management_ A Systems Approach*, Routledge, 2023, P.154.

² COLLINS (J. C) and CALLAHAN (J. L): *The Palgrave Handbook of Critical Human Resource Development*, Palgrave Macmillan, 2022, P.57.

It also manages employee benefits, compensation, and performance evaluations, and provides guidance and support on matters related to employee relations, conflict resolution, and diversity and inclusion, administering employee training and development programs. It also plays a critical role in strategic workforce planning, talent acquisition, and succession planning to ensure the organization has the right talent to achieve its goals.

2) HRM Functions:

2-1) Recruitment:

Recruitment process is the method used to identify candidates for employment, and encourage them to seek work in an organization, so HRM is responsible for attracting, sourcing, and selecting qualified candidates to fill vacant positions. Including the creation of job descriptions, publishing advertising, screening applications, conducting interviews and offering jobs.

«Recruitment practices change as companies grow. Appointment of new staff has implications not just for the line manager but also other managerial stakeholders (Bassett-Jones, (2023))»³.

There are two types of recruitment sources:

- **Internal sources of recruitment** which include employees who have been employed by the Company for some time, also, ex-employees who are returning to work for an organization shall be included. The recruitment of staff from the company's internal resources shall be carried out for filling vacancies by promotion, rehiring and transfer.
- **External recruiting sources**, which are those that lie outside the organization or exist on its own, such as: People joining an organization through recommendations, Employment agencies or employment exchanges, Advertising, Institutes like colleges and vocational schools...etc. so the department sends a request form for recruiting external staff

³ NIGEL (B-J): Op.cit, P.138.

2-2) Selection:

2-2-1) Definition of selection

The selection procedure may be defined as a process for identifying and shortlisting suitable candidates who have the necessary qualifications and skills to fill vacancies in an organization. The selection procedure may vary between industries, companies and even among the departments of one company.

2-2-2) Process of selection :

Organizations become increasingly aware of making good selections, «*Selection involves a number of costs; the cost of the selection process itself including the use of various instruments*»⁴.

a) Preliminary Interview:

For the purpose of eliminating candidates who are completely unfit for work, interviewer can use an interview assessment form during the interview sessions this is a very detailed and fundamental interview, and then the form is returned to the HR.

b) Receiving Applications:

Applications for employment must be submitted to the organization by potential employees. Information on the candidates such as their bio data, work experience, hobbies and interests are provided in the application for interviews.

«*A written application form should be developed for initial screening purposes. The application form should obviously not ask for information that the employer is prohibited from considering as part of the hiring process*» (Charles, 2018)⁵.

c) Screening Applications:

⁴ BRATTON, (John) and GOLD (Jeffrey): *Human Resource Management_ Theory and practice*, 2001, P.201.

⁵ FLEISCHER (Charles): *The SHRM Essential Guide to Employment Law*, 2018, P.91.

Once the applications have been forwarded, a special screening committee shall select candidates from these applications and refer them to an interview. In particular, specific criteria such as qualifications, work experience and so on may be used to select candidates

d) Employment Tests:

In order to decide on the appropriate work for each person, organizations have to assess their skills and abilities. This is done through various employment tests like intelligence tests, aptitude tests, proficiency tests, personality tests etc.

e) Employment interview:

An interview with an employee is the next step in the selection process. Employment interviews will be conducted in order to determine the candidate's qualifications and his ability to work at a particular level within an organization. The purpose of the interview is to ascertain the suitability of the candidate and to give him an idea of the work profile and the expectations of the potential employee. So in order to select the right person for the right job, an interview is essential.

«The interview form should be limited to questions or topics directly relevant to job performance, and the interviewer should stick to the form, noting the applicant's responses. By having and following a standard written form, the employer can more easily show that it did not inquire about any prohibited matters and that no particular applicant was singled out for special questioning (Charles, 2018)⁶».

f) Checking references:

Also, a significant source of information is the person providing references to potential employees. Information on the competences of this person, experience from previous companies and leadership and management skills shall be provided by the referee. It is intended that the HR Department will be kept in the dark about the information provided by the referee.

⁶FLEISCHER (Charles): Op.cit, P.95.

g) Final Selection and Appointment Letter:

The final step in the selection process. After the candidate has successfully passed all written tests, interviews and medical examination, the employee is sent or emailed an appointment letter, confirming his selection to the job. All the details of the job, such as work hours, salaries, vacation and other benefits shall be set out in an appointment letter,

«New recruits often must integrate into well-established teams. Whilst skill and knowledge are important, fitting into a team is a more complex challenge. Thus, as the organisation grows, line manager interviews tend to be augmented by aptitude and psychometric assessment culminating in elaborate assessment centres (Bassett-Jones, 2023)»⁷, excellent selection procedures are essential for obtaining a workforce that can become a source of competitive advantage.

2-3) Performance management:

Effective performance management of employees is also a further activity on the list of human resources functions. Effective performance management ensures that the production of staff is in line with objectives and aims of the organization. Performance management does not only focus on the performance of the employee. It shall also take account of the performance of the team, departments and an organization as a whole.

2-4) Compensation and Benefits:

Compensation in the field of HRM means all monetary and non-monetary benefits an organization offers its employees as part of their employment. Basic salaries, bonuses, commissions and benefits can be part of this. In order to ensure that compensation schemes are fair and efficient, compensation management involves the design, administration and evaluation of compensation schemes. Indeed, in view of the wide variety of factors which must be taken into consideration, this may turn out to be a difficult task.

⁷ NIGEL (Bassett-Jones): Op.cit, P.138.

«Pay and reward systems play a pivotal role both in building a competent human asset base and in retaining it. A perception of injustice, regardless of whether it is well-grounded, will become a powerful push factor for individuals. Employee turnover gives rise to skill dilution (Bassett-Jones, 2023)»⁸.

Equitable a compensation program's effectiveness is essential to ensure it reaches its desired objectives. Surveys, workshops and data analysis can be used to achieve this objective. In addition, employees will be encouraged to perform at their best and contribute to the organization's success by a well-designed compensation scheme.

2-5) Employee Relations:

There are normally two parts to the relationship between work and employment: management relations and labor relations. Although employment relations are mainly concerned with a relationship between workers and employers, management relations relate to the relationships among different processes within an organization.

«Building relationships is challenging in an environment of mechanized and inauthentic emotion. One way to counter the way that our context drives cold and impersonal computer-mediated communication is to infuse it with the thoughtfulness of caring or "love" (The Kintsugi Collective, 2021); (L), 2022)⁹».

The amount of work to be undertaken on a given day, as well as the ways in which it is mobilized with regard to achieving its objective, shall be determined by management relations. It involves allocating the right group of workers to carry out the necessary project so as to effectively complete it. Simultaneously, it also requires the management of employees working schedules in order to maintain a constant level of productivity. In order to keep the company's efficiency and productivity high, human resources must be effective in managing such relations.

⁸ Ibid, P.147.

⁹ COLLINS (Joshua C) and CALLAHAN (Jamie L): Op.cit, P.24.

2-6) Training and Development:

Training and Development is one of the main functions of the human resource management department. Training is the systematic setting in which employees are taught and trained on technical matters relating to their work. In order to enhance efficiency, it is aimed at training staff on how to use special machines and perform certain tasks.

«The well-trained employee is not always the well-educated or enlightened person, and indeed sometimes these separate goals are in tension. According to this vision, there are capacities that we all share which can be developed through education, and which can empower us and make our lives more meaningful, and yet which are not only underdeveloped by the typical workplace, but are in fact systematically marginalized by capitalist society, and by the typical workplace (L), 2022)¹⁰».

On the other hand, development includes all aspects of a person's holistic and educational growth as well as maturity in management positions. The process of development is in relation to insights, attitudes, adaptability, leadership and human relations.

2-7) Employee Engagement and communication:

A key component in all organizations is the engagement of employees. The better efficiency and employee satisfaction is ensured by higher levels of engagement. In order to improve employee retention, effective management of the engagement activities will also be helpful.

It can also be argued that employee engagement provides a healthier work-place, *«When employees are happier and more energized by their work, absentee-ism drops and conflicts decline. Employees are also more innovative and creative in an engaged environment, leading to more products and processes that meet or exceed customer expectations. This keeps the company on the cutting edge, rather than following the lead of others»¹¹.*

¹⁰ COLLINS (Joshua C) and CALLAHAN (Jamie L): Op.cit, P.61.

¹¹ WILLIAM (J), ROTHWELL, Ph.D: *The Encyclopedia of Human Resource Management*, 2012, P.203.

The right agent for the seamless management of employee engagement is HRM. For employees as well as for the organization, good communication and collaboration will be part of great benefit. Increased employee engagement will increase their commitment and motivation.

Employee involvement, information sharing and worker voice, this feature rests on the view that open communications about financial matters, strategy and operational problems ensure employees are informed about organizational issues, «Poell and van der Krogt suggest that “[d]eveloping employees is often regarded as an instrument to improve the internal labor market and support organizational change” (2017, p. 180), (L), 2022)»¹².

The Human Resources teams are more familiar with the human beings of an enterprise than anyone else is. It provides them with an upper hand on the planning of engagement activities. Although such activities may not be directly related to human resources management, they are certainly necessary for the organization’s welfare and employer branding.

2-8) Health and Safety Regulation:

The health and safety regulations set out by the competent authorities should be mandatory for all employers. In order to guarantee the safety and health of its employees, labor legislation requires that each employer provides every worker with any training, supplies, personal protective equipment or essential information.

So in order to ensure employee safety, it is necessary to integrate health and safety legislation into company procedures or culture. One of HRM's key functions is to incorporate such safety rules into the activities of a company.

3) HRM importance :

¹² COLLINS(Joshua C) and CALLAHAN (Jamie L): Op.cit, P.58.

«Human resource management is one of the most important aspects of management. Regardless of which level or department a manager belongs to, he must know about the basic principles of HRM»¹³.

The role of HRM practices is to manage the people within a workplace in order to achieve the organization's mission and to reinforce the culture. HR Managers can help to recruit new professionals with the skills that are necessary for furthering company objectives and assist existing staff in their training and development, if they do this effectively.

Human resources management is an essential component of the maintenance and improvement of business health because companies are simply as good as their employees. In addition, it is possible for human resource managers to monitor the labor market so that they can keep pace with their competitors. To this end, it may be necessary to ensure the fairness of compensation and benefits; events are planned which will prevent workers being laid off or their employment role adapted according to market conditions.

3-1) HRM importance For employees:

«New hires today seek more than just well-paying jobs; they want meaningful, fulfilling careers. Providing true early career support stands today as the single most important thing firms can do to energize new hires and gain their long-term loyalty and enthusiasm, which is why we label it one of the two power levers»¹⁴. So HRM:

- ✓ Ensures the employee well-being, career growth, and job satisfaction.
- ✓ Encompasses various functions such as recruitment, training and development, performance management, compensation and benefits, and employee engagement.
- ✓ HRM practices help employees to feel valued, motivated, and supported in their work.
- ✓ Promotes a positive work culture, work-life balance, and employee relations, which contribute to employee retention and loyalty.

¹³<https://www.toppr.com/guides/business-management-and-entrepreneurship/human-resource-management/importance-and-limitations-of-hrm/>

¹⁴ Stein (Mark), Christiansen (Lilith): *Successful Onboarding_ Strategies to Unlock Hidden Value within Your Organization*, 2010, p.145.

- ✓ Focuses on the employee's needs, rights, and development.

3-2) HRM importance For the organization:

- ✓ HRM practices are essential for attracting, retaining, and developing a talented workforce, which is a key competitive advantage for any organization.
- ✓ Ensures that the company has the right people with the right skills in the right positions.
- ✓ Helps in aligning the employees' goals with the organization's objectives, fostering a sense of ownership and commitment among employees.
- ✓ Contribute to create a positive organizational culture, to enhance employee engagement, and reducing turnover rates.
- ✓ Helps in managing employee relations, conflict resolution, and legal compliance, reducing potential legal risks and ensuring a harmonious work environment.

«Organizations establish HR departments not only to process newly hired employees, pay, benefits, and training, but to add value to the enterprise directly or indirectly. This has been a stumbling block for countless HR practitioners. Although they can generate improvements in costs, response times, and outputs per person, as well as quality levels and employee reactions, they have difficulty proving they translate into economic value for the organization»¹⁵.

¹⁵ Lawler (Edward. E) and others: *Human Resources Business Process Outsourcing*, San Francisco, 2004, P.46/47.

Section 02: Integration process: Definitions and types

1) Integration process definition:

In order to give a definition to the integration process, we first present some definitions given by researchers and authors:

«Integration is the act or process of combining two or more things so that they work together»¹⁶.

«On-boarding and integration are strategic processes designed to immerse the new employee in the organization's culture and vision, while socializing them to their new role and providing the tools and resources they need to be successful»¹⁷.

«It's the process of connecting all of the employees, data, and applications that pertain to a given work-flow, thereby ensuring the work-flow performs to its full potential. In general, the end-result is an automation that's transformed a business process end-to-end»¹⁸.

«Integration refers to creating group cohesion among workers and work groups within an organization » (Lincoln & Kalleberg, 1990; Miller & Droge, 1986)¹⁹.

So, from the definitions above, we can say that integration process, or in other terms “onboarding process”, are all the continuous procedures that an organization take into consideration to merge an object or items into its entire entity, in order to obtain benefits, enhance performance and reduce costs...etc.

¹⁶ Oxford Dictionary.

¹⁷<https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/onboarding-integration/index.html>

¹⁸<https://www.workato.com/the-connector/business-process-integration/#:~:text=It's%20the%20process%20of%20connecting,process%20end%2Dto%2Dend.>

¹⁹ Eric G. Lambert, Nancy L. Hogan, and Kasey A. Tucker: Problems at Work: Exploring the Correlates of Role Stress among Correctional Staff, The Prison Journal 89(4) 460–481 © 2009 SAGE Publications Reprints and permission, P.465.

2) Integration Types:

2-1) Employee Integration types:

Employee integration is the process of integrating new employees into the organization and building up their knowledge of corporate culture, values and procedures. It's a key step on the employee journey, as this will set an example of experience for employees and their engagement with employers,

«The degree of integration can vary not only between organizations but also within organizations, a highly integrated work environment is where there is a good deal of cooperation and coordination between the various work sections»²⁰.

There's a variety of types that can be encountered by organizations, the following types may be classified in the field of Internal Integration and External Integration:

2-1-1) Internal integration:

The process by which new employees are assimilated in the organization's current teams and departments. It's about blending them with existing workers, so that they can be easily integrated in the organizational culture. The types of internal integration are as follows:

a) Team integration:

This is an approach in which new employees are integrated with specific teams or working groups within the organization. This is about setting up effective communication channels, fostering cooperation and promoting a sense of belonging among team members.

. «Because for virtual collaboration to work, one thing must be above all else: Employees must understand each other as a team. Because if everyone does not pull together, every

²⁰ Ibid, P.465

project will fail. The composition of the team and the traits and abilities of its individual members (Janson, 2019)²¹».

b) Departmental integration:

Departmental integration involves introducing new staff to a particular department within the organization. That type emphasizes the alignment of new hires to their targets, procedures and trends within a given department.

c) Organizational integration:

Organizational integration involves the overall integration of newly recruited staff into a wider organizational structure. In order to achieve alignment and coherence, the purpose of this work is to provide an understanding of the organization's mission, values, policies and procedures.

2-1-2) External integration:

External integration occurs when organizations merge, acquire, or form partnerships with other companies, leading to the integration of employees from different organizations. In order to create a unified and efficient organization, it is aimed at harmonizing and consolidating the workforce. The types of external integration include:

a) Merger integration:

It refers to the merging of two or more companies to form a new entity. The concept involves integrating staff from both organizations into one unified workforce, as well as aligning cultures, processes and systems.

b) Acquisition integration:

The acquisition integration concept refers to integrating employees from an acquired undertaking into the acquiring entity. It includes adjusting workers from acquired company to

²¹JANSON (Simone): *Leader - What To Do Now?*, 1st edition, Best of HR Berufebilder.de, Duesseldorf, Germany, 31.08.2019, P.43.

the current work force, as well as finding ways of dealing with diversity and ensuring a smooth transition.

c) **Partnership integration:**

Partnership integration is the collaboration of organizations, by means of Strategic Alliances or Joint Projects. It's important to bring together employees from different organizations for the purpose of setting shared objectives and practices, as well as supporting teamwork in an efficient manner.

3) Employee integration process:

The integration process involves an organization that systematically and deliberately tries to integrate new workers as smoothly as possible in its work force. It aims to help new employees achieve their productivity, engagement and alignment with the corporate objectives, culture and values through a number of scheduled activities and strategies.

To facilitate a smooth transition and maximize success in new tasks, the integration process will usually begin even prior to the first day of employment for newly recruited staff as well as continue during their working period, in order to ensure that, the HR professionals prepare an orientation check-list for new employees

A number of benefits can be obtained by effectively integrating employees, for example:

- ✓ The reduction of staff turnover and the improvement in retention rates.
- ✓ Improving job satisfaction and employee engagement.
- ✓ Accelerating the employee's time to productivity.
- ✓ Developing a strong employer brand and a positive reputation.
- ✓ Fostering a culture of collaboration and teamwork.

3-1) Employee integration techniques:

The integration of employee processes is a fundamental requirement to ensure the efficient and effective functioning of any organization. « *Use processes and frameworks to enable individuals, not to shackle them to a certain way of thinking. Frameworks are really*

methods for listening well, because it's all about frustration elimination rather than waste elimination. These processes are there to make life easier for your employees, not your shareholders (Onesto, 2022)²²». The aim is to align individual human resource functions in order to ensure that employees are treated with a coherent experience from recruitment to retirement, using some of these techniques and strategies:

3-1-1) Process mapping:

That means the creation of a visual representation of different human resource practices such as recruitment, on-boarding, performance management and off boarding. This will help organizations to see bottlenecks, redundancies and gaps in their processes.

It also increases efficiency and reduces errors by facilitating the standardization and streamlining of procedures. The organization may create working procedures, set time limits and assignment of responsibilities as soon as processes have been mapped in order to provide a seamless employee experience.

3-1-2) Automation:

It involves applying technology in streamlining and Automating human resources processes. This technique enables organizations to simplify and minimize the tasks that take place manually, with a view to reducing errors and improving efficiency. For instance organizations can use ATSto streamline recruitment processes such as job posting, resume screening and interview scheduling. An HRMS can be used by organizations to automate performance management such as goal setting, evaluation and feedback.

«IT tools can provide the ability to track and model the company's talent pool in ways that give HR compelling data about whether the human capital of the firm is adequate to enact a strategy, where talent is, and how it might be redeployed in order to carry out a strategy. IT tools also can be useful for ongoing sensing of employee reactions to changes that are being implemented and for communication and solicitation of reaction to changes»²³.

²²ONESTO (Anthony): *The New Employee Contract_ How to Find, Keep, and Elevate Gen Z Talent*, A press, Staten Island, NY, 2022, P.334.

²³ Lawler (Edward. E) and others: Op.cit, P.69.

3-1-3) Employee Self-Service:

It provides a means of empowering workers with the management of human resources related tasks, for example updating their private information, submitting time-off requests and access to pay stubs. This facilitates the reduction of workload on human resources staff, improves data accuracy and increases employee satisfaction.

Through self-service tools, employees will be able to get HR related information and perform the full tasks without being required to rely on human resources staff. With this, HR staff will be freer to concentrate on more strategically important tasks such as talent development and retention.

3-1-4) Data Analytics:

This includes the examination of human resources related information with a view to obtaining insight on employee behaviour, performance and engagement. It also helps to determine trends, patterns and opportunities for improvement. In particular, organizations can use data analysis to measure staff turnover rates, identify the root causes of these outflows and devise strategies that would increase their retention likewise, data analysis can be used to measure the performance of staff metrics such as sales revenue, employee satisfaction and productivity.

3-1-5) Employee feedback:

The aim is to gather feedback from employees on the experience of working in HR processes, e.g. recruitment, on boarding, performance management and termination. This is a way of identifying pain points, gaps and opportunities for improvement. It is also useful for organizations in understanding the needs of employees and their preferences, which will then be tailored according to human resources procedures. For example, to obtain feedback from the recruitment process and for improving candidates' experience, organizations can use an employee survey, group interviews or one on one meeting.

3-1-6) Competency framework:

Why do employers use competency frameworks?

«One survey (Wustemann, 1999) revealed that employers introduce competencies because they think it will»²⁴:

- Improve individual performance.
- Support corporate values and objectives.
- Facilitate cultural change.
- Improve individuals' technical skills.
- Improve retention of staff.
- Improve recruitment and selection».

«A true process of employee integration aims to facilitate their adaptation to the work environment, disclose the company's culture, its mission, values, and the appropriate and accepted behaviours, in order to align the company's expectations and the performance of its members»²⁵,

Chiavenato (1999) who states that the main advantages of implementing a good onboarding program, besides reducing the employee's initial insecurity, are:

- A decrease in turnover, since employees start to develop a feeling of belonging to the organization;
- It saves time when explaining the tasks since the employee will be better prepared and trained
- Better adaptation of expectations to the company's reality, since the process of integrating employees will explain the company's goals and objectives.

²⁴ Pilbeam (Stephen), Corbridge (Marjorie): Op.cit, P.69.

²⁵ [Alini Laube21/01/2022](https://www.neomind.com.br/en/blog/employee-integration-boost-companys-results/) in *INNOVATION & IT* : <https://www.neomind.com.br/en/blog/employee-integration-boost-companys-results/>

3-2) Employee integration methods:

3-2-1) Creating a comprehensive HR strategy

It is the first step in integrating employee process. The HR strategy should align with the organization's overall strategy and provide a roadmap for HR functions. HR targets, objectives and initiatives that will contribute to the strategic goals of organizations should be laid down in this strategy. A comprehensive human resources strategy shall ensure that all HR functions work together to achieve a shared objective.

3-2-2) Implementing an integrated HR information system

An integrated HR information system is a software application that combine various HR functions into one system. The system can give human resource professionals the possibility of accessing and managing all employees' data from one interface. Consistency, accuracy and efficiency in human resource management processes are supported by an integrated HR information system.

3-2-3) Cross-Functional Collaboration

Another way of integrating processes between employees is through cross functional collaboration. In order to attain the organization strategy, human resources professionals should work in close collaboration with additional departments such as finance, operations and marketing.

Communication, teamwork and the mutual understanding of organizational objectives are encouraged by cross organizational collaboration. It also helps to identify and resolve any conflicts that may arise between HR and other departments.

4) Standardizing HR Processes

Standardizing HR processes is a method of integrating employee that involves creating standardized procedures for all HR functions. Standardization ensures that all employees are provided with the same level of service from Human Resources, no matter where or what department they work in.

Section 03: Employee Integration Challenges:

1) Time constraints:

With regards to the recruitment of new staff, time constraints are often a problem. In many organizations, the demand for quick recruitment is so great that they may not be able to afford a comprehensive on boarding process. There could be a number of issues to this effect, such as:

- **Inadequate training:** New employees may not acquire the necessary skills in their field if they are forced to take part in an employment selection process. This can lead to feelings of frustration for both employees and employers because they may not be able to fulfil their duties.
- **Lack of engagement:** If new employees feel that they are being rushed through the integration process and are not given sufficient time or attention to fully participate in the company's culture and values, they may feel that they are not involved at all. As a result, there may be confusion as to whether this connection exists or not, which raises the risk of turnover, « *Disengagement + lack of confidence = stress = poor performance* (J, 2018)²⁶».
- **Missed opportunities:** The rapid introduction of new staff may make it impossible for them to meet their colleagues, gain information about the company's history and mission as well as understand its aims and objectives. This can lead to a misalignment of responsibilities and make it more difficult for employees to play their full part in the organization.

To address this challenge, organizations should prioritize the onboarding process and allocate the time and resources needed to make it a success. This can be a means of extending

²⁶HEWITT (Karen J): *Employee Confidence_ the new rules of management*, Panoma Press Ltd, 2018, p.78.

the on boarding time, delegating additional staff to this process or simplifying it in order to concentrate on more important information and training.

Organizations can successfully recruit new workers and guarantee their readiness for the organization's contributions from day one by adopting a strategic and proactive approach to employee integration.

2) **Information Overload:**

The second challenge of employee integration, which is information overload, can occur when new employees are given too much information too quickly during the onboarding process. It may happen for several reasons, e.g. because the company wants to provide its new recruit with all necessary information quickly or in order to ensure that he has a full understanding of corporate policies, procedures and expectations.

But this approach can be overwhelming for new employees, which may bring about confusion or a feeling of looseness. Some common symptoms of information overload during on boarding include difficulty retaining information, feeling disorganized, feeling overwhelmed, and difficulty connecting with co-workers.

In order to face this challenge, a balance needs to be struck in ensuring that new recruits are provided with the necessary information without overloading them. Some strategies to help prevent information overload during employee integration include:

- **Prioritize information:** Identify the most important information that new hires need to know and provide it first. This may include information about the company culture, values and objectives as well as knowledge of employees' roles and responsibilities.
- **Provide information in digestible chunks:** Simplify information and give it in small pieces for a period of time instead of all at once. It will help new staff to retain more information, so that they do not feel overwhelmed.
- **Use interactive methods:** In order to help new employees better understand the information and interact with it, consider adopting interactive methods such as hands-on training, mentor programs or group activities.

- **Provide resources:** Provide new staff with the resources they need, such as a handbook or an online training portal, which they can return to as needed. In this way, they can feel more comfortable with information and thereby reduce the risk of overload.

Organizations can help prevent information overload and ensure that new staff are prepared for success through a strategic approach to employee integration, as well as thorough consideration of the information they need.

3) **Lack of clarity:**

The lack of clarity relates to potential confusion and uncertainty that new recruits are likely to encounter within the organization with regard to their role, responsibilities or expectations. This may represent a major challenge for the new employee during his or her early days, as he or she might not be entirely aware of what they are expected to do and their role in larger organizations.

During the integration of employees, there are many factors that may contribute to a lack of clarity. In other words, new employees may not have an overall understanding of company culture, practices and procedures which make it hard to perform their duties effectively. Moreover, there may also be a lack of communication or miscommunication between the new staff member and their management or colleagues which can cause confusion and frustration.

It is important that organizations provide clear communication and expectations from the beginning to address the issue of lack of clarity during employee integration. This can involve creating detailed job descriptions, setting specific goals and objectives, and outlining KPIs for the new employee, «An interview guide was used to help the interviewer focus on the agreed research topic (Rubin and Rubin, 2005) while providing flexibility and openness, the guide was split into six general sections (SHUCK (Brad M))»²⁷:

²⁷ SHUCK (Brad M), ROCCO (Tonette S) and ALBORONZ (Carlos A): *Exploring employee engagement from the employee perspective: implications for HRD*, Journal of European Industrial Training Emerald Article, P.307.

- Understanding of expectations at work
- General feelings about work
- Resources at work
- Hiring practices and the use of skills or talents at work;
- Manager
- Co-workers

Managers should also take an opportunity to meet regularly with newly hired staff, discussing their progress and giving them feedback which may assist in clarifying expectations and addressing any areas of confusion.

Furthermore, it would be helpful to provide new hires with a clear understanding of the company's objectives, visions and values as well as its culture and working environment. It can also ensure that the new employees feel connected to their organization and are able to make sense of how they play an important role.

Overall, it is essential to provide active communication, clearer expectations and continuous feedback and support in addressing the issue of lack of clarity when integrating staff. Organizations can help to prepare the new hires for success by providing them with the tools and resources they require, thereby ensuring that integration goes smoothly.

4) Limited Resources:

The fourth challenge in employee integration, which is limited resources, refers to the difficulties that small organizations are facing in providing new employees with a full on boarding experience. Due to a shortage of funds, personnel and time dedicated to integrating workers, it can be difficult for small businesses to put in place an efficient on-boarding program.

Due to the limitation of resources, there are some specific challenges that can arise:

- **Lack of formal onboarding program:** : *«Small companies may not have a formal system in place to introduce new staff, so they can face their own challenges when*

learning about the company culture, policies and procedures. Middle managers acted as a conduits of communication, implemented formal systems, and then monitored and rewarded compliance with organization strategic values»²⁸.

- **Inadequate training:** The new recruits may not have the necessary level of training to carry out their duties effectively, unless resources are put at their disposal. This may result in a reduction of productivity, increased error rates and turnover.
- **Limited access to resources:** Access to the same tools and resources as those of bigger organizations, e.g. software or technology platforms for education and training, may not be available to SMEs.
- **Overburdened staff:** There are often too few staff in small companies to begin with, so the addition of responsibility for handling new hires may result in further strain on already employed personnel.

A number of steps could be taken by SMEs to create an effective onboarding process for new staff, in order to address these challenges. This may include setting up a formal onboarding scheme to outline company culture, policies and procedures as well as assigning mentors or companions to help new employees adjust.

Providing online resources and training materials can also help to bridge the gap when in-person training is not possible. Finally, it is important for small business owners to realize that investing in the integration of staff will have a positive long term impact on their company's success and allocate resources accordingly.

5) Cultural Fit:

The fifth challenge of employee integration is related to assessing cultural fit. A cultural fit refers to the alignment of a worker's values.

²⁸PAARLBERG (Laurie E) and PERRY (James L): *Values Management: Aligning Employee Values and Organization Goals*, The American Review of Public Administration 2007 37: 387, P.393.

« working with people to understand what they want to learn and where they want to go; focusing on more than quantitative analysis when doing performance reviews; trusting them to get shit done while giving them flexibility to work remotely, to work whatever hours they want, and to have a space to collaborate when they want; acknowledging their need for play; respecting them as well-rounded humans who don't live for their jobs and make their own decisions; and supporting passion projects within business hours (Onesto, 2022)»²⁹

Attitudes and behaviour with his or her organization, Ensuring that new hires are a good cultural fit, due to the impact on job performance, work satisfaction and their skills in working effectively with others is important, *«Conflicts may exist between individual values learned from family, society, or religion and the values the organization formally espouses through strategic documents, policies, and practices (Liedtka, 1989; Maynard-Moody & Musheno, 2003)»³⁰.*

It may be difficult to assess the compatibility of candidates with an organization's culture, because it requires understanding both personality and work style as part of a recruitment process, Organizations can apply several strategies to deal with this challenge:

- **Clearly define the organization's culture:** Before hiring new employees, it's important to have a clear understanding of the organization's values, mission, and work environment, *«It may help to find the type of candidate that's going to be a good fit. Studies of value congruence in the workplace have found that congruence between individual and organizational values is positively related to positive work attitudes, including employee satisfaction, commitment, and involvement (Meglino & Ravine, 1998), as well as perceptions of workplace ethics (Posner & Schmidt, 1993) »³¹.*
- **Conduct behavioural interviews:** Behavioural interview shall be used to evaluate the behaviour of candidates in previous situations, it is possible to identify potential candidates who will be a good fit by asking questions which are specific to the organization's culture and working environment.

²⁹ ONESTO (Anthony): Op.cit, P.315.

³⁰ PAARLBERG (Laurie E) and PERRY (James L): Op.cit, P.388.

³¹ Ibid, P.390.

- **Use personality assessments:** An assessment of personality may give clues as to a candidate's working style, values and preferences, by comparing the results of the assessment with the organization's culture, it's possible to identify candidates who are likely to fit in well, «*Research has suggested that good job fit, defined as the degree to which a person feels their personality and values fit with their current job and organization (Resick et al., 2007) provide opportunities for the development of meaningful work (Kahn, 1990) as well as creation of environments where employees feel psychologically and emotionally safe and available (Kahn, 1990; May et al., 2004)*³²».
- **Provide a comprehensive onboarding process:** New recruits can benefit from an effective on boarding process that provides them with a clear understanding of the company culture and expectations, in this way, it may help to assure that they are able to integrate better and work well together with others.

In conclusion, the assessment of cultural suitability can be an important part of staff integration and ensuring that new recruits have a good working relationship with their colleagues is crucial. Organizations may be able to increase their chances of hire employees who are good candidates with time spent on clearly defining the company's culture, employing behavioural interviewing techniques and personality assessments in addition to providing an overall onboarding process.

«*A firm must be committed to using the system, as phone, fax, and written record, (instead relying on the automated supply chain system) and it influences the firm's processes as well (Hussain A.H Awad, 2010)*»³³.

³² SHUCK (Brad M), ROCCO (Tonette S) and ALBORONZ (Carlos A): Op.cit, P.306.

³³ Hussain A.H Awad, Mohammad Othman Nassar: *Supply Chain Integration: Definition and Challenges*, Proceedings of the International MultiConference of Engineers and Computer Scientists, Vol I, Hong Kong, March 17-19, 2010.

6) Communication barriers:

There is a need for clear and meaningful communication within an organization for employees to function effectively and efficiently at their jobs. This type of communication is often referred to as instrumental communication

«Instrumental communication is defined as the “degree to which information about the job is formally transmitted by an organization to its members” (Agho, Mueller, & Price, 1993, p. 1009). Instrumental communication is providing information to members of the organization about tasks, processes, procedures, issues, problems, and changes (Lambert, Barton, et al., 2002). A lack of instrumental communication creates problems and frustration for employees, which, in turn, leads to greater role stress»³⁴.

It might be difficult for new employees to connect with their colleagues in an effective way due to language barriers or other communication styles.

³⁴ LAMBERT (E G), HOGAN (N.H), and TUCKE (K. A): Op.cit, P.466.

Chapter conclusion:

In conclusion, the first chapter has provided a comprehensive exploration of the employee integration process within the context of human resource management (HRM). The employee integration process refers to the assimilation of new employees into an organization, whether through internal or external means. Careful planning, effective communications and strategy implementation are needed to ensure that the process is a critical one. The link between HRM and the integration process is evident throughout the chapter. Human Resources plays an important role in the recruitment, development and retention of highly skilled people who make up a part of the integration process. An organization can facilitate a smooth transition to new employees through the introduction of human resources functions, such as recruitment and selection, training and development, and performance management.

Organizations should adopt several key strategies in order to provide an efficient process for the integration of staff. These strategies aim to develop a comprehensive integration plan, promote cultural understanding and collaboration, implement the change management strategy, enhance communication channels, capture and transmit knowledge, support staff morale and employee engagement, streamline processes and structures, provide training and assistance, continuously monitoring and evaluating progress.

Overall, to ensure that new employees are successfully assimilated and productive for the organization, a process of employee integration is essential. Organizations can help ensure a homogeneous and highly successful workforce that enables them to achieve strategic objectives and sustained success, if they are aware of their links with the integration process through implementation of HRM's proposed strategies and overcome related challenges

Chapter two :

The Organizational performance

components

Chapter Introduction

Businesses of all sizes and specializations are being forced to enhance their performance since it has emerged as the most crucial factor in today's more competitive economic environment , to promote a more harmonic growth, maximize the link between the company's outcomes and the methods used, and provide the tools and resources needed to carry out the goals of the organization.

The concept of workplace performance, its components, features, and dimensions are the main topics of this second chapter of the theoretical section. It also discusses the goals of its assessment.

Every firm must take into account its human capital in order to fulfil its objectives, maintain sustainable development, and be considered "successful" in addition to the accumulation of material capital. Each firm seeks to gain from its workers a significant level of efficiency and quality of work due to the role that employees play in achieving the overall success of the organization.

To do this, it is vital to take into account the variables that may lead to each participant's engagement. Therefore, we might envision that numerous elements are designed to encourage workers, yet motivation arises from a complicated process including personal traits and workplace conditions,

1) The definition of performance

In fact, performance is a multifaceted concept that is challenging to define since it may take on a variety of forms depending on the reference period used or the sorts of criteria used.

It can be understood in the strict sense as results or in the broad sense of the process of obtaining that result

Research in management science has always concentrated on performance, driven by the constant worries of managers who are expected to meet corporate performance goals. According to the authors, there are several methods in which the performance might be defined for this purpose.

*« In the field of management, performance is the ultimate result of all the efforts of a company or an organization. These efforts are about doing the right things, in the right way, quickly, at the right time, at the least cost, to deliver the right results that meet the needs and expectations of customers, meet them, and achieve the goals set by the organization. »*³⁵ [Free translation]

In general, the performance is recorded in the standard sort:

Objectives-means (dedicated resources)-results achieved, which characterizes any organization

In order to achieve these goals, the organization provides funds and mobilizes organizational, human, and technological resources. In the short and medium term, therefore it achieves a set of results after putting these strategies into practice.

³⁵[La performance de l'entreprise.Balsh.Archive-ouvert.fr/docs/00/03/16](https://www.archive-ouvert.fr/docs/00/03/16), consulted the (14/03/2023 à 13h 45).

2) The concept of performance:

Being inclusive and integrative makes it challenging to define performance exactly.

According to scientific studies The improvement of the value/cost pair is a translation of performance, but neither the cost reduction nor the rise in value alone can be considered as the meaning of performance

«Performance is not a concept that is defined in an absolute or objective way, it is considered by the authors as a subjective concept. Thus, Tchaknam defines the successful company as one that does better than its competitors in the short, medium and long terms»³⁶ [Free translation]

Some translate performance by relevance. It means to ensure that the results obtained fit with the strategic objectives for monitoring,

Relevance also depends on the coherence of the implementation of actions between the actors and the departments responsible for them. It is a question of verifying the good understanding on the part of each member.

➤ **Performance is not productivity:**

Productivity is related to time and quantity, productive means being able to accomplish a large amount of work in a limited time

➤ **Performance is not the potential:**

The potential is the ability of the employee to develop with some ease the skills transferable from one position to another, and a broader responsibility

³⁶TCHANKAM Jean Paul et all, « leadership spirituel et renouveau du management ? » in *Réinventer le leadership*, 2017. P. 485

3) The components of performance:

3-1) Effectiveness

It relates to the use of means to obtain results within the framework of the objectives set. In a generic way that suits us very much,

Some define it as the relation between a system's accomplishment of a result and its intended goals. The system will be more effective the more closely the results match the objectives. As a result, we will describe the level of efficiency to describe how well a system performs

Effectiveness then is defined through the level of achievement of the objectives designated to it, at the end of the period or the respect of the steps and commitments of a training program or a target of variation in personnel costs. Whatever are the used resources.

In a more brief way we can summarize the effectiveness in the following formula:

$$\text{Effectiveness} = \text{Result Achieved} / \text{Objectives}$$

3-2) Efficiency:

Regardless of the type of organization considered, the definition of performance in terms of efficiency is always the same: Efficiency refers to the link between the amount of time and resources put into an activity, on the one hand, and the actual value that people get out of it, on the other.

So we can say that efficiency corresponds to the the relationship between the results obtained and the means used to obtain them.

Best possible management of means, capacities in relation to the results: the product obtained is maximum, and the means used are minimal

*“The relationship between results and the means used to achieve them” means achieving better results with as few resources as possible.*³⁷ [Free translation]

³⁷BERNARD Martory et DANIEL Crozet. *Gestion des R.H (sous thème) : Pilotage social et performances*, 7ème éd, Dunod, Paris, 2008, p : 167

So we can summarize efficiency in the following formula:

$$\text{Efficiency} = \text{Results achieved} / \text{Means implemented}$$

4) The characteristics of the performance

« *The notion of performance is positive .Performance is therefore a relative (result of a comparison), multiple (diversity of objectives) and subjective (depending on the actor who evaluates it).*»³⁸ [Free translation]

➤ It results in an achievement (or result) :

The performance is the result of coordinated actions, consistent with each other, which have mobilized resources, and which presupposes that the organization has a potential to achieve .In another way, performance is defined by a result quantified and measured by indicators and being relative to a referee obtained in the context of achieving set objectives.

➤ It is assessed by a comparison:

The achievement is compared to the objectives, thanks to a set of indicators, quantified or not. The comparison assumes a form of competition. It gives rise to interpretation. A judgement of values which may differ depending on the actors concerned (shareholders, managers, ..)

➤ The comparison reflects the success of the action:

The performance refers to a positive result, it represents the individual and institutional success

5) The dimensions of performance:

5-1) External performance:

Addressed to the actors in contractual relations with the company:

³⁸DORIATH Brigitte and GOUJET CHISTIAN, *predictive management and measurement performance*, 3rd ed, Dunod, Paris, 2007, p172.

- **The shareholders** :Influence the company's performance through return on investment.

For shareholders, the performance is represented by:

- Return on shareholder investments.
 - Return on equity.
 - Revenue growth.
 - Spending growth.
 - Productivity.
 - Capital ratio.
 - Liquidity ratio.
-
- **Customers:** They are stakeholders for whom the activities are carried out within the company. For customers, performance is measured by their satisfaction and quality of services.
 - **The community:** Community is a group of people and environmental associations who center around a particular product. The performance for them is represented by the public image.

5-2) Internal performance

Internal performance concerns the actors of the organization .For them, it is a matter of taking, organizing and implementing all decisions to exploit internal and external resources in order to achieve the objectives of the company.

Table n°01: External and Internal performance

External performance	Internal performance
Is mainly focused on shareholders and financial bodies.	Is geared towards managers.
Relates to outcome, present or future	Relates to the construction process of the result from the resources of the organization
Requires production and communication the financial information	Requires to provide information necessary for decision making
Generate financial analysis of large Equilibrium	Define the variables
Gives rise to debate between the different stakeholders	Requires a unique view of the performance to coordinate actions of each towards the same goal

Source: DORIATH Brigitte et GOUJET CHISTIAN, *gestion prévisionnelle et mesure de la performance*, 3eme éd, Dunod, Paris, 2007, p172.

6) **Typology of performance:**

Performance is a polemics and complex concept, often linked to financial and commercial results, while it includes other aspects that are often neglected such as employee performance, organizational performance, social performance, etc.

6-1) Financial performance

Financial performance is defined by the ability of the company to achieve its financial objectives which are to maximize its value's creation by ensuring profitability

The financial performance of the company depends on the management of the financial resources available to the company. This management conditions an effective financial policy which is ensured by:

- Identification of funding needs and minimising them
- Balancing resources between them and the uses of funds
- Making The decisions of investment and searching for maximum of gains
- Managing risks of investment

The company measures and assesses its financial performance on the basis of this information on the financial results held in the balance sheets, income statements and summary documents.

6-2) Commercial performance

Commercial performance can be translated into the achievement of the business objectives initially set by the company in relation to the means used to achieve them.

Commercial performance generally is translated into increased company sales and margins

. «Plauchu and Tairou define it as: *the art of being present in the right interlocutor at the right time, with a relevant offer, that enables the establishment of long-term business relationships that are profitable for the company in a context of ongoing research into delivery excellence.*»³⁹ [Free translation]

³⁹Plauchu V et Tairou A. (2008), *Méthodologie du diagnostic d'entreprise*. L'Harmattan, p. 133.

6-3) Strategic performance:

The strategic performance of the company seeks the sustainability of the company , it is based on a long-term development system,

Focusing on strategy, this system of long-term development is based on the quality of management, the organization, and the methods and processes it undertakes to carry out its activities.

Strategic performance cannot be achieved unless strategic objectives are set by the company's management. These objectives may cover different dimensions:

- Improving the quality of products.
- Improving its marketing plan.
- Adoption of a technology to improve productivity,

6-4) Human performance / Employee performance

Human performance is perceived, both on the side of business leaders and the side of employees as the key factor contributing to the overall performance of the company

Human performance is reflected at the level of human resources by questions around the notions of motivation, autonomy and accountability

6-5) Social performance

In an organization , social performance is The link between an organization's total social effort and the attitude of the workers it employs.

«It should be noted that social performance is incomplete if it does not incorporate the concept of corporate social responsibility.»⁴⁰ [Free translation]

It is not possible for the company to succeed by favouring the economic aspect without taking into account the social aspect. the notion of social performance in terms of efficiency can be defined as the intensity with which each employee adheres and collaborates to the words and means of the organization.

It can be defined as the intensity with which each individual adheres to and collaborates with the words and means of the organization or, more generally, as the level of satisfaction achieved by the individuals participating in the life of the organization.

«It can be defined as the “level of satisfaction achieved by individuals involved in the life of the company”. Indicators such as turnover, absenteeism, number of strike days, etc. are used for its evaluation.»⁴¹ [Free translation]

The social performance of the company could be understood as part of the staff turnover which gives an idea of the working atmosphere and the different interactions that take place within the organization. Since social performance involves all stakeholders including employees, it could also be based on employee satisfaction and human resource management practice

The company's social performance is measured through the company's social climate:

- Employee exposure to stress.
- Absenteeism of employees.
- The quality of the management.
- The quality of corporate governance.
- Employee morale.

⁴⁰MARTORY Bernard, CROZET Daniel, *gestion des ressources humaines (pilotage social et performance)*, Ed Dunod, Paris, 2008, P16

⁴¹La performance globale et ses déterminants, 2008,
www.creg.Ac.versailles.fr/IMO/PDF/laperformance-globale, Consulted the : (08/04/2023à 12h 57)

- Involvement and social representation of work.

7) The measurement of performance

Performance measurement is a process linked to the strategy pursued by the company to collect data and analyse it in order to involve a value judgement. this process is based on quantitative and qualitative indicators .

The purpose of performance measurement is to evaluate how organisational goals have been integrated. It also aims to link the "responsible" attitude of the company's members to either good or bad actions

7-1) The objectives of performance measurement:

- Develop innovative products;
- Measure the company's ability to create value and secure wealth
- Led to evolution over time
- Identify company strengths and weaknesses
- Improve manufacturing processes and working environment;
- Reduce manufacturing costs
- Launch new products and meet delivery deadlines
- Improve the handling of claims
- Develop market's share and customers loyalty;
- Identify and assess key competencies
- Anticipating customer needs
- Consolidate and develop the know-how

- Anticipate customer needs and improve profitability;
- Detailed understanding of the company's economics, that is, its market positioning. Based on internal and external objectives
- Indicate the level of resources consumed, whether human, material, or financial
- assess the achievement of objectives, manage the implementation of action plans, analyse the effectiveness of a decision, of a corrective action.

7-2) The performance indicators

*«Individual performance at work is a latent construct that cannot be measured directly. Thus, developing indicators from the different dimensions mentioned above can be effective in performance at work.»*⁴² [Free translation]

LORINO has defined the performance indicator as the following : *«A performance indicator is an information intended to help an actor, individual or more generally collective, to steer the course of an action towards the achievement of an objective to evaluate its result»*⁴³ [Free translation]

The performance measurement indicator is a significant information element and a representative index which enables the measurement and evaluation of performance and its evolution.

An indicator is not necessarily a number, it is expressed in various ways and can take many forms:

- **Key Performance Indicators: KPIs:** These are quantitative measures

⁴²SAOUSSANY Amina and ASBAYOU Malika, *La performance individuelle au travail : ses déterminants et sa mesure* , p359.

⁴³LORINO P. *Méthodes et pratiques de la performance*, 2 ème éd d'organisation, Paris, 2001, p : 6

- **Rates:** Percentage measures of increase or decrease of a variable such as: Growth rates, resource utilization rates, employee absenteeism rate ..
- **Financial ratios:** used to compare financial values such as liquidity ratios ..
- **Rating Scales:** Describe qualitative criteria for assessing characteristics
- **Feedback:** Comments and reports that describe the level of satisfaction

Section 02: Group Performance

Over time, companies have realized that group performance can significantly improve their productivity and profitability. Management approaches have begun to evolve to encourage teamwork and collaboration among employees

«We need to develop collective performance to develop individual performance. Individual performance is a consequence of collective performance. The priority of manager must therefore be the collective performance»⁴⁴ [Free translation]

For this purpose, the performance of a work team has become a complex and very important subject for which researchers have conducted studies on group dynamics

In this discussion, we will discover the concept of working groups, the determinants of their performance, and how to evaluate them

1) Definition of a Teamwork:

The team is identified in the sense that it is perceived by its members and others as an integrated entity within a system or company. It is often used to perform complex tasks that cannot be performed by a single person, can be permanent or temporary, depending on business needs

⁴⁴ZARA Olivier, *le management de l'intelligence collective vers une nouvelle gouvernance*, 2^{ème} Ed M21, 2008, P204

Several authors have shown that the organization in teams allows to respond to different pressures of the environment . Teams can be trained for a variety of reasons, such as solving complex problems and delivering projects.

Members collaborate to complete this task and are jointly accountable for the outcomes. Each member with a different role, the entire team at work share a collective responsibility for the success of their mission and collaborate to carry out tasks and projects that contribute to achieving their objectives

Teams are frequently defined by a blend of varied abilities, experiences, and physical and intangible resources, making this dependency particularly crucial..

2) The definition of a group performance:

Collective performance, also known as team performance, is the ability of a group of people who generally have complementary skills to work together effectively and efficiently to achieve better results than anyone could have achieved achieve and achieve shared objectives defined by team leaders.

Working in a cohesive and productive manner requires sharing skills, knowledge, and resources and strong collaboration, communication, trust and mutual respect. This requires that each member of the group actively contributes to the achievement of tasks and objectives while making the best possible use of their own skills and abilities.

3) Determinants of group performance :

3-1) The composition of the team:

The composition of performance is a recurring key factor in group performance. It is determined by the selection of members at the time of team formation and then by their subsequent formation. We talk about the characteristics of the team that ensures the heterogeneity of the members, promoting the coherence of the team:

3-1-1) The size of the team:

The optimal size of the team depends on the task to be accomplished and the objective to be achieved. It is important to consider the advantages and disadvantages of different team sizes

The larger the team, it will be difficult to coordinate activities, requires resources, and more space . and team members may have different views, which will lead to slow down decision-making , Also a small team may lack skills and knowledge , or insufficient to perform tasks requiring a large amount of work.

3-1-2) Diversity:

Diversity in the team means a diversity of ideas, knowledge , experiences and perspectives . It can influence the team's performance positively by bringing a better understanding of the environment, which helps to get innovation and creativity and helps the team to solve problems more effectively,

However, it should be noted that having different views on how to do things can lead to conflicts and disagreements which lead to misunderstandings, conflicts within the team .

The diversity of personalities and work style can also have a noted impact on team performance . Team members with compatible personalities and work style perform better than team members with incompatible disagreements and work styles .

3-1-3) Complementarity of knowledge and skills:

Members with complementary skills perform better than those with similar skills .

3-2) The organization of work

3-2-1) The definition of objectives:

Objectives must be clear, measurable, and achievable to help organize teamwork:

- Clear objectives help members understand the tasks to be accomplished, stay focused and define their priority
- Measure the assessment of team progress and success

- Realism: unrealistic goals lead to demotivate team members and undermine their ambitions .

3-2-2) Work Planning:

Work planning helps to organize work by:

- Prioritize tasks based on importance
- Define deadlines to avoid delays
- Assess the human, material and financial resources required
- Implement strategies to anticipate problems that may arise during work

3-2-3) Distribution of roles and responsibilities:

The division of roles and responsibilities within a team can help improve collective performance through:

- Clarifying each member helps to avoid misunderstandings
- Optimal use of skills: each member must be assigned to the task that best corresponds to his competence
- Lead to better time management
- The responsibility of each member has its own task , which leads to strengthen its team commitment

It is noted that the distribution of tasks must be equitable, taking into account the interests, strengths and weaknesses of each member .

The limits of being too rigid:

when a work organization is too rigid, it can adversely affect team performance:

- A rigid organization may lack the flexibility to adapt to change.
- Forcing employees to follow strict rules limits their innovation and creativity
- Decreased motivation and employee satisfaction .

3-3) Leadership

The leader plays a crucial interface function between the organisation and the group.

He the key factor in team performance. He selects members, clarifies responsibilities and, through his managerial skills and leadership style.

His function is particularly crucial because he distributes responsibility and resources and, via his leadership, affects the management team's confidence, which may be severely harmed by power disputes.

A good leader creates a dynamic group allowing team spirit to develop and influences the performance of his employees by:

- Creates the group dynamics that enable team building
- Clear vision for specific objectives
- Build trust and team cohesion by being able to know the contribution of team members and facilitate their work
- Encourage and motivate group members to do their best
- Coach and develop team members by identifying their strengths and weaknesses
- Investing in the skills development of their employees
- Be able to manage conflicts and solve problems in a timely and effective manner

3-4) Relationships within the team

It is about the team spirit that raise within the group , so every member is motivated to work and to be effective .

Relationships of trust and respect between team members can have a significant impact on group performance by encouraging closer collaboration to achieve company goals

Positive relationships between team members can create a positive work environment, which can encourage team members to commit to benefits and give their best.

3-5) Internal communication:

A team's performance requires positive internal communication within the company, A positive communication means a clear, transparent, open and effective communication.

Internal communication is a process of listening, and exchanging information. This may require communication channels and tools, and regular meetings to discuss progress . It makes it possible to circulate the information, to develop adherence to the aims, to strengthen the coordination, to promote the collaboration and to facilitate the work in common of these members.

*«Internal communication is the action of communication directed towards the different categories of employees of the company, these actions are intended to inform, to strengthen the person's cohesion and sense of belonging »*⁴⁵ [Free translation]

*«Internal communication shall cover all acts of communication which produce within the company its terms vary from one organisation to another.»*⁴⁶ [Free translation]

Strong internal team communication improves member performance by:

- **Informing** :To inform is to transmit and circulate information, whether of a decision-making, operational or general nature, the objectivity of the information (forecast, budget,

⁴⁵LILIANE Demont-Lugol et autres, *Communication des entreprises (stratégies et pratiques)*, 2eme éd ARMAND COLIN, Paris, 2006, P 35

⁴⁶LIBAERT Thierry, WESTPHALIEN Marie- Hélène, *Communicator, Toute la communication d'entreprise*, 6 ème éd, DUNOD, paris, 2012, P226.

programmes, controls) is an absolute condition, it involves sufficiently elaborate measuring instruments and also raises the question of “old technology”, or how to circulate information without betraying secrets in an increasingly competitive economic context.

- **Involve and motivate:** It’s about creating and developing the sense of belonging to create an entrepreneurial spirit to maintain a climate of confidence and esteem to allow the employee to perform better
- **Federate:** *«To bring employees together around common values and a project and a goal that any organization should pursue, understanding the company’s strategy and retaining employees are now essential to the economic performance»⁴⁷ [Free translation]*

4) Group Performance Measurement:

4-1) Group performance indicators:

➤ **Objectives :**

Are objectives clear and defined?

Are sub-objectives determined in line with the objectives?

➤ **Team Values:**

Values such as : Solidarity , mutual aid , and mutual respect vary depending on the cultural or organizational conditions of work .They ensure the good cohesion of the team

➤ **Team structure and organization:**

A strong structure that is designated by the complementarity of the roles of the members

➤ **Team Communication:**

Team communication is How information is shared and transmitted

➤ **Motivation ;**

Members are motivated and enjoy working together without conflict

⁴⁷MALAVAL Philippe, DECAUDIN Jean-Marc et BENAROYA Christophe, Pentacom

(communication corporate, interne, financière, marketing b-to-c et b-to-b, 3eme éd Pearson, Paris, 2012, p 528.

➤ **Results and Progress:**

Comparison of group members' progress, achievement and quality of work as much as a group or when working individually .

➤ **Responsibility of team members:**

Such as completing projects on time

4-2) Levels of team performance

4-2-1) The dysfunctional teams:

- They often only the name of team , and they seem rather just an organizational chart entity
- Team members do not get along or are indifferent to each other
- They do not share objectives (divergent interests)
- they do not work together: lack of cooperation
- Little communication and disorganization

4-2-2) The emerging or newborn teams:

- Much better communication and understanding among members
- Good communication
- Working methods do not yet converge

4-2-3) Functional teams:

- Shared Work methods and objectives
- Members get well along and cooperate together
- sharing responsibility among group members
- Collaboration and sharing of information between them

4-2-4) High performance teams:

- Clearly defined common objectives
- Common values especially solidarity and mutual respect
- Open and effective communication
- Correlation and team spirit
- Complementarity of competences
- Collective Intelligence:
- Mutual trust between group members in each other's competence
- Produce meaningful results and creative ideas
- Optimal flexibility: members can swap roles
- Sense of Belonging: Members enjoy working together
- Recognition and appreciation of their work
- Ability to overcome failures and difficulties

Section 03: Individual Performance

1) Definition of individual performance:

The concept of individual performance at work has always been at the heart of many scientific research in the fields of management and human resources management

*« The individual constitutes the first wealth of organizations and its the main factor of their performance. In a context of more ruthless global competition, it is the individual who allows organizations to resist, and even to know a just expansion. It is the individual with competences, or more precisely all the individual and collective components, who ensures the production of the goods and services that characterize any modern society.»*⁴⁸ [Free translation]

*« Performance at work is defined as the total value expected by the organization of discrete behavioural episodes that an individual performs over a given period of time»*⁴⁹ [Free translation]

We can therefore see that individual performance is the ability of the employee to fulfil the objectives incumbent upon him in the course of his duties.. It corresponds to the set of behaviours of individuals aimed at improving efficiency at work over various periods of time.

2) Determinants of individual performance

Individual performance is determined by several factors. These factors may be personal related to the individual or organizational related to the work environment .

⁴⁸GONCLOFF Bernard, *l'individu et les performances organisationnelles*, Ed l'harmattan, paris, 2000.P 5

⁴⁹Motowidlo S.J., *Job performance*, dans Handbook of Pyschology, Industrial and Organizational Psychology, Hoboken, NJ: Wiley, 12, 2003 p.39

2-1) Personal determinants:

2-1-1) Knowledge and skills:

- **Knowledge:** is the information that an employee possesses , it includes theoretical, technical and practical knowledge
- **Skills include:** creative skills, management skills, social and interpersonal skills

Knowledge and skills vary depending on the field the employee is working in and their experience. the employee acquires knowledge and skills through training, education and learning .

2-1-2) Personality:

- People with extroverted personalities will perform better in teamwork, while people with introverted personalities will perform better in solitary tasks
- People who have confidence can be more innovative and likely to take risks . While less confident people are hard to get out of their comfort zones .

2-1-3) Motivation:

Motivation is the will to act and succeed . It is the set of forces that drive the employee to engage in behaviour and explain the direction and intensity of their efforts to reach their full potential and endorse the company's objectives.

There are several types of motivation. When we talk about personal determinants of performance, we are talking about two types of motivation:

- **The identified motivation:** It describes the degree to which an individual is engaged in a task that he is able to integrate it with his own values and goals. Employees who are motivated by personal reasons are more likely to perform .
- **The intrinsic motivation:** It comes from the feeling of pleasure and satisfaction in accomplishing the task

«It is recognized that intrinsic motivation also comes from achieving some challenge that requires effort and creativity.»⁵⁰ [Free translation]

2-2) Organizational Drivers:

2-2-1) The organizational culture:

«Organizational culture is a set of values, beliefs and standards, from behaviours shared by members who interact with each other, who are manifested by material and symbolic productions built throughout the history of the company in response to the problems encountered»⁵¹ [Free translation]

«Organizational culture is a part of the reality of the organization, it proceeds through a natural process, it is proper to every human society that tends to create its own references following its experiences. It characterizes the company and distinguishes it from others, in its appearance and, above all, in the way it reacts to competing situations in the life of the company, such as dealing with a market, defining its standard of efficiency or dealing with employee problems»⁵² [Free translation]

«The organizational culture makes it possible to homogenise behaviour and stimulates employee involvement insofar as its last members have common objectives»⁵³

Organizational culture is the set of core values, traditions, rituals, and interpersonal relationships that constitute a system of shared norms among members and that characterizes an organization .

⁵⁰CHOQUETTE, Evelyne. *Une analyse de la motivation intrinsèque/extrinsèque pour une affectation internationale auprès de diplômés de MBA*. 2006. P 21,

⁵¹DELAVALLEE Eric et all, *La culture d'entreprise pour manager autrement : surmonter les résistances culturelles*. Paris, Éditions d'organisation, 2002, p.32.

⁵²THÉVENET Maurice, « La culture d'entreprise », 4éd, paris, puf, 2003, pp.3-126.

⁵³DARBET Michelet autres. *Essentiel sur le management*, 5eme éd, 2009, P : 266

So we can say that The corporate culture is particularly useful when integrating new employees from different backgrounds, whether they are young graduates or employees .. It allows these newcomers to quickly acquire the company's reflexes and practices and to work effectively with other members of the organization

The organizational culture also aims to federate and mobilize a priori different individuals around common objectives, generating economic or social performance.

A positive corporate culture increases the commitment of its employees and consequently their performance:

- Give members a sense of identity by adopting common values
- Act as a control mechanism to shape behaviours
- Give common direction to employees
- Create a sense of belonging and foster loyalty
- Facilitate employee organizational learning by sharing knowledge among employees
- Nurture the atmosphere and create a comfortable working atmosphere

It is noted that a negative and toxic organizational culture decreases employee performance. It is characterized by lack of communication, low level of commitment, favouritism, discrimination, and excessive pressure.

2-2-2) Company policies and practices:

a. Recruitment Policies:

An effective recruitment policy serves to attract talented candidates, these candidates with their new skills, knowledge, and experiences, can bring new ideas that stimulate the creativity of older employees . It is therefore important to put in place effective integration policies and processes to foster collaboration between new and older employees .

b. Training management policy:

Training management within a company is the process by which employee performance is improved .

It consists of the following steps:

- **Assess training needs:** identify the skills that employees need, using several tools or methods: surveys, individual interviews ..
- **Develop a training plan:** performance objectives, programs, budget allocated to performance ..
- **Implementation of training:** Selection of trainers, necessary materials ..
- **Evaluate the training results:** through interviews or tests to measure the impact of this training on the performance of the employees concerned

Skills management training policies play a crucial role in improving the skills of employees to improve their performance.

By investing in training and skills development, companies can improve the productivity of its employees, their work style through:

- Acquire new skills and knowledge
- Encourage and motivate employees to set career development goals through specific training to achieve their goals
- Improve employee innovation and encourage them to bring new creative ideas through training on new techniques
- Improving employee engagement: the opportunity to develop skills leads employees to feel more valued and involved

c. Compensation Policy:

«Why are we working? To have perhaps esteem in society, for the passion and love of the profession, For the individual to be active and especially for «remuneration»⁵⁴ [Free translation]

«The remuneration consists in paying a natural or legal person in return for part of a work performed by a service rendered»⁵⁵ [Free translation]

The remuneration policy is a set of rules that the company establishes to determine how it rewards its employees based on their contribution . It must therefore be stimulating and motivating.

Compensation policy varies depending on the size, strategy and turnover of the company. It includes: base salary, bonuses, job security, benefits, allowances, commissions ..

The amount of pay is determined by: seniority, the level of skill required for the position ..

A well-designed and fair compensation policy improves employee productivity and performance at work:

- Attract new talent: candidates are more likely to join a company with a competitive compensation offering
- Motivate employees to work more efficiently to be rewarded financially
- Bonuses and incentives encourage employees to get involved and align with company objectives

The relationship between compensation and employee contribution must be properly managed and clearly explained . A lack of visibility or inadequate compensation for employees can lead to:

⁵⁴St-ONGE, *Gestion de la rémunération* 2ème édition Gaetan Morin, Canada, 2006, p 377

⁵⁵(<https://www.etudiant.fr>)consulted the 15 /05/2023 a 17H47)

- A decrease in motivation caused by feelings of injustice
- Development of competition between employees and reduction of collaboration between them if compensation is based solely on individual performance
- Poor retention of talent due to lack of employee engagement
- Loss of trust between employees and their managers or companies .

2-2-2) The working conditions:

Working conditions are all that is between the framework of the job . They refer to all elements related to the environment and the circumstances in which employees perform their work.

«Working conditions are defined as a set of factors that determine the conduct of workers, it incorporates immediate elements such as work constraints, contextual elements (means of locomotion to reach the workplace) and employee characteristics»⁵⁶ [Free translation]

a. The working environment:

It is the combination of physical factors that can influence the employee in the performance of his or her work. They include: lighting, heat, safety ..

«A well-organized , clean , and comfortable work environment helps to improve the well-being of employees, which can help to focus on their work , and consequently improve their performance . On the contrary, a work environment that harms employees will decrease their performance.»⁵⁷ [Free translation]

⁵⁶ louche Claude, *introduction a la psychologie du travail et des organisations*, paris, 2007, p147

⁵⁷ GOLLAC Michel et VOLKOFF Serge, *les conditions de travail* ,2007 ,P 45

b. Working time:

Working time is the duration of the employee's presence in the enterprise , to be available to the employer and to accomplish his duties and tasks

«The average duration of participation in the life of the company, expressed in the year, is an indicator of the fidelity of the staff and the survival policy by the firm, and fidelity is an indirect factor in the overall quality of working conditions»[Free translation]

A balanced work schedule and effective time planning can help employees manage their time more efficiently and productively . While working hours can lead to acute fatigue and an increase in errors .

c. The workload at work

Workload is the amount and physical and intellectual effort that employees bring to accomplish their tasks . It is the energy dependencies and all mental operations such as concentration, comprehension, adaptation and attention efforts, and also the psychological pressures related to time, quality of execution ..

A balanced and realistic workload improves employee well-being and performance. While a large load involves stress and overwork of employees by decreasing their performance .

Workload can be reduced through realistic planning of deadlines and provision of material resources, tools and devices needed to help employees to complete their tasks .

d. Occupational health and safety :

The health and safety of people at work is based on policies of anticipation and awareness in order to minimise accidents at work.

Occupational health and safety refers to the quality of hygiene which characterises the working environment, the degree of exposure to chemicals and toxic substances, physical strain and heavy loads..

If employees feel safe and healthy in their workplace, it will improve their well-being and encourage them to work more effectively.

3) Types of individual performance:

3-1) Performance in the task

Some define performance in the task as «The total expected value of an individual's behaviours over a period of time for the production of the organization's goods or services.

Performance in the task is relative to the efficiency with which the employee completes the task. It includes quality of work , speed ..

3-2) Contextual performance

The contextual performance is not related to the specific tasks of the employee. It refers to productive behaviours that contribute to the proper functioning of the organization .

3-3) Adaptive performance

Adaptive performance is the ability of an individual to adapt to changes and conditions and adapt to new requirements and situation . It means being flexible, learning and fast .

It is observed in changes in the working environment or system, the role, or crisis situations

3-4) Counter-productive behaviours

Also referred to as dysfunctional behaviours, these are behaviours that can slow or delay organizational performance and can cause damage to the company's image

4) Individual performance measurement:

Individual performance at work is a latent construct that cannot be measured directly. Thus, develop indicators from the different dimensions may be effective in measuring work performance. These indicators can vary by company, by culture, and by the studied type of performance:

4-1) Measurement of performance in the task:

- Efficiency: The speed with which the employee accomplishes his task
- Efficiency: The quantity and costs of resources used (raw material, time required ..)
- Quality: Customer satisfaction, errors, defects in a product ..
- the amount of work done: the number of products sold, customers served ..
- Compliance with standards and rules

4-2) Measurement of contextual performance:

- Employee compliance with ethical standards
- Ability to communicate clearly
- Ability to show extra effort and engage in tasks that are not part of their job
- Anticipate with enthusiasm
- Help and collaborate with colleagues
- Approve and support business objectives

4-3) Measurement of adaptive performance:

- Ability to learn and master new techniques and technologies
- Being open, flexible, and understanding other cultures

- Ability to analyse and to act quickly
- Managing stress at work
- Managing emergencies and unpredictable situations
- Ability to solve problems
- Generate new innovative ideas that are compatible with new customer requirements
- Adapt with new roles, or new groups of work

4-4) Measurement of counter-productive behaviours

- Interpersonal conflicts with colleagues, customers, or stakeholders
- Insulting and abusing colleagues
- Inappropriate behaviour such as: Violence, assault, harassment ..
- Inefficiency and incorrect stains
- High absenteeism and repeated delays
- Lack of commitment and motivation
- Misuse of company property
- Too many and too long breaks

Chapter Conclusion

As we have previously seen the overall performance with its multidimensional concept that encompasses several components, is an association of various performances, .

Scientific work and research affirm that employee performance is one of the important variables in ensuring organizational performance. Employee commitment efforts are geared towards achieving the overall performance of the company and above all towards organizational performance

To this end, this central role of employee performance in organizational success has become a goal for companies to achieve.

To ensure employees performance either individually or as part of a team, managers must consider several determinants that may be personal or organizational to their employees, such as: their skills, motivation, working conditions, characteristics of the groups they work with. etc.

Also , the development of a system for measuring work performance can be based on different quantitative or qualitative indicators, related to the culture of the environment in which they work in order to design a unified and generic measurement of employee performance ..

Chapter Three

**The employees integration process
within NAFTAL**

Chapter introduction

As we have seen in the previous chapters, the success of the company in an increasingly unstable and competitive environment depends largely on its ability to improve the performance of its human resources and mobilize them on its strategic priorities.

To better illustrate the theoretical part and especially to be able to respond to our problem, we carried out a practical internship in the marketing district of the company NAFTAL , located in El Mohammadia Algiers .

NAFTAL has undertaken a major effort to update its Human Resources integration policy. It aims to approach the level of efficiency achieved in this field by the most efficient oil companies in the world.

In this chapter, we will introduce the practical part of our study, starting by presenting the company “NAFTAL” in the first section, and providing information about its departments, and how they are organized, our main focus will be on the HR department, where we conducted our research and investigation, by observing the department activities and asking a group of employees to answer a questionnaire.

In the second section, we will show the results we obtained from the employees who participated in our study.

In the third section, we will carefully analyse and discuss these results to see if they confirm or disagree with the three hypothesis we proposed at the beginning of our study.

Finally, we will give some recommendations suggesting the keys of an effective integration process in order to help improve the company’ performance.

Section 01 : The human resource department's function in NAFTAL

The first section provides an overview of the NAFTAL host organisation, its history, its creation, its social purpose, its activities, its objectives and, most importantly, its organisation and its function as a human resources department.

1) Presentation of the host organisation

1-1) History and creation:

1-1-1) SONATRACH parent company of NAFTAL

SONATRACH, is a company whose business is the refining and distribution of petroleum products on the national territory.

As part of the overall restructuring plan for the hydrocarbons sector, the interdepartmental committee decided on 19 November 1997 to link to the organizational plan the company "NAFTAL" at SONATRACH.

To this end, it has been transformed into a company by share , a wholly-owned subsidiary of SONATRACH on 18 April 1998 with a share capital of 6,650,000,000 DA and increased to 15 650 000 000 DA end 2013.⁵⁸

1-1-2) The creation of NAFTAL

As a result of the restructuring of SONATRACH, NAFTAL was created by Decree No. 80/101 of 6 April 1980 and placed under the supervision of the Ministry of Energy, Chemical and Petrochemical Industries. It takes the form of public economic enterprise under the name of National Enterprise for Refining and Distribution of Petroleum Products .ENRDP

⁵⁸ Internal document of the company

The ENRDP came into operation on January 1, 1982, and in 1987 these operational activities were separated and entrusted, by decree N° 87-189 of August 27, 1987, leading to the creation of : NAFTAL, responsible for distribution and marketing.

This designation comes from the combination of terms:

- NAFT: Oil.
- AL: Algerian ⁵⁹

1-2) The activity of NAFTAL:

The offer of NAFTAL is diversified . The company is responsible within the framework of the national plan for economic and social development, marketing and distribution of petroleum products

NAFTAL is involved in:

- LPG sludge
- The formulation of bitumen;
- Distribution, storage and marketing of:
 - Fuels and lubricants, including those for aviation and marine;
 - LPG (Liquefied petroleum gas, LPG/fuel) and other gases (butane-propane);
 - Bitumen
 - Tyres;
 - Special products (solvents, aromatics, paraffins);

To ensure the availability of products throughout the country, NAFTAL uses several modes of transport:

- Cabotage and pipes for the supply of warehouses from refineries
- The rail for filling depots from the interposed

⁵⁹Internal company document

- Road for customer delivery and refuelling of depots not served by rail.

1-3) The potential of the Company ⁶⁰

NAFTAL is the leading distributor of petroleum products in Algeria. It contributes 51% of final energy by supplying 10 million tonnes of petroleum products per year. NAFTAL has considerable resources for this:

1-3-1) Human means :

According to the 2013 activity report, the number of agents is estimated at 29,762, of which:

- 24 702 permanent agents, which represent 83% of all agents, are divided into:
 - 14% frame
 - 36% mastery
 - 50% exécutions
- 5060 temporary staff, representing 17% of all NAFTAL staff.

1-3-2) Material Potential:

a. Transportation :

- Fleet of 3000 vehicles
- 07 vessels
- 160 containers of fuels (Rail transport);
- 960 trailers of containers;
- 04 Coasters.

b. Distribution and storage capacity:

- 67 centres for the distribution and storage of fuels, lubricants and tyres

⁶⁰ Internal company document

- 44 LPG filling plants;
- 16 bitumen formation units;
- 55 Aircraft, marine and offshore stores;
- 1775 service stations;
- 59 LPG storage relay repositories;
- 3903 distribution vehicles and 350 maintenance vehicles;
- 14550 LPG sales outlets;

1-3-3) Infrastructure:

To ensure its distribution activity, NAFTAL has the following infrastructures:

- 08 warehouses for earth fuels and liquid special products;
- 56 intermediate depots including 05 port depots for land fuels;
- 06 primary LPG storage centres;
- 40 LPG filling centres;
- 15 bitumen centres including 05 coastal primary centres and one manufacturing centre emulations;
- 685 service stations;
- 1013 points of sale (LPG);
- 250 dealer distributors (LPG);
- 748 operational facilities;
- 400 Km operational pipelines;
- 3500 operational vehicles

1-4) The company's products :**Table n°02 : NAFTAL products**

Product	Characteristics of the product
NAFTAL Lubricant Range	<ul style="list-style-type: none"> ● Petrol engine oil. ● Diesel engine oil. ● Transmission oil. ● Auto specialty oil. ● Industrial oil
Fuels	<ul style="list-style-type: none"> ● LPG/C. ● Gasoline (normal , superior ..) ● The Kerosene.
Tyres	<ul style="list-style-type: none"> ● Tourism. ● Van. ● Heavyweight. ● Industrialist. ● Handling. ● Agrarian.
Special products	<ul style="list-style-type: none"> ● Waxes. ● Paraffins ● Methmix. ● Special essence ● Solvents
Bitumes	<ul style="list-style-type: none"> ● The pure and the oxidized oxidized bitumen. ● The cutback asphalt.

Source : Internal document of the company

NAFTAL also provides other services such as:

- Emptying Services
- Washing service
- Lubrication service
- Distribution equipment installations.
- Equipment maintenance services (meters, tanks, tanks...),

1-5) Objectives of NAFTAL:

- To develop the marketing and distribution of petroleum products.
- Store, process and transport any petroleum products marketed on national territory;
- The application of measures relating to industrial safety, and bring its installations into compliance with environmental protection standards;
- The compliance of its facilities with the standards of the environment and industrial safety
- Carry out any market research on the use and consumption of petroleum products;
- implement measures and procedures aimed at the optimal and rational use of infrastructure and resources;
- Define and develop an audit policy, design and implement integrated information systems;
- Ensure the application and compliance of measures related to the internal security of the company, in accordance with the regulations;
- Develop a quality brand image for the company's products;
- Recover used oils for processing and recycling;
- Modernisation and rehabilitation of distribution infrastructure to ensure a better opening of market needs.
- Ensure the maintenance of equipment and rolling stock;

- Ensure the introduction and development of the use of the IT tool in the context of these missions;
- Improve its quality of service..
- The renewal of its road transportation and handling equipment.
- Increasing its pipeline capacity.
- Promotion of its own products: LPG and unleaded gasoline.

1-6) The organization and functioning of NAFTAL:

Every company puts in place a diagram that defines its structure, the hierarchy as well as its functioning, what we call organizational chart

NAFTAL company is structured and organized into two levels:

- **Central level**: It is at the top of the hierarchy, presented by the Director-General and is located in Cheraga, Algiers.
- **Decentralized level**: Districts (administrative units) , at the level of each Wilaya. Each district is structured and divided into departments according to the tasks

The departments that make up each district are:

1-6-1) Commercial department:

The commercial department oversees the execution and application of the company's commercial policy. This department has a marketing and advertising aspect, it mainly concerns the activities of marketing and distribution of petroleum products.

Its missions are to :

- Manage product sales and inventory movements between stores

- Establish sales balances, prices, forecasts, growth rates
- Study the market and analyse customer segments and their consumption

It is divided into three services:

- **Operating service** : manages the LP centres (Lubricant and Pneumatic)
- **Sales service**: controls the sales activities of all petroleum products. , thus it is composed of Lubricant and Pneumatic section.
- **Network service**: Covers all sales activities at NAFTAL service stations.

1-6-2) Transport and Technical Department:

The Transport and Technical Department is responsible for the administrative management of the rolling stock of the recharging parts and the driving staff, ensuring that the other departments operate consistently. It also develops preventive and curative maintenance plans for equipment, depot, and pipeline and then executions.

It is divided into four services:

- **Operations and Maintenance service** : consists of network section and GPL/C conversion section.
- **Distribution service**: Responsible for building and managing gas stations .
- **Works and Transport service**: composed of a purchasing section, working with a buyer, shop manager, truck driver . .etc. , and the section of new works including a building electrician, mason, factotum .. etc.
- **Design service** : comprised of engineers and design technicians

1-6-3) IT Department:

The employees in this department are computer engineers . The main role of this department is to create and develop the company's computer systems and networks.

This department is composed of two services only only:

- **System and network service**
- **IT management service.**

The mission of this department is:

- Collection and analysis of management information
- Development of dashboards and reporting of different activities
- Ensure installation and operation and backup of management software and related data.
- Create and ensure the proper functioning of the necessary software in the other departments,
- Create and manage enterprise sites

1-6-4) Finance and Accounting Department:

It mainly deals with the interpretation of financial flows into accounting entries and then translates them into a balance sheet at the end of each accounting period.

The Finance and Accounting Department is responsible for:

- Ensuring financial continuity of other departments and services
- Control the expenses and expenses incurred by the company, and establish the necessary financial analyses
- Ensure reconciliation of accounting entries with physical and financial flows
- Coordinate and monitor all treasurer, budget and wealth accounting activities
- Consolidate, analyse accounting statements and ensure District accounts are truthful

This department comprises three departments:

- **Treasury:** it is composed of two sections, the Revenue Section and the Expenditure Section.

Its mission is to monitor and control financial flows , Process expenditure files, Perform account accounting and reconciliation

- **General Accounting:** Its mission is to draw up the balance sheets and accounting documents, prepare the balance sheets and check account closures, prepare the analysis and accounting summaries and carry out the opening and closing operations
- **Budgets and Costs:**, Its mission is to draw up the estimated investment budgets and consolidate all the expenses necessary to determine the cost, adjust the budgets and appropriations

1-6-5) Human Resources Department:

The human resources department within NAFTAL is responsible for organising and executing all actions related to the management of its human capital.

The human resources department's tasks are related to the administrative management of the company's personnel and the coordination of its activities. This is about

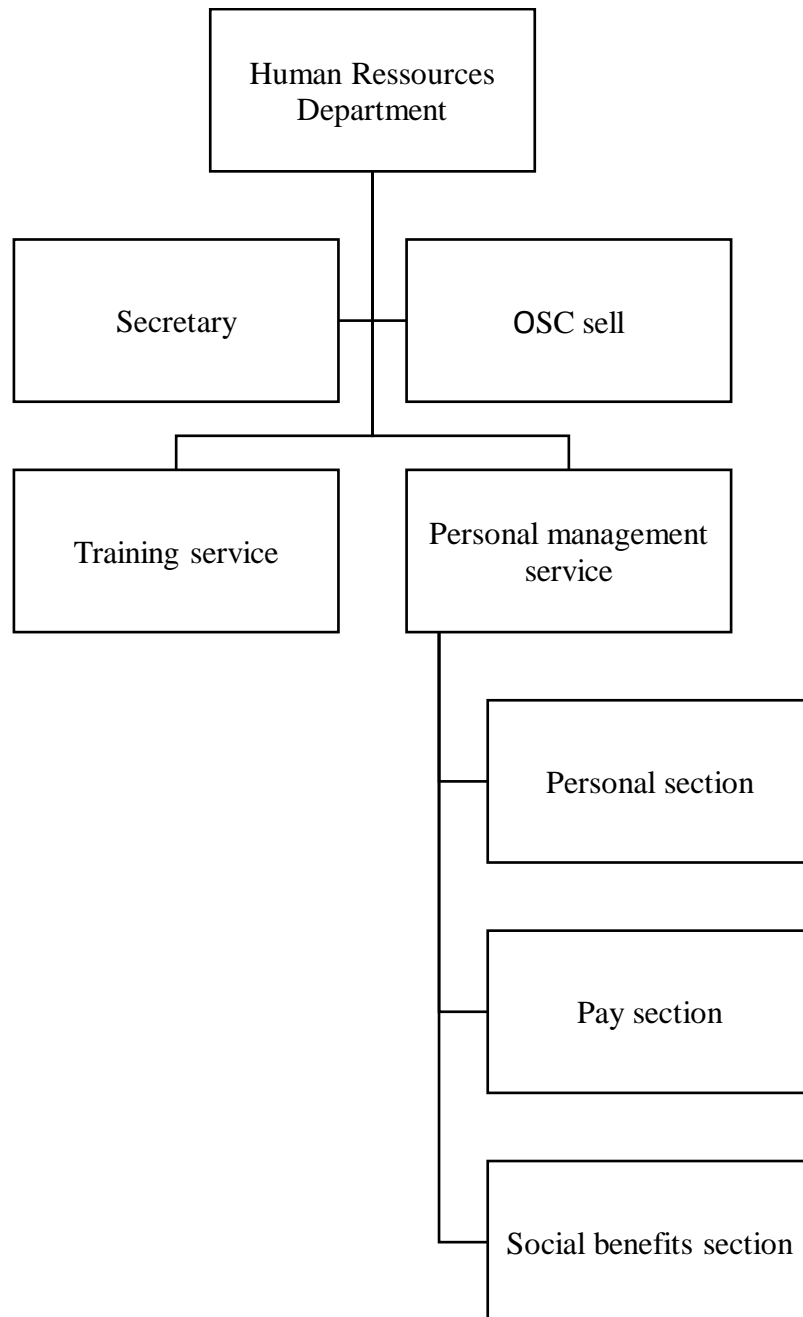
- Recruit the best people and know how to attract the best candidates.
- The implementation, maintenance and continuous improvement of the Integrated Management System (measurement indicators).
- Enable employees to have the ability to adapt to the environment and workplace
- Provide a positive environment for employees to be motivated and want to stay.

In order for these missions to be accomplished, several decisive functions must be performed: Recruitment, vocational training.. And other functions distributed by department departments:

- **Personnel management department**
- **Training department**
- **The OSC sell**

2) Human resources department function within NAFTAL

Figure n°01 : Organizational structure of human resources department in NAFTAL



Source : Established by us

2-1) Personnel Management Services:

2-1-1) Personal Section:

The personnel section's mission is to manage and mobilize human resources through the following tasks:

- Ensure and follow the recruitment process:
 - The expression in need of recruitment and the prospection of applications: Through a notice of call for recruitment by the use of a form.
 - After analysis in need of recruitment, launch of call for applications and search for candidates for positions
 - Disseminate electronic announcement on the NAFTAL portal .
 - Receiving applications submitted by candidates
 - The pre-selection of candidates is an operation to retain candidates who meet the criteria for entry to the position. Short-listed candidates are invited to take the selection tests
 - The selection of candidates through professional tests assessing the candidate's technical knowledge enabling him to occupy the position and psycho-technical tests of the exclusive competence of managers with the titles of psychologists determining personality traits and candidate skills
 - Establish the contract of employment
 - The constitution of a regulatory file of the selected candidates .. this folder contains certain documents such as birth certificate, CCP account number .
 - the installation of the new recruit, formalized by a check-in form established within 48 hours of its installation
 - Welcome and integration of new employees. It is a matter of orienting and introducing the new employee in the reception structure
 - Establish an act of confirmation enshrined in a regulatory decision. This act is signed by the designated official

- Track staff scores
- Develop and monitor vacation planning
- Establish work certifications and various documents
- Manage transactions (assignment, deployment, etc.)
- Maintain various regulatory records: such as :
 - Personnel register
 - Leave register
 - Register of accidents at work

2-1-2) Pay Section:

The pay section tasks are related to compensation:

- Employment report on wage statistics
- Ensure the collection and formatting of fixed and variable data required for pay completion
- Monitoring and transmitting the preparation of pay or post pay recap work within the prescribed time frames
- Establish the staff budget in terms of salaries;
- Maintain the payroll register;
- Management of pay files;
- Verification of mission expenditure summary statements;

2-1-3) Social Benefits Section⁶¹

The Social Benefits Section is responsible for:

- Monitoring and updating of data on family allowances

⁶¹ Internal Document of NAFTAL

- Update the Work Injury Register;
- Prepare and monitor CNAS contribution statements;
- Ensure correspondence with the CNAS organization
- Follow the declarations of employment and applications for assignment of social security member number;
- Record Keeping:
 - Reimbursement of medical expenses,
 - Supplement and premiums awarded by the mutual fund,
 - Special leave (maternity, circumcision, birth, marriage, death);
- Treatment and monitoring of work stoppages (sickness, accident at work, contract with the social security fund and mutual fund);
- IT input of social situations and CNAS repayment statements;

2-2) Training service:

The purpose of the training policy is to have staff who meet the qualification standards imposed by their activity.

The objectives of training within NAFTAL are to :

- Meet a real need;
- Sustainably improving skills and competencies
- Acquire a global and coherent vision of human resources processes;
- Master the techniques and the entire management process
- Improve employee performance

The mission of the training department is to develop the training plan :

- **Identify the needs:**

The identification operation is triggered by the human resources training department with essential tools for the expression of needs with maximum precision on an adequate support

➤ **Analyse needs:**

Treatment consists essentially of:

- Analysis of expressed needs in relation to the objectives of the company.
- Classification of actions by type of training: Long-term training Short-term training.. etc
- consolidation of test results.

➤ **Confirmation of consolidation by the senior manager of the structure**

➤ **Develop the Training Needs Statement:**

It is a document that must specify the needs of agents. it includes the agent's assessment (last name, first name, etc.) and function (fully mastered skills, partially mastered, not mastered ..)

Each Training Requirement Statement must be signed by the District Director General. Once this card is signed, the district sends all the cards to the general management in Cheraga in Algiers to see what will participate and who are accepted to make the training choose.

➤ **The precise areas of training required**

After acceptance of the selected courses and from the expression sheets the district will draw up the training plan. However, the following areas of training must first be specified:

- **Technical and maintenance:** which concerns the knowledge of equipment and electronic installation.
- **Environmental Health and Safety (HSE):** who to dispose through the implementation of HSE provisions
- **Computer:** this is what concerns Excel.

- **Management:** this is what concerns compensation management, stock management, softwares..

- **Develop the training contract:** it includes articles concerning the training that must be signed by the person concerned, these articles consist in:
 - The object of the contract
 - Title and duration of training
 - Location of training
 - Course schedule
 - Costs and support during training (half board, full board ..)
 - Remuneration for training
 - The Obligations (follow the teaching and Apply all the instructions and special instructions given to him as part of his training)

- **Setting up a training plan:**
 - 1-Designating employees for training and their registration;
 - 2- Establish a monthly training dashboard with the following information:
 - Business lines (basic trades, industrial maintenance, etc.)
 - Type of needs
 - Cost of training which must take into account the direct costs of training (tuition fees, tax and social charges, pre-salaries, mission costs, transport costs, etc.).
 - The duration of training, the centre of training.

- **Follow the training process:** Adhere to work schedules and schedules. And Check whether all the conditions of management, restoration, teaching materials, case studies, are met for the success of training actions.

➤ **Evaluate the training plan:**

- **Hot evaluation:** The hot evaluation allows the trainee at the end of his training to express their recommendation and their satisfaction through a scorecard.
- **Cold evaluation** In recovery, the trainee will be evaluated over time with respect to his manager so the quality goes through the conditions of use of the acquired because, it is not the product that serves as reference to the quality of training, but also its use

2-3) The OSC cell (social and cultural office):

The OSC cell is responsible for managing social and cultural activities within the company. These are non-mandatory activities funded by the company for its employees and their families, aimed at improving quality of life and well-being at work .

These activities include:

- Leisure activities: holidays and tour packages
- The colony for children
- Sports activities and competitions

It is also about offering social premiums , and financial aid for employees' widowers and orphans ,

Section 02: Study results presentation.

In order to better understand the problem, we have done a practical study on the level of NAFTAL Company, by observation and analysing the results that was obtained by a questionnaire to facilitate our study.

1) Study sample:

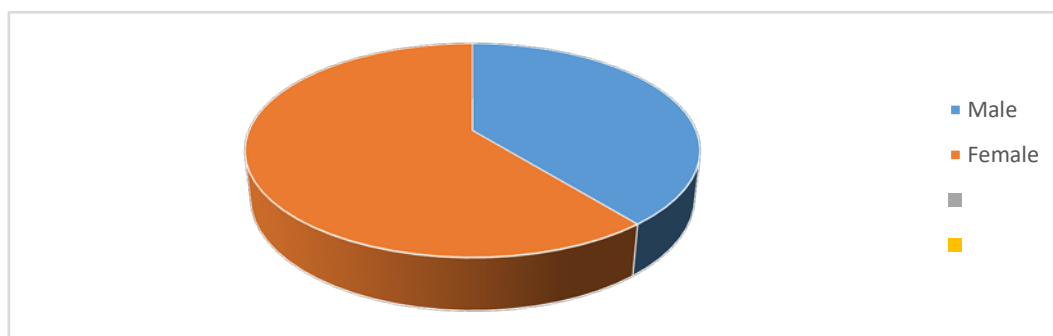
The questionnaire was distributed to a random sample, and a total of 46 questionnaires were distributed to the participants. 46 questionnaires were retrieved and analysed, thus the sample size was determined to be 46 individuals.

Table n°03: Distribution of employees according to their gender

Gender	Number	Percent %
Male	18	39,1
Female	28	60,8
Total	46	100

Source: Established by us

Figure n°02 : Graphic presentation of the distribution of employees according to the gender



Source : Established by us

Comment :

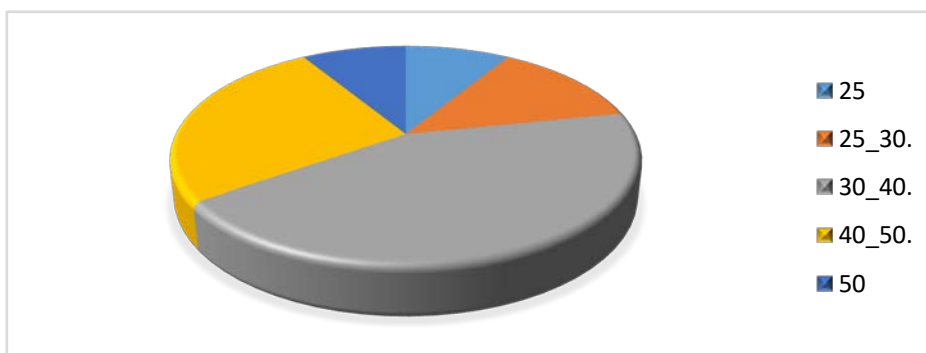
Through the statistical analysis of this table, we observe that the majority of the participants are females, with a total of approximately 28 women, accounting for 60,8 %. In contrast, the number of males is 18, representing 39,1 %. This indicates that the female population in the HR department surpasses the male population, suggesting that administrative work suits females and they are capable of performing it well. This substantial ratio confirms this statement.

Table n°04 : Distribution of employees according to the age

Ages/ years	Frequency	Percent %
< 25	4	8,7
25-30	6	13
30-40	20	43,4
40--50	12	26,1
>50	4	8,7
Total	46	100

Source : Established by us

Figure n°03 : Graphic presentation of the distribution of employees by Age



Source : Established by us

Comment :

From the table above, we see that the age distribution of employees in NAFTAL Company shows interesting patterns. It is noteworthy that the majority of employees fall within the age range of 30 to 40 years, accounting for 43.4% of the total. This suggests a significant concentration of mid-career professionals within the company. Additionally, a considerable portion of employees, 26.1%, belongs to the age group of 40 to 50 years, indicating a significant presence of experienced individuals who have likely spent a considerable amount of time with the company.

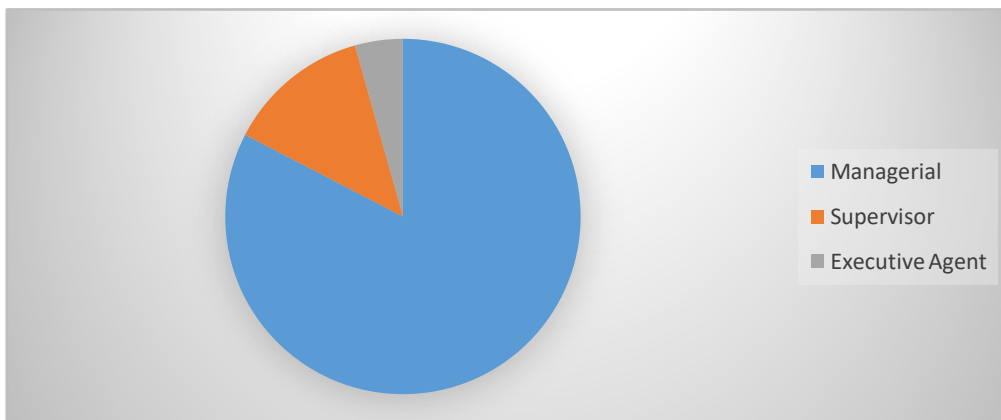
The fact that only 8.7% of employees are below 25 years highlights a lower presence of young professionals in the company, possibly indicating a preference for more experienced candidates

Table n°05 : The distribution of the employees according to their occupational categories

Occupational categories	frequencies	Percent %
Executive agent	02	4,3
supervisor	06	13
Managerial	38	82,6
Total	46	100

Source Established by us

Figure n°04 : Graphic presentation of the distribution of Employees according to their occupational categories



Source : Established by us

Comment :

According to the table above, we notice that 2 employees (4.3%) is an executive agent

6 employees (13%) are supervisors , and a significant majority of 38 employees (82.6%) are managerial , so the majority of employees (82.7%) are managerial staff , which is translated by the nature of the work within the department

After applying the questionnaire to the study sample, and after analysing the raw results obtained, we will present these results according to the study hypotheses.

After that, these hypotheses will be explained, interpreted, and discussed, and we will mention the hypotheses raised at the beginning of the study.

2) Presentation of the study results:

This study aims to verify the following hypothesizes:

A) Employee integration process is a set of steps and actions to adapt employees to the work environment.

B) The presence of a clear vision and strategic goals, effective communication channels, a positive work culture, and improved productivity are indicators of a well-performing organization.

C) integration process has a positive impact on internal performance.

The following results were obtained using SPSS software .

2-1) Verification of the first hypothesis :

“Employee integration process is a set of steps and actions to adapt employees to the work environment”.

Employee Integration Process:

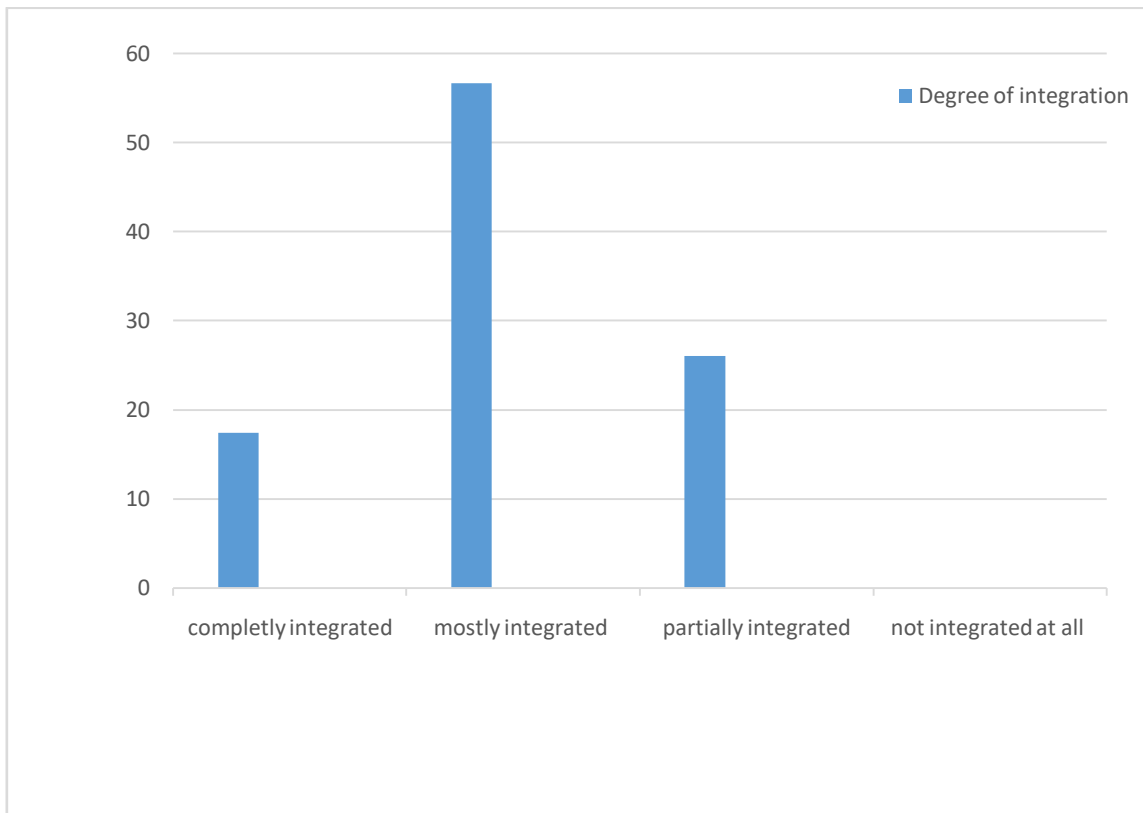
Question n°01: how well do you feel integrated into the organization “NAFTAL ”?

Table n°06 : Employees opinion about their integration

Degree of integration:	frequency	Percent %	Valid percent %	Cumulative percent %
Completely integrated	08	17,4	17.4	17.4
Mostly integrated	26	56,6	56	73.9
Partially integrated	12	26	26	100
Not integrated at all	0	0	0	100
Total	46	100	100	//

Source : Established by us

Figure n°05 : Graphic presentation of Employee's opinion about their integration



Source : Established by us

Comment :

The table indicates that the participants generally feel well integrated into the organization "NAFTAL." Out of the 46 participants, 34 (73,9 %) chose either "completely integrated" or "mostly integrated," reflecting a significant majority, 8 participants (17.4%) chose "completely integrated," which indicates a high level of satisfaction with their integration within the organization, on the other hand, 12 participants (26%) selected "partially integrated." While this number is relatively small, and no one chose "not integrated at all" which is a good sign.

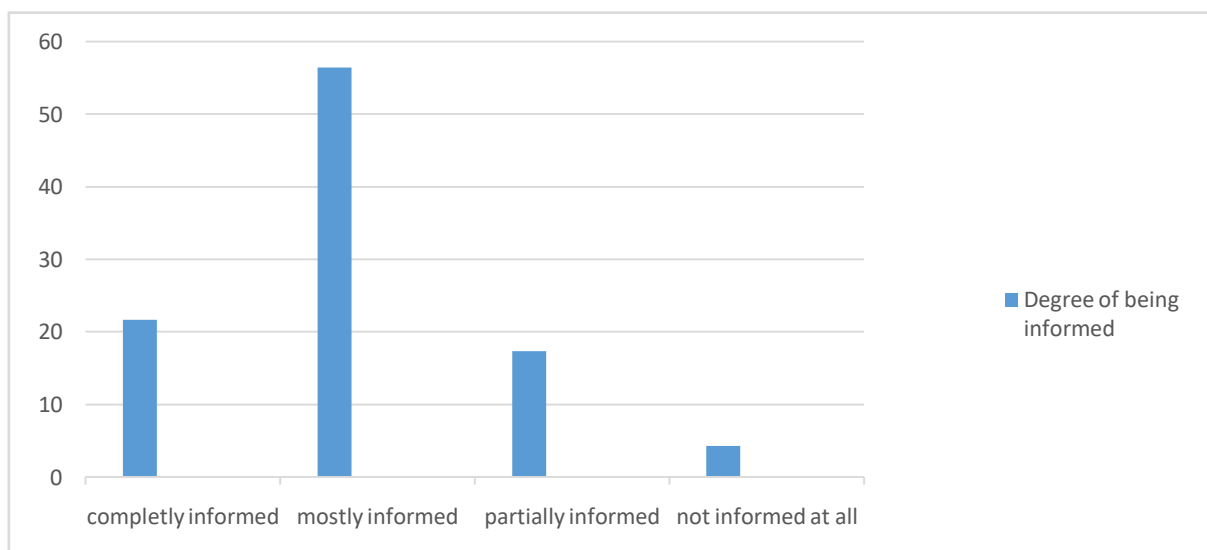
Question n°02: how well were you informed about the organization's goals, strategies, and overall direction?

Table n°07: Employee's opinions about being informed

Degree of information:	frequency	Percent %	Valid percent %	Cumulative percent %
Completely informed	10	21,7	21.7	21.7
Mostly informed	26	56,5	56.5	78.3
Partially informed	08	17,4	17.4	95.7
Not informed at all	02	4,3	4.3	100
Total	46	100	100	//

Source : Established by us

Figure n°06 : Graphic presentation of employees opinion about being informed



Source : Established by us

Comment :

The results presented in the table reveal a range of levels of knowledge among the participants, the majority of participants 56,5 % indicated being mostly informed about the organization's goals, strategies, and overall direction, a notable number (10 participants with 21,7 %) chose completely informed, 8 participants (17,4 %) chose partially informed, while one participant reported not being informed at all. the results indicate a mix of satisfaction levels regarding the participants' knowledge about the organization's goals, strategies, and overall direction.

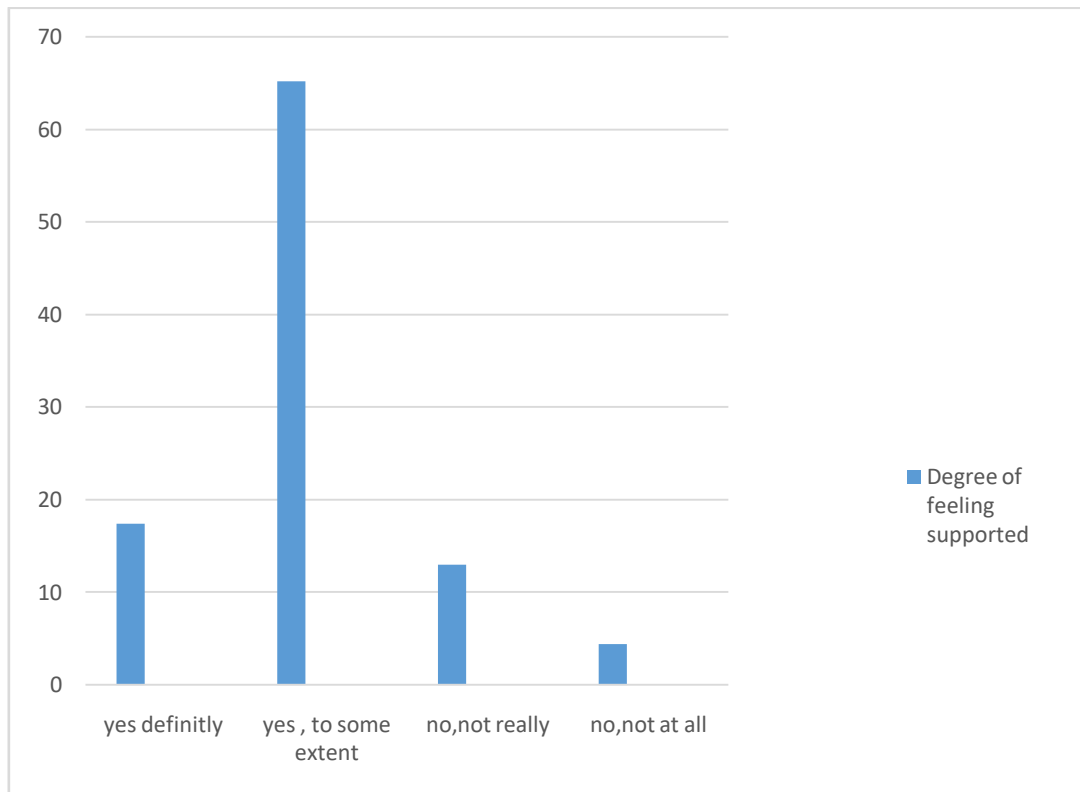
Question n° 03: do you feel adequately supported within your work?

Table n°08 : Employees opinion about support in the work

Support:	frequency	percent%	Valid percent%	Cumulative percent %
Yes, definitely	8	17,4	17.4	17.4
Yes, to some extent	30	65,2	65.2	82.6
No, not really	6	13	13	95.6
No, not at all	2	4,4	4.4	100
Total	46	100	100	//

Source : Established by us

Figure n°07 : Graphic presentation of employees opinion about the support in the work



Source : Established by us

Comment :

The results of the table indicate that the majority of the participants, 30 out of 46 (65,2 %), feel supported to some extent and 8 feel definitely supported, this suggests that there is a moderate level of support within the workplace, as a significant portion of the participants expressed a positive sentiment regarding support, a small percentage of participants (13 %), 6 out of 46, expressed feeling unsupported, and 1 participant reported not feeling supported at all.

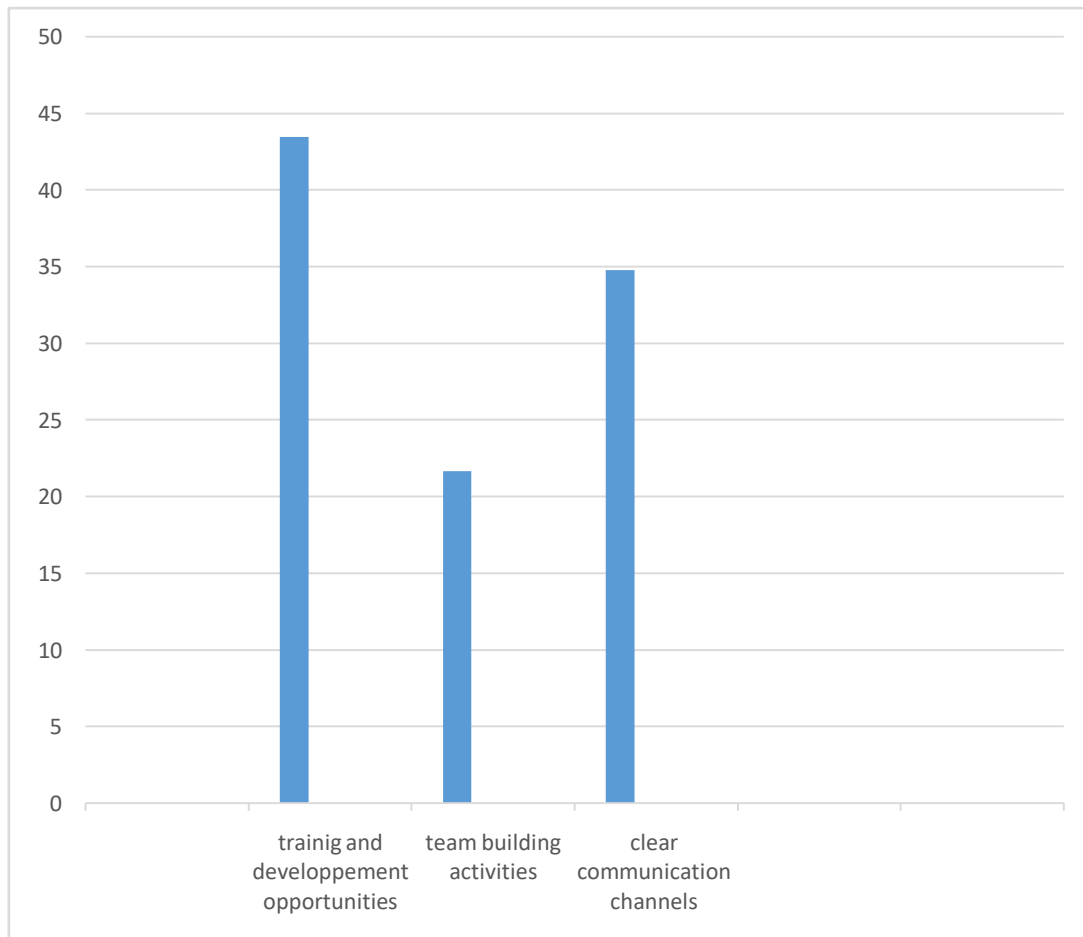
Question 03: what specific steps or activities were taken to integrate you into the organization “NAFTAL” when you joined?

Table n° 09: Integration’s activities in NAFTAL

Activities:	frequency	percentage %	Valid percent %	Cumulative percent %
Onboarding and orientation programs.	0	0	0	0
Training and development opportunities.	20	43,5	43.5	43.5
Mentor-ship and coaching programs.	0	0	0	0
Team-building activities	10	21,7	21.7	65.2
Clear communication channels	16	34,8	34.8	100
Other (please specify)	0	0	0	100
Total	46	100	100	//

Source : Established by us

Figure n°08 : Graphic presentation integration activities in NAFTAL



Source : Established by us

Comment :

Through the table above, we can see that the choices are centralized only on the three activities, most of participants (10) chose training and development with a portion of 43,5%, 8 participants chose clear communication (34,8 %), and 5 participants chose team-building activities with a portion of 21,7 %, while we see an absence of the other activities.

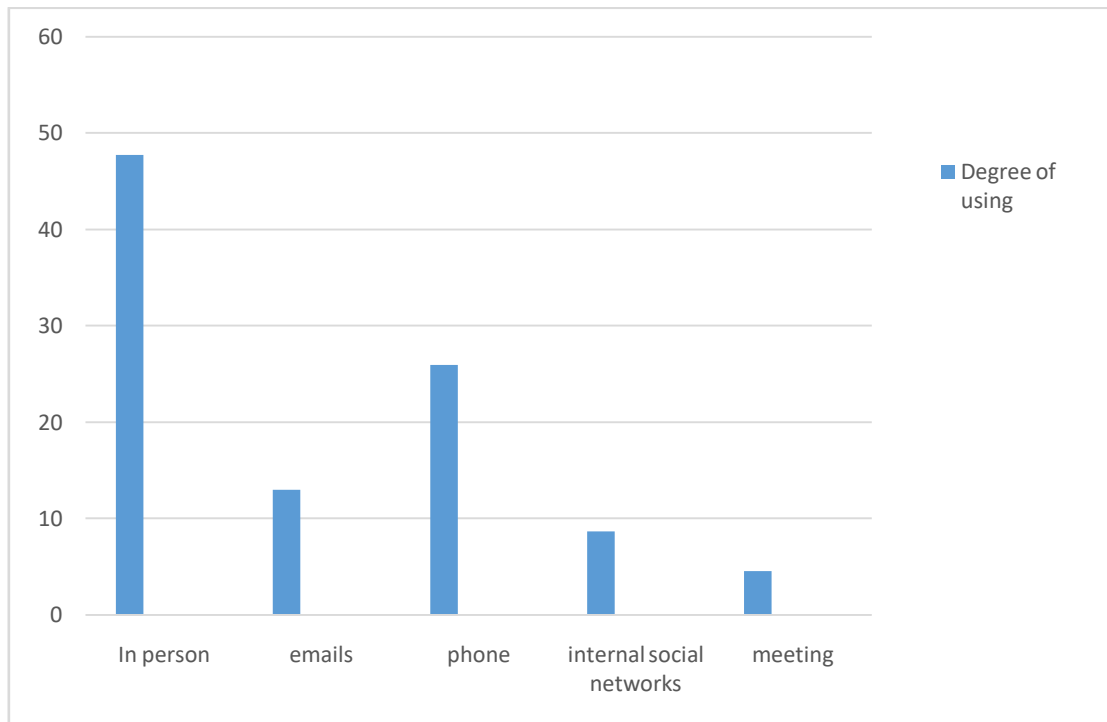
Question n° 04: what communication channels are used ?

Table n°10: Communication channels used in NAFTAL

Channels:	Frequency	Percent%	Valid percent%	Cumulative percent %
In-person	22	47,8	47.8	47.8
Emails	6	13	13	60.8
Video conferencing	0	0	0	0
Phone	12	26	26	86.8
Internal Social Networks	4	8,7	8.7	95.5
Meeting	2	4,6	4.6	100
Other	0	0	0	0
Total	46	100	100	//

Source : Established by us

Figure N°09 : Graphic presentation of communication channels used in NAFTAL



Source : Established by students

Comment :

We notice that the most of the employees (22) prefer to communicate in person with a portion of: 47,8 %, 12 employees (26 %) communicate by phone, 6 employees (13 %) chose emails, and 04 (8,7 %) chose internal social Networks, while 02 employees chose Meetings as a channel of communication.

Question n°05: what improvements, if any, would you suggest for the employee integration process in NAFTAL Company

Improvements suggested by employees:

_It would be helpful to have regular feedback sessions

_Online portal with detailed information about policies, procedures, and resources".

_ "Organizing social events"

_ "Team-building activities outside of work".

Comment :

The employees' suggestions focus on enhancing communication, providing easy access to information, promoting employee engagement, and strengthening team dynamics. Implementing these improvements can contribute to a more inclusive and supportive work environment, fostering employee integration and satisfaction within NAFTAL Company.

2-2) Verification of the second hypothesis :

“The presence of a clear vision and strategic goals, effective communication channels, a positive work culture, and improved productivity are indicators of a well-performing organization”.

Internal Organizational Performance:

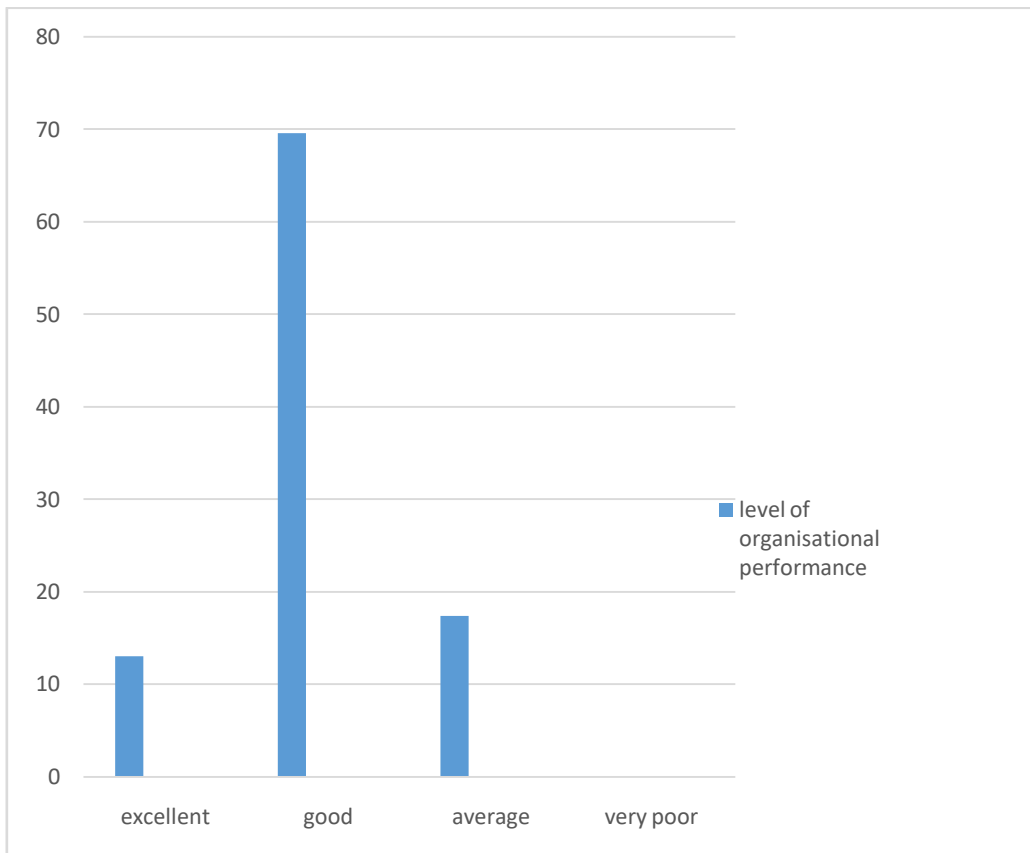
Question n°6:How would you rate the current level of organizational performance in your department or team?

Table n ° 11 : level of organizational performance:

Level:	frequency	Percent %	Valid percent %	Cumulative percent %
Excellent.	06	13	13	13
Good.	32	69,6	69.6	82.9
Average.	8	17,4	17.4	100
Very poor.	0	0	0	100
Total	46	100	100	//

Source : Established by us

Figure n°10 : Graphic presentation of level of organisational performance



Source : Established by us

Comment :

The table indicates that the majority of respondents, 32 in total (69.6%), rated the organizational performance as "Good", which suggests that a significant portion of individuals believe that the department or team is performing well, while only 06 respondents (13%) rated the current level of organizational performance as "Excellent", a few individuals (08) respondents (17.4%) considered the organizational performance to be "Average" and no one rated the current level of organizational performance as "Very poor".

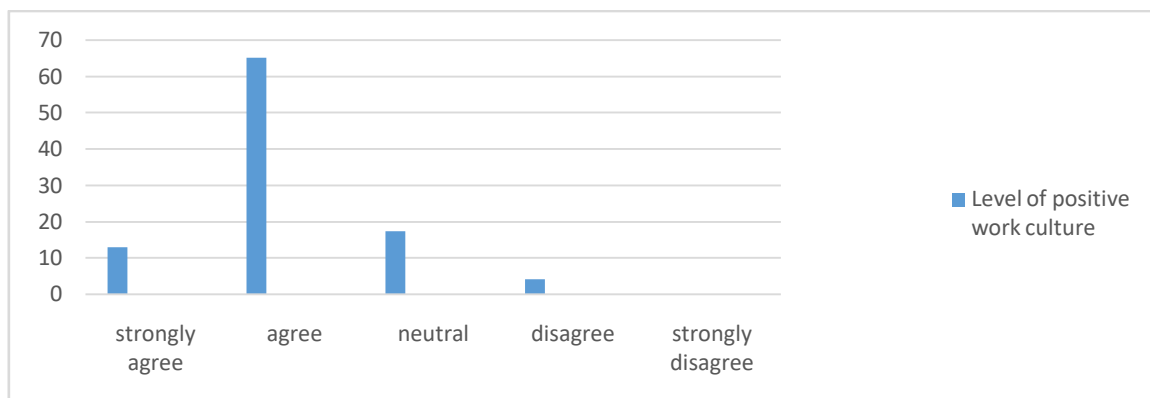
Question n°07: The organization promotes a positive work culture and employee engagement.

Table n°12 : Level of positive work culture and engagement:

Responses:	Frequency	Percent %	Valid percent %	Cumulative percent %
Strongly Agree	06	13	13	13
Agree	30	65,2	65.2	78.2
Neutral	08	17,4	17.4	95.6
Disagree	02	4,3	4.3	100
Strongly Disagree	0	0	0	100
Total	46	100	100	//

Source : Established by us

Figure n°11 : Graphic presentation of the level of positive work culture and engagement



Source : Established by us

Comment :

The table above shows The majority of respondents (36) either agree or strongly agree that the organization promotes a positive work culture and employee engagement with portions of: 65,2% and 13% respectively, However, a small percentage of respondents expressed neutral or disagreeing views, 17,4% and 4,3% respectively.

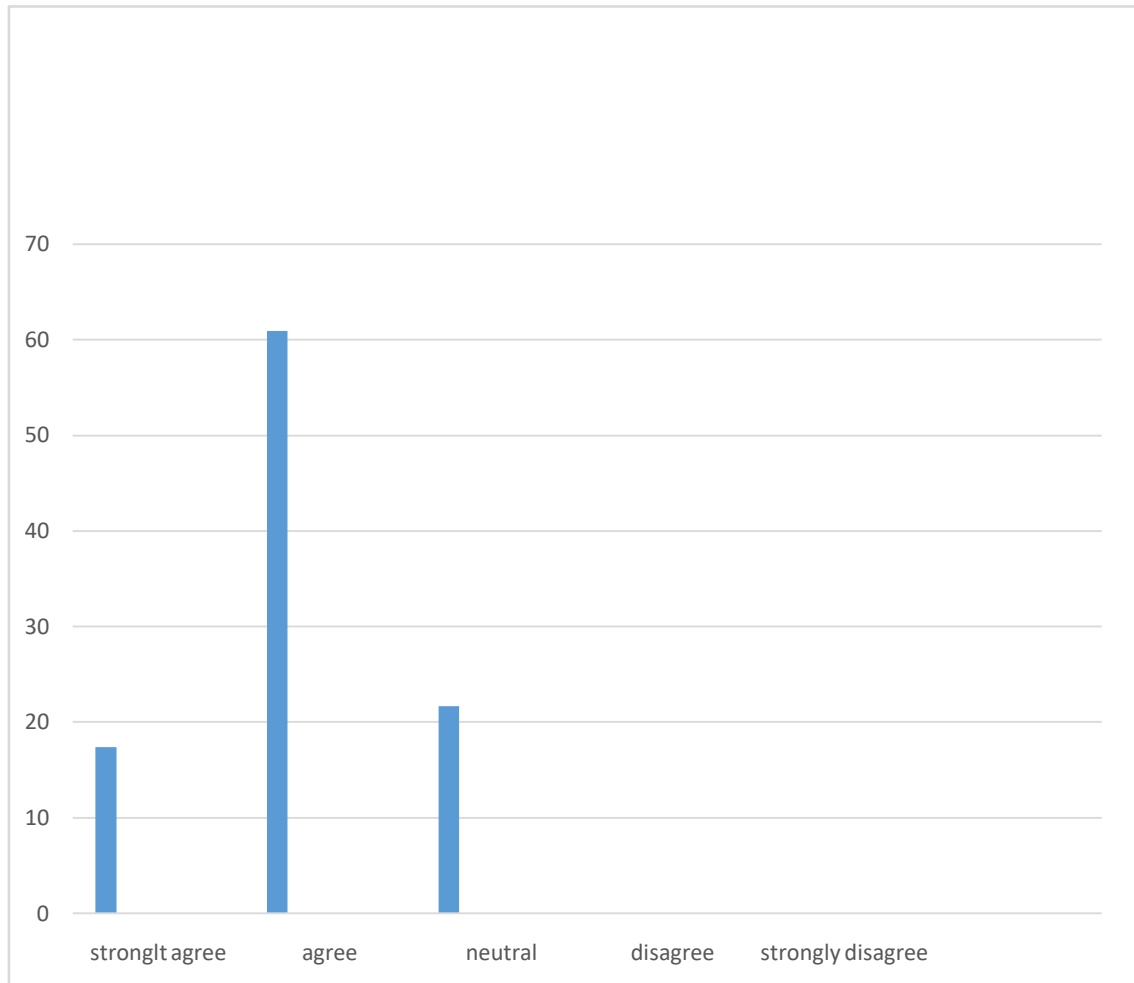
Question n°08: The organization has a clear vision and strategic goals?

Table 13: Employees opinion about the company's vision and goals

Responses:	Frequency	Percent %	Valid percent %	Cumulative percent %
Strongly Agree	8	17,4	17.4	17.4
Agree	28	60,9	60.9	78.3
Neutral	10	21,7	21.7	100
Disagree	0	0	0	100
Strongly Disagree	0	0	0	100
Total	46	100 %	100	//

Source : Established by us

Figure n°12 :Graphic presentation of employees opinion about th e company’s vision and goals



Source : Established by us

Comment :

The table indicates that 08 respondents (17.4%) strongly agreed that the organization has a clear vision and strategic goals, 28 respondents (60.9%) agreed and 10 respondents (21.7%) had a neutral stance while No respondents disagreed or strongly disagreed with the statement, So we can say that majority of respondents (78.3%) either strongly agreed or agreed that the organization has a clear vision and strategic goals.

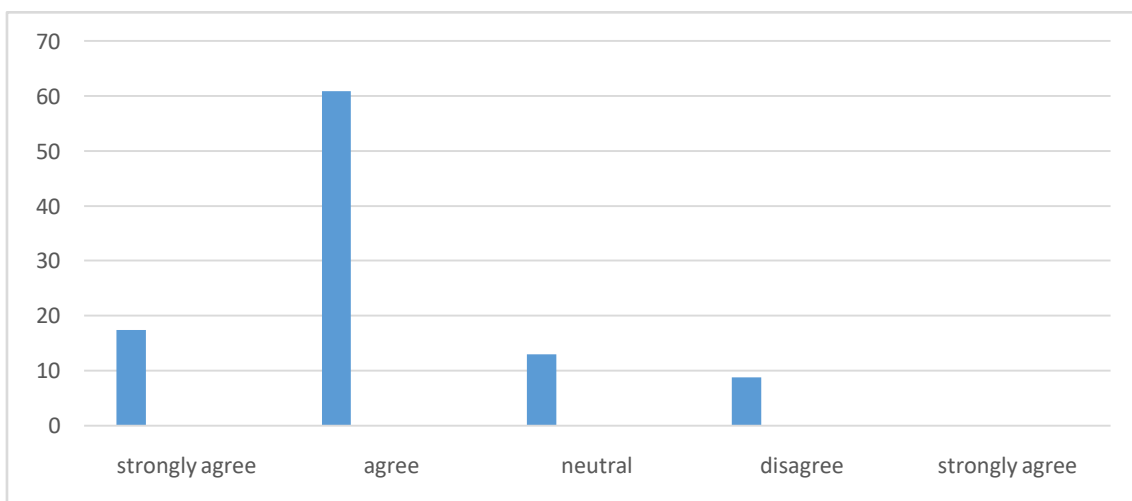
Question n°09: The organization has effective communication channels that facilitate information sharing?

Table n° 14 : Employees opinion about effective communication channels

Responses:	Frequency	Percent %	Valid percent %	Cumulative percent %
Strongly Agree	8	17,4	17.4	17.4
Agree	28	60,9	60.9	78.3
Neutral	6	13	13	91.3
Disagree	4	8,7	8.7	100
Strongly Disagree	0	0	0	100
Total	46	100	100	//

Source : Established by us

Figure n°13: Graphic presentation of Employees opinions about effective communication channels



Source : Established by us

Comment :

The table above indicates that the majority of respondents, 36 out of 46(78.3%), selected either "Strongly Agree" or "Agree" options, this suggests that a significant portion of the participants perceives the organization to have effective communication channels for facilitating information sharing, a smaller percentage of respondents, 06 out of 46 (13%), indicated a neutral stance, while 04 out of 46 (8.7%) disagreed with the statement, This indicates that a minority of participants were unsure or did not perceive the organization's communication channels as effective.

We also note that there are no responses in the "Strongly Disagree" category, which suggests that none of the participants strongly believed that the organization had ineffective communication channels for information sharing.

Question n°10 : what specific measures or actions, if any, do you think can contribute to improving the internal organizational performance within your department or team?

Employees' suggestions:

- _Encourage regular communication and collaboration among team members.
- _Implement performance evaluation and feedback mechanisms.
- _Provide opportunities for skill development and training.
- _Recognize and reward employees for their achievements and contributions.
- _Foster a positive work environment and promote work-life balance.
- _Enhance employee engagement through meaningful work and autonomy.
- _Establish clear goals and expectations for each team member.

Comment :

We notice that these suggestions highlight the significance of effective communication, employee development, recognition, work environment, engagement, and clarity in enhancing internal organizational performance within the department or team, implementing these measures can lead to improved teamwork, productivity, job satisfaction, and overall success.

2-3) Verification of The third hypothesis:

“The impact of the integration process on the internal performance of the organization is positive”.

The impact of integration process:

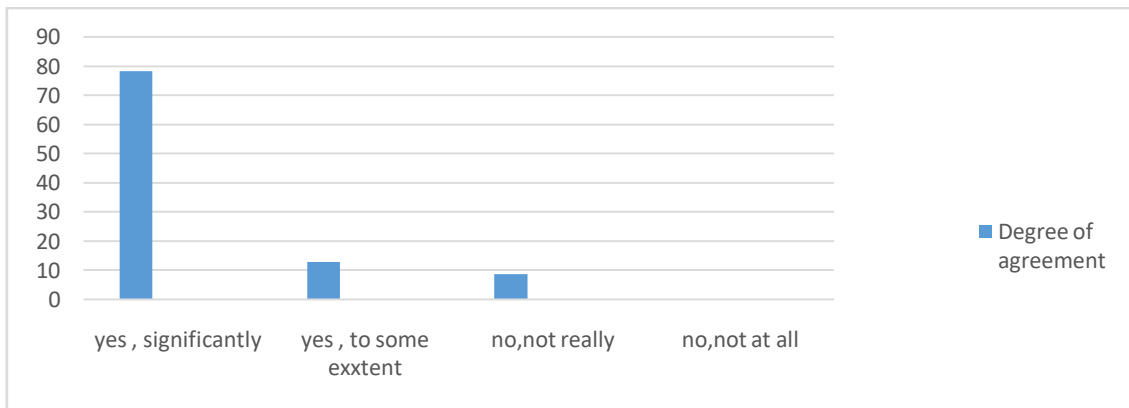
Question n°11: Based on your experience and observations, do you believe that a well-defined and structured employee integration process impacts organizational performance?

Table n° 15: Employees opinion about the impact of integration process on organizational performance:

Responses:	frequency	Percent %	Valid percent %	Cumulative percent %
Yes, significantly.	36	78,3	78.3	78.3
Yes, to some extent.	06	13	13	91.3
No, not really.	04	8,7	8.7	100
No, not at all.	0	0	0	100
Total	46	100	100	//

Source : Established by us

Figure n°14 : Graphic presentation of Employees opinion about the impact of integration process on organisational performance



Source : Established by us

Comment :

Through the table above, we notice that the majority of respondents, specifically 78.3% of them, believe that a well-defined and structured employee integration process has a significant impact on organizational performance, 06 respondents 13%, believe that employee integration processes have some extent of impact, while 04 employees (8,7%) see that does not have a significant impact, in general, this indicates that most of these individuals have observed and experienced positive outcomes resulting from an effective integration process within their organizations.

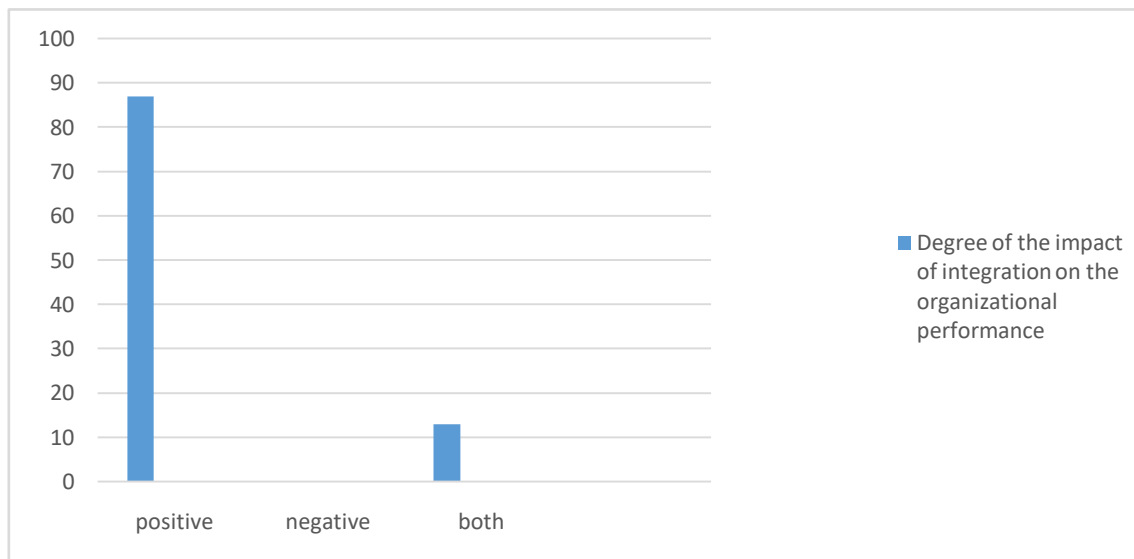
Question n°12: if yes, is it positive or negative impact?

Table n°16: The nature of integration's impact on the organizational performance

Responses:	Frequency	Percent %	Valid percent %	Cumulative percent %
Positive.	40	87	87	87
Negative.	0	0	0	87
Both.	6	13	13	100
Total	46	100	100	//

Source : Established by us

Figure n°15: Graphic presentation of the integration's impacts on the organisational performance



Source : Established by us

Comment :

We notice that the majority (40) accounting for 87% of respondents believe that a well-defined and structured employee integration process has a positive impact on organizational performance, which suggests that these individuals perceive the integration process as a beneficial factor that contributes to positive outcomes within the organization, while 06 employees (13 %) see that it has both positive and negative impact, indicating that there may be various factors or circumstances that can influence the overall impact, However, no one of these respondents believe that there is a negative impact.

Question n°13: in your opinion, what are the potential positive impacts of an effective employee integration process on organizational performance?

Employees' suggestions:

- _Increased employee productivity.
- _Improved employee satisfaction and engagement.
- _Enhanced teamwork and collaboration.

_Reduced turnover and increased retention.

_Better communication and information sharing.

Comment :

The responses provided by employees highlight several potential positive impacts of an effective employee integration process on organizational performance. These insights provide valuable information about the benefits that employees perceive as a result of a well-structured integration process.

Question :Cross of the question n°06 and question n°12

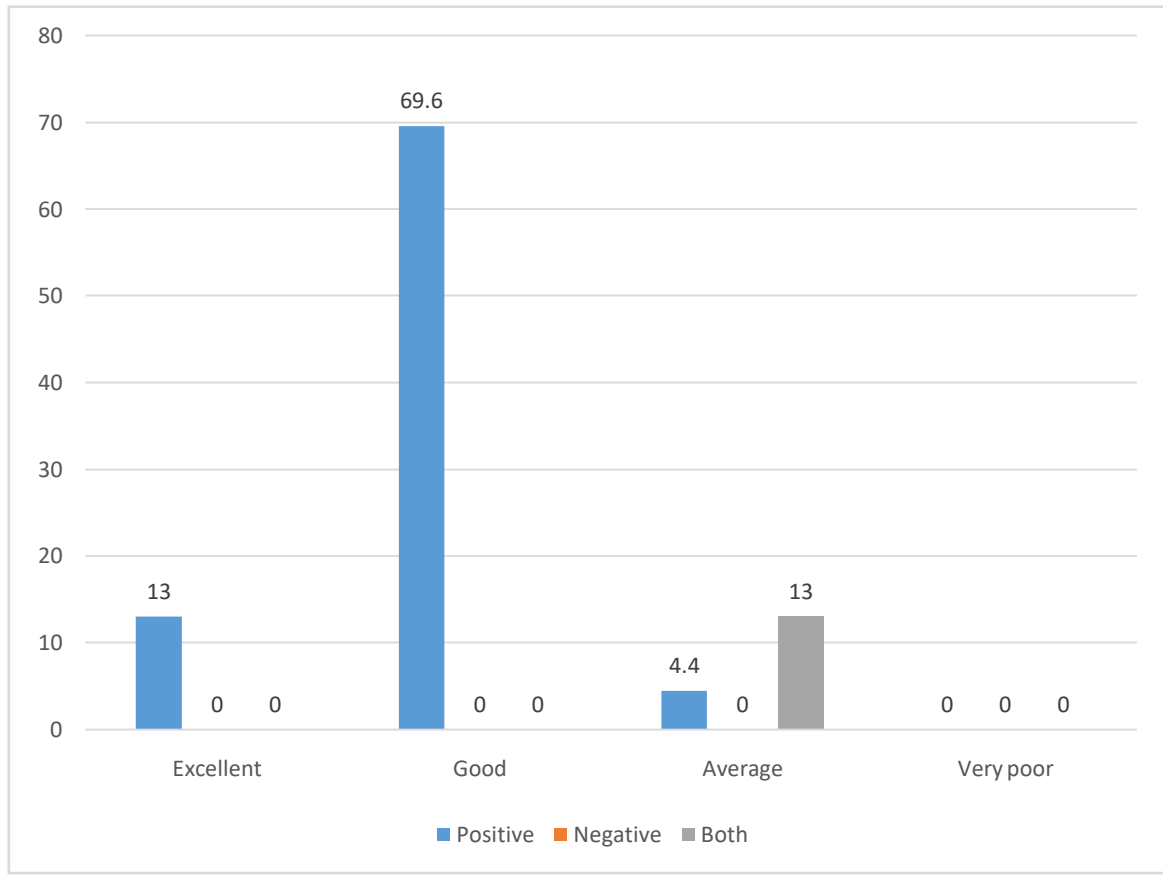
How would you rate the current level of organisational performance ?* If there is an impact of the integration on the performance , is it positive , negative , or both ?

Table n°17: the relation between the integration and the organisational performance

		What is the nature of integration's impact on the organisational performance						Total	
		Positive		Negative		Both			
		f	%	f	%	f	%	f	%
How would you rate the current level of organisational performance?	Excellent	06	13	00	00	00	0	06	13
	Good	32	69.6	00	00	00	0	32	69.6
	Average	02	4.4	00	00	06	13	08	17.4
	Very poor	00	00	00	00	00	0	00	00
total		40	87	00	00	06	13	46	100

Source : Established by us

Figure n°16 : Graphic presentation of the cross table of question n°06 and question n°12



Source : Established by us

Comment :

100 % of employees who think that the level of organisational performance in NAFTAL is excellent or good , voted that the impact of integration in the company is positive

Employees who voted that the level of performance in the company is average , variates between employees who believe that the impact of integration is either positive , or positive and negative

0 % of employees think that the level of performance is poor , 0% of employees think that the impact of integration is only negative .

Section 03: Analysing and discussing the results:

1) Analysis of the first hypothesis :

Analysis:

The participants generally feel well integrated into the organization "NAFTAL", The majority of participants (73.8%) chose options indicating high levels of integration ("completely integrated" or "mostly integrated"), and no one reported feeling "not integrated at all" (**Figure n°05**), This supports the hypothesis that the employee integration process has been successful in adapting employees to the work environment.

There are a varying levels of knowledge about the organization's goals, strategies, and overall direction, while the majority (56.5%) indicated being mostly informed, there were participants who chose options indicating partial or no knowledge (**Figure n°06**). This suggests that the employee integration process may need improvements in terms of effectively communicating organizational goals and strategies to all employees.

The majority of participants (65.2%) feel supported to some extent within their work, however, a small percentage (13%) expressed feeling unsupported (**Figure n°07**), and this suggests that there may be room for improvement in providing adequate support during the integration process.

The activities undertaken to integrate employees into NAFTAL, Training and development, clear communication, and team-building activities were the primary steps taken, however, there is an absence of other activities (**Figure n°08**), indicating potential areas for expansion and diversification of integration efforts.

Most employees (47.8%) prefer in-person communication, followed by phone (26%) and email (13%) (**Figure n°09**), this information can guide the organization in selecting appropriate channels for effective communication during the integration process.

The suggestions of the employees can help NAFTAL identify specific areas where the employee integration process can be enhanced.

The majority of participants reported feeling well integrated into the organization, supporting the idea that the employee integration process is effective in adapting employees to the work environment.

Results in Table n°16 showed us that there is a strong relation between the impact of the integration on the organisational performance . Integration politics in the company mostly have a positive impact , which will increase the level of the organisational performance

Conclusion:

Based on the analysis of the results, the hypothesis that "Employee integration process is a set of steps and actions to adapt employees to the work environment" is confirmed.

2) Analysis of the second hypothesis:

Analysis:

Figure n°10 reveals that 69.5% of participants rated the current level of organizational performance as "Good," indicating a relatively positive perception. However, it is worth noting that 17.3% rated it as "Average," suggesting room for improvement. The presence of only three responses (13%) categorizing organizational performance as "Excellent" highlights the need for further examination to understand the factors contributing to this rating.

Figure n°11 indicates that 65.2% of participants agreed that the organization promotes a positive work culture and employee engagement, with an additional 17.3% expressing a neutral stance. This suggests a generally favorable perception among employees regarding the organization's efforts to foster a positive work environment and engagement. However, the presence of one respondent (4.3%) who disagreed emphasizes the importance of addressing concerns and identifying areas for improvement.

Figure n°12 demonstrates that 60.8% of participants agreed that the organization has a clear vision and strategic goals, while 17.4% strongly agreed, however, 21.7% responded neutrally, indicating some uncertainty or lack of clarity in this area. The absence of any disagreements suggests that the majority of participants perceive the organization to have a clear direction.

Figure n°13 shows that 60.8% of participants agreed that the organization has effective communication channels for information sharing, with an additional 17.4% strongly agreeing. However, it is important to note that 13% expressed a neutral stance, and 8.7% disagreed, these findings suggest the need to enhance communication channels and address concerns raised by those who disagreed or responded neutrally.

When examining the employees' suggestions for improving organizational performance in **(Question 05)**, several measures and actions are mentioned, such as encouraging regular communication and collaboration, implementing performance evaluation and feedback mechanisms, providing opportunities for skill development and training, recognizing and rewarding achievements, fostering a positive work environment, promoting work-life balance, enhancing employee engagement through meaningful work and autonomy, and establishing clear goals and expectations for each team member, these suggestions align with the indicators proposed in the hypothesis and provide practical steps for improving organizational performance.

Conclusion:

Based on the study results and analysis, the hypothesis that the indicators of a well-performing organization are the presence of a clear vision and strategic goals, effective communication channels, a positive work culture, and improved productivity can be confirmed. The majority of participants rated organizational performance as "Good," expressed agreement regarding a positive work culture, a clear vision and strategic goals, and effective communication channels. The employees' suggestions for improvement also align with the proposed indicators. However, it is important to address the neutral and negative responses, particularly regarding average organizational performance and communication channels, to further enhance the organization's performance and effectiveness.

3) Analysis of the third hypothesis he third hypothesis:

Analysis:

Figure n°14 indicates that a significant majority of participants (78.3%) believe that a well-defined and structured employee integration process impacts organizational performance.

This suggests a strong positive perception among the participants, additionally, 13% of participants believe that it has a positive impact to some extent, indicating a general agreement regarding the positive influence of the integration process, however, it is important to note that 8.7% of participants expressed a belief that it does not impact organizational performance, While this is a relatively small percentage, it is essential to explore the reasons behind this perception further.

Figure n°15 reveals that 87% of participants who believe in the impact of the integration process perceive it as having a positive impact on organizational performance, this finding supports the hypothesis that the integration process has a positive influence on internal performance, additionally, 13% of participants mentioned that it has both positive and negative impacts, It would be crucial to explore the reasons behind this perception further to identify any potential negative consequences associated with the integration process.

According to employees' suggestions in **Question 03** for potential positive impacts of an effective employee integration process on organizational performance include increased employee productivity, improved employee satisfaction and engagement, enhanced teamwork and collaboration, reduced turnover and increased retention, and better communication and information sharing, these suggestions align with the hypothesis and provide tangible benefits that can be attributed to a well-defined and structured integration process.

According to the results shown in **Table n°17**, 100 % of employees who believe that the level of organisational performance is high , believes that the impact of integration process is positive , while 4.4 % of employees who think that the level of organisational performance is average believes that the level the integration process is positive , and the rest o them believes that the integration process has both a positive and negative impact.

Conclusion:

Based on the study results and analysis, the overall findings support the hypothesis and suggest a positive relationship between the integration process and organizational performance, so the hypothesis that the impact of the integration process on the internal performance of the organization is positive can be confirmed.

4) Study conclusion:

The employee integration process at NAFTAL is successful in adapting employees to the work environment, but there are areas where improvements can be made, such as effectively communicating organizational goals and strategies, providing adequate support, and diversifying integration activities.

The indicators of a well-performing organization, such as a clear vision and strategic goals, effective communication channels, a positive work culture, and improved productivity, are present to a large extent at NAFTAL. However, addressing the neutral and negative responses is crucial for further enhancing organizational performance.

The integration process has a positive impact on the internal performance of the organization. The majority of participants believe in its positive influence, and their suggestions align with the proposed benefits. Exploring the reasons behind the small percentage of participants who perceive negative impacts would be valuable for identifying potential areas of improvement.

Overall, the study results provide valuable insights into employee integration, organizational performance, and the relationship between the two at NAFTAL, there are areas for improvement in communication, support, and diversification of integration efforts, as well as the need to address concerns and enhance organizational performance.

5) Recommendations:

➤ Improve Communication of Organizational Goals and Strategies:

Enhance the communication channels and methods to effectively communicate the organization's goals and strategies to all employees. This can include regular updates, town hall meetings, and clear dissemination of information.

➤ Enhance Support during the Integration Process:

Identify the areas where employees feel unsupported and take steps to provide adequate support during the integration process. This can include assigning mentors or buddies to new

employees, providing resources and assistance, and creating an inclusive and supportive work environment.

➤ **Diversify Integration Efforts:**

Explore additional activities and initiatives that can contribute to employee integration, such as cross-functional projects, networking events, mentoring programs, or opportunities for collaboration across departments, diversifying integration efforts can enhance employee engagement and integration within the organization.

➤ **Strengthen Communication Channels:**

Provide opportunities for face-to-face interactions, team meetings, and discussions. Additionally, consider adopting digital communication tools and platforms that facilitate collaboration and information sharing.

➤ **Implement Employee Suggestions:**

Take into consideration the suggestions provided by employees for improving organizational performance. Encourage regular communication and collaboration, implement performance evaluation and feedback mechanisms, provide opportunities for skill development and training, recognize and reward achievements, foster a positive work environment, promote work-life balance, enhance employee engagement through meaningful work and autonomy, and establish clear goals and expectations for each team member. Prioritize these suggestions and integrate them into the organization's strategies and practices.

➤ **Continuously Evaluate and Enhance the Integration Process:**

Regularly assess the effectiveness of the employee integration process by collecting feedback from employees at different stages of their integration journey. Use this feedback to identify areas for improvement and make necessary adjustments to the integration process. Regular evaluation and enhancement will ensure that the process remains aligned with the evolving needs and expectations of the employees and the organization.

Chapter conclusion :

By implementing these recommendations, NAFTAL can further strengthen its employee integration process, enhance organizational performance, and create a positive work environment that promotes employee satisfaction, engagement, and productivity.

Based on statistical data and this analytical work from our questionnaire. It our assumptions are confirmed based on the field survey of of NAFTAL workers who confirmed that integration influences positively on employee performance, they also confirmed that integration has a positive effect on the achievement of organizational objectives.

NAFTAL company is based on the adaptation of integration policies that positive influence on corporate performance, it will guarantee and establish a better relationship between employees

General conclusion

Since the problem announced at the beginning of our work, we have wanted to dispel a potential confusion regarding the scope of our research title which identifies a priori the study of the relationship between the integration process and the performance of employees

In the light of what has been seen in the theoretical section, the human resources management plays a vital role in managing and supporting employees through its functions : recruitment , selection , training , development ..etc . It is essential for the maintenance and improvement of business health .

Therefore , a company has to develop a process to integrate its employees in order to enhance their engagement . Indeed, the integration process means a set of processes and methods implemented by the company such as: promoting good working conditions, offering training for these employees, and ensure good compensation policies in order to retain employees and enhance their performance

Since the integration process aims to create a healthy business environment , we put the question if it can have an impact on the performance of the organization

Performance is a multifaceted concept that include effectiveness and efficiency , characterised by the results , assessed by comparison , and reflects the success of the action .

Employees performance that comes as a one of several types of performance , can be mesures individually or within a team work with specific indicators , and it can be determined by several determinant factors .

Throughout our research we have identified these two variables: the integration process and the organizational performance ; the good maintenance of human resources ensures the success of the organization

The process of employee integration remains the first important factor in the evolution and growth of employee performance . This approach has an effect on all the functions of the company It allows a better performance and helps the company to gradually acquire control over the management of its employees.

To finish our Master dissertation , our present study focused on the integration process and its influence on the performance of employees in District COM NAFTAL company in El Mohammadia , Algiers .

We have taken a quantitative approach to describe and understand the process of integration within NAFTAL and to approach employee perceptions of it.

In the first part we have presented theoretical descriptions of different functions of the human resources department which aim to ensure a better integration policies through recruiting , remunerating , training employees and developing a healthy environnement .

Following our study carried out at the company NAFTAL , and in order to better gather the information necessary for our work search, we have developed a research at the level of the NAFTAL company while referring to the company's internal documents, this has allowed us to better understand our objective

During our internship at the NAFTAL , we were able to analyse the integration process specific to this company from a questionnaire and an interview guide. The results of our research are obtained through SPSS software .

Based on results of our research ,we find that the policy of integration plays a primordial role in various aspects of the life of the company, this means that the company attaches great importance to the integration of employees , in order to maintain the cohesion of the company and to encourage membership and establish a climate of trust and offer the best working conditions, for and guarantee the success and develop the performance of the company.

In conclusion , it has been revealed that NAFTAL is adopting an integration policy aimed at attracting its staff in order to achieve the objectives set by the company in an effective and efficient manner.

Although, there are still some areas that might be improved, such as the efficient communication of organizational goals and strategies, the provision of necessary assistance, and the diversification of integration activities .

We recommend to enhance the communication channels and take in consideration providing more supportive work environnement and evaluate the integration process continuously to ensure a better performance in the organization

During our work we have faced limitation in the collection of data necessary for our research because of difficulties in accessing the company's internal information, Lack of sufficient time for adequate study , so this work may serve as a basis for further work to improve and complement.

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Questionnaire:

Thank you for participating in this questionnaire, your feedback is valuable in understanding the employee integration process and its impact on organizational performance, please answer the following questions based on your experiences and opinions, your responses will be kept confidential

*Please put (×) in the suitable case

Section 1: Demographic Information

01) Gender:

Male Female

02) Age:

< 25 25_30 30_40 40_50 >50

03) Occupational category:

Executive agent Supervisor Managerial

Section 02: Employee Integration Process

04	How well do you feel integrated into your organization “NAFTAL”?	Completely integrated <input type="checkbox"/>	Mostly integrated <input type="checkbox"/>	Partially integrated <input type="checkbox"/>	Not integrated at all <input type="checkbox"/>
05	How well were you informed about the organization’s goals, strategies, and overall direction?	Completely informed <input type="checkbox"/>	Mostly informed <input type="checkbox"/>	Partially informed <input type="checkbox"/>	Not informed at all <input type="checkbox"/>
06	Do you feel adequately supported within your work?	Yes, definitely <input type="checkbox"/>	yes, to some extent <input type="checkbox"/>	No, not really <input type="checkbox"/>	No, not at all <input type="checkbox"/>
07	What specific steps or activities were taken to integrate you into the organization “NAFTAL” since you joined?	Onboarding and orientation programs <input type="checkbox"/>	Training and development opportunities <input type="checkbox"/>	Mentor-ship and coaching programs <input type="checkbox"/>	Team-building activities <input type="checkbox"/>
		Clear communication channels <input type="checkbox"/>	Other (please specify)...	//	
08	What communication channels are used?	In person <input type="checkbox"/>	Emails <input type="checkbox"/>	Video conferencing <input type="checkbox"/>	Other ...
09	What improvements, if any, would you suggest for the employee integration process in NAFTAL Company?			

Section 03: Internal Organizational Performance:

10	How would you rate the current level of organizational performance in your department or team?	Excellent <input type="checkbox"/>	Good <input type="checkbox"/>	Average <input type="checkbox"/>	Very poor <input type="checkbox"/>	
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
11	NAFTAL promotes a positive work culture and employee engagement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	NAFTAL has a clear vision and strategic goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	NAFTAL has effective communication channels that facilitate information sharing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	What specific measures or actions, if any, do you think can contribute to improving the internal organizational performance within your department or team?				

Section 04: The impact of the integration process:

15	Do you believe that a well-defined and structured employee integration process impacts organizational performance?	Yes, significantly <input type="checkbox"/>	Yes, to some extent <input type="checkbox"/>	No, not really <input type="checkbox"/>	No, not at all <input type="checkbox"/>
16	If you answered "Yes" to the previous question, is it positive or negative impact?	Positive <input type="checkbox"/>	Negative <input type="checkbox"/>	both <input type="checkbox"/>	
17	Based on your experiences and observations, what are the potential positive impacts of an effective employee integration process on organizational performance?			



160.000.000,00
 Société Nationale de Commercialisation et de Distribution de Produits Pétroliers MARTAL SPA au Capital de 160.000.000,00 DA
 9691

ETAT NOMINATIF AIDE FINANCIERES VEUVES

Complément 1ère & 2ème Tranche ANNEE 2018

	Nom&Prénom	P.nom Elant	Date nais Enf	Adresse	Montant	N°. Cpte	O.B.S
1				CITE DIAR EL DJEMAA BT 5 CAGE D N° 90	10,000,00	0007038575 CLE23	
2		TELEMSANI NAJAH	12/04/2005	CITE GOMEZ N° 04STAOUELI	20,000,00	0007105446 CLE06	
3				46 RUE DE TRIPOLI H DEY	10,000,00	0004176786 CLE 1	
4				37 HAI OMAR KHERCHICHE BOUROUBA	10,000,00	0018756286 CLE76	
5				6RUE SAID YOUYOUZ BELCOURT ALGER	10,000,00	0004935178 CLE 7	
6				29 BD SAID TOUAFDIT BOULOUGHINE	10,000,00	0007998095 CLE3	
7		DJABBAR MOHAMED	31/03/1971	CITE SIDI EMBAREK BT B N° 3 HARRACH	10,000,00	0007262580 CLE 2	MERE A DÉJÀ E
8				CITE EL BEY VILLA N° 43 RGHAJA	10,000,00	0004120076 CLE09	
9				HAI BENNACER PLATEAU SOUIDANIA	10,000,00	0017169011 CLE76	
10				CITE DIAR EL SAADA BT023 N°3 MADANIA	10,000,00	0016826090 CLE 5	
11				3 RUE AHCENE ALIANE NELSON ALGER	10,000,00	0000267612 CLE45	
MONTANT					120,000,00		

LE DIRECTEUR



DIRECTION CENTRALE DES AFFAIRES
SOCIALES & CULTURELLES
DIRECTION REGIONALE CENTRE
DEPARTEMENT COSC

FICHE D'INSCRIPTION 2018 / 2019
SPORT FEMININ (GYMNASTIQUE)
UCS CAROUBIER

Nom et Prénom :

Date et Lieu de Naissance :/...../.....

Structure :

Adresse Personnelle :

Personne à prévenir en cas d'Accident :

Tél :

Groupe Sanguin :

Signature de l'Agent

CERTIFICAT MEDICAL

Je soussigné, Docteur : Atteste que,
la nommée : Née le/...../.....
Est apte à la pratique du sport sus indiqué.

PROGRAMME

JOURNEES / HORRAIRES	
DIMANCHE	MARDI
17H00 – 19H00	17H00 – 19H00

Dossier à fournir : 02 Photos / Copie du dernier Bulletin de Paie / Reçu de Versement (BVE)
de 5000 DA au compte N° 385036493 BEA EL HARRACH



DIRECTION CENTRALE DES AFFAIRES
SOCIALES & CULTURELLES
DIRECTION REGIONALE CENTRE
DEPARTEMENT COSC
UCS CAROUBIER

FICHE D'INSCRIPTION NATATION (UCS CAROUBIER) 2018/2019

HOMMES

Nom et Prénom :
Date et Lieu de Naissance :/...../.....
Structure :
Adresse Personnelle :
Personne à prévenir en cas d'Accident :
Tél :
Groupe Sanguin :

JOURNEES / HORRAIRES			
MARDI	MERCREDI	JEUDI	VENDREDI
18H30 – 19H30 <input type="checkbox"/>	18H30 – 19H30 <input type="checkbox"/>	18H30 – 19H30 <input type="checkbox"/>	08H30 - 09H30 <input type="checkbox"/>
19H30 – 20H30 <input type="checkbox"/>	19H30 – 20H30 <input type="checkbox"/>	19H30 – 20H30 <input type="checkbox"/>	09H30 – 10H30 <input type="checkbox"/>

NB : LE SEUIL AUTORISE DE SEANCES D'ENTRAINEMENTS EST DE DEUX(02)SEANCES/ SEMAINE

Signature de l'Agent

CERTIFICAT MEDICAL

Je soussigné, Docteur : Atteste que,
nommé : Née le/...../..... est apte à la pratique de la Natation.



ANNEXE - 1 -

FICHE DE RENSEIGNEMENTS

(PRÊT SOCIAL)

A remplir par l'intéressé et à viser par le responsable de la structure de gestion du personnel

Ou structure de gestion œuvres sociales du District.

Nom : Prénom :

Date et Lieu de Naissance :

Situation de Famille : Nombre d'enfants (si marié(e)) :

Adresse Actuelle :

Exerçant au sein de NAFTAL, depuis le :

Fonction Actuelle : Niveau de classification :

Salaire de Base : Salaire net :

Matricule : C.F : Département :

C.C.P.N° :

Cpte Bancaire : Agence :

N° Tél Mobil :

Je sollicite un montant de, (En chiffres et en lettres) :

Remboursable en mensualités, conformément aux conditions d'attribution du prêt social en vigueur, au sein de NAFTAL, pour le motif suivant :

.....

Je, soussigné(e), M. Certifie l'exactitude de mes renseignements.

L'intéressé(e)

Le coordonnateur O.S.C



COMMISSION DES ŒUVRES SOCIALES
DISTRICT COM ET CBR -ALGER

PV CURE THERMALE

ALGER, Le.....

AU CHEF DE SERVICE O.S.C

PV N°/2022

Nous vous demandons de bien vouloir inscrire pour un séjour en cure
thermale : **HAMMAM REGHA**

➤ Du Samedi :

➤ Au Samedi :

01 - bénéficiaireCF : Lieu

BVE N°DU :

02 -bénéficiaireCF : Lieu

BVE N°DU :

03 - bénéficiaireCF : Lieu.....

BVE N°DU :

04- bénéficiaireCF : Lieu

BVE N°DU :

**LE PRÉSIDENT DE LA COMMISSION
DES ŒUVRES SOCIALES**