




## Human resources assessment in the workplace

1<sup>st</sup> AMIAR Habib<sup>1(\*)</sup>, 2<sup>nd</sup> DOUADI Lila<sup>2</sup>


<sup>1</sup>Doctor, Research teacher. University of Tizi Ouzou. Laboratory of development, economics, finance and institutions.

✉ [habib.amiar@ummto.dz](mailto:habib.amiar@ummto.dz)

ORCID  <http://orcid.org/0009-0005-3290-376X>

<sup>2</sup>Professor, Research teacher. University of Tizi Ouzou. Laboratory of development, economics, finance and institutions,

✉ [lila.douadi@ummto.dz](mailto:lila.douadi@ummto.dz)

ORCID  <http://orcid.org/0009-0008-0051-9503>

**Received:** 25/2/2026

**Accepted:** 30/5/2026

**Published:** 5/6/2026

### Abstract:

This article will focus on several points relating to economic results in order to provide an overview of HR performance and quality through the analysis of certain production ratios. With regard to the analysis of employment, a quantitative study will be carried out on the entire workforce and on subsets defined according to various criteria: employment status, professional category, work group, age, seniority, and qualifications. The aim is to identify any discrepancies and imbalances that may exist. Due to a lack of data, the analysis of qualifications will be limited to an overall assessment of the level of training of the workforce.

We will also look at the policies implemented, focusing mainly on how the main HR activities are managed, namely training, recruitment, and workforce management. Finally, we will provide a summary of strengths and weaknesses with recommendations.

**Keywords:** Business, human resources, skills development.

**JEL Classification Codes :** J24; M51.



## تشخيص الموارد البشرية في البيئة المهنية

عميارحبيب<sup>1</sup> (\*)، دوادي ليلة<sup>2</sup>

<sup>1</sup> دكتور، أستاذ باحث. جامعة تيزي وزو. مختبر التنمية والاقتصاد والمالية والمؤسسات.

[habib.amiar@ummtto.dz](mailto:habib.amiar@ummtto.dz) ✉

رابط ORCID: <http://orcid.org/0009-0005-3290-376X>.

<sup>2</sup> بروفيسور، مدرسة باحثة. جامعة تيزي وزو. مختبر التنمية، الاقتصاد، المالية والمؤسسات

[lila.douadi@ummtto.dz](mailto:lila.douadi@ummtto.dz) ✉

رابط ORCID: <http://orcid.org/0009-0008-0051-0051-9503>.

تاريخ النشر: 2026-06-05

تاريخ القبول: 2026-06-30

تاريخ الاستلام: 2026-02-25

### ملخص:

سيتم بناء هذا المقال حول عدة نقاط تتعلق بالنتائج الاقتصادية لإعطاء لمحة عن أداء وجودة الموارد البشرية من خلال تحليل بعض نسب الإنتاج. فيما يتعلق بتحليل التوظيف، سيتم إجراء دراسة كمية لجميع الموظفين ومجموعات فرعية محددة وفقاً لمعايير مختلفة: وضع العمل، الفئة المهنية، مجموعة العمل، العمر، الأقدمية، المؤهلات. ويهدف ذلك إلى التعرف على الفروق والاختلافات التي قد تكون موجودة. وسيقترن تحليل المؤهلات، بسبب نقص البيانات، على تقييم شامل لمستوى تدريب الموظفين.

كما سيتم التركيز على السياسات المتبعة، بشكل أساسي، على الطريقة التي تدار بها الأنشطة الرئيسية للموارد البشرية، وهي: التدريب والتوظيف وإدارة الموظفين. وأخيراً، سيتم تقديم ملخص للنقاط القوية والضعيفة مع توصيات.

**الكلمات المفتاحية:** الشركات؛ الموارد البشرية؛ تطوير المهارات.

**تصنيف JEL:** J24; M51.

## **I. Introduction:**

The objectives of the overall strategic diagnosis focus on assessing the internal potential of IQUDAS, evaluating its competitive factors in relation to the domestic market, and strategically positioning and formulating strategic options for the company's adaptation. This diagnosis will serve as a starting point for developing the HR plan for the company's redeployment.

The context of the study is based on two major factors that have had a decisive influence on the behavior of Algerian companies and their environment: the liberalization of the economy and Algeria's accession to the European Union's free trade area and the World Trade Organization. These processes have led the public authorities to implement a program to upgrade industry and encourage companies to sign up to it, with the aim of improving the competitiveness of companies and, consequently, of industry.

The approach adopted for conducting this assessment involved the following steps: Kick-off meeting with the HR research manager (initialization); collection and preliminary review of certain company documents (management reports, financial statements, organizational charts, etc.); visits to industrial facilities and various departments, interviews with key company managers, and finally the drafting of a study summary including: human resources assessment and strategic analysis.

### **1. Scope of the study & collaboration**

The study covers the period 2020-2024 and was carried out with the support of the human resources and organization research manager. All the figures and tables in this document were prepared by us and the relevant departments of the company.

### **2. Objectives of the study**

The main purpose of the human resources function study is to assess the employment situation from both a quantitative and qualitative perspective. More specifically, it aims to provide an overview of the main dysfunctions and discrepancies relating to the key characteristics of the function and how they have evolved, and then to identify strengths and

weaknesses with a view to proposing a set of specific actions that are as closely tailored as possible to the real needs of the company.

To this end, this section will be structured around several points relating to economic results in order to provide an overview of HR performance and quality through the analysis of certain production ratios. Employment analysis: this will involve a quantitative study of the entire workforce and of subsets defined according to various criteria: employment status, professional category, work group, age, seniority, and qualifications. The aim is to identify any discrepancies and imbalances that may exist. Due to a lack of data, the analysis of qualifications will be limited to an overall assessment of the level of training of the workforce.

We will also look at the policies implemented, primarily in terms of how the main HR activities are managed, namely: training, recruitment, and workforce management. Finally, we will provide a summary of the strengths and weaknesses, along with recommendations.

We will focus on the company's units, which consist of three production units: the Cold-Rolled Profiles (CRP) unit, the Small Welded Tubes (SWT) unit, and the Small Tubes and Rolled Sheets (STRS) unit.

## **II. Employment analysis**

### **1. Staffing levels**

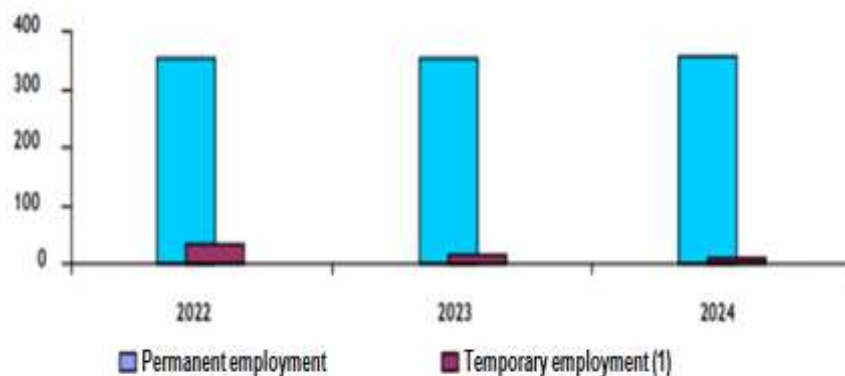
#### **1.1. SWT unit**

An examination of the various staffing levels at U-PTS reveals an overall decline in staff numbers, although the rate of change is very slow, averaging just 2.7% per year. From this perspective, additional efforts are needed to achieve a quantitative balance between resources and operational needs.

It should also be noted that efforts to develop temporary employment are far from sufficient. Temporary employment allows for greater quantitative flexibility. In other words, it allows for a faster response to temporary increases in activity and, on the other hand, a smooth reduction in activity. Nevertheless, it

should be noted that the proportion of fixed-term contracts in relation to total employment is very low. Another negative point in employment management is the maintenance of a stable level of permanent staff.

**Figure 01:** Employment status



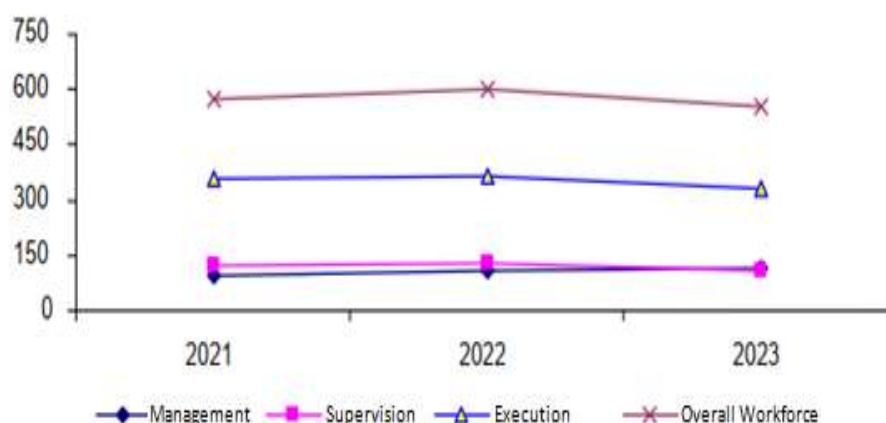
This situation, characterized as we have just seen by the permanence of the core of permanent staff and the low use of temporary employment, reflects the limited room for maneuver available to the unit in the face of increasing uncertainty and the vagaries of economic life.

Ultimately, it should be noted that efforts to diversify employment contracts must be stepped up. This is the surest way to optimize staffing levels and personnel costs.

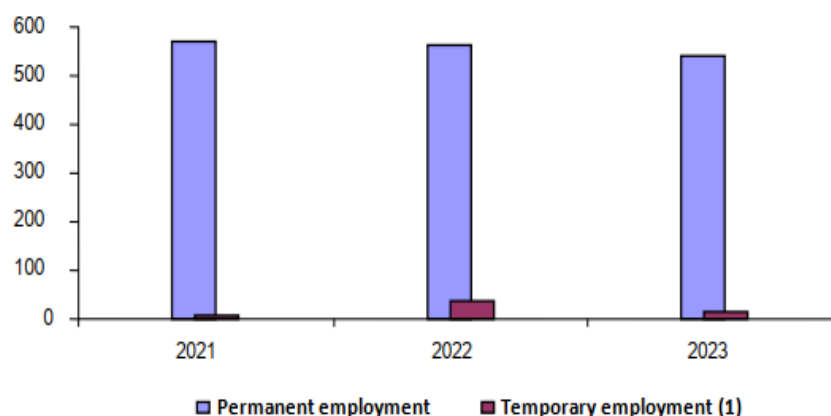
## 1.2. CFP Unit

It should be noted that the efforts made by the CFP Unit to develop temporary employment are far from sufficient. While this allows for greater quantitative flexibility, in other words, it allows for a faster response to temporary increases in activity and, on the other hand, a smooth reduction in activity, it should nevertheless be noted that the proportion of fixed-term contracts in relation to total employment is very low, even insignificant: 1% in 2012, 6% in 2022, and 2% in 2023.

**Figure 02:** Changes in workforce numbers



**Figure 03:** Employment Status



Another negative aspect of employment management is the slow pace of reduction in the number of permanent staff. This weakness, on the one hand, in the pace of reduction of the stable core of permanent staff and, on the other hand, in the increase in temporary employment, reflects the limited room for maneuver available to the unit in the face of growing uncertainty and the vagaries of economic life.

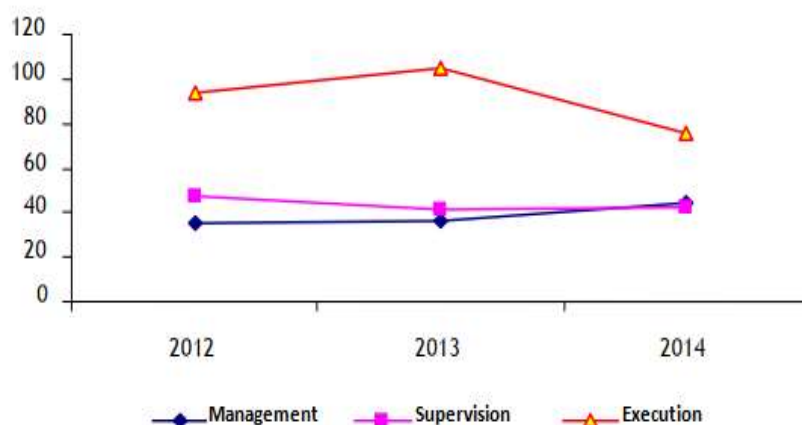
Ultimately, it should be noted that efforts to diversify employment contracts must be stepped up. This is the surest way to adjust staffing levels and optimize personnel costs.

### 1.3. STPS Unit.

The efforts made by the STPS Unit to develop temporary employment are far from sufficient. While this allows for greater quantitative flexibility—in other words, it allows for a faster response to temporary increases in activity and a smoother reduction in activity—it

should nevertheless be noted that the proportion of fixed-term contracts in relation to total employment is very low, to say the least.

**Figure 04:** Changes in workforce numbers



Another negative aspect of employment management is the stagnant state of the permanent workforce. This weakness, on the one hand in the pace of reduction of the stable core of permanent staff and on the other hand in the increase in temporary employment, reflects the limited room for maneuver available to the unit in the face of growing uncertainty and the vagaries of economic life.

Ultimately, it should be noted that efforts to diversify employment contracts must be stepped up. This is the surest way to adjust staffing levels and optimize personnel costs.

## 2. Employment structure

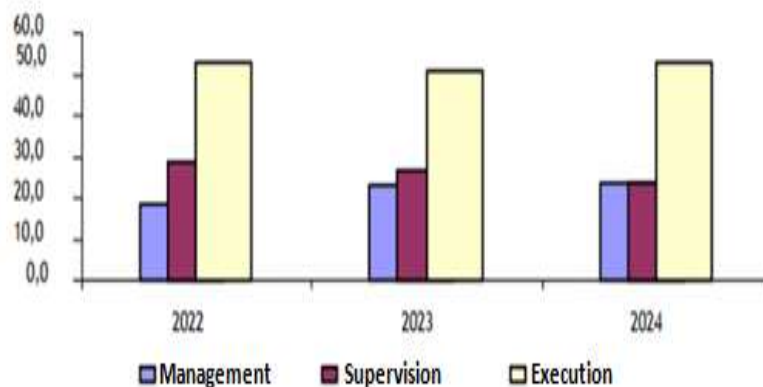
### 2.1. SWT Unit: Structure by socio-professional category (SPC)

The SWT Unit has an unbalanced structure by SPC. From this perspective, we note, first, the high proportion of middle management: 23.7%; secondly, the excessive numerical weight of the master's category in relation to the total workforce and then to the executive workforce, at 24% and 45% respectively; and finally, executive staff represent 53% of total employment, whereas they should have represented a much higher proportion given the nature of the Unit's activity.

This situation, which can be compared to the BATICIC H.DEY Unit, can be explained in several ways. First, by the recruitment policy and second, by the promotion policy. These

policies are not always part of a well-developed personnel management framework; in other words, they are not sufficiently organized and planned. The third explanatory factor is undoubtedly the classification system in force, which leads us to conclude that a proportion of agents classified in the “Master” category actually occupy executive positions.

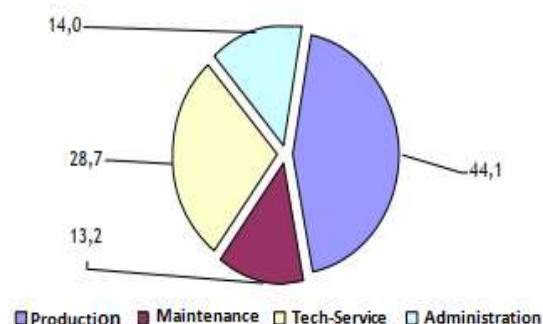
**Figure 05:** Structure by CSP



## 2.2. Breakdown of employment by group

Overall employment by group shows a structure that is somewhat disproportionate to actual needs. The maintenance group and, above all, the technical group are strongly represented, accounting for approximately 13% and 29% of total employment, respectively. On the other hand, the proportion of production staff is very low: 44% of total employment. As we pointed out earlier, this staff should have represented a larger proportion of the workforce given the nature of the Unit's activities.

**Figure 06:** Structure by group



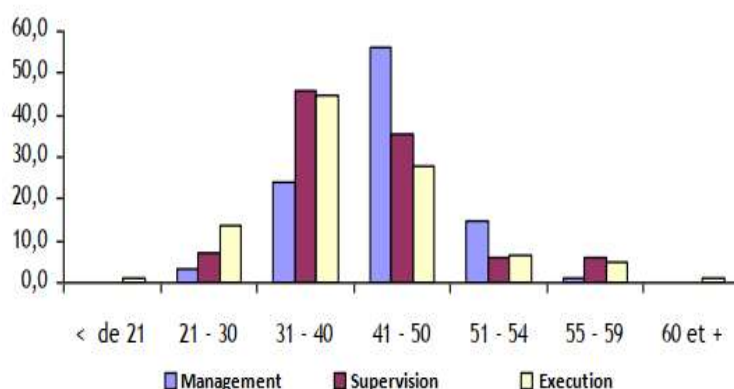
We can therefore conclude that there is a surplus of staff in support and administrative structures.

### 2.3. Age structure

The age pyramid is characterized by an average age of around 41 and a median age of around 40. Thus, half of the staff are over 40 years old, which leads us to conclude that the SWT Unit population is a relatively young one.

The age structure is fairly similar across socio-professional categories (SPCs). There are therefore few disparities between SPCs. However, it should be noted that “managerial” staff, with an average age of around 43 and a median age of around 45, are relatively older.

**Figure 07:** Age pyramid



It should also be noted that there is a very high concentration of ages, with 77% of staff falling into the 31-50 age bracket. As a result, the extremes of the pyramid are very poorly represented. This is the result of the policy pursued, imposed by the economic situation. This policy is characterized by limited recruitment and incentives to retire well before the legal age.

From the above, we can therefore deduce that, overall; the Unit's age pyramid offers few advantages. First, it offers little internal fluidity-few career opportunities, hence the risk of stagnation in positions and poor career development.

This observation means that there are few opportunities to accelerate the decline in unskilled employment in favor of skilled jobs and to increase quantitative flexibility.

## 2.4. Qualifications

The basic level of training among staff is generally insufficient. These shortcomings affect all functions and all categories of staff. The proportion of employees with no more than a primary school education is overwhelming, accounting for 57% of the total population.

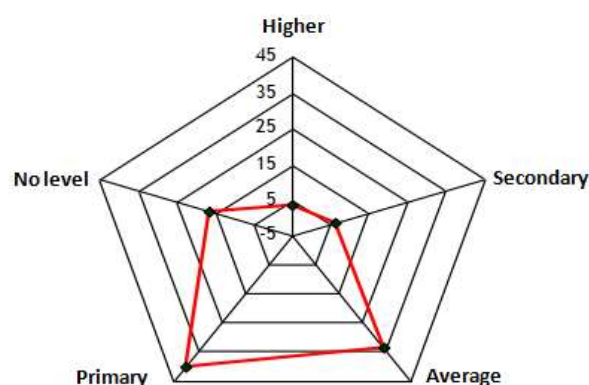
The number of university graduates is low, even insignificant: 3% of the total workforce. The situation is similar for those with secondary education, as barely 6% of staff have completed such studies.

No data is available on the mismatch that may exist between job requirements and the profile of those holding the positions; this is likely to be significant given the extent of the qualitative weaknesses identified.

This initial imbalance is compounded by another: the uneven distribution of knowledge among the various structures. This distribution tends to favor administrative structures.

Although not a panacea, training remains one of the most appropriate means of filling such gaps to a greater or lesser extent. Efforts are also needed to recruit staff whose skills and numbers are suited to the needs of the activity.

**Figure 08:** Level of education



## 3. SWT Unit

The SWT Unit has an unbalanced occupational category structure. From this perspective, it is worth noting, first, the high proportion of middle management (18.4%) and,

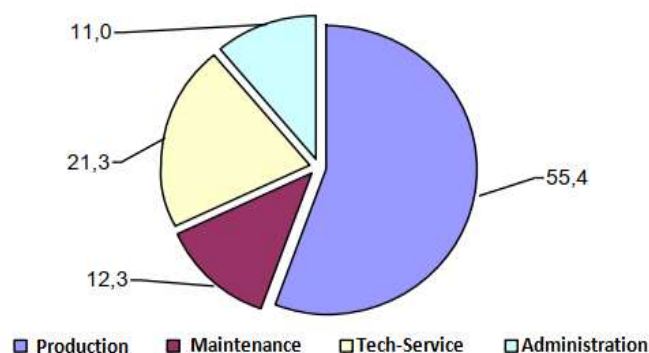
second, the high proportion of category A supervisors (20% of the total workforce and 34% of the operational workforce), which is abnormally high. Finally, operational staff represents 60% of total employment, whereas they should have represented a much higher proportion given the nature of the Unit's activities.

There are several explanations for this situation. First, the recruitment policy; second, the promotion policy. These policies are not always part of a sophisticated personnel management system. In other words, they are not sufficiently organized and planned. The third explanatory factor is undoubtedly the classification system in force. This leads us to conclude that a proportion of staff classified in the “Supervisory” category actually occupy operational positions.

### **3.1. Breakdown of employment by group**

Overall employment by group shows a structure that is somewhat disproportionate to actual needs. The maintenance group and, above all, the technical group are strongly represented, accounting for approximately 12% and 21% of total employment, respectively. On the other hand, the proportion of production staff is low: 55% of total employment. As we pointed out earlier, this staff should have represented a larger proportion of the workforce given the nature of the Unit's activities.

**Figure 09:** Employment by group

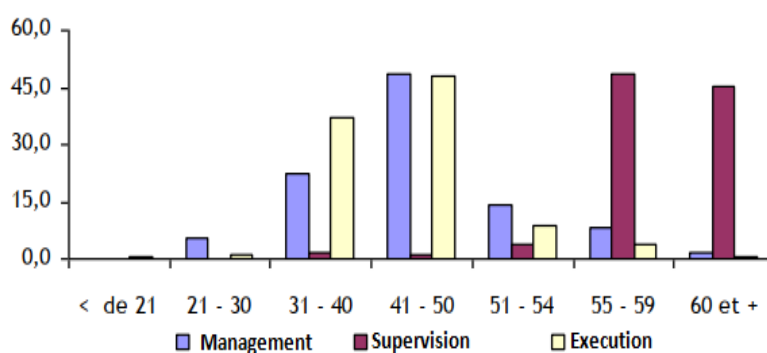


### 3.2. Age structure

The age pyramid is characterized by an average age of around 46 and a median age of around 46 as well. Thus, half of the staff is over 46 years old, which leads us to conclude that the CFP Unit's population is rather aging.

There are significant disparities between socio-professional categories. It should be noted that “supervisory” staff, with an average age of 57.7 and a median age of 58.6, are a very advanced age group. ‘Management’ and “operational” staffs, which are relatively much younger, have a fairly similar structure.

**Figure 10:** Age pyramid



It should also be noted that there is a very high concentration of ages, with 65.7% of staff falling into the 31-50 age bracket. Consequently, the under-30 and over-50 age groups are under-represented. This is the result of corrective measures taken by the CFP unit to adjust the workforce, namely recruitment restrictions and a retirement policy.

The situation is slightly different depending on the socio-professional category (SPC). The figure shows that the “Supervisory” category has a different structure in that almost all of this population is in the “55-59” age group, whereas for “Managers” and ‘Supervisors’ the modal age group is “41-50”.

From the above, we can therefore conclude that, overall, the age pyramid of the Unit offers few advantages. First, it offers little internal fluidity-few career opportunities, hence the risk of stagnation in positions and poor career development. Second, given the retirement age, there are few projected departures, hence the limited possibilities for: to accelerate the decline in unskilled employment in favor of skilled jobs and to increase quantitative flexibility.

This is not the case, of course, for the age pyramid of “supervisory” staff. This pyramid, which is highly unbalanced, has both advantages and disadvantages. On the one hand, given the advanced age of the employees, there are many planned departures, which is an advantage for the unit. On the other hand, these departures pose a risk to the unit in the very short term, namely that of renewal if these departures are not planned and organized sufficiently in advance.

### **3.3. Qualifications**

The basic level of training among staff is generally insufficient. These shortcomings affect all functions and all categories of staff. The proportion of employees with no more than a primary school education is overwhelming: it accounts for 70% of the total population.

The number of university graduates is low, even insignificant: 3% of the total workforce. The situation is similar for those with secondary education, as barely 4% of employees have completed such studies.

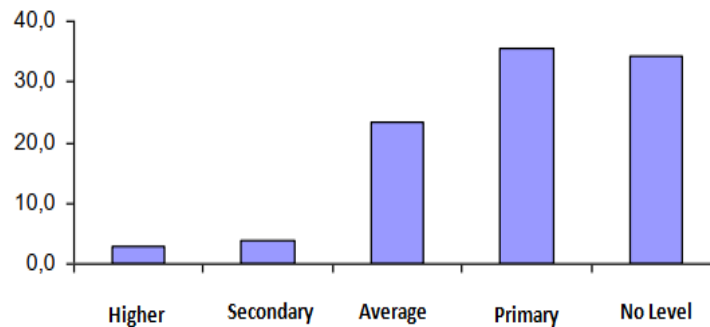
The low level of basic training primarily affects management personnel. In fact, 58% of these personnel have not progressed beyond primary education and 19% have an average level of education. These personnel therefore lack the theoretical and practical knowledge to perform their current tasks properly and adapt quickly to changing quality requirements.

No data is available on the mismatch that may exist between job requirements and the profile of job holders; this mismatch is likely to be significant given the extent of the qualitative weaknesses identified.

This initial imbalance is compounded by another: the unequal distribution of knowledge among the various structures. This distribution tends to favor administrative structures.

Although not a panacea, training remains one of the most effective ways of filling such gaps to a greater or lesser extent. Efforts are also needed to recruit staff whose skills and numbers are suited to the needs of the activity.

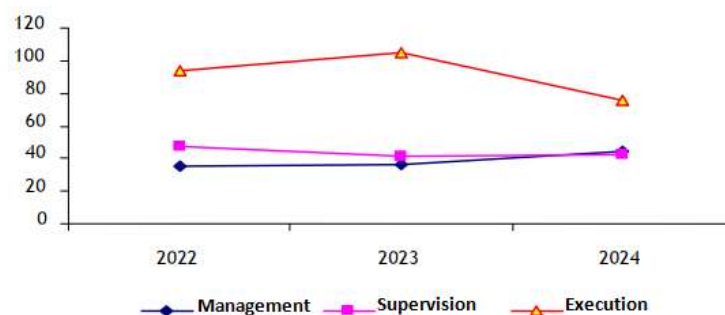
**Figure 11:** Level of education



#### 4. STPS Unit

The efforts made by the PTPP Unit to develop temporary employment are far from sufficient. While this allows for greater quantitative flexibility, in other words, it allows for a faster response to temporary increases in activity and, on the other hand, a smooth reduction in activity, it should nevertheless be noted that the proportion of fixed-term contracts in relation to total employment is very low, to say the least.

**Figure 12:** Changes in workforce numbers



Another negative aspect of employment management is the stagnant state of the permanent workforce. This weakness, on the one hand in the pace of reduction of the stable core of permanent staff and, on the other hand, in the increase in temporary employment, reflects the limited room for maneuver available to the unit in the face of growing uncertainty and the vagaries of economic life.

Ultimately, it should be noted that efforts to diversify employment contracts must be stepped up. This is the surest way to adjust staffing levels and optimize personnel costs.

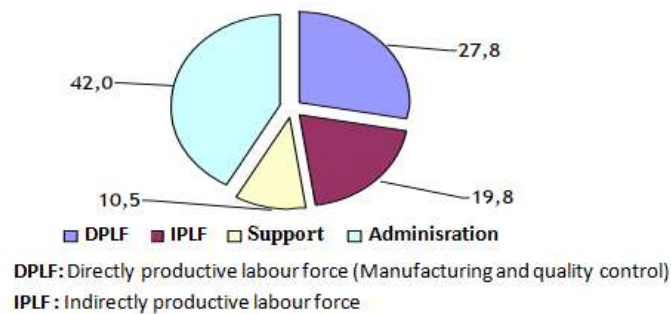
## 4.1. Employment structure

The STPS Unit has a highly unbalanced structure in terms of occupational categories. There are several reasons for this situation, as was the case for the previous units. In the past, these policies have not always been part of a comprehensive personnel management strategy; in other words, they are not sufficiently organized and planned.

## 4.2. Distribution of employment by group

Overall employment by group shows a highly disproportionate structure. The distribution favors non-productive labor, which is excessively high, and the support group. On the other hand, the weight of the production workforce is poorly represented: 27.8% for directly productive labor and 19.8% for indirectly productive labor, whereas, as we have already pointed out, this workforce should have represented a larger population.

**Figure 13:** Distribution by group

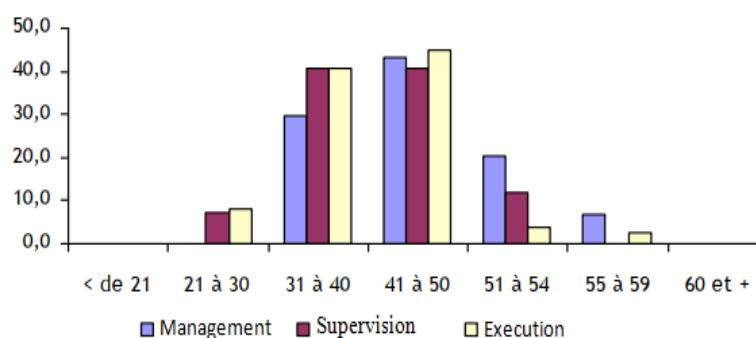


## 4.3. Age structure

The age pyramid is characterized by an average age of around 41.7 years and a slightly different median age of 42.4 years. Thus, half of the staff is over 42 years old, which leads us to conclude that the STPS Unit's population is relatively young.

There are no significant disparities between socio-professional categories. It should be noted that “managerial” staff, with an average age of around 45 and a median age of around 45.3, are older than other categories, which have similar structures but a relatively much younger population.

**Figure 14:** Age pyramid



It should be noted that there is a very high concentration of ages, with 81% of staff falling into the 31-50 age bracket. Consequently, age groups under 30 and over 50 are underrepresented. This is the result of corrective measures previously taken by the unit to adjust its workforce, namely recruitment restrictions and a retirement policy.

From the above, we can therefore deduce that, overall, the Unit's age pyramid offers few advantages. First, it offers little internal fluidity-few career opportunities, hence the risk of stagnation in positions and poor career development. Second, given the retirement age, there are few projected departures, hence the limited possibilities for: to accelerate the decline in unskilled employment in favor of skilled jobs, which the Unit greatly needs, and to increase quantitative flexibility.

The staff is long-standing: 69% have been with the Unit for more than 11 years, which is more than enough time to acquire the experience necessary to perform their tasks correctly.

## Conclusion

To remain profitable in the market, IQUDAS must take a number of corrective measures in the social sphere. These measures initially concern the following points:

With regard to workforce management, it is necessary to develop external quantitative flexibility by increasing the use of fixed-term contracts, which is one of the most reliable ways of dealing with economic uncertainty; to seek greater flexibility through versatility; and to implement forward-looking workforce management. In the face of new challenges, HR is becoming an essential means of success and development; which is why companies must step up their training development efforts.

To increase the chances of success of the training policy, it is essential to focus on correctly defining the current and future needs (anticipation) of each structure, increasing the number of people in training, and selecting the right people to train. Selection should prioritize the most motivated individuals who possess the skills and abilities (essential conditions for knowledge acquisition) that will enable them to complete the training programs. Training programs should be designed to be tailored to the needs of the business.

With regard to recruitment, priority should be given to internal recruitment; however, the promotion policy must be planned and organized. In the case of external recruitment, priority should be given to temporary employment, and the few recruitments that are made should serve to raise the quality of management. For this reason, short-term forward planning should be put in place to better organize and plan recruitment, promotion, and even training.

In the area of compensation, it is important to gradually move toward greater wage flexibility. Individual compensation, i.e., compensation based on each employee's effort, is a tool for wage flexibility. It retains internal skills, attracts external skills, and enables the company to maintain and achieve competitive productivity.

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