

**T.C.
IZMIR KATIP ÇELEBI UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION**

**A RESEARCH ON HUMAN RESOURCES
MANAGEMENT IN MALI: A SEMI-PUBLIC
COMPANY EDM-SA SAMPLE**

Master Thesis

SAMIRA MOUSTAPHA AMADOU

IZMIR-2018

T.C.
IZMIR KATIP ÇELEBI UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION

**A RESEARCH ON HUMAN RESOURCES
MANAGEMENT IN MALI: A SEMI-PUBLIC
COMPANY EDM-SA SAMPLE**

Master Thesis

SAMIRA MOUSTAPHA AMADOU

ADVISOR

Assistant Professor Dr. Aygülen Kayahan Karakul

IZMIR-2018

DECLARATION

I hereby declare that this master's thesis titled as "A research on Human resources" A Research on the Impact of Human Resources Management in Mali: A Semi-Public Company Edm-Sa Sample" has been written by me in accordance with the academic rules and ethical conduct. I also declare that all materials benefited in this thesis consist of the mentioned resources in the reference list. I verify all these with honor.

Samira Moustapha Amadou





TS EN ISO
9001:2015

T.C.
İZMİR KÂTİP ÇELEBİ ÜNİVERSİTESİ
Sosyal Bilimler Enstitüsü



TEZ/PROJE SINAVI TUTANAK FORMU

Dok. No: FR/604/21

İlk Yayın Tar.: 03.10.2017

Rev. No/Tar.: 00/..

Sayfa 1 / 1

GÖNDEREN : İşletme Anabilim Dalı Başkanlığı
GÖNDERİLEN : Sosyal Bilimler Enstitüsü

Anabilim Dalımız Yüksek Lisans Programı öğrencisi Samira Moustapha Amadou ile ilgili Tez Sınav Tutanağı aşağıdadır.

Tarih:
Sayı :

Prof. Dr. Hayrettin USUL
İşletme Anabilim Dalı Başkanı

İmza

SINAV TUTANAĞI

Tez Sınav Jürimiz tarafından incelenen *A. Research on Human Resources Management in*
Mali: A Semi public Company EDM-Şe Şeyde başlıklı yüksek lisans / doktora tezi ile ilgili olarak jürimiz 18.06.2018 tarihinde toplanmış ve adı geçen öğrenciyi Tez Sınavına tabi tutmuştur. Sınav sonucunda adayın tezi hakkında OYÇOKLUĞU/OYBİRLİĞİ ile aşağıdaki karar verilmiştir.

KABUL

Kabul Edilen Yüksek Lisans / Doktora tezi:

- i) Bilime yenilik getirmiştir
- ii) Yeni bir bilimsel yöntem geliştirmiştir
- iii) Bilinen bir yöntemi yeni bir alana uygulamıştır
- iv) Uygulama yapmıştır (sadece Yüksek Lisans'ta geçerlidir)

RED

DÜZELTME *

| Tez Sınav Jürisi | Unvanı ve Adı Soyadı |
|------------------|--|
| Tez Danışmanı | Dr. Öğr. Üyesi Aygülen KAYAHAN KARAKUL |
| Üye | Prof. Dr. Sevtap ÜNAL |
| Üye | Dr. Öğr. Üyesi Asiye Ayben ÇELİK |
| Üye | |
| Üye | |

Eki : Tez Değerlendirme Formu (Her bir jüri için).

* Tez sınavında düzeltme kararı verilmesi halinde jüri tarafından öngörülen düzeltmelere ilişkin bir jüri raporu eklenmelidir. Düzeltmeler için Ek süre her defasında en fazla yüksek lisans öğrencileri için 3 ay, doktora öğrencileri için 6 aydır.

ABSTRACT

Master's Thesis

A Research On Human Resources Management in Mali: A Semi-Public Company EDM-SA Sample

Samira MOUSTAPHA AMADOU

Izmir Kâtip Çelebi University

Graduate School of Social Science

Department of Business Administration

In the context of a globalized economy, economic institutions must adapt to the competitive environment in which to be profitability is not enough anymore, they must also satisfy a creative, secure, socially acceptable working conditions for employees in order to increase the productivity. The concept of global performance refers to the need to discover and activate simultaneously the various levels of success, and in particular to pay particular attention to the steering and optimal use of Human Resources.

Human resources are the basic driving power of a production economy. If the qualified people are positioned in the most effective job definitions about their talents and educational qualities in the public and private sector, the total productivity will increase, and this will cause a significant increase in the national income. It is now certain that there is a strong correlation between human resources management and the added value to economy. A necessity to apply a Human Resources Development Plan is emerged in the globalized economy as well as the public and private institutions. The Human Development Plan includes how to manage talents and how to satisfy employee's progress. The main aim is to provide simple, effective techniques for increasing efficiency of the institutions. This will also help to increase the job satisfaction level of employees and at the macro level increase the usage of human capital in production.

In this study the human resources policies of the unique semipublic company on distribution of water and electricity in Mali, EDM-SA is analyzed. By using the findings and results of the study a human resource plan template has been developed for this company. Since it is a semipublic institute a human resources plan for EDM-SA will be a part of an effective, transparent and economic governance principle of public resources as well as increase the profitability and competitiveness of the private part of the company.

Keywords: Human Resources Management, Human Resources Development Plan, EDM-SA, Mali.

ÖZET

Yüksek Lisans Tezi

İnsan Kaynakları Yönetimi Üzerine Bir Araştırma: Mali'de Yarı Kamusal Şirket EDM-SA Örneği

Samira MOUSTAPHA AMADOU

İzmir Kâtip Çelebi Üniversitesi

Sosyal Bilimler Enstitüsü

İşletme Anabilim Dalı

Küreselleşen ekonomide, ekonomik kurumlar, kâr odaklılığın artık yetmediği, aynı zamanda çalışanlarına yaratıcı, güvenli ve sosyal olarak kabul edilebilir bir çalışma ortamını sağlamaları gereken rekabetçi bir çevreye adapte olmalıdırlar. Küresel performans kavramı başarının farklı seviyelerini keşfetmek ve eş zamanlı olarak uygulama ihtiyacına dikkat çekmekte ve özellikle insan kaynaklarının uygun kullanımına önem vermektedir.

İnsan kaynaklar, bir üretim ekonomisinin temel hareket ettiricisidir. Eğer insanlar kamu ve özel sektörde yetenekleri ve niteliklerine göre en verimli olacakları iş pozisyonlarında istihdam edilirse, toplam üretkenlik artacak ve bu durum usual gelirde bir artış yaratacaktır. İnsan kaynakları yönetimi ile ekonomiye değer ekleme arasında güçlü bir korelasyon vardır. Küreselleşen ekonomide kamu kurumları ve özel sektörde İnsan Kaynakları Yönetimi Geliştirme ihtiyacı doğmuştur. İnsan Kaynakları Yönetimi Geliştirme Planı yeteneklerin yönetiminin nasıl yapılacağını, çalışanların ilerlemesinin nasıl sağlanacağını içerir. Temel amaç kurumların verimliliğini yükseltecek basit etkili teknikler oluşturmaktır. Bu aynı zamanda çalışanların işten memnuniyet düzeylerini yükseltecek ve makro düzeyde üretimdeki insan sermayesinin kullanım oranını arttıracaktır.

Bu çalışmada Mali'deki yarı kamusal bir şirket olan ve tek elektrik ve su dağıtım şirketi olan EDM-SA'nın insan kaynakları yönetim anlayışı araştırmacı tarafından incelenmiş ve bu şirket için örnek bir İnsan Kaynakları Gelişim Planı ortaya konmuştur. EDM-SA yarı kamusal bir kurum olduğu için, İnsan Kaynakları Gelişim Planı şirketin özel sektöre ait bölümünün karlılık ve rekabetçiliğini arttıracığı gibi aynı zamanda kamu kaynaklarının verimli, şeffaf ve ekonomik yönetişim ilkesi ile kullanımının bir parçası olacaktır.

Anahtar Kelimeler: İnsan Kaynakları Yönetimi, İnsan Kaynakları Gelişim Planı, EDM-SA, Mali.

TABLE OF CONTENTS

| | |
|--------------------------------|------|
| DECLARATION | ii |
| ABSTRACT | iii |
| ÖZET | iv |
| TABLE OF CONTENTS | v |
| LIST OF TABLES | vii |
| ABBREVIATIONS | viii |
| INTRODUCTION | ix |

PART I

HUMAN RESOURCES MANAGEMENT

| | |
|--|----|
| 1.1.The concept of Human Resources Management | 3 |
| 1.2. Relationship between HRM practices and performances of business | 4 |
| 1.3. Conceptual Framework..... | 6 |
| 1.3.1. Strategic Approach to Human Resource Management | 7 |
| 1.3.2. Financial Approach to Human Resource Management | 7 |
| 1.3.3. Economic Approach to Human Resource Management | 8 |
| 1.3.4. Psychological Approach to Human Resource Management | 9 |
| 1.4. Review of empirical studies | 10 |

PART II

THE AIM AND METHODOLOGY OF THE RESEACH

| | |
|--|----|
| 2.1. The Aim of the Research | 14 |
| 2.2. The Rationality and Assumptions of the Research | 14 |
| 2.3. Methodology of the Research..... | 15 |

PART III

FINDINGS AND RESULTS OF THE RESEARCH

| | | |
|------------|---|-----------|
| 3.1 | The EDM-SA in Mali Energy Sector..... | 17 |
| 3.2 | History, presentation and Organization of EDM-SA..... | 19 |
| | 3.2.1.History..... | 20 |
| | 3.2.2.Presentation..... | 21 |
| | 3.2.3.Organization..... | 23 |
| 3.3 | Human Resources Management at EDM-SA..... | 23 |
| | 3.3.1. Definition | 23 |
| | 3.3.2.Organization and Mission of EDM-SA | 24 |

PART IV

DEVELOPMENT OF HUMAN RESOURCES PLAN AT EDM-SA

| | | |
|------|--|----|
| 4.1. | Problems of setting up a development plan at EDM-SA | 26 |
| | 4.1.1. Definition of a HRDP | 26 |
| | 4.1.2. Description PDRH to EDM-SA..... | 26 |
| 4.2. | The Stages of the Implementation of a Human Resources Development Plan at EDM-SA | 27 |
| | 4.2.1.The Steps | 27 |
| | 4.2.2. The Assessment Tool | 28 |
| | 4.2.2.1 Loan Equipment | 28 |
| | 4.2.2.2 Health Insurance Fund | 29 |
| | 4.2.2.3. The Borrowing Savings Fund..... | 30 |
| | 4.2.2.4. The Solidarity Fund | 30 |
| | 4.2.2.5. Special Benefit | 31 |
| | 4.2.2.6. Department of Medicine | 32 |
| | 4.2.2.7. Competence Management Procedure: Application Procedure | 32 |

PART V

ADVANTAGES AND DISADVANTAGES RELATED TO THE DEVELOPMENT OF HUMAN RESOURCES PLANS, CRITICISM AND SUGGESTIONS

| | | |
|------|---|----|
| 5.1. | Benefit to the Company and Employee | 35 |
|------|---|----|

| | |
|---------------------------------------|----|
| 5.2. Disadvantages | 35 |
| 5.3. Criticisms and suggestions | 35 |
| CONCLUSIONS | 37 |
| REFERENCES | 38 |



ABBREVIATIONS

| | |
|---------------|------------------------------------|
| HR | Human Resources |
| HRDP | Human Resources Development Plan |
| EDM.sa | Energy of Mali |
| HRM | Human Resources Management |
| SME | Small and Medium sized Enterprises |
| EDF | Energy of France |
| HRD | Human Resources Department |
| XOF | West African countries currency |

LIST of TABLES

| | |
|---|------|
| Table 1 Fundamental Energy Statistics..... | 1917 |
| Table 2 Mali Electricity Mix, interconnected system, including imports. | 19 |
| Table 3 EDM SA Installed Base, 2008-2012..... | 1919 |



INTRODUCTION

Human resources management was before considered as a support to the other functions of an organization, but due to recent changes it became the function that allows companies to have a competitive advantage over other companies (Becker, Huselid, Pickus and Spratt, 1997). These recent decades the economic instability and the increased competitiveness in certain sectors forced companies to determine the the employee's places in their institutions. In order to improve their performance, competitive position, to attract and retain a skilled workforce, companies had to review their traditional ways of working conditions, to manage human resources such planning or managing a career and developing effective human resource management practices. According to Becker and Gerhart, (1996); Schumann (1998) and Tetenbaum (1998) companies has to revise their entire management organizational structure and work organization. Human resource management is closely related with the employing, promoting, training, orienting the human resources of a company (Arthur, 1994).

As a consequence, an increasing number of researchers have been interested in managing human resources. There has been many studies conducted to find the relationship between the business performance and human resource management applications. The big one however, most of these studies have been conducted with large companies, to explore this area of knowledge in the context of Small and Medium Sized Enterprises (SMEs). Since the resource function is not developed so much large companies, Many researchers have shown that there are simple procedures and practices which can form an advantage towards competitor (Fabi and Garand, 1997; Huselid, Jackson and Schuler, 1997). A call for intensification of the research on human resources management practices in SMEs has been launched in recent years (Katz, Aldrich, Welbourne and Williams, 2000). Also project management companies are affected from the new conditions that describe the new economic production system. Engineering firms' project management modules has developed a various kinds of strategies with aiming to innovate new products and new ideas to rationalize and optimize the profits and cost. According to strategically management view It is clear that whatever the strategy chosen, companies are obliged to collaborate with their staffs (Guérin,

1995). For this reason a successive human resources planning would enhance the production units with more effective employees



PART I

HUMAN RESOURCES MANAGEMENT

This part of the thesis comprises information about human resources management; relationship between human resources management and performance of business and conceptual framework of the research.

1.1. The concept of Human Resources Management

According to the changes in the production systems, employment systems and job characteristics, language of management has shifted away from traditional unionized manufacturing industries towards the process industry high technological, labor intensive sectors, service sectors etc. (Legged, 1995,63). It is a new concept of the 20th century where the “workers” transformed to “employees”, and personnel management is transformed to “human resources management”.

Human resources management is connected with the discovery of human capital in the production function as a value adding variable to economy. Human capital theory is emerged by the studies of Becker in 1960s, who win a Nobel Price in 1992. According to this theory, if the productivity of human beings are improved by some methods like education, training while working etc, the aggregate productivity will increase and this will cause an increase in the national income, profitability, fertility and etc (Becker, 1964). Human capital theory brought the light of human resources management concept. Human resources management ‘comprises a set of policies designed to maximize organizational integration, employee commitment, flexibility and quality of work’ (Guest,1987). It is quietly different from the concept of traditional personnel management.

Organization can be defined as a group of people working together with having a goal, then management has a meaning of accomplishing those goals through other people and human resources management is a tool for manager to help her 7his organization use its most valuable asset, humans, productively (Berman, Bowman, West & Van Wart, 2013;1-2).

1.2. The Relationship Between Human Resources Practices and Performance of Business

It is very easy to learn how to do a work, to learn the technical skills of a work but beyond those skills we need someone who will first know which technical skills to look for and also a someone and a team of people who will know how to manage the human capital(culture, atmosphere) of a company.

Since around 1980's century, researchers had been interested in the relation between human resources management practices and the firm performances. Prior to that date (in 1959), we noticed that, Penrose offered in his books a combination of services and resources that created value and performance. Penrose assumed that the function of the contractor (manager) was to convert the capacity to create and innovate economic value by catalyzing and combining the resources.

Wernerfelt (1984) argues meantime that "companies had no option but to go to the variables that they can influence such as financial capital, material (equipment, materials first and technologies) and individuals". The growing interest in these internal variables contributed to the growth of the theory of resources. It explains the company's resources, all the time present, as factors of its strengths and weaknesses. This applies to lines, mastery of technology, expertise and aptitudes of employees, trade agreements, equipment, capital, etc. diagnosing performance resulting is an examination of classic positioning, showed as a strength / weakness and strong situation of a particular body of the organization.

Arthur (1994) inspects "the influence of HR systems on the scrap rate per ton melted crude steel ". Liouville and Bayad (1995); on a survey of 271 SMEs French manufacturing and proclaim that "companies developing proactive design of their HRM and hope to develop their employees can await with high probability to reach high performance organizational. Conversely, companies that rely on a social dimension could know more social problems that may obstruct their economic accomplishment. They sought a causal link specific performance and concluded that "economic performance (profitability, sales growth) would condition by organizational performance (productivity, quality, innovation capacity), itself conditioned by social performance (staff turnover, absenteeism and staff

satisfaction". In his work on high-performance practices, Huselid (1995) finds a favorable influence on the financial and economic production. It covers "specific recruitment and selection procedures, systems incentive compensation, training programs and employee involvement practices" and concluded an impact notably negative of these practices on the turnover and positive on productivity and financial performance. As for Snell and Al in 1996, they concentrate their investigation on the understanding of an organization and their advantage over competitors: "The nature of the factors giving a favorable position to companies and highlighted the value of good manage knowledge held by a company , hold the same thing: "businesses have no other option but to reconsider the method they use in traditional activities human resources management such as planning the workforce, staffing or career management, but especially to change by developing effective human resource management practices that will have the results to attract and retain business in a competent workforce "They favor the determination and satisfaction Staff have a positive impact on productivity, "the motivation and satisfaction of workers are factors which might influence their behavior and therefore have an impact on productivity and profitability companies "(Huselid, Jackson and Schuler 1997, Schuster and Al. 1997).

In combination with Wright (1998), Barney said that "the organizational support factor" is important than the resources of competitive advantage. The business must have the skills to arrange resources (Material and human); where his expertise is to be ruthless on the market. In addition Pfeffer (1998) said that businesses that sustain the marketplace would be indicated by "organizing systems of flexible working, with pay practices based on performance, the Employee participation in decision making, by training policies, promotion and career development particularly developed" .Beside, along the same lines as "training, the teamwork, decentralization of decision making is among the most effective HR practices. "Drucker (1999) even argues that the largest challenge in industrialized countries no longer is to ameliorate productivity manual labor, but preferably to enlarge the productivity of "knowledge workers" and it will also be able to attract and retain within the company. In the same year, Bryson on a study of 564 British businesses, declare that there are results of certain HR practices that interact

differently on the financial outcomes of the company "The results indicate that only the systematic use of practices in the chain reporting and use of direct communication practices are significantly associated with better financial performance ". Moreover, the study by Lacoursière in 2001 of 233 manufacturing seems to bring us more characteristics thanks to its regression analysis. The outcomes show that "the dissemination of information appears linked to turnover staff and the yield of the asset; training, productivity; recruitment and performance evaluation, to sell growth." Fabi and Pettersen (1992) say that the most triumphant companies are frequently acknowledged by "dissemination operations for strategic or economic information, participation in outcomes, and in a less extent, the enlarge use of job descriptions and participation in decisions. It is based on "the capacity of the business's associates, especially the managing director, to recognize internal resources and mix them up in the context of a "plan" so that they produce services for the Opportunity seized in the habitat. They evaluate performance through "the ability of this company to achieve the goals it has set itself and this in the resources available to it and the skills she acquired ".Business success mostly is based on the mature of human resource management. This hypothesis presumes that a particularly distinguished company wills performance when the business will strengthen all the parameter of efficiency. The HR function must meet two challenges performance:

- Enlarge the productivity of its management (payroll, time management ...)
- Conduct value-added activities to its various customers (directions, managers, employees...)

1.3. Conceptual Framework

Several theories, stemming from strategy, finance, economics and psychology, (Becker and Huselid, 1998), have contributed to a growing interest towards the management of human resources by demonstrating the contribution of certain practices to achieving organizational effectiveness. Indeed, each of these disciplines has argued for the development of a Universalist view that whenever a human resource management practice has a positive impact on business performance (Pfeffer 1994, Delery and Doty, 1996).

1.3.1. Strategic Approach to Human Resource Management

The Strategic Resource Theory provides important support for the Universalist approach to human resource management. The upheavals that characterized by the economy of recent decades have increased the difficulty for to implement business strategies based on external variables. The companies had no choice but to turn to the variables on which they can exercise control such as financial capital, equipment (equipment, raw materials and technologies) and individuals. The growing interest in variables contributed to the development of the theory of resources (Wernerfelt, 1984). According to this approach, the resources of the company, to constitute advantage competitiveness, must be generating value, rare, difficult to imitate or substitutable (Barney, 1991; Pfeffer, 1994). Later work by Barney and Wright (1998) will clarify that while these criteria are essential for resource as a competitive advantage, we must also add a factor of organizational support, which is, the company must have the capacity to organize resources (including individuals) and skills to generate a benefit on its competitors.

However, according to Pfeffer (1994) and Ulrich (1991), technology and capital can no longer provide a sustainable business advantage, the reasoning based on these resources constitute a short-term logic (Becker and Gerhart, 1996). Only the social structure, that is to say human resources, can be the desired competitive advantage (McMahan, Virick and Wright, 1999; Becker and Gerhart, 1996).

1.3.2. Financial Approach to Human Resource Management

As human resources management is increasingly recognized as a strategic dimension of the business, the financial world increasingly sees the risk factor on the company's financial performance as associated with poor corporate governance of people. In SMEs, this risk is now a component of business risk (St-Pierre, 1999). From a financial perspective, human resource management practices can be analyzed as multiple strategies that ensure optimal coordination of individuals and enable the company to control its business risk and obtain the expected return on its assets (D 'Arcimoles, 1995, Lepak and Snell, 1999).

1.3.3. Economic Approach to Human Resource Management

From an economic point of view, the Universalist perspective of human resource management can be based on arguments from human capital theory, transaction cost theory and agency theory. According to the theory of human capital, the knowledge, skills and competences held by individuals represent, like other corporate assets, a source of economic value for the firm, often superior to traditional assets such as machinery, buildings, Etc. (Jackson and Schuler, 1995, Ducharme, 1998). On the basis of this principle, advocates of the universalist perspective argue that the implementation of human resource management practices, such as skills development, is a preferred means of increasing the value of And therefore to increase organizational effectiveness (Youndt, Snell, Dean and Lepak, 1996, McMahan, Virick and Wright, 1999). Several theoretical works justifies the capacity of human resource management activities to increase the value of human capital in any kind of enterprise (Pfeffer, 1998, Baron and Kreps, 1999). The Universalist perspective is also based on the theory of transaction costs (Coase 1937, Williamson, 1981). According to Williamson (1981), putting in place an administrative system to govern internal transactions does not guarantee the efficiency of these transactions. It is also essential to examine the characteristics of the human capital needed to carry out the transactions and ensure that the employment relationship result. "The principles governing the efficient organization of transactions in general apply equally to the management of human capital," Williamson (1981) explains, a governance structure very simple to very complex that corresponds well to the nature of transactions carried out within the organization.

The agency theory developed by Jensen and Meckling (1976) and later by Jones and Wright (1992) shows that the behavior of the firm is comparable to that of a market, in the sense that it is the result of a complex balancing process. This theory makes it possible to explain the implementation of certain human resource management practices, which constitute a form of contract aimed at securing a balance between the interests of the principal (the owner of the SME) and those of

his agents (the staff). In other words, different human resource management practices will be used to reduce the risks associated with the agency relationship. The structural changes that have taken place in the economies of most industrialized countries over the last few decades have considerably changed the nature of the factors giving a competitive advantage to firms and have accentuated the importance of managing the knowledge held by a firm (Snell, Youndt & Wright, 1996). Schumann (1998) explains, for example, that the worker is increasingly "detached" from the production process. Indeed, it handles less and less material and is rather concerned with ensuring the functioning of the technology put in place to support production. The role of the worker becomes one of "system regulator" because he is called to program machines, to control processes and to solve problems. Such fundamental changes in the role of the worker have greatly increased the importance of his ability to learn. These changes also organization of the different work in order to obtain greater involvement of individuals, greater accountability and initiative on their part (Gittleman, Horrigan and Joyce 1998, Mandal, Howell and Sohal 1998). Drucker (1999) even argues that the greatest challenge for industrialized countries will no longer be improve the productivity of manual labor, but rather to increase the productivity of knowledge workers, which will also have to be able to attract and retain within the company.

1.3.4. Psychological Approach to Human Resource Management

Some researchers, who favored a psychological approach to the management of (Huselid, Jackson and Schuler 1997), have found that motivation and job satisfaction are factors that can influence their behavior and thus impact productivity and profitability. In addition to remuneration practices, practices that foster interactions between individuals and the creation of long-term relationships may help to stimulate their efforts (Kidwell and Bennet 1993). In this sense, Fabi, Martin and Valois (1999) recall the facilitating role played by staff in communication, skills development, and participation and recognition practices in the implementation of organizational changes that often require adoption new attitudes. There are, therefore, several arguments in favor of the Universalist view that the most recognized practices of human resource management have a positive effect in all the enterprises in which they are applied. Pfeffer and Veiga (1999)

supported this view by arguing that human resource management practices, regardless of the business environment, could help firms improve their performance levels. The same arguments serve, to a large extent, as a theoretical basis for the contingency and configuration perspectives used to analyze the relationship between human resource management and performance. These perspectives, which are more nuanced and more complex, are not, however, the subject of our study in this article.

1.4. Review of Empirical Studies

The Universalist approach to human resource management has been validated through a number of empirical studies, most of which have been conducted on samples involving only large firms (Delery and Doty 1996, Barrette and Simeus 1997, Huselid, Jackson and Schuler 1997, Rondeau and Wagar 1997). Only a few studies have focused on mixed samples, involving both large firms and SMEs (Bryson 1999). Even fewer studies were conducted in the context of SMEs. It is important to make such a distinction because the management of human resources in SMEs is of a specific nature.

Studies have shown that human resource management practices are less developed and less formalized in SMEs than they generally are in large firms (Benoit and Rousseau 1990, Marlow and Patton 1993, Bayad, Mahe de Boislandelle, Nebenhaus and Sarin, 1995, Fabi and Garand, 1997). In addition, D'Amboise and Garand (1995) observed a general lack of expertise in the methods and techniques of human resource management in SMEs. Finally, others have found that implementing human resource management practices in SMEs is often a mere replication of practices in other enterprises, especially large firms (Katz, Aldrich, Welbourne (2000).

To our knowledge, only three other studies seeking to measure impact diversified sets of human resource management practices performance of enterprises were carried out in the context of SMEs, those of Liouville and Bayad (1995); Lacoursière (2001) and Arcand, Bayad and Fabi (2002). The Liouville and Bayad (1995) study, carried out among 271 manufacturing SMEs French, has examined the causal links between human resource management practices and the

social, organizational and economic performance of SMEs. Firms were divided into five different classes based on the degree of importance managers attributed to human resource management concerns. First, the authors analyzed and compared the variance observed in the performance of each of the classes. The results show that firms with a strong "qualitative" orientation of human resources management are also those that achieve better economic performance. According to these authors, a qualitative orientation means that individuals are perceived by the company as a value to optimize and that they are not afraid to invest in a large number of practices, including skills development, remuneration, motivation, information, participation, recruitment and performance evaluation.

In a second phase, Liouville and Bayad (1995) then sought to verify the existence of specific relationships between different performance indicators within each class of firm. Their results indicate that economic performance (profitability, sales growth) is conditioned by organizational performance (productivity, quality, innovation capacity), which is itself conditioned by social performance (staff turnover, absenteeism and employee satisfaction). The study in manufacturing SMEs revealed a positive impact of certain human resource management practices comparable to that reported by different researchers in large companies. Influencing working conditions, work organization, motivation and skills development, human resource management practices are an important source of competitive advantages for businesses. The results obtained from a survey of 233 manufacturing SMEs allow the authors to affirm that there is a positive relationship between the development of human resource management practices and the performance of the SMEs in their sample. Analyses of multivariate regressions have also specifically attributed the effects of certain practices on different dimensions of SME performance. For example, the disclosure of information appears to be related to staff turnover and the rate of return on assets; Training, productivity; recruitment and performance evaluation, to sales growth.

Lacoursière et al also observe a negative relationship between participation in decision-making and the productivity of SMEs. The study of 46 credit unions establish a positive relationship between the presence of certain human resource management practices and various indicators of organizational and financial

performance, including employee satisfaction, human resource efficiency Productivity, overpayments profit and return on investment. More precisely, the results obtained by these authors show that when introduced simultaneously into a regression, human resource management variables are significantly associated with each of the four indicators of performance, the variance explained by the total model being 41% for satisfaction, 47% for overpayments, 50% for return on investment and 37% for staff performance. It should be noted, however, that this study was conducted in the service sector, where the impacts of management practices may be more readily apparent than in the manufacturing sector (Capelli and Crocker-Hefter, 1996, Bowen, Gilliland and Folger 1999).

Three other studies to measure the impact of diverse sets of management of human resources on performance deserve attention, as they covered samples of both SMEs and large firms. Measuring the effect of several human resource management practices, Guzzo, Jette and Katzell (1985) find a positive relationship between the presence of training and performance measurement practices on the one hand, an increase in productivity. There were no significant effects on recruitment and incentive compensation practices.

Patterson, West, Lawthom and Nickell (1998) conducted a longitudinal study of 67 manufacturing firms. They find that the human resource management practices studied explains the observed variance of productivity and profitability (profits per employee) by 18% and 19%, respectively. According to these authors, the proportion of variance explained by human resource management practices is significantly higher than that explained by other practices related to strategy, technology, research and development and quality, none explaining More than 8% of the variance. Further analysis allows these researchers to establish that a group of practices including recruitment / selection, socialization, training, and performance evaluation would account for most of the observed variance, Productivity and profitability. The second set of practices explaining a large part of the observed variance would relate to the organization of work. It includes versatility, rotation of tasks, delegation of responsibilities and teamwork. Practices belonging to a third set, namely communication, quality circles and incentive compensation, would not

contribute to explaining a significant variance observed. In a study of 178 SMEs and 386 large

British firms, Bryson (1999) shows that some human resource management practices have a different effect on the performance of SMEs and large firms. The practices adopted by the author for his work are: holding meetings between supervisors and staff, regular dissemination of written information to all staff, systematic use of chain of command for communications to all staff, the incentive compensation program, the program of suggestions and consulting staff for problem solving.



PART II

THE AIM, RATIONALITY, ASSUMPTIONS AND METHODOLOGY OF RESEARCH

This part of the thesis explains the aim, rationality, assumptions and methodology of the research.

2.1. The Aim of the Research

The aim of this research is to develop a HRM plan for the Malian semi public energy distribution company EDM.SA

2.2. Rationality and Assumptions of the Research

Human resource management has an important effect or influence on organizational performance. In order to increase organizational goals (profit) human resource management plan must be developed to improve the efficiency of the organization revenue's growth. Their objectives are to minimize costs and at the same time increase profits in the organization. The impact of human resources decisions on performance results have a clear signification and an important to the matter at hand to managers for examples stock performance, productivity, profitability , quality of an organization. Human resources have other important roles such as achievement of organizational goals. HR is an essential part of a business and a crucial tool that drive to the achievement of organizational goals. That's what draw the rational, the motivation of this research because most of the companies don't have a proper Human Resources Management department. According to the aim of the research there are some assumptions of the research which are given as following:

Assumption 1: Companies with proper, stable Human Resources Department have higher outcomes than the ones who do not have.

Assumption 2: There is a positive relationship between employee, supervisors, manager's commitment and organizational goals.

2.3. Methodology of the Research

The methodology of this study consist of two sections: First it was carried out a participatory observation in the unique water and electricity Distribution Company: EDM-SA in Mali by the researcher between July 2016 and August 2016. Second it is developed a human resources management plan for this company.

A participatory observation is a technique of field research by which a participant observer (in this case myself) studies the life of a group by sharing in its activities. It's a qualitative research method that focus on observing mostly the behavior of people because usually what people believe and say they do is different from their behavior. Creswell (2002) in his book affirms that a qualitative researcher has more choice regarding data collection. Observations methods provide researchers with methods to check nonverbal expressions of feelings, how participant communicate with each other and how much time is spent on various activities. Participant observation has to be used as a way to increase the validity of the study, as observations may help the researcher have a better understanding of the context and phenomenon under study.

The researcher obtained an internship in this company that allows to conduct a research paper on the company in general and specially in the Human resources area by sharing their daily work routine and activities and taking notes of what was useful for the research between the dates July 2016 and August 2016. All the departments have been visited by the researcher and Human Resources Department has been interested mostly.

In the second part of the research methodology, a Human Development Plan is developed by the researcher by using the experiences of the participatory observation.

During the preliminary phase of the study, some questions were also asked by researcher to verify the validity and relevance of observations made throughout the internship. The data collected was used to measure the intensity of human resource management practices and the organizational performance of firms. The observation consists of three main parts: business characteristics, human resource management practices and performance indicators. A positive relationship between the level of implementation of the practice and the more an HR practice is strongly

implanted, the higher the performance of the company. In terms of social performance, there is a positive relationship between the level of implementation of human resource management practices and the satisfaction of the individual. Indeed, if the Practices have a positive impact on working conditions, working climate and attachment to the organization, a high level of Implementation of human resource management practices should improve and therefore reduce turnover and absenteeism (Arthur 1994, Huselid 1995, Liouville and Bayad 1995).

One of the theme observed that I would like to emphasize is the promoting policies and strategies of the firm. The firm has promoting policies and it's usually earned by seniority. I mean by that the more you spend time in the company the more you had chance to be promoted. This also helps keep loyalty to the company. There are different types of promotion. Since it is an electricity and water company, some employees would get discounts on their electricity and water bills by using a promotion code. It depends of the percentage earned. Sometimes it is just a one-time earning but sometimes also it is earned for years (5 maximum). Some other type of promotions is status promotion. By that I mean getting a better salary coming with a better position in the company and this promotion type is also based on seniority. If I may be to give my opinion I would say that in general it is a good promotion strategy as it transforms the company into a family of some people working for more than 20 years in the company. It creates relationship and loyalty and it's an effective way for motivating workers which is one of the essentials job a human resources department.

PART III

FINDINGS AND RESULTS OF THE RESEARCH

In this part of thesis firstly EDM-SA is described in the Mali Economy by using some economic indicators, secondly history, presentation and missions of EDM-SA is explained. Thirdly Human Resources Management in EDM-SA is explained which the researches observes during her internship experiences in the company.

3.4 The EDM-SA in Mali Energy Sector

Mali is a low income country, so according to that, it was selected among with 5 other countries to benefit from the Scaling-Up Renewable Energy Program. The reasons that conducted to that that choice was first because of all the climatic, environmental, the nature and scope of the climate, the demographic and energetic problems Mali faces, and second the huge efforts government has already made to meet fundamental energy figures.

Table 1: Fundamental Energy Statistics

| Topic | Indicator | Unit | 2000 | 2012 | Source |
|------------------------|----------------------------------|-----------------------|-----------------------------------|------------------------------------|---------------------|
| Socio-Economic | Population | units/growth | 10.26 mln/ 2,8% | 14.85 mln/ 3,4% | WDI |
| | Urban/Rural Population Shares | % | 72% rural 28% urban | 64% rural 36% urban | WDI |
| | GDP/per capita | USD-constant/ PPP1 | 380 (USD 2005) 835 (USD 2005 PPP) | 476 (USD 2005) 1047 (USD 2005 PPP) | WDI |
| | GDP growth | % | 5.1% average per year | 0 | WDI |
| | Poverty headcount 1.25USD | % | 61.18% | 50.43% (2010) | WDI/ National |
| | Poverty Gap 1.25 USD | % | 25.8% | 16.4% | WDI |
| Access and Consumption | Electricity Access (urban/rural) | % | 1% rural | 55% urban 15% rural (2010) | IP |
| | Electricity Access (national) | % | 17% | 27% (2010) | WB-GTF, IP |
| | | | | | |
| | Electricity Demand and | % | 6.6% per year (2008-2012) | 0 | EDM SA - calculated |

| | | | | | |
|--------------------|-------------------------------------|----------------|----------------------------------|------------------------------|----------|
| | growth | | (Interconnected System Only) | | |
| Production | Installed Base | MW/GW | 0 | 425 MW (only EDM) | EDM SA |
| | Share of Hydro | % | 0 | 44.4% (2014- only IC system) | EDM SA |
| | Share of Other RE | % | 0 | 0.1% (2014-only IC system) | EDM SA |
| | | | | | |
| | Imports of fuels | (% of imports) | 23.6% | 26.0% (2010) | WDI |
| External Financing | Aid for the energy sector from 2000 | USD | 478.5 USD millions (2011 prices) | | OECD CRS |
| | | | | | |

Source: African Development Bank Group, 2015.

According to Table 1, the main and first energy supply in Mali is at 78% based on biomass. It is the main source of energy for the population but at the same time fossil fuels only contribute to 21% of the energy supply while hydro contribute to 1% (electricity trade does not count). In 2000 the access to electricity was very rare but in the early 2010, we noticed a huge increase in the numbers as a 55% in the urban areas and 15% in the rural areas. In 2012 this number increased from 55% to 62% for the urban areas. The Sector of oil and gas in Mali is characterized by its over dependence on the imports of petroleum that was 26% of the total imports of 2010. These numbers expose the country's economy as a hallow to the instability of the prices of fossil fuel. The numbers also puts the economy of the country under a certain foreign reserves pressure that includes the development of the energy sector. 21% of delivered thermal energy, 26% of purchased energy, 16% of generated hydroelectricity and 37% of purchased hydroelectricity are the providing numbers of EDM in 2013. An increase of 62% of the share of thermal energy in the energy mix is expected by 2017 (African Development Bank Group, 2015). According to Mali - 2014 Provisional Electricity Recovery Plan (cited in African Development Bank Group,2015) import, interconnected system and the electricity mix of Mali is given in the Table 2.

Table 2: Imports, interconnected system, and the electricity mix of Mali.

| | | | | | | | | |
|--|------|------|------|------|------|------|------|------|
| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|------|------|------|------|------|------|------|------|

| | Real | Real | Plan | Forecast | Forecast | Forecast | Forecast | Forecast |
|---------|-------|-------|-------|----------|----------|----------|----------|----------|
| Thermal | 39.9% | 47.0% | 55.7% | 59.9% | 60.6% | 61.9% | 50.7% | 51.2% |
| Hydro | 60% | 53.0% | 44.2% | 39.9% | 36.3% | 35.3% | 46.9% | 44.5% |
| Solar | 0% | 0.0% | 0.1% | 0.2% | 3.1% | 2.8% | 2.4% | 4.3% |
| GWH | 1275 | 1402 | 1629 | 1789 | 1966 | 2197 | 2516 | 2741 |

Source: African Development Bank Group, 2015.

To maintain the demand, EDM made some investments in 2010 of a total of 90 MW in two medium-sized thermal generation projects (heavy fuel oil plants). The Malian grid is already regionally interconnected to Mauritania, Senegal and Cote d'Ivoire. Further strengthening of the link is decided to lower the cost of power in the medium term and to allow Mali to acquire more power from its border countries. There are few observed facts with RE on the EDM SA grid, namely the offspring power plants (diesel/photovoltaic solar). The earliest one was introduced in February 2011 (216 KWp) and two others in 2014. Solar production is likely to ramp up and account for around 4% of total energy generated by 2020. The EDM SA also serves 22 isolated centers exclusively with diesel power plants, for a total of 68 MW as of 2012 (African Development Bank Group, 2015).

Table 3. EDM SA Installed Base, 2008-2012.

| EDM | Unit | 2008 | 2009 | 2010 | 2011 | 2012 |
|---------------------|------|-------|-------|-------|-------|-------|
| Interconnected Grid | MW | 243.3 | 253.3 | 273.3 | 327.3 | 357.3 |
| Isolated Centres | MW | 49.7 | 57.2 | 60.1 | 67.4 | 67.9 |
| Total | MW | 293.0 | 310.5 | 333.4 | 394.7 | 425.2 |

Source: Documents of EDM-SA(cited in African Development Bank Group, 2015)

3.2. The History Presentation and Organization of EDM-SA

3.2.1. History

In 1928, The development of Felou falls located about 15 km from Kayes marks the beginning of the electrification of the French Sudan by the Energy of West Africa subsidiary of Electricity de France (EDF) covering several territories Of French West Africa. From 1932 to 1939, we observed the installation of several

thermal power stations either for communication needs (thermal power stations of the inter-colonial radio of Bamako) or for economic needs (central of Markala for the needs of the workshops and installation of the office of the Niger) In Ségou. After that in January 1952, the management of the electricity installations in Bamako by Energie Afrique Occidentale Française marked the beginning in Sudan (present-day Mali). Two years after that period in 1954, the new Central of Bamako is commissioned, and the management agreement is replaced by the first concession of thirty (30). Under the framework law (1946), Energie Afrique Occidentale Française (Energie AOF) changed its acronym to become the African Electricity Company (SAFELEC). In October 1960, the ordinance No. 26 / PGRM, creation of the Society of Energy du Mali; with the aim of producing, transporting, distributing water and electricity throughout the territory of Mali. In order to enable it to carry out this task properly, the State has granted its concessions, accompanied by specifications, setting out the conditions for the implementation of the concessions. In 1984, the caisse Centrale de Coopération Economique sells its shares at their nominal value to the Malian State, thus modifying the structure of the share capital as follows:

- Malian State (majority) 94%
- Electricity of France (EDF) 5%
- Malians deprived 1%

In 1987, the capital was increased to 2,500,000,000 XOF thus distributed as follow:

- Malian State (majority) 2,429,950,000 XOF 97.2%
- Electricity of France (EDF) 70, 050,000 XOF 2.8%

From January 1995 to March 1998, the management of the Company was entrusted to the SHEC Group (Saur International, Electricity of France, Hydro-Quebec International and CRC SOGEMA) as part of an initially planned Global Management Delegation for a period of four (04) years extensible to five (05) years. In March 1998 the early termination of the Global Management Delegation contract was made. In August 2000, the impersonal Company transferred its Electricity of France of its shares to the Malian State which became sole

shareholder of EDM SA with a capital of 20 billion XOF francs. In December 2000, the privatization of the energy company of Mali S.A with the entry into its capital of the following partners was made:

- The Saur International with 39%
- The Industrial Promotion Service (IPS) with 21%
- The State Malian and Malian private with 40%

In April 2001, the capital increased to 32 billion XOF francs.

- The Saur International-EDM Holding (SIPIA share was 60%
- The State Malian and Malian private share was 40%

The board of directors of the foreign majority-owned company or EDM SA is composed as follows: 4 representatives of the Strategic Partner, 2 representatives of the Malian State and 2 Malian auditors.

In September 2005: The Share capital was still 32 billion XOF leaving the State Malian and Malian private with 60% of the shares and the IPS with 40%.

The Board of Directors of the Company is composed as follows: 6 representatives of the Malian State, including the President and 1 representative of EDM Holding.

3.2.2. Presentation

The head office of the EDM-SA is located on the Square Patrice Lumumba. It is a limited company created by ordinance N ° 26 / PGP of October 14, 1960. The capital of the EDM-SA is 32 billion XOF, 60% owned by the Malian government and the Malian private sector and 40% by IPS. The organization of EDM-SA reflects its dual mission of supplying electricity and water throughout the national territory.

The company is managed by a Managing Director, assisted by three Deputy Managing Directors, five Central Managers. Directorates are divided into operational and functional divisions.

Operational Directions

- The Central Direction Electricity

The Central Electricity Department is responsible for the production, transport and movement of electricity, the programming of the supply of electricity and the distribution of Electricity.

- The Central Direction Water

The Central Water Department is responsible for the operation of the Water network in Mali, monitoring the operation of pumping stations, programming production, maintenance of production groups, water quality according to prescribed standards And the distribution of water in accordance with prescribed standards and the distribution of drinking water

Functional Departments

- The Deputy Directorate General

The Deputy Chief Executive Officer is responsible for the interim of the Chief Executive Officer in case of absence. This Directorate is responsible for coordinating the activities of the Regional Coordination and the following Directorates:

- The Deputy General Management / Administration and Finance

It deals with all matters relating to the Administration and Finance of the Company, that is to say internal management control

- The Central Trade Department

Hierarchically attached to the General Management, the General Sales Department develops the commercial policy, the commercial procedures. It includes the Sales Administration Department (DFAV) and the Customer Division

- Other units attached to senior management(The communication advisor, the fiscal and financial adviser, the quality coordinator and so on)

3.2.3. Organization

The organization of the activities of the Coordination and Centers of the Interior is structured in several sectors organized around four distinct sectors (Electricity,

Water, Commercial, Commune), all linked to their respective directorates responsible for the sector concerned. Thus, in the Regional Coordination or Centers, the following sub-sectors are found:

- Production Water
- Production Electricity
- Distribution Water
- Distribution Electricity
- Common services
- Customer channel
- Sales administration

3.2. Human Resources Management at EDM-SA

3.2.1. Definition

Human resource management (HRM) means placing the right men and women where it is needed at the right time. Since staff management is a true career policy, it is necessary to know how to allocate staff according to the ability of each person to perform the specific tasks and according to the prediction of the adequate return, taking into account the immediate entourage.

To do this, the availability of effective human resources at all levels of the pyramid strongly influences the achievement of development objectives in line with the company's orientations.

At EDM-SA the management of human resources is modern. It is also motivated by a service-specific animation system. Recruitment is widely open in terms of age, level, and training experience. Competitive, it is based on the experience of success more than on the "rights" to occupy a position given by any title.

Communication is vertical, horizontal, and diagonal in-house, massive to and from the outside. It has the most powerful tools and makes use of it by generalizing the messages, but also knows how to seriously manage the secret. One of the principles of HRM is loyalty to the cause of service, limited by respect for a higher personal and collective ethics often expressed explicitly in the charters

setting out the objectives and standards of the “Company or service. The requirement of respect for employees is also one of the principles of HRM, because conscious of the fact that authority is a direct function of respect which is to be earned in all respects and is never acquired or In advance, neither once nor for all, nor without reserve.’

3.2.2. Organization and Mission of the HR Department

The human resources department (HRD) is a functional structure attached to the central support center, which is attached to the general management. It comprises five services, namely:

- Management and Regulatory Tools Cluster (POGR);
- Employment and management information center (PEIG);
- Vocational training service;
- Individual Human Resources Management;
- Social service and preventive diseases.

The HRD has a human resources manager who reports to the five heads of departments. Each service is structured as follows:

The Management and Regulatory Tools Cluster service consists of two management tools and regulatory tools divisions with a staff of three;

- The vocational training service consists of three divisions, including Common Services Training, technical training, and a training support unit with a staff of six, one Secretary and one Logistics Officer.
- GIRH has two divisions under authority: payroll division and administrative division. The service has a staff of seven including four management officers.
- The social service and prevention of diseases consists of three divisions which are: Management and control, Administration of social funds and programs

It has a staff of nine officers, one of whom is an intake agent, two seizure officers and an administrative officer. The main tasks of HRD include:

- Control and foresight in the field of HRM:

Development or updating and implementation of personnel policy; Definition of management procedures: acquisition of HR, conservation / development, etc. Studies; Dissemination (information, training, assistance) of management procedures; Verification of compliance between formal procedures and procedures.

- The Payroll management;
- The Development and updating of HRM information;
- The Strategic coordination of activities related to HR management in all units: definition of decentralization processes, monitoring and maintenance;
- The Training: training policy, preparation and implementation of the training plan;
- The management of social affairs,
- The Relations with the administration and the social partners.

PART IV

**DEVELOPMENT OF HUMAN RESOURCES MANAGEMENT PLAN AT
EDM-SA**

In this part of the study, it is developed a human resources management plan for EDM-SA by using the experiences that the resources observed during the internship.

4.1. Problems of setting up a development plan at EDM-SA

4.1.1 Definition

The Human Resources Development Plan (HRDP) is a management tool to learn from the past and allow for some readjustments. As such, the HRDP increases the coherence of the multitude of training actions according to the organizational objectives and facilitates the follow-up of the path of the individuals. The training aims to raise the level of competence of the individuals in place. It responds to a need to increase efficiency and improve quality while providing human resources with opportunities for personal progress.

4.1.2. Description PDRH to EDM-SA

At EDM-SA, the HRDP focuses on:

- Skills management;
- Training;
- Budget management;
- Social management.

Through the competency management procedure, the object defined by the EDM-SA is, on the one hand, the competence measurement method deployed by the employees to the required skills of the positions they occupy and, on the other hand , The subsequent management measures allowing an optimization of the consequences. The procedure responds to a threefold challenge:

- To meet the needs of the company in terms of competence in the short and medium term;

- Give the hierarchies the means and tools to assume their managerial responsibilities;
- Promote the employability of employees.

Training is the condition for improving the quality of work in order to help raise the level of knowledge and communication skills of employees for improved organization and coordination of tasks.

4.2 The Stages of the Implementation of a Human Resources Development Plan at EDM-SA

4.2.1 The steps

The HR dimension proposes a strategic, personalized and practical approach to skills development in 4 major stages.

Step 1: identification of organizational needs, which takes the form of:

- Organizational diagnosis using performance criteria;
- Definition of orientations, organizational objectives and problems;
- Clarification of the organizational structure;
- Identification of improvement needs priorities and recommendations (related to organizational and skills weaknesses)

Step 2: development of competency profiles:

- Identification of standard stations;
- Analysis of existing job information;
- Analysis of the work situation of the posts;
- Writing skills profile projects;
- Validation and adjustments.

Step 3: skills assessment and skills analysis to be developed:

- Development of tools to identify skills to be developed;
- Meetings with employees;

- Analysis of needs expressed;
- Validation by the immediate superior;
- Skills development strategies;
- Validation and adjustments.

Step 4: Training evaluation strategies:

- Preparation of training plans;
- Evaluation strategy for training activities;
- Impact measurement strategy;
- Development of a scoreboard for project monitoring; selection of trainers and budget

4.2.2 Assessment Tools

The strategic, personalized and practical approach to skills development proposed by the HR dimension is not entirely in line with that applied to HRD-EDM.. At the social level in addition to the Establishment Agreement initiated between the Management of the Company and the Workers, the Society Energy of Mali-S.a concerned about the social development of its employees Initiated different social mechanisms for better well-being thus the status of agent holding a contract of indefinite duration to EDM S.a.

4.2.2.1 Loan Equipment

Statutory agents with at least ten years seniority in the company may benefit from a so-called equipment loan. The maximum amount allocated to the account of this loan shall be as follows:

- Staff in category A one million two hundred and fifty (1,250,000) XOF
- Category B staff: one million (1 000 000) XOF
- Category C and D staff: seven hundred and fifty thousand (750,000) XOF

This loan is awarded only once during the agent's career.

4.2.2.2 Health insurance fund

To ensure better sanitary coverage for its agents, the Society Energy of Mali S.a has subscribed to all its workers an insurance policy. This policy covers the worker's family (agent, spouse, and children).

- Fund supply:

It is financed by employer contributions paid by the employer on pay at source.

The Staff of categories C and D salary is 3000 XOF / month

The Staff Category B salary is 5000 XOF / month

The Category A personnel salary is 5000 FCFA / month

The Employee Out of category salary is 10 000 XOF / month.

- Nature of benefits:

Medical expenses: They include fees for medical consultations or visits, routine medical procedures, radiology, analyzes and laboratory work, current practices of medicine, medical auxiliary (paramedics).

Pharmaceutical costs: The costs of pharmacy necessary for the treatment of the insured excluding mineral waters, wines and other so-called fortifying products, various tonics and foodstuff or supercharged products as well as objects for medical use (Art III of the general conditions);

Serious risks: The cost of medical or surgical hospitalization (doctor's or surgeon's fees and any ancillary acts required by the operation) and the cost of living in a public or private hospital or medical-surgical clinic. These costs are reimbursed up to a maximum indicated in the annual ceiling of guarantees.

Dental care: These are the acts defined as such in the nomenclature of professional acts (extraction, sealing, prescribed care by a qualified doctor).

Eyewear: The cost of acquiring frames, glasses or contact lenses is reimbursed within the limit of the authorized package. Prior approval of the company is mandatory. Renewal is subject to change in visual acuity.

Maternity expenses: The costs of confinement and of stay in hospitals or clinics are covered up to the authorized ceiling. The right to benefits is acquired nine months after the effective date of the guarantee.

4.2.2.3 The Borrowing Savings Fund

The objective of this fund is to enable every worker to benefit from a loan. The loan savings fund participates in the social promotion policy of the worker. To benefit from this fund, the employee will have to save for at least four months an amount to be deducted from the salary.

At the end of the voluntary savings, the amount saved is reimbursed; a loan equivalent to twice the amount of the savings will be granted to the employee according to his quota transferable in eighteen monthly payments maximum; the amount of the loan shall not exceed one million XOF.

4.2.2.4 The Solidarity Fund

This fund was created on December 18, 2001 and its objective is to provide benefits related to certain events affecting the life of the worker (marriage, birth, death). The solidarity fund strengthens the social assistance mechanisms. (The statutes of the solidarity fund are available in all directions to the heads of personnel management).

- Fund supply

The fund is financed by contributions from statutory agents levied by the employer on pay at source.

The Staff of categories C and D personnel salary is: 3000 XOF / month

The Staff of category B personnel salary is: 5000 XOF / month

The staff of category A personnel salary is: 5000 XOF / month

The Personnel Out of category salary is: 10 000 XOF / month

- Mechanism of intervention:

The fund's profit is linked to an actual presence of at least one year in the company.

- Marriage: document to present marriage certificate.

The marriage of an agent of EDM S.a costs are 150 000 XOF

The marriage of a couple of EDM S.a costs are 200 000 XOF

- Birth: The birth certificate of the child has to be present.

The birth of a child of an EDM agent S.a fees are 75 000 XOF

The Birth of a child of a couple of EDM S.a fees are 100 000 XOF

- Death of the agent: The certificate of inheritance has to be present.

The amount granted is 1 000 000 XOF

- Death of spouse: The death certificate required is required

The Amount granted is 250 000 XOF

- Death Child: The death certificate is required

The Amount granted is 250 000 XOF

- Death of Direct Ancestors (father and mother): The death certificate is required

The Amount granted is 250 000 XOF

4.2.2.5 Special Benefits

These special advantages relate to the total or partial assumption of the water and electricity connection quote, which is granted only once on presentation of the properties of the money. For the domestic and strictly family consumption, the subscription of the permanent agent will be invoiced to the 1 / 10th of the tariff in force. The consumption of appliances and equipment used for profit (electric mills, sewing machines, fountains) are excluded from the benefit of this article.

This benefit remains vested to the retired employee. It is acquired in the same way for the beneficiaries of a deceased agent in service or retirement, for five years.

In case of fraud on connection or illegal trade, the fraudulent agent loses the benefit of this advantage for five years.

4.2.2.6 Department of Medicine

The Department of medicine coordinates patients from other centers and regional coordination. It permanently houses a medical surgeon, a state nurse and health auxiliaries. The Department of Specialists in the field of Pediatrics, Cardiology, Gynecology, Dermatology and Pneumonia is also assured.

Within the same building is also the Social Service which establishes after consultation the voucher for withdrawal of medicines or that of taking charge of the analyzes in the sanitary establishments assigned (pharmacy, analysis office, medical clinic, polyclinic Medical).

4.2.2.7. Competence Management Procedure: Application Procedures

Human Resources are emerging as one of the key factors in the company's development strategy. The question remains for an enterprise to have the right skills, both quantitatively and qualitatively, at the right time to meet commitments.

The aim is to be able to measure the state of competences available to the organization and to examine to what extent the available skills are in line with the skills required by the requirements of positions and activities. And implement gap corrections or skills development. Human resources are an adjustment variable, because a competence is acquired, develops, maintains, can be lost, reduced, unavailable, and become obsolete.

❖ Inventory of required competencies

This involves drawing up a list of the competencies required to meet present or anticipated requirements specific to the activities to be carried out.

The competency inventory must cover all the processes and sub-processes of EDM-SA, and is carried out through IS 021.01-01 Inventory form.

The Competency Inventory Sheet for each process is subject to validation by the Director responsible for the process.

The list of competencies required is subject at least to a triennial review or whenever it is necessary to take into account the changes in the activities of the processes.

❖ **Maintenance of suitability measure Man / position**

Man / station suitability is measured during periodic maintenance. The employee is subjected to an analysis designed to measure his intrinsic skills in order to compare them with those required to best exercise his position.

Each position is defined in terms of the competencies required, the evaluator (supervisor) measures the skill level of his / her collaborator, specifying for each skill required, the employee's actual competence level, IS 021.02-01 "Evaluation sheet". The evaluation form is an element of the periodic maintenance file.

Each evaluation form is signed by the evaluated collaborator, the supervisor (n + 1) and the superior of the hierarchical superior (n + 2). It is then transmitted, with all visas, to the Central Directorate of Human Resources.

The Development Board is then responsible for analyzing the results and for recommending subsequent management measures. The Board of Development (PO Training, IT ...) can add any expertise deemed useful for a good treatment of the results.

The Supervisory Board in relation to hierarchies reviews each evaluation sheet and highlights the existence or absence of discrepancies between the required and the existing ones.

This review is documented on the evaluation form with recommendations for corrective measures to be implemented to optimize or develop man / post suitability.

❖ **Processing of Results and Management Measures**

After each evaluation sheet has been analyzed, the Development Board recommends for each employee appropriate management measures to correct any discrepancies and develop skills. These measures can be: in case of satisfactory or unsatisfactory adequacy

Training in skills management

Training is a privileged means of adapting the competencies of the employee to those required by the position held or to be occupied in order to ensure a good match between man and job.

The training needs arising from the work of the Conseil de Perfectionnement are consolidated in IS 021.04-01 "synthesis of training needs" by the CSGP and sent to the Director of the Professional Development Center.

The training actions recommended as a management measure in the framework of skills management will be two orders: adaptation training and development training.

- Skill adaptation training:

They are those prescribed for corrective purposes and aim to correct discrepancies between the required skills of a given position and those of the employee. They are involved in the search for job suitability or vocational retraining.

- Skills development training:

This type of training accompanies a professional development. It aims to equip the future with new skills required to ensure the full functioning of the future position. It aims to ensure the employability of employees.

PART V

**ADVANTAGES AND DISADVANTAGES RELATED TO THE
DEVELOPMENT OF HUMAN RESOURCES PLANS, CRITICISM AND
SUGGESTIONS**

In this part of the thesis the advantages and disadvantages of developing a human resources management plan in the EDM-SA is handled.

5.1 Benefits to the Company and Employees

Through the interviews made with the staff, it appears that the latter thinks that there are more advantages than disadvantages compared to the setting up of an HRDP at EDM-SA. The primary advantage of HRDP is that it allows the follow-up of an agent's professional curriculum. It is a factor of development and professional development. He encourages the employee to correct his deficiencies. The HRDP also stifles nepotism and favoritism by the fact that it is merit that is rewarded at that time.

As for the level of the company, the advantage of the HRDP is that it allows following the professional evolution of the personnel. Through this evolution one manages to easily make redeployment Man / post, that is to say, the man that is needed in the right place. Adequacy also between the financial resources and the human resources resulting from the good management of the HR leading to a productivity of the company.

5.2 The disadvantages

Most staff feels that there are no disadvantages to implementing an HRDP. Nevertheless, some think that the communication between the administration and the employees is a good thing but that the latter pushes the managers to formulate too much demand.

5.3 Criticisms and suggestions of the Human Resources Development Plan

Since 1990, the EDF Expert has initiated steps to create an HR department, the same archaic methods of work are always carried out with some modifications to the only difference that the personality of the management changes. All modern

HR tools are not taken into account in the day-to-day management of HRD. This can be illustrated by the lack of formalized career management. At EDM-SA, even the staff of the HRD is not well informed about the importance of a PDRH, hence the blockage for its effective implementation.

To do this, we made suggestions and recommendations below:

- Focus on the development of HRMs by senior management;
- Have a real skills development policy;
- Banish the old practice of administering staff;
- Promoting professional fulfillment of the agent;
- Establish a policy of periodic maintenance with supervisors where officers will have the opportunity to express their interest;
- Eliminate favoritism and nepotism;
- To promote the versatility of the agents as well as the rotation at the level of the different posts;
- Produce and make available and accessible wherever needed the necessary resources and motivated in sufficient quantity and quality in record time so that the objectives are achieved;
- Successful mobilization of partners both inside and outside of Energy;
- Provide the vocational training department with adequate facilities (projector, training room, etc.); finally
- Build a building for the HRD which will regroup all the services of this entity including the medical office.

CONCLUSION

The Human resource development plan of public institutions purpose is to support achievement of the organization's mission and to maintain a certain quality of the performance in the field of organization's competency by providing and ameliorating the potential of human resources and has to focus on the following key objectives: coordination among employees and departments functions and objectives and the mission and strategic goals of the organization; determined development and career growth of the personnel in order to provide accomplishment of professional and managerial potential, as well as maintaining the competencies and introduce them into the whole organization; established performance management system based on qualitative indicators; establishment of motivating work environment in the organization in order to attract highly skilled intellectual workers to public administration. Those missions are both common in public and private institutions. Moreover for public institutions developing a HRDP will ensure the accountability, transparency and the efficient usage of public sources, since it will provide an efficiency of human resources. If a company is a public company or semi-public company it means, company is funding by the state's treasury that obtained by the taxation of citizens. Then if the financial and human resources are used in the right sense with the aim of maximization the productivity which includes preparing and applying HRDP, this will helps to provide accountability of company according to citizens

Organizations that engage in human resource development do so in search of stability among its workforce and also organisation specific solutions. They implement HRD solutions to their workforce organizations to be able to get more from their employees rather than the employees depending on the organisation, and that is exactly what the department should do in order to keep a well-developed and motivate working corps. Factors that influence HRD effectiveness in the company must be properly examined, because knowledge of such factors will help develop them. HRDP is important for companies as it help them understand how to gain competitive advantage through the management of employees, it enhance management ability to initiate HR planning, to introduce strategies to improve

performance management, to develop a plan in how to attract, retain and also techniques to integrate the plan with overall business strategies.

It is important for the public and private sector as it helps attract and keep great employees, builds loyalty, increase reputation, brings in good people and also helps create promotable employees. The HRDP helps keep employees engaged at work and also to save and earn money and force the companies to look to the future.

At the end of our work, it emerges that due to the globalization of the volatility of our markets and the technological evolution, EDM-SA is facing new challenges. Its sustainability depends on its ability to adapt in time, even to anticipate and cause changes.

The revision of the strategic plan is accompanied by the desire to adapt human resources by associating employee recognition, training plan, management, modification of criteria for new hires. Therefore, human capital is a major resource whose steering is decisive. In order to promote this human capital, it is not essential for EDM-SA to use all the HRM tools to promote its HRDP. If so, it is imperative that SHS-SA formalize career management.

All research has its limitations and ours is not exempt from this rule, especially since the management of human resources in the context of project management represents a field of research very young and which is still only at the stage exploratory. The model stemming from the Universalist perspective of human resource management is, it must be said, a somewhat simplistic character in that it ignores the different control variables that could interact with the dependent variables.

Despite these limitations, our study nevertheless opens the door to further research. First, it would seem important to improve understanding of the behavior of firms in human resource management by examining, for example, the extent to which certain variables control (owner profile, innovations, technologies, exports, etc.). Act as determinants of the adoption of different practices. It would also appear important to us to check the possible interaction between the business

strategy adopted by the companies, the human resources management practices put in place and the performance obtained in various respects.

In conclusion, let us hope that our research has not only contributed to better understanding of the impacts of human resource management on the performance of project management firms but also stimulates research to develop a model that is well suited to the analysis of human resource management.



REFERENCES

- Arthur, J.B. (1994), « Effects of Human Resource Systems on manufacturing Performance and Turnover ». *Academy of Management Journal*, vol. 37, p.670-687.
- African Development Bank Group (2015). Renewable Energy in Africa. Mali Country Profile. It is downloaded from https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Profil_ER_Mal_Web_light.pdf on 05.06.2018.
- Arcand, M. M. Bayad and B. Fabi (2002), "The Impact of HR Management on the Entrepreneurial Performance of SMEs in the Canadian Financial Sector", *IGA Magazine for Small and Medium Enterprises*, 2002/2, p.105-120, Duncker & Humblot, Berlin / St.Gallen, Germany/ Switzerland.
- Barbara B Kawulich. *Participant Observation as a data collection method* (Dewalt 2002)
- Barney, J. (1991), « Firm Resources and Sustained Competitive Advantage », *Journal of Management*, vol. 17, no 1, p. 99-120.
- Barney, J. and P. M. Wright (1998), « On Becoming a Strategic Partner: The Role of Human Resources in Gaining Competitive Advantage », *Human Resource Management*, vol. 37, no 1, p. 31-46.
- Barrette, J. and M. Simeus (1997), "Human Resources Management Practices and Organizational performance in high-tech Companies ". *Acts of the Annual Conference of the Human Resources Section of the Science Association Administrative Offices of Canada*, vol. 18, no 9, p. 23-33. of the allocation and development of human capital, *Academy of Management Review*, flight. 24, no 1, p. 31-48.
- Baron, J.N. and D.M. Kreps (1999), *Strategic Human Resources: Framework for General Managers*, Wiley, New York, NY.

- Bayad, M. H. Mahé De Boislandelle, D. Nebenhaus and P. Sarnin, (1995), "Paradox and specificities of HRM issues in SMEs ", *Gestion 2000*, vol. 11, no 1, p. 95- 108.
- Becker, B. and B. Gerhart (1996), « The Impact of Human Resource Management on Organizational Performance: Progress and Prospects », *Academy of Management Journal*, vol. 39, no 4, p. 779-801.
- Becker, B.E, M. A. Huselid, P. S. Pickus and M. F. Spratt (1997), « HR as a Source of Shareholder Value- Research and Recommendations », *Human Resource Management*, vol. 36, no 1, p. 39-47.
- Becker, G. (1964). *Human Capital: a theoretical and empirical analysis with special reference to education*. London: University of Chicago.
- Benoit, C. and M.-D. Rousseau (1990), "The management of human resources in Small and medium-sized enterprises in Québec ", *SME International Journal*, Vol. 3, no 1 p. 39-55.
- Berman, E.M, Bowman, J.S, West, J.P,& Van Wart M.R.(2013). *Human Resource Management in Public Service: Paradoxes, Processes, and Problems*. London Sage Publications.
- Bowen, D.E. S.W. Gilliland and R. Folger (1999), « HRM and Service Fairness: How Being Fair with Employees Spills over to Customers», *Organizational Dynamics*, winter 1999, p. 7-23.
- Bryson, A. (1999), «The Impact of Employee Involvement on Small Firms Financial Performance». *National Institute Economic Review*, July, p. 78-95.
- Capelli, P. et A. Crocker-Hefter (1996), « Distinctive Human Resources are Firm's Core Competencies», *Organizational Dynamics*, vol. 24, no 3, p. 7-22.
- Coase, R.H. (1937), « The Nature of the Firm », *Economica N.S.* vol. 4, p. 386-405.
- Creswell, John, W. (2002). *Qualitative Inquiry and Research Design: Choosing Among Fives Approaches*. Sage Publications.

- Delery, J.E. et D.H. Doty (1996), « Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency and Configurational Performance Predictions», *Academy of Management Journal*, vol. 39, no 4, p. 802-835.
- D'Amboise, G. and D J. Garand (1995), "Identification of the difficulties and needs of SMEs. In Human Resources Management ", *Management 2000*, no.1, p. 109-132.
- Drucker, P.F. (1999), « Knowledge Worker Productivity: The Biggest Challenge », *California Management Review*, vol. 41, no 2, p. 79-94.
- Ducharme, L.M. (1998), « Introduction: Main Theories and Concepts », *Measuring Intangible Investment*, OCDE, Paris.
- D'Arcimoles, C. H. (1995), *Financial diagnosis and human resource management: Necessity and relevance of the social balance sheet*, Paris, Economica.
- Fabi, B. and D.J. Garand (1997), "Human resource management" in GREPME, Under the direction of P. A Julien, *SMEs, balance sheet and prospects*, 2nd Edition, CapRouge, The Inter-University Press, p. 255-303.
- Fabi, B. Y. Martin and P. Valois (1999), "*Fostering the Organizational Commitment of People in a Transformative Organization*," Vol. 24, no. 3, p. 102-113.
- Fabi, B. and N. Pettersen (1992), « Human Resource Management Practices in Project Management », *International Journal of Project Management*, vol. X, no 2, p. 81-88.
- Guérin, G. (1995): *Technological change and human resource management*. Chapter 7: "*Technological Change and Strategic Resource Management human*." Gaétan Morin, Publisher, Montreal.
- Gittleman, M. M. Horrigan et M. Joyce (1998), « Flexible Workplace Practices: Evidence from a Nationally Representative Survey », *Industrial and Labor Relations Review*, vol. 52, no 1, p. 99-115.

- Guest, E.D.(1987). Human Resource Management And Industrial Relations. *Journal of Management Studies*. Vol:24 (5). pp. 503-521.
- Guzzo, R.A. R.D. Jette et R.A. Katzell, (1985), « The Effects of Psychologically Based Intervention Programs on Worker Productivity: a Meta-Analysis », *Personnel Psychology*, vol. 38, p. 275-291.
- Huselid, M.A. et B.E. Becker, (1996), «Methodological Issues in Cross-Sectional and Panel Estimates of the Human Resource-Firm Performance Link », *Industrial Relations*, vol. 35, p. 400-422.
- Huselid, M.A. (1995), «The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance». *Academy of Management Journal*, vol. 38, p. 635-672.
- Huselid, M.A. S.E. Jackson and R.S. Schuler (1997), « Technical and Strategic Human Resource Management Effectiveness as Determinants of Firm Performance », *Academy of Management Journal*, vol. 40, no 1, p. 171-188.
- Jensen, M. et W. Meckling (1976), « Theory of the Firm: Managerial Behavior, Agency Costs, and Ownership Structure », *Journal of Financial Economics*, vol. 3, p. 305- 360.
- Jones, G.R. et P.M. Wright (1992), « An Economic Approach to Conceptualizing the Utility of Human Resource Management Practices », *Research in Personnel and Human Resources Management*, vol. 10, p. 271-299.
- Jackson, S.E. and R.S. Schuler (1995), « Understanding Human Resource Management Context of Organizations and their Environments », dans M.R. Rosenzweig et L.W. Porter, Ed. *Annual Review of Psychology*, vol. 46, p. 237-264.
- Katz, J.A. H.E. Aldrich, T.M. Welbourne and P.M. Williams (2000), « Guest editor's comments: Special issue on Human Resource Management and the SME - Toward a new synthesis », *Entrepreneurship Theory and Practice*, vol. 25, no 1, p. 7-10.

- Kidwell, R.E. and N. Bennett (1993), « Employee Propensity to Withhold Effort: A Conceptual Model to Intersect three Avenues of Research », *Academy of Management Review*, vol. 18, no 3, p. 429-456.
- Legge, K. (1995). *Human Resources Management: Rhetoric and Realities*. MacMillan Business.
- Lepak, D.P. and S.A. Snell (1999), "The Human Resource Architecture: Toward a Theory of Human Capital Allocation and development, *Academy of management Review*, flight 24, no 1, p.31-48
- Liouville, J. and M. Bayad (1995), "Human Resource Management Strategies and Performance in SMEs: *results of exploratory research* ", *Gestion 2000*, flight. 1, p. 159-179.
- Liouville, J. and M. Bayad (1995), "Human Resource Management Strategies and Performance in SMEs: results of exploratory research ", *Management 2000*, Flight. 1, p. 159-179.
- Lacoursière, R. (2001), *Impacts of certain strategic management practices Human resources on the organizational and financial performance of SMEs. Master's thesis*, University of Québec at Trois-Rivières.
- McMahan, G. M. Virik and P.M. Wright (1999), « Theoretical Perspectives for SHRM », *Research in Personnel and Human Resources Management*, Sup. 4, p. 99-122.
- Mandal, P. A. Howell and A.S. Sohal (1998), « A Systemic Approach to Quality Improvements: The Interactions Between the Technical, Human and Quality Systems », *Total Quality Management*, vol. 9, no 1, p. 79-100.
- Marlow, S. and D. Patton (1993), « Managing the Employment Relationship in the Smaller Firm: Possibilities for Human Resource Management », *Research Note, International Small Business Journal*, vol. 11, no 4, p. 57-64.
- Patterson, M.G., M.A. West, R. Lawthom and S. Nickell (1998), « Impact of People Management Practices on Business Performance », *Issues in People*

- Management, no 22, Institute of Personnel and Development (IPD House), London.
- Pfeffer, J. (1998), «Seven Practices of Successful Organizations», *California Management Review*, vol.40, no 2, p. 96-124.
- Pfeffer, J. (1994), « Competitive Advantage through People », *California Management Review*, winter, p. 9-28.
- Pfeffer, J. et J. F. Veiga (1999), « Putting People First for Organizational Success », *The Academy of Management Executive*, vol. 13, no 2, p.37-48.
- Rondeau, K.W. and T.H. Wagar (1997), Workforce Reduction, Human Resource Management Practices, and Perception of Organizational Performance: Evidence from Canadian Hospitals, "in *ASAC 1997*, St. John's, TN, p. 95-105.
- Snell, S.A. M.A. Youndt et P.M. Wright (1996), « Establishing a Framework for Research in Strategic Human Resource Management: Merging Resource Theory and Organizational Learning », *Research in Personnel and Human Resources Management*, vol. 14, p. 61-90.
- Schumann, M. (1998), « New Concepts of Production and Productivity », *Economic and Industrial Democracy*, vol. 19, p. 17-31.
- St-Pierre, J. (1999), the Financial Management of SMEs: *Theories and Practices*, Collection Entrepreneurship and SMEs, Ste-Foy, University of Quebec Press.
- Schuster, F.E., D.L. Morden, T. Baker, K. McDunning and C. Hagan (1997), « Management Practice, Organization Climate and Performance: An Exploratory Study », *The Journal of Applied Behavioral Science*, vol. 33, no 2, p.209-226.
- Tetenbaum, T.J. (1998), « Shifting Paradigms: From Newton to Chaos », *Organizational Dynamics*, spring, p. 21-32.

Ulrich, D. (1991), « Using Human Resources for Competitive Advantage », in I. Killmann, Killmann and Associates (ed.), *Making Organizations Competitive*, JosseyBass, San Francisco, CA, p.129-155.

Wernerfelt, B. (1984), « A Resource-Based View of the Firm », *Strategic Management Journal*, vol. 5, p. 171-180.

Williamson, O.E. (1981), « The Economics of Organization: The Transaction Cost Approach», *American Journal of Sociology*, vol. 87, no 3, p. 548-577. Jones and Wright (1992).

Youndt, M.A. S.A Snell, J.W. Dean et D.P. Lepak (1996), Human Resource Management, Manufacturing Strategy, and Firm Performance, *Academy of Management Journal*, vol.39, no 4, p.836-866.

https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Profil_ER_Mal_Web_light.pdf