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**RECRUITMENT POLICY AND COMPANY'S STRATEGY**

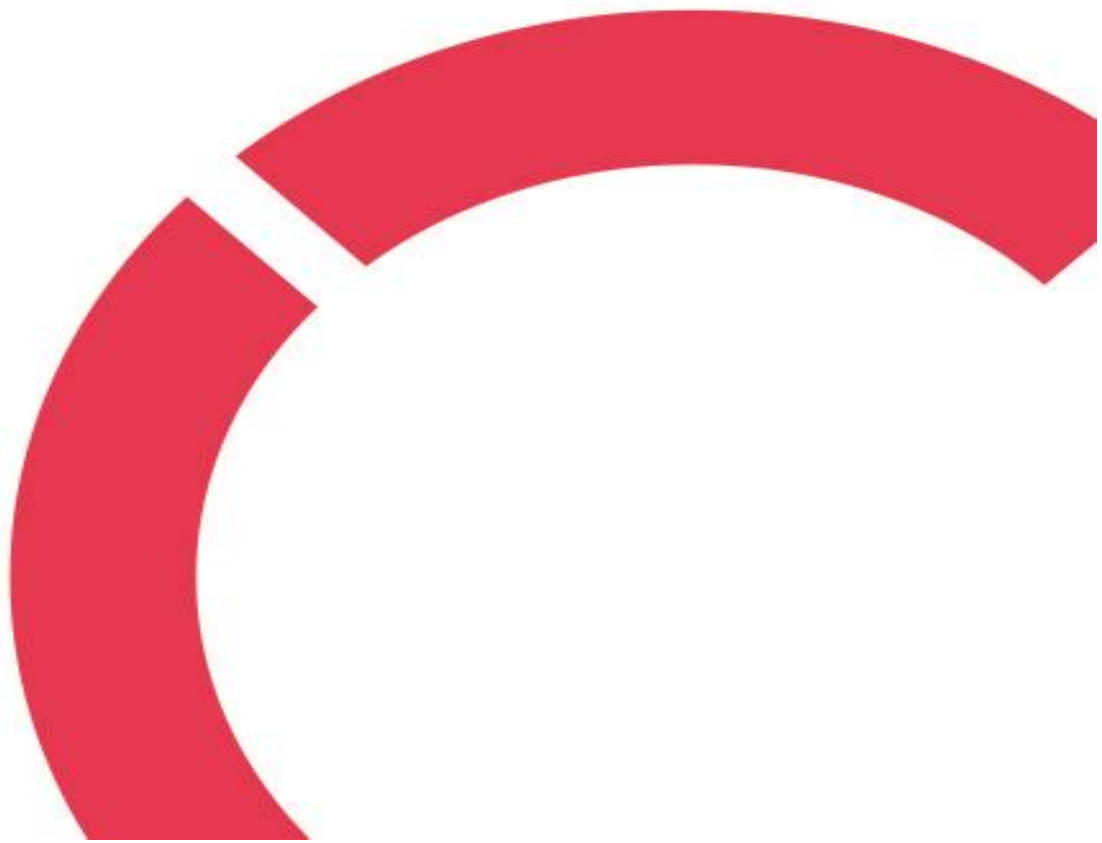
**How to optimize recruitment policy to better align with strategic objectives?**

**Thesis**

**CENTRIA UNIVERSITY OF APPLIED SCIENCES**

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**ABSTRACT**

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<p>This thesis presents research on the optimization of recruitment policies in a certain company, with a particular emphasis on the use of psychological tests to improve efficiency and reduce costs. The main objective of this study is to examine and improve the strategic recruitment processes of the Label Vie company (a Moroccan company), it involves equipping the company with effective tools and methodologies to identify and select suitable candidate profiles, by minimizing recruitment costs and ensuring alignment with the company's strategic objectives. Through this review, the study aims to offer recommendations tailored to this company's specific needs and recruiting challenges.</p> <p>This study highlights the critical role of candidate selection by starting to use psychological tests to assess candidates' learning abilities and technical qualifications, by analysing the current recruitment practices of the Label Vie company by, observing during my work and internship, and analysing some documents.</p> <p>The research methods used a qualitative method through interviews, with the responsible for recruitment and the head of human resources management, which were utilized to gain a comprehensive understanding analyses of Label'Vie's recruitment processes and to identify the best talents needed for this company, align with the company's goals</p> <p>The evaluation of the methods revealed to examination depth of the recruitment process about the company's objectives, offered strategic recommendations to strengthen recruitment policies, and proposed concrete solutions for effective recruitment strategies, aligning recruitment practices with business objectives, companies can ensure they attract and retain the best talent suited to their needs, proposing the integration of psychological tests to enhance the selection process, promoting sustainable growth and optimal performance.</p> <p>In conclusion, this research highlights the strategic importance of recruitment in improving the performance and competitiveness of companies, while proposing innovative methods to improve this crucial process.</p>		
<b>Key words</b> Ability, effectiveness, human resources management, psychological test, Recruitment, strategy, and talent acquisition.		

## **CONCEPT DEFINITIONS**

### **HR**

(Human resources) a field that includes people management inside an organization, involving recruitment, training, compensation, performance, conflict management, and employee professional development.

### **H.R.M**

(Human resources management) includes strategic talent management, organizational change, skills development, performance management, and corporate culture, which aims to maximize employee contributions to achieving objectives.

### **M.B.T.I**

(Myers Briggs type indicator) a psychological test assessment frequently used to evaluate and define individual personality qualities.

### **CANOE**

(conscientiousness, agreeableness, neuroticism, openness, and extroversion) an abbreviation that refers to the Five Factor Model Big personality characteristics. In psychology, these dimensions are commonly used to define and evaluate various elements of an individual's personality.

### **CV**

(curriculum vitae) a document that summarizes a person's entire career in detail, focusing primarily on the academic side, it's a detailed list of a person's entire education, publications, accomplishments, projects, hobbies, accomplishments, and professional experiences.

**ABSTRACT**  
**CONCEPT DEFINITIONS**  
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## 1 INTRODUCTION

Among the significant developments in human resources management, recruitment policy has become an obligatory and inseparable element, it is considered as an additional expense but a value-added talent, however, human resources management now encompasses many activities, including job analysis and description, human resource planning, talent attraction and retention, and the all-important selection and recruitment processes. The role of selection in human resource management is crucial as it involves identifying and recruiting the most qualified candidates for vacant positions within an organization. This process ensures that recruits have the skills, knowledge, and abilities necessary to contribute effectively to achieving organizational objectives.

This thesis aims to show how to optimize the recruitment policy to better align with the company's strategic objectives. To answer this question, research was conducted to draw an analysis of current recruitment practices at a Moroccan company called Label 'Vie, which is a company operating a chain of supermarkets and hypermarkets. The information for this analysis was gathered through observations of the recruitment process, analysis of relevant documents, and interviews with the manager of the human resources department and the head of the recruitment department. Specific objectives include improving the efficiency of the recruitment process, reducing time and costs, identifying the necessary profiles to meet the current and future needs of the company, using psychological tests to attract and select the best candidates, and proposing strategies to retain talent within the company.

This study is limited to the Label 'Vie company context and recruitment practices. Therefore, the recommendations and conclusions are based on the specific needs and issues of this company, the methodological approach adopted is qualitative, based on interviews to explore in-depth the recruitment practices and criteria used.

The thesis report is structured with an introduction that presents the context, objectives, limits, and methodology of the study, the strategic context of the recruitment policy through an analysis of the effectiveness of the recruitment process, and the necessary profiles, including the use of psychological tests. Analysis of the strategic recruitment process which includes the description of the recruitment stages, from selection to training. Implementation of a strategic recruitment study at Label 'Vie which

will have a presentation of the company, its recruitment, and talent development strategies, and evaluation of recruitment models, as well as an analysis of current processes and recommendations for a strategic solution.

By carrying out this study, my ultimate goal is to contribute to the improvement of Label'Vie's recruitment practices and offer concrete recommendations for a recruitment strategy aligned with the company's strategic objectives. As well as explore the impact of psychological tests in the candidate selection process. The main research questions are: How can the current recruitment process at Label 'Vie be optimized to meet the company's strategic objectives? What candidate profiles are necessary for Label'Vie's current and future needs? How can psychological testing be effectively integrated into the recruitment process? What strategies can be put in place to retain talent within the company?

The main sources used in this report include interviews with human resources managers, internal Label Vie documents, as well as academic and professional publications on best practices in recruitment and the use of psychological tests. Key concepts, such as recruiting effectiveness, psychological testing (Big Five, MBTI), and talent retention, are concisely clarified to provide a comprehensive understanding of the subject.

Finally, choosing this subject for the thesis and more precisely this subject has an opportunity to conduct applied research that combines theory and practice, offering a concrete analysis of a real recruitment process, as well as my marked interest in human resources management, especially for talent recruitment and selection.

## **2 THE STRATEGIC CONTEXT OF RECRUITMENT POLICY**

The strategic role of recruitment in a company is an important strategy that ensures its competitiveness, growth, and long-term success. The recruitment process goes far beyond the simple selection of candidates to fill vacancies, it is a key step in managing human resources, contributing directly to achieving organizational objectives. The strategic function of recruiting within an organization involves a multi-faceted approach that leads to the alignment of talent acquisition with organizational goals, achieving competitive advantage so that companies cannot afford to make recruitment errors because today's recruitment errors make the turnover of tomorrow. (Chaminade 2003, 22-24)

The successful integration and retention of the best profiles depend mainly on the people recruited and the procedures used. Thus recruiting talents can lead companies to rethink their recruitment methods and develop new tools, in particular, to attract and retain the generation, recruiting the best talent gives the company a competitive advantage. Skilled and effective personnel are important for preserving or strengthening the competitiveness of a business since they can provide superior products and services. Creating a competitive edge in the recruiting process entails a strategic sequence of activities to attract and keep talent, putting the organization ahead of its competitors. (Purcell 2016)

According to Armstrong, a recruitment policy serves as a framework that guides the hiring process to ensure it is efficient, fair, and aligned with organizational goals. Armstrong emphasizes the importance of integrating policy with strategic human resource planning to meet long-term business needs and promote organizational growth. (Armstrong 2020, 32)

Furthermore, Bratton & Gold highlights that a well-formulated recruitment policy can strengthen the employer's brand, making the organization more attractive to potential candidates. They argue that transparency and consistency in the recruitment process not only improve the candidate experience but also reduce the risk of legal challenges and improve the overall reputation of the organization. (Bratton; Gold 2017)

Indeed, a recruitment policy is not only a human resources tool but a strategic asset. It ensures that the recruitment process supports the organization's long-term goals by attracting and retaining talent that aligns with the company's values and goals. According to Boxall & Purcell (2016), aligning recruitment strategies with business strategies is crucial to achieving sustainable competitive advantage. They

argue that strategic recruitment policies help build a workforce capable of driving innovation and business success. (Boxall P; Purcell J, 2016)

## **2.1 The effectiveness of the recruitment process**

An efficient hiring process is required to attract and choose the most competent candidates, personalized to the organization's unique needs. Based on the research published by (Chapman & Collings 2014,15) the effectiveness of the chosen people has significant effects on the overall success of the organization. Companies that successfully attract talented workers are better positioned to innovate, achieve their goals, and maintain their market competitiveness. It has to be related to the organization's strategic goals. For example, if a firm wants to grow into new markets, its recruitment strategy should prioritize hiring people with experience in those sectors. Companies that successfully attract competent staff members have a greater chance to innovate, achieve their goals, and maintain their competitive edge in the market. (Collings 2014)

Another example is if an organization wishes to expand into new markets, its recruiting strategy should prioritize acquiring employees with experience in those industries. This approach is corroborated by research carried out by (Wright & Snell 1998), who emphasize the necessity for alignment between processes for managing human resources and business strategy to increase organizational performance. In addition, the recruiting policy can serve to prevent turnover among workers by selecting individuals who fit the organization's culture and values. This position is supported by the research of (Casio 2006, 15), which highlights the significant costs of recruiting and training new staff, as well as the financial benefits of retaining talent. It directly influences company culture by determining the types of people who join the organization.

An effective recruitment policy helps create a positive company culture by recruiting individuals who share the company's values and vision. According to Hu Lin (2010, 17) organizational culture is shaped by employee behaviors and attitudes, which are largely determined by the recruitment and selection process. With the rapid evolution of the labor market and the emergence of new technologies and new ways of working an effective recruitment policy must be able to adapt to changes and adopt innovative recruitment practices to attract the best talents. (Hu 2010, 11)



## **2.2 Identification of the profiles necessary for current needs**

Recruitment makes it possible to identify and attract talents that meet the company's specific needs. Finding highly qualified, creative candidates with unique skills can significantly enhance overall business performance and drive innovation. Recruitment starts with understanding the current talent pool within the company and forecasting future needs. This involves analyzing industry trends, market demands, and internal growth projections to anticipate the types of skills and positions that will be crucial for the company's success. (Smith 2020,35)

Talent identification within a comprehensive recruitment policy involves a systematic approach encompassing several key steps: First, it begins with an analysis of the company's strategic objectives and future needs to determine the precise skills, competencies, and attributes required. This initial phase is followed by the formulation of specific criteria and methodologies for assessing potential candidates. These criteria often extend beyond technical skills, delving into soft skills, adaptability, and leadership potential. The recruitment policy typically incorporates diverse assessment tools such as competency-based interviews, psychometric tests, and evaluations to evaluate candidates. (Smith 2020, 37)

## **2.3 How the company could retain the best talent**

Evaluating a company's ability to retain talent requires a deep and structured analysis, based on different organizational, cultural, and strategic aspects, to be able to highlight the relationship between the employer and the staff.

Firstly, it will be necessary to examine the organizational culture, through this aspect, it can be better understanding how the values and vision of the company influence the commitment and loyalty of employees in the long term. because corporate culture and work climate strongly influence employees' decisions to stay with the organization. A positive, supportive, and inclusive culture promotes retention, however (Quinn 2011, 52), emphasizes the importance of developing an organizational culture that values employees and motivates them to stay. Additionally, it is essential to use feedback, regular employee satisfaction and engagement surveys are necessary to understand employees' feelings towards their job and the company. The results of these surveys can help identify areas needing improvement. (Harter; Schmidt 2002) show that high levels of employee engagement correlate with increased retention.

This factor appears normal, but the company needs to rectify weaknesses and develop strengths. it will also promote internal mobility The analysis of internal mobility can provide information on the career opportunities offered by the company. High internal mobility suggests that employees find development and growth opportunities within the company, which promotes retention, according to Armstrong (2020), career development and talent management programs are crucial to keeping employees engaged and staying. (Armstrong 2020,24)

It is also essential before looking for external candidates, it will be necessary to train the staff who already work within the company because the training and professional development opportunities are crucial for employee retention, because they show that the company invests in their future. Dessler (2019) explains that continuing education programs and professional development opportunities are key factors in maintaining employee engagement and retention. (Dessler 2019)

### 3 ANALYSIS OF THE STRATEGIC RECRUITMENT PROCESS

Having a good recruitment strategy encourages flexibility within the organization, Diverse capabilities and perspectives lead to more informed decision-making, improved innovation, and better adaptability to changing consumer and market demands, According to an evaluation of the literature, a successful recruitment policy is essential to the performance and competitiveness of a company, Indeed the strategic recruitment policy becomes a crucial skill to ensure the long-term success of the company in a changing environment by attracting the best individuals, improving organizational performance, reducing recruitment costs, influencing company culture and predicting future needs. Finally, good recruitment policies are essential to the growth and competitiveness of a company. (Breaugh 2013)

This goes far beyond the simple candidate selection process and becomes a strategic strategy that has a direct influence on the success of the organization. An effective recruitment policy gives the organization a long-term competitive advantage by attracting the best talent, developing high-performance teams, and shaping a strong corporate culture. This approach also allows the organization to respond to changes in the labor market, predict future skill demands, and save expenses associated with recruitment and turnover of human resources. Encouraging diversity and supporting the peaceful integration of new staff improves organizational cohesion and strengthens employee loyalty to the company. As such, a good recruitment program is an essential strategic investment for any business seeking to thrive in a competitive climate. (Johnson 2022)

It is an effective instrument for building excellent human resources capable of handling current and future problems while pushing the company toward excellence and long-term success. Take for example a growing technology company that is looking to strengthen its development team. Rather than simply filling vacant positions, for an effective and strategic recruitment policy. This recruitment policy has significantly influenced the company's success by identifying the exact skills needed and using a proactive strategy to attract top talent. We will see how its adoption allowed it to build a very competent team and increase performance as a general employer in the competitive technology market. (Williams 2023)

### 3.1 Job description and candidate's profile

Before beginning any recruiting process, it is critical to accurately identify the job to be filled and to describe in full the responsibilities to be completed. The appropriate candidate for this role will be identified based on the job description. Indeed, efficient recruitment requires a clear specification of the role and profile sought. If the description does not already exist or is out of date, it must be written or revised throughout the recruiting process. (Davis 2024)

A comprehensive job description makes it simpler to discover a suitable candidate who can effectively complete the task. The job description is meant to communicate what the company wants from a candidate when applying for a position. The existing job descriptions should be checked for relevance and appropriateness to the role before they are used to recruit. A well-defined and tailored definition enables a shared understanding across the many players of the recruiting process and allows for more effective targeting of applicants who suit the unique needs of the company. (Dessler 2017)

The definition of a position begins by giving it a precise title, followed by the development of five main points: the mission of the position, the tasks associated with it, the context, indications on the salary, and finally the material conditions and specific constraints. The job title is particularly important because it names the job and gives it its identity. The mission of the position is a concise statement that expresses the purpose of the position. It makes it necessary to clarify the function in one or two sentences and makes it possible to define the spirit of the position for the recruiter.

According to Martory and Croste (2008,45), the definition of the profile can be considered as being "the first step in the management of the employee's career", on the one hand, qualities are required such as intellectual, and physical skills, experience, behavior, motivation, it is necessary to occupy the position appropriately. To define the profile of the ideal candidate, a kind of identity card including data such as training, age, area of residence, experience, and geographical mobility. it consists of translating the content of the position (responsibilities, missions, tasks, hierarchical position) into terms of social characteristics. It is essential not only to identify these qualities precisely but also to prioritize them to facilitate the subsequent selection of candidates. The objective is to seek out individuals with the most important qualities or those that cannot be easily acquired, to select the candidates best suited to the position and the company. (Croste 2008)

### 3.2 Selection and Preselection of application files

This stage of the recruitment process, also called the “information management process”, consists of collecting, analyzing, and managing the information provided by candidates by constantly comparing it to the needs expressed. The objective is to separate candidates who do not match the desired profile from those that the company wishes to call for the next steps, thus eliminating irrelevant candidates. The pre-selection of candidates can be carried out through the analysis of Curriculum vitae and cover letters.

The analysis of the curriculum vitae aims to identify the determining elements that make it possible to interview candidates whose knowledge and skills are a priori close to the job description, it provides essential information such as the candidate's marital status, specialized education, previous work experience, and specific skills required, It must reinforce the information present in the curriculum vitae by making it possible to understand the reasons why the candidate wishes to join the company. The evaluation of the cover letter focuses on aspects such as the candidate's writing skills, their ability to reformulate and explain the missions, as well as their compliance with standards of formality and politeness. (Campion, Palmer & Campion, 1997)

Today, companies are looking for highly motivated candidates, both by the position offered and by the company itself. They also appreciate authentic and enthusiastic candidates. A well-written cover letter and a clear expression of the candidate's motivations can play a decisive role in the pre-selection process and in the decision to be called for the next stages of recruitment.

The preselection of candidates is carried out in four main phases, to which is added a phase consisting of informing candidates of negative answers, a desirable practice, although not essential. At the end of this process, three categories of candidates emerge: we have the candidate who has a plus, these are those who have completed all the stages of the analysis and who fully meet the essential criteria retained, on the other hand, we have the candidate who has the most and the least, for this category of candidates, some questions remain as to their suitability for the desired profile. They presented interesting aspects, but elements remain to be clarified and finally, we have the candidate who has the least, this category brings together the candidates whose applications do not correspond to the essential criteria retained. They were not selected for the position due to a significant gap between their profile and the needs of the company. (Roberts 2024)

During preselection, the objective is to distinguish candidates with the best potential to fill the position and to identify them for the next stages of the recruitment process. Selection criteria may vary depending on specific job requirements and company objectives but always aim to find the most suitable candidate to ensure successful recruitment. To establish the analysis grid, three main sections are considered:

However, a good curriculum vitae must be analyzed by answering the following questions:

Is the CV given and well presented? How are the dates given accurate and consistent? Do the skills mentioned match those required for the position and is it possible to identify the current situation of the candidates? After carefully analyzing the Curriculum vitae, we must analyze the cover letter also meeting these criteria. Is the cover letter well-presented and consistent with the level of the position? It is essential to consider the different requirements depending on the position Is the cover letter targeted to the job offer? Are the motivations mentioned in the letter in line with the position? It is important that the candidate's motivations correspond to the responsibilities and the nature of the position offered finally, Are the salary expectations explained and do they correspond coherently to those envisaged for the position? Covering those questions can be helpful in further pre-screening over the phone or during the in-person interview. The development of this analysis grid makes it possible to carry out an objective and systematic evaluation of the applications received. By formulating closed questions with “yes” or “no” answers, the process of comparing candidates is facilitated and it is easier to identify those who best meet the essential criteria. (Johnson 2023)

During my execution task within the company label via my role involved reviewing and evaluating CVs based on the criteria defined for each position, such as required skills, academic qualifications, and professional experience, which means that the candidate met the criteria mentioned in the text before. I used preselection criteria to score each CV, based on specific criteria such as the relevance of technical skills, previous experience, and certifications. I processed a significant volume of applications, which allowed me to develop efficiency in quickly identifying the most relevant profiles.

### **3.3 Interview**

The previous step after the preselection is the recruitment interview. Indeed, it is an essential step in any selection process. Depending on the number of candidates and the complexity of the choice, it can be organized in several successive rounds, gradually eliminating the candidates least suited to the desired profile.

The recruitment interview has an important objective: to inform the candidate about the company, the position to be filled, and its characteristics while offering them the opportunity to express their professional background, their aspirations, their skills, and their relational and managerial qualities. This is the moment when the candidate can defend his experiences with convincing arguments. For the interview to be a success, it must take place in optimal material and psychological conditions. This involves good preparation for the interviewer, who must develop an interview plan to collect relevant and controllable data. (Brown 2023).

Personnel managers must carefully plan for it by examining the candidate's CV, evaluating the skills and experience necessary for the role, and formulating pertinent questions that provide practical guidance on how to prepare for productive interviews, with a focus on the importance of attitude applicants. (Mark 1976, 79)

When welcoming the candidate, it is essential to create a warm and professional atmosphere. Questions asked during interviews are frequently investigated to measure candidates' technical and behavioral abilities, Gayle Laakmann's book called: "*Cracking the Coding Interview. 189 Programming Questions and Solutions*" is an example of a book that specializes in technical questions for computer science positions.

Once the answers are provided by the candidate, it is important for recruiters to objectively assess their relevance to the job requirements. Books like "*The Art of Interviewing: How to Write an Effective Resume*" by James E. Challenger offer advice on how to judge candidate responses fairly and effectively. Finally, it is crucial to conclude the interview professionally. Katharine (2009, 13) offers advice on how to end the interview positively, summarizing the next steps in the hiring process, and answering any questions the candidate may have.

### **3.4 Training period**

The integration and training of the new employee in the company is crucial because it will influence his relationship with his superior and his team. A well-designed onboarding process will enable successful onboarding. It generally includes the following steps:

First of all, it needs to present the company's organizational chart so that the new employee understands his place in the organization and transmits the values and culture of the team where he will work, introduces important colleagues, installs the new employee in their workspace, explain the tools available, inform them of the company's rules and practical rituals, and finally, fill out the necessary administrative information. (Bauer 2010)

The trial period involves objectively evaluating the new employee to make a final decision within the given time frame. It is important to clearly define the evaluation criteria during the trial period, to regularly check with the new employee the positive and negative aspects of taking up the position, to identify the essential and critical points requiring guarantees, collect the information necessary for their evaluation. (Bauer & Erdogan, 2011)

Orientation to work, during the first days, is an important phase of recruitment which can sometimes be neglected due to lack of time. The initial phase includes hours spent learning and becoming familiar with the tasks to be accomplished, the procedures to follow, and the connections to be developed. The duration may vary depending on the employee's tasks and their ability to absorb knowledge. In some cases, the integration period may require internships and training as mentioned in the theory of organizational assimilation, developed by Jablin (1987), which describes integration as an ongoing process that begins before hiring and continues throughout the employee's career.

For a successful integration, it is essential to provide the new employee with all the necessary information to guide their work. It is also important to consider essential criteria such as the status, professional experience, and skills of the new employee. By regularly evaluating integrations, the company can correct any issues encountered. The onboarding process is divided into three stages: information, learning the position, and personal contribution to the company. These processes allow the new employee to gradually acquire the information and skills necessary to become fully operational and contribute proactively to the organization, as well as the organization of meetings with team members, managers, and others to establish professional relationships, and ultimately regular follow-up weekly to discuss progress, answer questions, and adjust expectations. (Kammeyer-Mueller & Wanberg, 2003, 54)



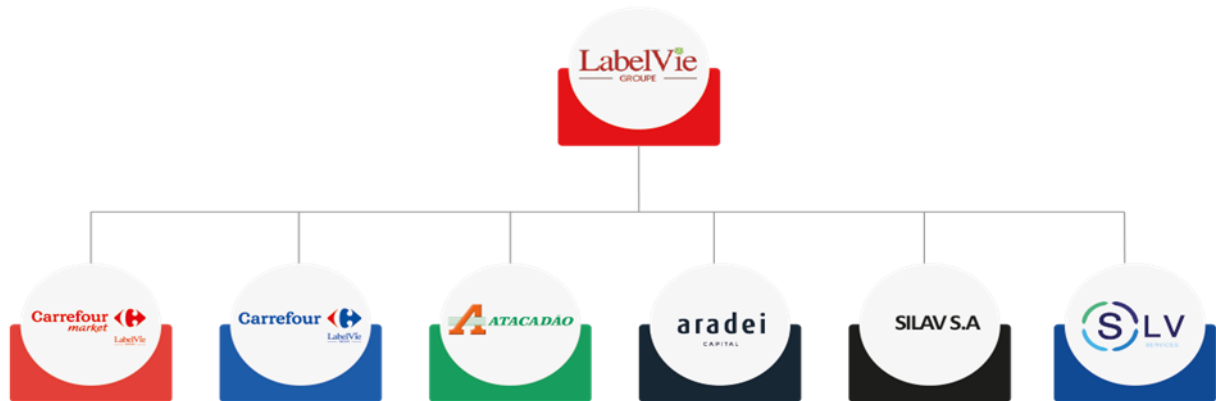
## **4 PRACTICAL ANALYSIS OF RECRUITMENT PROCESSES AT LABEL 'VIE AND IMPROVEMENT STRATEGIES**

To concretize the theoretical concepts that I discussed previously, I will rely on this thesis of a well-known company called Label 'vie where I had the opportunity to carry out an enriching internship, during this, I was able to observe and analyse the recruitment practices of this company, as well as the fundamentals necessary to succeed in this field. These observations allowed me to understand the theoretical aspects while aligning them with the specific objectives and strategy of Label 'Vie.

This practical part aims to highlight the fundamental concepts in the field of strategic recruitment, as well as the alignment of recruitment practices with the strategic objectives of Label Vie, the company's growth and competitiveness depend heavily on the ability to attract, select, and retain candidates whose skills and values align with its mission and vision. This alignment ensures that every new hire contributes positively to the company's strategic goals, promoting sustainable growth and enhanced performance. By putting theory into perspective with reality on the ground, I will provide practical recommendations to improve recruitment processes while remaining consistent with the overall company strategy, Subsequently, I will describe in detail my practical experience during telephone interviews with candidates, sharing my observations, my learnings, and the good practices observed within the company, this introduction marks the beginning of my exploration of strategic recruitment at label vie, combining rigorous theoretical analysis with immersive practical experience.

### **4.1 Company overview: vision, mission, strategy**

The Label 'Vie Group is a Moroccan company specializing in the distribution sector. Founded in 1986, it experienced rapid growth and became one of the leaders of the Moroccan mass distribution market. The group operates under several brands, including Carrefour, Carrefour Market, and Atacadao, and is present in several cities in Morocco.



**Figure 1:** The distribution of job functions within the label vies group

The Label 'Vie Group began its activities with the opening of its first store in Rabat. Since then, the company has been able to adapt to the needs of the Moroccan market by offering a variety of food and non-food products at competitive prices. Among the criteria that push it to occupy this leading position in the market is high-quality production at affordable prices, for all classes.

This company wants to be close to its customers by opening stores in strategic areas. Another asset that helps to have good redeemability is the use of innovation and trendiness, which means adapting to market trends and consumer expectations. Groupe labels vie is organized around 3 areas of activity: Distribution, Commercial Property, and Medical Equipment. In 2003, Label 'Vie acquired the Super Sol supermarkets in Morocco, and the company now has an annual turnover of 100 million Dirhams and 150 employees. The human element is at the heart of their strategy, and despite fierce competition in the sector, Label 'Vie is building a reputation as a young, dynamic, and attractive company. Shop openings followed store openings, and the group began to attract investors. (Company's website)

The company specializes in the purchase and sale, in the form of self-service supermarkets or any other form, of all articles and products of everyday consumption and in particular, food products, cleaning products, perfumery, lingerie, drugstore and gardening products, furniture and decoration products, articles the operation of bakeries, pastry shops, butchers, fishmongers.

The Label 'Vie Group, a major player in distribution in Morocco, is committed to a recruitment policy aligned with its strategic objectives. This policy aims to attract, develop, and retain the talents necessary to support the company's growth and innovation while meeting the evolving needs of the market, its

ultimate goal is to align its strategic needs through supporting continued expansion and new store openings, which begins with hiring qualified staff for various roles, ranging from store management to operational positions. The focus is on identifying local talent for each new opening. Attracting professionals specializing in information technology, e-commerce, and digital marketing, this company also aims for partnerships with academic institutions to recruit young people.

When recruiting, it also wants a strong customer-oriented team, with a strong emphasis on customer service and customer relationship management. Continuing training programs in customer service are available for employees, it also aims to recruit experts in sustainable development and corporate social responsibility to integrate these practices into the daily life of stores and offices, and also hire professionals in the management of supply chain, logistics, and process optimization. The latter is distinguished by an inclusive and proactive recruitment policy, promoting diversity, continuing training, and professional development opportunities. These practices allow the company to maintain a dynamic and competent team, capable of meeting the requirements of the Moroccan mass distribution market.

#### **4.2 Recruitment and selection process at Label 'Vie through observation and analysis**

Through observation during my internship at Label 'Vie, analyzing the documents of job description specifications and Previous recruitment reports. This helped in understanding the formal structure of the recruitment process and identifying areas for improvement, several critical insights emerged regarding the necessary competencies for effective recruitment.

To ensure sustainable growth at Label' Vie, the implementation of aligned recruitment practices requires the development of key skills among recruiters. Firstly, recruiters must demonstrate strong analytical capabilities to accurately assess the company's current and future talent needs. In this regard, utilizing data on market trends, strategic requirements, and skill gaps is essential to effectively steer the recruitment process.

Furthermore, effective communication plays a central role in engaging with internal and external stakeholders. Recruiters must be able to communicate the company's values, culture, and expectations clearly and persuasively to potential candidates while gathering input from various departments.

Moreover, strategic thinking is indispensable to align recruitment practices with the company's long-term objectives. Recruiters need to have a clear vision of how each hire contributes to achieving organizational goals, requiring an in-depth understanding of the specific needs of each role. Additionally, proficiency in recruitment tools and technologies is crucial to enhancing the efficiency and effectiveness of the recruitment process. Recruiters must be adept at using applicant tracking systems, online recruitment platforms, and candidate assessment tools to analyze their workflow.

A deep understanding of the industry and market trends is also essential to anticipate future talent needs and remain competitive. Recruiters should stay abreast of industry developments, competitor activities, and emerging talent trends to make informed recruitment decisions. Lastly, adaptability and effective problem-solving capabilities are crucial to overcoming challenges encountered throughout the recruitment process. Recruiters must be able to quickly adapt to changes in the business environment and find innovative solutions to attract and retain top talent. By fostering these key skills among recruiters, Label 'Vie can implement aligned recruitment practices that support sustainable growth and achieve its long-term strategic objectives.

### **4.3 Global strategy to improve the recruitment process to meet the needs of Label 'Vie**

As a beginning point, to accomplish a comprehensive examination of the company's staffing requirements. This entails recognizing both short- and long-term corporate objectives, as well as the talents, credentials, and personality attributes required to attain them. A comprehensive investigation will reveal current gaps in team skill sets and develop relevant job profiles. Once personnel requirements have been identified, it is critical to establish clear and appealing job descriptions. These descriptions should emphasize essential duties, needed skills, career advancement prospects, and business benefits. Clear communication of expectations early in the recruitment process helps attract the most qualified individuals.

To attract an extensive pool of competent customers, it is advised that you employ a range of recruitment channels, such as internet platforms, social media, recruiting events, recruitment agencies, internal referrals, and more. Using different channels helps you to contact applicants with a variety of talents and expertise. During the selection process, it is critical to have comprehensive assessment proce-

dures in place that go beyond technical abilities. This might include meetings, talent testing, personality assessments, and so forth. The purpose is to assess candidates' compatibility with the company's culture and values, as well as their capacity to contribute to corporate objectives.

After workers are hired, it is vital to have a robust onboarding system in place to help them transition into the firm, it involves training sessions, appointed mentors, team meetings, and so on. Effective onboarding enables recruits to immediately understand corporate expectations and contribute to business objectives from the outset. Finally, it is critical to frequently assess the efficacy of the recruiting process and alter it as needed. This might entail gathering input from managers and new workers, analyzing recruitment-related performance metrics, and modifying plans to changes in corporate objectives or the labor market.

## **5 ANALYSIS OF REQUIRED SKILLS AND STRATEGIC RECOMMENDATIONS FOR RECRUITMENT AT LABEL 'VIE**

During my internship I had an interview with the human resources manager and the recruitment manager, these conversations provided a rich understanding of the qualitative aspects of the recruitment process, such as the company culture, candidate expectations, and managerial perspectives, during this research, I had the unique opportunity to observe the recruitment process this allowed me to identify the practical implications of the company's recruitment strategies, it leads me to analyze documents, Job descriptions, and specifications, and previous recruitment reports.

In today's business environment, firms wishing for long-term success must ensure strategic alignment between corporate objectives and recruitment methods. This method, defined as "Strengthening towards a recruitment policy aligned with business objectives," seeks to incorporate recruitment as a strategic component that directly contributes to the attainment of specified business objectives. This method encourages enhanced employee engagement and optimal performance by hiring people whose abilities, values, and motivations are in line with the company's vision. However, its implementation necessitates a thorough examination of corporate objectives, tight communication between recruitment teams and sales executives, and proactive forecasting of future market demands. Exploring the fundamentals and best practices of this strategy reveals that aligning recruiting with company objectives is vital to maintaining the long-term competitiveness and growth of organizations.

### **5.1 Interview results analysis**

The interview results reveal that the main criteria for choosing candidates are academic qualifications, professional experience, references, and recommendations. However, it is important to note that these criteria may vary depending on the position to be filled and the specific mission of the human resources department. The adequacy between the requested criteria and the CV is also considered from the first examination of the applications. Prioritization of qualifications and experience is done through a gradual elimination of candidates who do not meet the basic criteria, followed by an assessment of technical and soft skills, past achievements, and the company's culture fit. The method used for this analysis is based on direct interviews carried out within Label 'Vie made it possible to gather valuable information on current recruitment practices. Interviews with the head of the human resources department and the head of the recruitment department supplemented these observations. These combined

methods made it possible to collect detailed qualitative data on the selection processes and criteria used.

The interviews highlighted the importance of developing recruitment models aligned with the company's strategic objectives. A thorough analysis of the company's long-term aspirations is essential to set the foundations necessary for sustainable and consistent growth. By examining the different dimensions of strategic objectives, such as growth, innovation, geographic expansion, and product diversification, the company can identify the key skills required to achieve these ambitions.

Identifying the key skills needed to achieve strategic objectives is important. First, it allows the company to align its human resources with its strategic objectives, thus ensuring that the recruited talents have the necessary skills to contribute effectively to the achievement of these objectives. Additionally, by knowing the key skills required, the company can guide its recruitment process appropriately, targeting candidates best suited to the company's needs, thereby optimizing the selection process. This focus on essential skills also allows for the development of appropriate training and development programs.

These initiatives aim to improve the skills of current employees while filling identified skills gaps within the company. By ensuring that staff have the skills necessary to achieve strategic objectives, the company can improve its overall performance. Additionally, this identification reduces risks associated with incorrect recruitment or skills gaps within the company, thereby minimizing costly errors and ensuring effective execution of business strategies.

In summary, identifying key skills is an essential pillar of human resource planning, enabling the business to recruit, develop, and deploy talent effectively and efficiently to support its long-term growth and success. Aligned recruiting models strategically adjust recruiting processes to specifically target candidates with identified key skills. First, these models start with an in-depth analysis of the skills required to achieve the company's strategic goals. This analysis helps identify the key skills that will be crucial to succeed in each position to be filled. Then, recruitment processes are adapted to reflect these key skills. This results in the writing of precise and detailed job advertisements, highlighting the specific skills sought in candidates.

In addition, the selection criteria are adjusted to highlight these key skills when evaluating candidates. Interviews and assessments are structured to allow recruiters to objectively measure the presence of the

identified skills in candidates. Additionally, aligned recruiting models often use specific assessment tools and techniques to thoroughly evaluate candidates' key skills, such as psychometric tests, professional scenarios, or technical skills assessments. By adjusting recruitment processes in this way, the aligned models allow the company to identify and select candidates who have the essential skills to effectively contribute to the achievement of its strategic objectives. (APPENDICES 1)

## **5.2 The perspective of Label 'vie managers on the alignment of the recruitment process**

The managers interviewed emphasized the importance of aligning the recruitment process with the company's strategic objectives. They indicated that Label' Vie must first determine its people specifications in line with its current and prospective business goals, which may include expanding the firm, entering new markets, improving certain talents, or diversifying products or services. These goals serve as the strategic foundation for each step of the recruiting process.

Once these goals are precisely established, the managers stressed the necessity of writing detailed job descriptions that specify the skills, qualifications, and personality traits necessary to succeed in each position. These job descriptions should be aligned with the company's business objectives to ensure that new employees can immediately contribute to their success.

To attract applicants who meet the business's needs, the managers highlighted the importance of utilizing various recruitment methods. These include internet platforms, social media, recruiting events, recruitment firms, and internal suggestions. (APPENDIX 2)

The objective, according to the managers, is to recruit individuals who possess the necessary skills and expertise while also sharing the organization's values and mission. They noted that during the recruiting process, candidates should be evaluated not only on their technical skills but also on their cultural fit with the firm. They suggested using interviews, talent testing, personality assessments, and simulations to assess individuals' suitability for the company's aims and culture.

The managers also discussed the importance of an effective onboarding process. Once new employees are hired, it is vital to help them understand the company's goals, culture, values, and expectations. By integrating them into the team and providing them with the necessary tools, the company can ensure that new employees contribute quickly and effectively to meeting corporate objectives.



Finally, the managers underlined the need for the hiring procedure to be regularly monitored and assessed. They recommended regularly evaluating its effectiveness and alignment with the company's goals. Adjustments may be necessary depending on changes in business objectives or the job market to ensure that the recruiting process remains responsive and efficient. (APPENDIX 1)

### **5.3 Starting to use psychological tests to attract the best candidate.**

The use of psychological tests during recruitment is an increasingly common practice, considered essential for several reasons. These tests allow employers to evaluate candidates' aptitudes, skills, and personality traits objectively and scientifically. Psychological tests allow the technical skills, cognitive skills, and behavioral skills of candidates to be objectively assessed. This helps recruiters better understand candidates' actual capabilities about the Job requirements and can also help predict a candidate's future performance in a given position. (Smith 2021, 15)

The tests identify applicants who are most fit for the workplace atmosphere and particular job needs by assessing factors such as personality, values, motivation, and character characteristics. Indeed, the tests provide an objective and fair assessment of all candidates, resulting in a more equal and more clear recruitment process. They also help reduce the recruitment procedure by immediately recognizing the candidates with the greatest potential and minimizing the period and assets required to review each application. (Wayne & Cascio 2007; Herman 2006), By recruiting candidates whose personality traits and values match the company culture, psychological testing can help reduce turnover. Hogan & Holland (2003) highlight that alignment between employee personality traits and organizational culture is a key determinant of employee satisfaction and retention. As a result, companies that integrate these tests into their recruitment process can reduce turnover, improve team cohesion, and create a harmonious work environment where employees feel valued and in line with the company's goals and values. organization. (Hogan R; Holland B 2003)

#### **5.3.1 Big Five Test**

The Big Five evaluation is a frequently used personality as an examination tool in psychology. It measures five personality traits: openness to experience, conscientiousness, extraversion, and neuroticism also known as (emotional stability). It enables companies to evaluate candidates' personality

traits and assess their probable appropriateness for the role and business culture. For example, a function demanding significant creativity and adaptability may benefit from a candidate who is extremely open to experience, but a role focused on project management may require good organizational awareness and ability. Research studies have also shown links between “Big Five” scores and job performance, job satisfaction, and employee retention. Therefore, using this tool can help employers make more informed hiring decisions and build more effective teams. (Goldberg 1990,21)

The study by Barrick and Mount (1991) also demonstrated the predictive validity of the "Big Five" personality model in the recruitment context. The research results revealed that scores on the five personality traits were highly associated with work performance in a variety of professional domains, including management, sales, and customer service. This study emphasizes the relevance of personality factors in the recruiting and selection process.

### **5.3.2 Myres- Briggs type indicator**

The Myers-Briggs Type Indicator personality assessment includes four dimensions: energy orientation, information perception and processing, decision-making, and management style. The MBTI characterizes each person's personality using these four dimensions, assigning each a letter that symbolizes the person's preference in that dimension. Companies frequently utilize the MBTI in the recruitment process to determine a candidate's compatibility with a particular role or work team. Because of its popularity and convenience of use, many firms continue to utilize it in the recruitment process. (Frank 2016) To concretize the study of Frank & Schmidt (2016) aims to examine the results of 85 studies relating to the use of different types of aptitude and personality tests in the recruitment process. results showed that aptitude and personality tests were significant predictors of job performance, indicating that psychological tests can provide useful information for predicting employee performance in various professional fields. (Frank L. Schmidt,2016)

## **5.4 Strategic recommendations and solutions given for improving recruitment at Label ‘Vie**

In a business environment, a company's ability to attract, recruit, and retain the necessary talent is essential to maintaining its competitiveness. Recruitment strategies play a crucial role in achieving this

goal, aligning staffing needs with the company's business objectives. Following an in-depth analysis of Label'Vie's current recruitment practices and contemporary human resource management trends, I have identified several key areas requiring improvement. The recommendations presented below aim to strengthen the efficiency of the company's recruitment process. They are based on a combination of theoretical research, case studies, and observations specific to Label 'Vie. The objective is to provide practical and actionable strategies for attracting, selecting, and retaining the most qualified talent, in alignment with the company's strategic objectives.

The company needs to invest in the development and promotion of Label'Vie's employer brand a strong employer brand attracts quality candidates and reduces recruitment costs. Label 'Vie must highlight its values, its corporate culture, its career development opportunities, and its successes to attract competent talent aligned with its vision. An active presence on social media, employee testimonials, and collaborations with universities and business schools can reinforce this image.

Review and optimize selection processes to reduce recruitment times and increase efficiency. Long and complex selection processes can discourage potential candidates. Label 'Vie should analyze its current process, identify bottlenecks, and implement solutions to eliminate them. Automating administrative tasks, simplifying interviews, and using standardized assessment methods can help speed up the process while maintaining high selection quality.

Continuing training programs must be put in place for recruiters. Recruiters must be well-trained to identify the best talents and evaluate them effectively. Label 'Vie must offer regular training on new recruiting techniques, unconscious bias, and assessment skills to ensure its recruiters are always up-to-date and capable of making the best decisions. Develop a diverse recruiting strategy that targets different talent sources, because leveraging a diversity of recruiting channels can help Label 'Vie reach a wide range of candidates. This includes online platforms, recruitment agencies, job fairs, professional networks, and internal referral programs. Such diversity makes it possible to reach candidates with varied skills and experiences, thus enriching the company's talent pool.

Focus on improving the candidate experience throughout the recruitment process. A positive candidate experience can improve company perception and attract more quality candidates. Label 'Vie must ensure that candidates receive clear and timely communications, constructive feedback after interviews, and a smooth and transparent application process. A good candidate experience can also increase the likelihood that unsuccessful candidates will become brand ambassadors.

In conclusion, improving recruitment practices at Label 'Vie is essential to maintain and strengthen the company's competitiveness in the Moroccan market. The proposed strategic recommendations, based on a detailed analysis of current trends and Label'Vie's specific needs, aim to attract and retain the best talent while optimizing the efficiency of recruitment processes. By developing a strong employer brand, integrating advanced technologies, optimizing selection processes, training recruiters, diversifying recruitment sources, and improving the candidate experience, Label 'Vie will not only be able to improve the quality of its recruitment but also strengthen its positioning as an employer of choice. The implementation of these recommendations will significantly contribute to the achievement of the company's strategic objectives and the creation of an attractive and dynamic organizational culture.

## 6 CONCLUSION

The results of this research reveal several key implications regarding the optimization of recruitment policies. Recruitment is an essential strategic function in a company, it is a process by which talents are identified and integrated into the organization. A successful recruitment program is necessary to attract the best individuals, create an efficient and competent staff, and ensure the company's development and competitiveness.

This project aimed to provide Label Vie with the necessary tools to choose the appropriate profiles during recruitment while minimizing costs and aligning with the company's strategic objectives. Specifically, the goal was to familiarize the company with the use of psychological tests as an innovative and flexible strategy to attract candidates and reduce costly recruiting mistakes.

The evaluation of the methods used involved a thorough examination of the recruitment process considering the company's objectives, providing strategic recommendations to strengthen recruitment policies, and proposing concrete solutions to align recruitment practices with business goals. By attracting and retaining the best talent suited to their needs, companies like Label 'Vie can ensure sustainable growth and optimal performance. After reviewing the current recruiting process, several benefits and issues that could limit recruiting effectiveness were identified. Key strengths include the rigor of preselecting candidates, assessing the capabilities needed for the role, and conducting in-depth interviews to evaluate prospects.

First, Label Vie needs to integrate more technology into the recruitment process through tools such as job search platforms, professional social networks, and virtual testing. These elements will increase the visibility of job offers, reach a larger pool of potential candidates, and simplify the processing of applications. Second, the company needs to adopt talent attraction strategies to stand out in the recruitment market. This involves creating a strong employer brand, prioritizing diversity and inclusion, offering competitive advantages, hosting recruiting events to meet prospects in person, and promoting Label Vie's employer brand to attract quality candidates aligned with the company's values and vision.

Additionally, reviewing and streamlining selection processes to reduce recruitment times and increase efficiency is essential. This includes identifying and eliminating bottlenecks, automating administrative

tasks, and implementing standardized assessment methods. Regular training for recruiters on new recruitment techniques, unconscious bias, and assessment skills ensures that recruiters are equipped to identify and evaluate the best talents effectively. Developing a diverse recruiting strategy that targets different talent sources, including online platforms, recruitment agencies, job fairs, professional networks, and internal referral programs, is also crucial.

Focusing on improving the candidate experience throughout the recruitment process is important. Clear communication, timely feedback, and a transparent application process can enhance the company's perception and attract quality candidates.

In addition to these recommendations, it is important to critically assess this thesis. While the study effectively addresses the research problems identified at the outset and provides valuable insights into Label Vie's recruitment practices, certain limitations should be considered. These include the narrow scope limited to a single company context and the exclusive use of qualitative methods for data collection. Future research could benefit from expanding the scope to include multiple companies and incorporating quantitative analysis for a more comprehensive evaluation.

Overall, this research offers actionable recommendations for enhancing recruitment practices at Label Vie and provides valuable insights for companies seeking to improve their strategic recruitment processes. By implementing these recommendations, Label Vie can strengthen its position as an employer of choice and achieve its strategic objectives more effectively.

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## APPENDIX 1

### INTERVIEW

Interviewer: Najlae Idrissi El Bouzaidi

Interviewee: The responsible for the recruitment department, the manager of human resources, at Label Vie company

Interview questions:

1. What specific criteria do you use for the initial screening of candidates?
2. How do you prioritize different qualifications and experiences during the presentation process?
3. Do you use automated tools or software to use in the preselection of candidates?
4. How do you identify the specific talent needs for different departments?

## APPENDIX 2

### INTERVIEW

The Interviewer: Najlae Idrissi El Bouzaidi

The Interviewee: Human resources manager of Label Vie 's company.

The questions asked:

1. What increased needs have been noted in terms of specific skills?
2. On what basis did the company develop its recruitment and training plans?
3. What initiatives have been taken to attract and retain the best talent?
4. What strategic partnerships have been established to attract new talent?
5. How have internships and training programs in collaboration with local universities helped the company?
6. How does Label 'Vie develop a proactive approach to attract and retain the best talent?

