

**The impact of employment policies in Algeria on the future of local development**  
**-A case study on the state of Ain Defla-**

تأثير سياسات التشغيل في الجزائر على مستقبل التنمية المحلية  
- دراسة حالة ولاية عين الدفلى -

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**Abstract:**

Through this research, we seek to know the impact of the employment policies adopted in Algeria on the future of local development, all in order to achieve transparency in the presentation of positions and employment.

In order to inspect the employment situation, we saw conducting an exploratory study on the problem of adhering to the employment policy adopted by the state, especially at the local level. Therefore, dropping this study on the employment policy adopted in Ain Defla Province from 2010 to 2015, where the study showed that there is a significant decrease In employment in various sectors, and therefore this extreme impact had a worsening state of local development at the state level, especially public works, the agricultural sector, and the public administrative sector.

For these results, it is incumbent on those responsible for public affairs to devise new methods of financing operations or employment, vertically or horizontally.

**Keywords:** Employment policy, the future of local development, legal legislation, effective sectors of activity.

**Jel Classification Codes:** J29, M51.

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## ملخص:

نسعى من خلال هذا البحث معرفة مدى تأثير سياسات التشغيل المنتهجة في الجزائر على مستقبل التنمية المحلية، كل ذلك من أجل تحقيق الشفافية في عرض المناصب والتوظيف. ومن أجل الاطلاع على وضعية التوظيف ارتبنا إجراء دراسة استطلاعية على إشكالية الالتزام بسياسة التوظيف التي تعتمدها الدولة، خاصة على المستوى المحلي، لذلك كان إسقاط هذه الدراسة على سياسة التوظيف المنتهجة في ولاية عين الدفلى من 2010 إلى سنة 2015، حيث بينت الدراسة أن هناك تناقص كبير في التوظيف في مختلف القطاعات، وبالتالي كان لهذا الأثر البالغ تدهور حالة التنمية المحلية على مستوى الولاية لا سيما الأشغال العمومية، القطاع الفلاحي، القطاع العمومي الإداري.

لتلك النتائج المتوصل إليها فمن واجب القائمين على الشأن العام ابتكار طرق جديدة لتمويل عمليات التشغيل أو التوظيف سواء بشكل عمودي أو أفقي. الكلمات المفتاحية: سياسة التشغيل، مستقبل التنمية المحلية، التشريعات القانونية، قطاعات النشاط الفعالة.

تصنيف JEL : M51، J29.

## 1. INTRODUCTION:

Human resources are considered one of the most important resources of the institution, whether for developed or developing countries, but their importance increases for the latter, which seek to achieve high growth rates. It aims to provide the best elements of those with excellent qualifications and qualifications and to achieve compatibility between the requirements of the institution and the characteristics of the individual candidate for the vacant post, thereby aiming to achieve the principle of placing the correct nobody in the right place. This process occupies a great importance in all institutions, especially the public ones of an administrative nature, as it is responsible for performing the state's functions and achieving its social goals. After the methods of good selection and employment,

as we do not exaggerate if we say that the task of selecting and selecting employees in the administrative apparatus is the main axis on which the state depends in implementing its policy, and the burden of its fulfillment falls on the administrative apparatus. Therefore, the topic of employment is of the utmost importance, given that the employment policy is the backbone of managing individual affairs through the most important administrative processes that allow the success of the administration in implementing its programs by ensuring good application in an effective way that leads to a decrease in the cost ratios to employment operations to a large extent which in turn leads to Good functioning of state structures and achieving comprehensive development.

### **1.1. The problematic**

To what extent does the employment policies in Algeria affect the future of local development in Ain Defla Province?

To answer this problem, we must answer the following sub-questions:

- ✓ What are the rights and duties guaranteed by the legal sources of public office?
- ✓ How can through the employment policy consolidate the relationship between the employee and the administration and make it not deviate from the goals despite the difficulties?
- ✓ What is the reality of employment in the state of Ain Defla?

### **1.2. The hypotheses**

In order to guide our research, we formulated the following hypotheses:

- ✓ Legal sources of public employment are considered as a guarantee of the rights and duties of individuals who are employed.
- ✓ By embodying the relationship of the right man in the right place makes the employment policy trusted by the applicants and allows the relationship between the employee and management to be strengthened.
- ✓ Dependence on the direct employment policy, that is, the training product

that guarantees the initial training, as it allows obtaining qualified and qualified human resources to take over jobs in various public and private economic sectors.

### **1.3. The Methodology:**

In order to reach credible results, we relied in our analysis of this topic on the descriptive analytical method

### **1.4. The importance of research**

The importance of this study shows that it searches on one of the important topics related to the human resource, which has become a factor of production, because the economic sectors in order to achieve its ruler goals must select the best competencies from qualified human resources by applying and strictly to the rules and laws regulating the recruitment process in Algeria as well as identification Close up on recruitment methods followed.

### **1.5. Previous studies:**

**1.5.1.** Magister's note (Ben Ferhat Moulaye, 2012) entitled "Competency management and its role in modernizing public office in Algeria", according to which the following problem was posed: "How far does competency management contribute to modernizing Algerian public employment?" The following was reached:

- ✓ To run competencies effectively requires the use of modern methods and techniques.
- ✓ Carrying out public sector reforms remains in vain if public officials do not have the necessary competence to materialize it on the ground.
- ✓ Reforming the public job can only be embodied by making it in a position capable of facing changes, as it depends in its strategy on human resources, as it is one of the conditions that must be met in terms of quantity and quality to achieve the desired goals and results.

**1.5.2.** Magister note (Tichat, dlibrary.univ-boumerdes.dz, 2009-2010) entitled

"The effect of public employment on the employee's competence in Algerian public administrations, a case study of Ahmed Bougara University", Boumerdes, through which the following problem was raised: To what extent can employment patterns applied in Algerian public administrations contribute to providing competencies? and necessary to serve public institutions of an administrative nature? Where the following results were reached:

- ✓ The effectiveness of administrative structures and organizations can only be achieved if they are equipped with highly efficient human resources, through objective guarantee of a rational recruitment policy based on the principle of merit in assuming positions.
- ✓ The selection and appointment of employees in Algerian public departments and institutions is carried out in accordance with the procedures and steps stipulated in the General Basic Law for the public job.
- ✓ The dysfunction in employment in Algeria is not limited to the content of the law that runs the public position as such, but rather lies in the tool applied to the law that does not care about the fate of public administration.

## **1.6. Study Approach**

### **1.6.1. Descriptive analytical method :**

It is based on studying the phenomenon as it is in reality, and it is interested in describing it, classifying it and analyzing it within the framework of knowing the adopted employment policies.

### **1.6.2. The case study method:**

And it pertains to the applied side, as we have tended to collect data from the sectors under study with a view to reaching special generalizations regarding recruitment operations.

## **1.7. The limits of the study**

Due to the difficulty of obtaining information that allows for an accurate study of the reality of employment and employment in the state of Ain Defla and in view of the cooperation we received from the tax directorate of structurally to the state of Ain Defla, our study was limited to employment operations in this directorate from 2010 to 2015 and through which the results obtained can be generalized to Other districts and state institutions.

## **2. The conceptual framework for public employment**

### **2.1. What is a public job?**

The term public office is a newly used language in public administration literature in the Arabic language corresponding to the English term "civil service", and in the French language "fonction publique", and I have been given the public job several definitions, including the following:

#### **2.1.1. Definition 01:**

“ The public service in its broad concept refers to the group of people working at the disposal of the public authority to perform public services, and in this sense, it includes in the concept of public service all people in the public administration which are linked to them by legal conditions, but in its narrow concept, the civil service is only intended for persons subject to the law Civil Service, that is to say public officials" (Taib, 2003, p.11).

#### **2.1.2. Definition 02:**

“Post- public employment conflict of interest is only of several forms of conflict of interest, and conflict of interest is in turn only one of several areas of risk to integrity in the public sector” (OECD, 2010, p.53).

#### **2.1.3. Definition 03:**

“ Public employment is only a set of legal powers and activities which a person must exercise permanently in management work targeting the public interest, and is therefore not considered to be a financial right held by the incumbent, which he can assign as he wishes. (Kasem, 1989, p.6) ”

Accordingly, a public job can be defined as a set of legislations that relate to public officials. These legislations may relate to the legal side and may appear in how the public employee does his work, and may relate to the technical side and is the employee's relationship with the public administration and attention to his problems and his professional life, and in implementation of this the study of the public job must always include two aspects: legal and technical.

## **2.2. Legal sources of public employment in Algeria**

The legal sources for the public office in Algeria are as follows:

### **2.2.1. National sources:**

The legal rules of the civil service system are organized in a hierarchical form in which these rules are arranged on the basis of respecting the principle of their graduation so that this pyramid rises above the constitutional rules, then regular legislation follows it, and in the regulations without forgetting the role of jurisprudence.

#### **2.2.1.1. The Constitution**

The constitution is the basic law of the state and it is the one that sets the general principles for it in terms of its form and functions. It also undertakes the organization of the state's powers and the powers of each of them, and it is thus the primary responsible for setting the pillars on which Algerian society is based. No legal text may violate its provisions because it is the supreme legislation in The state constitution contains a small number of rules for controlling the legal system for public employment directly, but these rules are important, and are essential to what they define in terms of general principles and provisions.

#### **2.2.1.2. Ordinary legislation (law)**

Ordinary legislation occupies an important place in the area of enacting laws and regulations related to public office.

#### **2.2.1.3. Regulations**

The organization aims to define the conditions for the implementation of the

legislation, and from it the basic law for each workers category is set, such as the conditions for appointment in some public jobs and the determination of ranks for them, and this relates to the decrees. ...etc.

These procedures are concerned with the issuance of the executive body, and in Algeria there are two levels of regulatory texts:

- ✓ Presidential decrees;
- ✓ Executive decrees.

### **2.3. Regulating the public office**

The Algerian legislator has tended to organize the public office by creating organs and bodies that will achieve the reconciliation of two complementary interests (Kherfi, 2010, p.78):

- ✓ Ensure that the leadership unit is guaranteed in the field of public office at the functional level, as this unit is necessary to avoid narrow independence conflicts that may be the source of serious slides and ongoing conflicts.
- ✓ Enabling the employees to actually contribute to the conduct of their affairs and the affairs of the public interests to which they belong. An internal structure has been created for the public job, which revolves around two interrelated interests:
  - The department's needs and its technical implications through the functional organization of the various interests, and it is related to the quality of job positions and their classification according to the principle of hierarchy that characterizes the administration.
  - The legitimate aspirations of employees to improve their financial and social status and to enter a balanced career path that depends on their true capabilities and represents the appropriate channel for their recruitment in favor of the public service.

#### **2.3.1. Public employment bodies**

It is the bodies that participate within the limits of its powers in the conduct of the



public office, some of which are considered a link between the political system and the administrative system and are the central bodies represented in the Supreme Council for the public job and the Directorate General of the public job. And among them is the one in charge of organizing employee-management relations, which are the internal management bodies represented in the committees (equal member committees, appeals committees, technical committees).

### **2.3.2. Running the public office**

The management function in the field of human resources management, and issues related to the public function have witnessed a remarkable development during the past years, they are generally not without three integrated dimensions:

- ✓ The legal dimension;
- ✓ The economic dimension;
- ✓ The human dimension;
- ✓ Human relationships.

### **3. The employment policy adopted in Algeria**

We mean the employment policy in public institutions and departments in Algeria in general, the ways and the ways in which the recruitment process is conducted, and it turns out that the recruitment processes are according to one or several tracks that can be summarized as follows:

- ✓ The competition is based on tests,
- ✓ The competition is based on certificates,
- ✓ Professional exams or tests,
- ✓ Choosing from among employees who have certain experience by registering in the qualification list after consulting the staff committee,
- ✓ Through direct employment according to certain conditions (based on certification).

We should also confirm in this regard that determining the needs of the agents

belongs to the institution concerned, and the employment decision is not taken until after the provision of financial positions by the trustee body through preparing the annual plan for the management of human resources where the number of vacant positions appears as well as the type of employment for the financial year considered.

### **3.1. External Employment**

It means the external source from which the administration derives its employees, whereby it is entitled to resort to the labor market and to search for employees to fill vacant positions, The methods of external recruitment varied and differed according to the different needs for employment, as follows:

- ✓ Direct recruitment;
- ✓ Recruitment by competition based on certification;
- ✓ Recruitment by competition based on the exam;
- ✓ Employment by professional examination;
- ✓ Recruitment by contract.

### **3.2. Internal recruitment**

It means, employment that takes place within the department or institution itself to join a higher job position in the administrative hierarchy, and in general it can be said that internal employment is an internal promotion from a position to a position higher than this, and this is in view of the new technical information and knowledge that the worker has acquired, and is Internal recruitment according to the following methods:

- ✓ Employment based on professional examination;
- ✓ Recruitment through an optional upgrade;
- ✓ Exceptional promotion based on certification;
- ✓ Appointment to senior positions.

### **3.3. The factors affecting the employment policy in Algerian institutions**

The employment policy is affected by a group of internal and external factors,

including:

**3.3.1. Internal factors:** Internal factors affect the formation and implementation of the employment policy as a whole:

- ✓ Organization policy.

**3.3.2. External factors:** The employment policy of the institution is affected by external factors, including:

- ✓ Technological progress;
- ✓ Economic situation;
- ✓ Language factor;
- ✓ Legal legislation.

**4. Applied study of the employment status of Ain Defla State**

After completing the procedures for the visa management plan for human resources, it is followed directly by the process of implementation and application of its contents, including the recruitment process, and this is what was actually done during the years 2010-2015 where recruitment operations were carried out according to their nature and according to the number of vacant positions at the time, which is what appears in Table 1 and Table 2 and Table 3.

**Table 1, the type and ranks of employment for the technical corps of the Levy Directorate of Ain Defla State from 2010 to 2015 are shown**

Employment type		Arrange employment	Years of employment					
			2010	2011	2012	2013	2014	2015
External employment	Direct recruitment	Department inspector						
		Central inspector		x		x		
		Chief inspector						
		inspector						
		Foreman						
	Recruitment by competition on the basis of certification:	Chief inspector	x	x			x	
		inspector		x			x	
		Preview operator	x	x			x	
		Department			x		x	

Internal recruitment	Employment based on professional examination	inspector						
		Central inspector					x	
		Chief inspector			x			
		inspector						
		Foreman						
	Employment by optional upgrade:	Central inspector	x					
		Chief inspector				x		
		inspector	x	x	x	x	x	
		Foreman	x	x	x	x	x	
	Exceptional upgrade based on certification:	inspector					x	
	Appointment to senior positions:	Central inspector		x	x			
		Chief inspector	x	x	x	x	x	
		inspector	x	x	x		x	
		Foreman		x				
		Preview operator						

Source: Prepared by researchers based on data from the Levy Directorate of Ain Defla State 2016

Table (1) shows the distribution of jobs through external employment and internal employment, and it appears from this distribution that it retracts from one year to the next because of a decrease in revenues or revenues in the state budget (decline in oil revenues).

Table 2, Clarify the number of positions occupied within the external recruitment of the technical body of the tax department of the State of Ain Defla from 2010 to 2015

Employment type		Arrange employment	Years of employment					
			2010	2011	2012	2013	2014	2015
External employment	Direct recruitment	Department inspector						
		Central inspector		2		4		
		Chief inspector						
		inspector						
		Foreman						
	Recruitment by competition on	Chief inspector	5	5			5	
		inspector		10			8	

	the basis of certification:	Preview operator	4	11			8	
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Source: Prepared by researchers based on data from the Levy Directorate of Ain Defla State 2016

Table (2) shows the number of jobs created through external recruitment, whether by direct employment or by conducting competitions based on the acquired certificate, starting from the year 2010 to 2015, where the number of open positions in the year 2010 was nine (09) positions.

In 2011, the number of jobs increased to 28 positions, not to exist in 2012, then four (04) jobs will be reopened in 2013, and 21 jobs in 2014, so that the external recruitment process will not be complete in 2015.

Table 3, illustrates the number of positions occupied within the internal recruitment of the technical corps of the Tax Directorate for the state of Ain Defla from 2010 to 2015

Employment type		Arrange employment	Years of employment					
			2010	2011	2012	2013	2014	2015
Internal recruitment	Employment based on professional examination	Department inspector			2		15	
		Central inspector					10	
		Chief inspector			3			
		inspector						
		Foreman						
	Employment by optional upgrade:	Central inspector	10					
		Chief inspector				1		
		inspector	24	5	2	1	2	
		Foreman	10	11	17	3	7	
	Exceptional upgrade based on certification:	inspector					1	
	Appointment to senior positions:	Central inspector		1	3			
		Chief inspector	1	1	2	1	1	
		inspector	1	1	2		1	
		Foreman		5				
		Preview operator						

Source: Prepared by researchers based on data from the Levy Directorate of Ain Defla State 2016

Table (3) shows the number of jobs created through internal recruitment, whether for employment on the basis of vocational training or through internal promotion or on the basis of the acquired certificate or promotion to the highest position,

starting from the year 2010 to the year 2015 as the number of open positions in the year 2010 Of the various formulas is forty-six (46) positions.

In 2011, there were 24 jobs, and in 2012, the number of jobs became 31, and six (06) jobs were reopened in 2013, then 37 jobs in 2014, with no external recruitment process in 2015.

#### **4. CONCLUSION:**

Through this research paper, we have tried to scrutinize the various forms of employment that Algeria adopts, thereby knowing the true orientation of the employment policy pursued at the level of Ain Defla Province, but the employment goals based on the position of the right man in the right place do not differ, and therefore we draw from the study Above the following results:

- ✓ The process of obtaining the vacant financial positions is done by assessing the needs of the positions after describing the posts and submitting them to the willing authority.
- ✓ Through the various stages of analysis of the employment path in Algeria, especially at the local level, it is clear that they tend more and more to internal employment.
- ✓ The process of employment in public institutions is not often carried out on a scientific analysis of the job requirements, because the trustee authority does not grant the positions in a transparent manner the financial positions according to the needs brought to them by the base or local interests.
- ✓ The recruitment process faces some obstacles that are inconsistent with the general framing of the legislation in force in Algeria, meaning that one correspondence from the willful authority is granted through it an exceptional license to create a job position, this procedure changes the course of the recruitment process (from a competition based on certification to a competition based on testing ) Which compels the state to

act as the legally authorized institution to organize recruitment competitions.

- ✓ The process of appointment to the highest positions is captured by most of the training product employees because they are more knowledgeable about management hidden like the employees of other classes.
- ✓ The need for rational employment policy based on scientific analysis of jobs to take into account the future of the organizational structure of the state (public administrations) in terms of the importance and goals it seeks to achieve.

In addition to the results mentioned above, some **recommendations** can be given in order to achieve those results in the field of human resources management and thus improve the image of employment, as follows:

- ✓ Embodying the spirit of responsibility of state officials to rationalize employment and provide opportunities for everyone to find reliable work.
- ✓ Sensitize employees to secure their career prospects in order to use all their energy to serve the public interest before the character.
- ✓ To rid the administration of all arbitrariness or indifference on the part of the failing agents by imposing periodic monitoring on administrative departments.
- ✓ Taking into consideration the employee's social problems such as housing, transportation, and entertainment, by creating a cell at the level of public administration that transfers the concerns of employees so that they feel safe and thus improve their level of performance, meaning the actual embodiment of the social responsibility of institutions.
- ✓ Encouraging creative energies by giving and giving and adopting all that is beneficial for the public good.
- ✓ Unifying and coordinating the demands aimed at modernizing the administration by creating applications for the automatic processing of

information.

- ✓ Provide exceptional material incentives to the employee in the event of creating or improving the quality of service, which in turn allows the creation of a competitive atmosphere among employees so that the management can improve its image and relationship with the citizen.

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