

## **The flexibility of the employment relationship in Algerian companies: What reasoning is being used?**

FERHAOUI.Mustapha, \* Uninersity of Oran2, Algeria, Email:  
[Ferhaoui.mustapha@univ-oran2.dz](mailto:Ferhaoui.mustapha@univ-oran2.dz), Laboratory: LDDRUIS.

**Reception** 28/07/2022

**Acceptation:** 22/09/2022

**Abstract** The purpose of this study is to provide an explanation for why flexible employment relationships are used in businesses. It is based on a monographic conflict between roughly sixty businesses in the Oran region.

The term "flexible employment relationship" refers to any legally recognized employment contract types in addition to the standard contract between an employer and employee.

The research aims to examine the justification for business managers' use of the employment relationship's flexibility as a management tool.

We begin with the strongly held belief that the use of flexibility in the employment relationship can be examined as a mode of a workforce management strategy designed to make it easier for businesses to access internal markets. The basis of this research is an analysis of the conversion to permanent statuses.

**Keywords:** Particular forms of work, Labour market segmentation, Flexibility keyword.

**JEL classifications codes:**J

## I- Introduction:

In order to improve the way work is organized so that growth can resume during the COVID crisis, numerous options are investigated (BOIVIN, 1991). For example, the selection of a flexibility model results in a division between employees who are contractually connected to the business and taking part in its primary activities (the "core") and those who contribute just incidentally (the "periphery")

When there is significant uncertainty surrounding an activity, new, specialized employment opportunities arise that are impervious to long-term reasoning. It is necessary to increase the flexibility of the employment relationship.

Although the group of workers is segmented, the labor relationship now reflects mobility and downward pay pressure, turning the workforce into accessories. Their common characteristic is an eccentric position at the edge of mainstream or conventional practice.

The literature analysis makes the assumption that using flexible employment contracts is a response to the requirement to modify the production process in light of changes in activity.

According to their duration and stability, "specific types of work" or "atypical employment contracts" are defined as "atypical employment contracts," and the theory of "segmentation" offers a framework for analyzing the diversity of labor relations.

The key factor restricting the usage of so-called "incumbent" permanent contracts appears to be environmental uncertainty, particularly demand. Companies must arbitrate between several employment contract types (fixed-term contracts, permanent contracts, etc.) based on changing demands, recruitment expenses, or productivity costs, but they must also create "internal markets."

The perspective adopted by those who support this trend is to use the conflicting nature of the numerous employment contracts as a tool to put pressure on employees to settle some issues related to the heavy workload.

Due to the differences between the two market groups, which do not correspond to the same jobs, economic actors, or operating systems.

Each group corresponds to a logic of employment adjustment. The internal market operates in accordance with the organizational logic of the allocation of human resources, with internal flexibility of employment as its core.

Additionally, the external market is founded on the theory of market coordination and uses the flexibility of the external labor market as a tool. As a result, there are two basic ideas that underpin all theories explaining the usage of flexible kinds of employment relationships, namely:

- The use of flexible work arrangements as a strategy for managing changes and/or uncertainty in the business environment
- As a structural option for managing the workforce

On this basis, this research aims to answer the following question:

**What are the logics the usage of flexible forms of employment?**

We paid close attention to the justifications offered by the actors for their decision through human resources management practice.

**Methodology:**

The methodological approach we took for this study was a case study with a monographic confrontation based on on-the-ground research in several industries that have incorporated "flexible forms of work" into their management procedures.

The case study serves as a justification for comprehending the complexity of our study object and its evolution (LIVIAN.Y-F, 2006); it symbolizes, with the methods of data collection and analysis that we will discuss later, a methodology that enables us to interact with the field.

Having said that, the foundation of our research plan is a set of business cases that we will carefully examine. They were chosen based on the following factors:

- 10 years or more in existence

- Who don't have significant problems
- An excellent financial status
- Ability to acquire information
- Located in Oran

### **The research posture**

This research is primarily qualitative and is based on monographic confrontations. Individual interviews (both formal and informal), with managers, human resources managers, and employees, as well as the analysis of the companies' internal and external documents, were used to gather information. Direct observation of the operating methods (production processes, organizational structure, modalities of use of forms of employment, distribution of tasks and responsibilities, work organization, etc.) was also used.

A total of forty interviews were conducted, and these were reinforced by interviews with labor inspectors overseeing the examined companies

### **Method for gathering and analyzing information**

The *modus operandi*, which is a component of the research-action methodology, compares how things were before flexible work arrangements were made and how things are now (GAGNON Y-C., 2005).

The goal of this study is both descriptive and explanatory. It is predicated on the development and validation of hypotheses that are derived from scientific observation and the gathering of so-called field data (WACHEUX.F, 1996). As a method of information processing, we employ thematic analysis.

### **Characteristics of the sample**

The initial sample consists of 62 companies from the Oran region that are recorded in the Chamber of Commerce's database. We were able to work with 42 of them.

**Table 1** Distribution of companies by activity sector

Sector	Number of companies	%
Services	18	29
Industrial	17	27
Commercial	13	21
BTPH	14	23
<b>Total</b>	<b>62</b>	<b>100</b>

**Source: Our calculations from the sample**

The first section of our interview guide is devoted to general information about the organizations of the companies whose HRM and work processes we analyze in detail. The 42 SMEs that were examined have been in business for at least ten years and employ, on average, 69 employees per company.

**Table 2** Distribution of employees of the companies in the sample.

Actual	Number of companies	%
0-09 employees	8	13
10-50 employees	26	42
51-100 employees	19	31
101-250 employees	9	14
<b>TOTAL</b>	<b>62</b>	<b>100</b>

**Source: Our calculations from the sample**

All companies use temporary staff to the tune of an average of 55%

Profits and sound financial condition are being recorded. With extended, occasionally perplexing responsibilities, they have a straightforward hierarchy of two to three levels.

They begin their business with a small group of employees that have complimentary skill sets.

In their view, maintaining quality is essential to combating the black market. They use a small series production system and unique manufacturing techniques, which offers flexibility.

The production program serves as the basis for purchases, ensuring cautious behavior with regard to the provision policy.

To compete; they keep their relationships with subcontractors and partners. To deal with competition, they continue their subcontracting and collaboration connections. Using temporary workers is a common practice.

Employment of temporary workers coexists alongside the usage of permanent employment. It provides highly flexible labor management that encourages adjusting the number of jobs per worker in accordance with the degree of activity.

## **I. THE CONCEPT OF FLEXIBILITY AND THE DEVELOPMENT OF FLEXIBLE FORMS OF WORK**

The company changes in response to its surroundings, and to do so, it must find compromises or make modifications in the face of a variety of obstacles, including legal requirements, new competitors, and emerging technologies (Boyer.R.,Durand.J.P , 1998).

Economic effectiveness has been conditioned on this capacity for adaptation, frequently referred to as "flexibility" ( Barbier.J.C.;Nadel.H, 2000). Thus, flexibility has been suggested as a solution to all economic and social problems.

This "ability of a system to transform itself in order to improve its integration into the environment and increase its probability of survival" (Tarondeau.J.C, 1999) refers to the various organizational structures that the enterprise is able to adopt in order to accommodate changes in its environment in order to ensure its stability or boost its competitiveness.

The flexibility model has significantly changed how staff management is done. Atkinson provides an examination of how organizations have changed through time using "the center-periphery paradigm." It makes a distinction between employees who are contractually obligated to the

business and take part in its primary activity (the "centre") and those who contribute only sporadically (the "periphery") (Atkinson.J.,Meager.N, 1986).

According to Atkinson, companies are organized around two types of personnel: a stable staff that is close to the company's core competencies and is highly adaptable due to its versatility, and a second type of staff that is peripheral to the company and is distinguished by contractually temporary relationships with the center and is relatively specialized.

That being said, the new economic facts have compelled businesses to turn to new hiring practices other than the established model, the employment contract of indefinite duration (CDI). As a result, we are currently witnessing the creation of forms referred to as flexible or atypical.ed.

The flexible employment relationship, which differs from the traditional employment relationship and is defined as full-time salaried employment performed in a single location (FOURNIER.G.,BOURASSA .B.,BEJL.K, 2003), protected by a set of laws, and in which the employee is obligated to work for a single employer under a standard employmentcontract (Caire.G, 1982), is of an ephemeral, unstable, and uncertain nature.

It provides a career and the majority of the family's income. It is carried out at a particular workplace and is the duty of a single employer.

### **1- Towards a more flexible market**

There would be a number of mobility zones that would impose themselves on the workforce, producing the conflict between the "internal market" of labor and the more established labor market known as the "external market" that is at the core of the theory of segmentation.

In fact, Mr. PIRE and P. DOERINGER had an interest in the ways in which labor was allocated, and using an institutionalist perspective, they emphasized the existence of a primary and secondary labor market for every firm.

The distribution of human resources is dependent on administrative regulations in the first case and on market mechanisms that promote competition in the second (FERRARY.M, 1994).

By "internal market," we mean the systems used by businesses to allocate internal labor, structure the complete professional life cycle, and manage employee careers (GAUTIE.J, 2006)(job definition, assignment, remuneration, promotion, etc.).

Thus, it is a mobility space that provides a certain level of security for the worker. It is guarded and managed by managerial and hierarchical decisions rather than those resulting from market transactions, and it is thus cut off from conflicts between suppliers and applicants on the external market (GAZIER.B, 1992).

However, employees of corporations are separated from those who have stayed outside, and the latter's goal is to enter the company's internal market because, once inside, their professional future is defined.

According to the same authors, the entry method (BOURREAU-DUBOIS.C, 2006) is specific; it does not apply to all of the company's workstations. Some positions are completely shielded from the entry of workers from outside sources and are only filled through internal advancement.

Others are only available through external recruitment, while others can be offered from both the inside and the outside. These are the system's "ports of entry," connecting it to the offers and wants of the labor market in a controlled and chosen manner.

The central tenet of the theory of labor market segmentation (or dualism) is to propose the existence of a "secondary market" where supply and demand conflicts are ongoing, generalized, and competitive (GAZIER.B, 1992) and to associate with the "internal market" of labor a "primary market" of labor with particular food and functioning, dominated by businesses that maintain sustainable attachment practices of their employees.



It should be emphasized that the internal and primary markets differ from one another. based on Gazier "Primary markets are set up to support and feed internal markets."

The latter is characterized by conduct that excludes guarantees and attachments from the primary market. The two markets (primary and secondary market) are different and do not correspond to the same jobs, the same economic agents, or the same operating mechanisms, this differentiation revolves around two categories: jobs and workers.

Regarding jobs, they are characterized by the following traits:

- The amount of pay
- Career guarantees at each level
- The degree of training
- Prospects for promotions
- The quality of working conditions

When they are put together favorably, they constitute primary jobs, and when they are unfavorable, secondary jobs.

Concerning workers, they are characterized as follows:

- The seniority of the presence on the labor market
- Education attainment
- Rate of unionization
- Stability of attitudes and behaviors

When these traits are strong, they create a primary workforce; when they are weak, they create a secondary workforce. Therefore, layering the elements within each category will result in the division of the workforce into two levels: employees and jobs.

An old workforce, unionized and well integrated into the primary market, with prospects for promotion and wage increase. Faced with a poorly trained secondary workforce, little or no unionization (GUILLON.R, 1997), with no prospect of promotion that develops less stable behaviors.

However, the internal market is a space in which the application of the competitive mechanisms of the law of supply and demand are neutralized,

it is considered as a set of procedures by which the workers, inside the company, are protected from the competition of workers who are outside.

## **2- From external market to external flexibility**

The external market thus encompasses any work that may be subcontracted out and serves as a component of adapting to economic changes by using employment arrangements other than permanent contracts.

The latter is one of the most important axes in the management of human resources that is part of the company's strategy (HORTS.C.H, 1988). The turbulence of the environment forces companies to modify their management methods in order to remain competitive. These modifications are manifested by:

- A policy of selection between essential and non-essential activities for production.
- Concentration on a core business by outsourcing all peripheral activities.
- More rigorous personnel management: The need for employers to reduce fixed costs has resulted in significant reductions in the permanent workforce. In addition to this reduction, companies are increasingly calling upon atypical workers to ensure a certain workload and for activities considered peripheral (HORTS.C.H, 1988).

This logic is due to at least two factors:

- the rigidity of the legislation
- Changes in the labour market.

Indeed, the legislative apparatus has elaborated a set of texts that protect and guarantee permanent employees: monthly payment, protection against dismissal... These are socially equitable measures but they lack flexibility for employers.

Companies have delayed hiring new employees to replace those who leave or retire due to the indirect consequences of this legislation and the near impossibility of dismissal, which has led to a slow decline in the

permanent workforce, and they turn to atypical personnel when a staffing shortage occurs (during seasonal activity peaks or summer maintenance tasks).

The indirect effects of this legislation and the virtual impossibility of dismissal, companies have avoided replacing their staff who retire or resign and thus, they have gradually reduced the permanent workforce. And when the need arises in terms of manpower (peaks of seasonal activities, maintenance work during the summer), they resort to atypical workers.

Whenever the need for employment volume increases, a company must hire new employees, whom it must lay off later when the need for jobs decreases (BELKACEM.R, 1998). But this appeal could only be made in connection with a change in the labour market linked both to the increase in the number of workers made redundant and to the massive arrival of young people and women looking for a first job (GAUTIE.J, 2006).

A risk is there when there is an imbalance between the supply and demand of labor (this risk reflects the inability of the enterprise to adjust its need for manpower in the event of an increase or decrease in production).

Levy-Carboua (MICHON.F, 1991) considers that a corporation is in an uncertain situation in this context when the demand for the product it produces rises. Due to not knowing how long this request would take, there is uncertainty.

If it continues, the company does not hesitate to increase the permanent workforce. On the other hand, if it does not manage to reduce its degree of uncertainty, it will resort to atypical forms.

The concept of the external labor market can thus be compared to a mode of adjusting the volume of the labor force to variations in the activity of the company, that of the external flexibility of employment.

That said, any change in activity (e.g., an increase in production) is followed by a change in the level of employment through recourse to the labor market (recruitments); conversely, any decrease implies an adjustment in employment through termination or non-renewal of the employment contract.

The same distinction is made by B. BRUHNES, with some nuances. For its part, external flexibility takes two forms: external quantitative flexibility (the possibility of varying the number of employees in the company according to its needs) and outsourcing (entrusting to company or individuals not bound by an employment contract a variable part of the activity, with the aim of transferring to a company the risks linked to uncertainties and fluctuations in production (BELKACEM.R, 1998). "This form of work organization corresponds, in the end, to a new risk management"; there is a desire to share the hazard of the market with the employees.

### **3- From the internal market to internal flexibility**

The internal market is justified, according to its authors, by three elements:

- The specificity of skills;
- On-the-job learning (or learning on the job) and ;
- Customs (produced by the work collective)

The concept of qualification is one of the factors justifying the existence of the internal market. Indeed, associated with the notion of specific training provided by the company, the (specific) qualifications (BECKER.G, 1993) thus obtained are not transferable from one company to another. The specificity of the technology is at the origin of the specificity of the qualification (HUYNH .K., BESANCENOT.D, 2004).

It frequently results in a shift to the way that work is organized. Workers need some time to adjust because each firm has different requirements for the nature of the work, the organizational structure, and the credentials needed.

An aerospace manufacturer cannot employ, deploy, and arrange its workforce in the same manner as a catering business (qualifications, jobs, salaries are totally different).

There are therefore characteristics specific to each qualification, which depends on the type of activity (EVERAERE.C, 1997). In this

perspective, *when human assets are specific to the firm, it has an interest in maximizing the investment in training by retaining the adapted staff it has trained through the development of an internal market*(FERRARY.M, Dualisme du marché du travail de la firme. Investissement de forme, coûts de transaction et comportements stratégiques des acteurs sociaux, 1994).

Social cohesiveness serves as another justification for the internal labor market's existence. The work of E. MAYO has demonstrated the significance of the human element inside the organization, and the success of organizational goals is greatly influenced by employee satisfaction (SARIN.E, 2003).

However, a bad working environment can cause disputes and tensions, which might result in strikes. Employers will find it challenging to hire in this power dynamic to maintain the smooth operation of their enterprises, particularly when it comes to a particular workforce. Employees can abandon their employment, refuse to train new hires, etc

In this context, the safeguarding of workers corresponds to a logic of cost minimization (BARLETT.C.A.,GHOSHAL.S.,MORAN .D, 2001). It thus appears that the internal labor market offers greater efficiency in the allocation of specific human resources with respect to market mechanisms (THIEBAULT.C), because their productivity is supposed to be high.

This increase in productivity is supposed to be achieved through the effects of apprenticeship and/or training provided by employers to workers permanently present (permanent contracts) in the company.

This increase in productivity is supposed to be achieved with the effects of apprenticeship and/or training provided by employers to workers who are permanently present (permanent contracts) in the company.

The occupations that make up the internal market do not follow the same market logic as those in the exterior market, because they are managed by administrative processes and regulations (collective agreements, internal regulations, business management manuals) that determine:

- The classifications and the salary scale, based on the classifications present on the internal labour market (FAVEREAU.O, 1989).
- The modalities of promotion, the nature of professional diplomas and the nature of the training that a worker may undergo in the company. These rules governing the internal market apply to jobs and workers in relation to the specificity of the activity, and reserve for them training, job security and promotion (GAUTIE.J, 2006) .

This allows the company to develop and stabilize the skills specific to the company, to ensure a competitive advantage (CANDAU.P, 1983). In this case, the company will limit the use of atypical workers, and when it is obliged to ensure consistency with its fluctuating needs, it will favor the use of other forms of flexibility than external employment flexibility, namely: internal employment flexibility (FERRARY.M, *Dualisme du marché du travail de la firme. Investissement de forme, coûts de transaction et comportements stratégiques des acteurs sociaux*, 1994).

The latter implies the non-recourse to market coordination mechanisms and takes, according to B. BRUNHES (BRUNHES.B, 1989) two forms: internal quantitative flexibility and functional flexibility).

As for the first, it consists in modifying the number of working hours according to the needs, without modifying the number of workers.

The second is to change the assignments of workers to jobs as needed. It is based on multi-skilling.

This being said, the survival of the company in the face of changes in the environment depends on its ability to redeploy its resources, in general, and on the ability of its workers to change jobs, in particular (DENIZET.I.,FORGEAS .P.,HIRSCH.G, 1987).

It recognizes the necessity for developing strategies for future-oriented work management (GILBERT.P), which have open-ended employment contracts, overtime pay, and employment guarantees as its legal characteristics (for life).

### **Conclusion:**

The companies studied seem to have realized the imperative of flexibility. It seems to us that the adoption of a quality system, the policies for the supply of raw materials, the adjustment of the functioning of the production equipment to the variations in the use of temporary labor, testify to the desire of these companies to move towards more flexible organizations.

However, they tend to slip into the informal economy to address their management and environmental problems.

They all use non-standard workers, but the intensity and modalities of their use are heterogeneous. Some tend to abandon this practice, others on the contrary intensify it, giving rise to a differentiation of labor management strategies, that of the need for adjustment and that of a structural choice of labor management independently of variations in business activity.

To this effect, we have developed a certain number of indicators, which allowed us to test our two alternative logics. Each indicator is measured and then compared with the evolution of the activity on the one hand, and compared with the comments of the managers collected during the interviews on the other hand.

The results thus obtained undermine the logic of the use of non-standard workers as a response to the need for adjustment and tend instead to validate the logic of structural management of the workforce, which is based on the disengagement of companies from their employees.

Indeed, it is not the companies that face uncertainty that make the most use of non-standard workers, but those that show signs of high economic performance.

It is the most solid companies in terms of profitability, market share, the most important ones, present for a long time on their market, that resort to this kind of workers. In addition, they are also the ones that pay their employees the least.

However, the use of non-standard workers does not seem to call into question, in some cases, the employment of permanent core employees, in this case, the segmentation theory of the labor market.

On the other hand, in other cases, the use of atypical employment contracts can also concern workers with high qualifications. It has become a gateway to stable employment, particularly for fixed-term contracts.

In this context, the company seeks to optimize its ability to adapt by developing a prospective and forward-looking approach to employment.

Recruitment and selection of personnel are considered important HRM activities within the company.

Employers expect the new hire to apply a skill, i.e., to bring in knowledge. However, only the salary cost is known at the time of entry. His knowledge and the behavior he will adopt can only be evaluated in a work situation.

From then on, these two elements constitute risks that employers will try to minimize, in particular through the use of atypical contracts. They allow for longer trial periods. Internal training and employability can, however, constitute an element of control in that they allow for the development of individuals' skills.

However, these cannot bring the skills of all workers up to the expected level, as some groups of workers are defined as unsuitable. Under these conditions, the problem is the impossibility of finding the right person with the right skills and, consequently, of estimating the duration of his or her collaboration. To consider hiring a long-term worker under these conditions is to transfer the uncertainty to the person the employer wishes to hire.

The complexity of this requirement explains the longer integration period imposed on new workers. After a period of clandestine work, workers generally start with a pre-employment contract before obtaining a fixed-term contract, usually renewed, which leads, in the best cases, to a permanent contract. As the worker progresses, he or she loses the status of "peripheral" to that of "central", without necessarily changing the content of the tasks performed.



Due to the lengthy integration process, the new hire has enough opportunity to demonstrate his or her skills and demonstrate how they relate to the job and to their coworkers.

As long as an open-ended contract is not concluded, the company does not take any risk, the relationship that binds it to the worker ends by itself at a term previously accepted by both parties

In other cases, atypical forms of employment can be more protective employment contracts (subcontracting, self-employment...)

Thus, these results do not support the explanation of the use of non-standard workers by fluctuations in the environment, uncertainty or competition, but tend to support that of a choice of labor management mode..

The industries examined support the entry of unusual types of employment into workforce management. They can be found in every CSP.

### Bibliography List:

1. Barbier.J.C.;Nadel.H. (2000). *La Flexibilité du travail et de l'emploi*.Paris: Flammarion.
2. Atkinson.J.,Meager.N. (1986, septembre). Is" flexibility" just a flash in the pan?, *Personnel management*, . *sage*, pp. pp 281-316.
3. BARLETT.C.A.,GHOSHAL.S.,MORAN .D. (2001). Employment security, employability and sustainable competitive advantage. Dans R. J. GUAL.J., *Strategy, organization and the changing nature of work* (p. 81). UK: Edward Elgar.
4. BECKER.G. (1993). *Human capital: a théoretical and empirical analysis with special reference to education* . United states of america: National Bureau of Economic Research.
5. BELKACEM.R. (1998). *L'institutionnalisation du travail intérimaire en France et Allemagne*. Paris: Harmattan.

6. BOIVIN, J. (1991). *Le défi de la gestion de l'emploi*. Québec: Presses Université Laval.
7. BOURREAU-DUBOIS.C. (2006). *Economie sociale et droit : Le droit du travail*. Paris: l'Harmattan.
8. Boyer.R.,Durand.J.P . (1998). *L'après fordisme*. Paris: Syros.
9. BRUNHES.B. ( 1989). La flexibilité du travail. Réflexions sur les modèles Européens,. *Droit Social*, pp. 251-255.
10. Caire.G. (1982). Précarisation des emplois et régulation du marché du travail. *Sociologie du Travail*, pp. 135-157.
11. CANDAU.P. (1983). gestion des ressources humaines et compétitivité. *Revue française de gestion*, pp. 43-51.
12. DENIZET.I.,FORGEAS .P.,HIRSCH.G. (1987). La planification stratégique des industries à haute technologies,. *Revue française de gestion*, pp. 19-26.
13. EVERAERE.C. (1997). *management de la flexibilité*. Paris: Economica.
14. FAVEREAU.O. (1989). Marché interne, marché externe. *Revue économique*, pp. 273-328.
15. FERRARY.M. (1994). Dualisme du marché du travail de la firme. Investissement de forme, coûts de transaction et comportements stratégiques des acteurs sociaux. *Revue française d'économie*, pp. 85 - 135.
16. FERRARY.M. (1994). Dualisme du marché du travail de la firme. Investissement de forme, coûts de transaction et comportements stratégiques des acteurs sociaux. *Revue française d'économie*, pp. 85 – 135.

17. FOURNIER.G.,BOURASSA .B.,BEJI.K. (2003). Travail atypique récurrent et expérience de précarité : Un regard exploratoire. Dans G. FOURNIER, *La précarité du travail : Une réalité aux multiples visages*. Les Psses de l'université Laval.
18. GAGNON Y-C. (2005). *L'étude de cas comme méthode de recherche : Guide de réalisation* . Québec: Presses de l'université du Québec.
19. GAUTIE.J. (2006). Flexibilité et/ou sécurité : La France en quête d'un modèle. *Cahiers Français*.
20. GAZIER.B. (1992). *Economie du travail et de l'emploi*. Paris: Dalloz.
21. GILBERT.P. (s.d.). La gestion prévisionnelle des ressources humaines : histoire et perspectives. *Revue française de gestion*, pp. 67-75.
22. GUILLON.R. (1997). *Les syndicats dans les mutations et la crise de l'emploi*. Paris: l'Harmattan.
23. HORTS.C.H, B. D. (1988). *Vers une gestion stratégique des ressources humaines*. Paris: les éditions d'Organisation.
24. HUYNH .K.,BESANCENOT.D. (2004). *Economie industrielle* . Paris: Bréal.
25. LIVIAN.Y-F. (2006). L'intervention en entreprise. Dans A. J, *Encyclopédie de ressources humaines* (pp. p769-777.). paris: Vuibert.
26. MICHON.F. (1991). le travail temporaire en milieu industriel : Incidences sur les conditions de travail et la santé des travailleurs. *le travail humain*, pp. 21-41.
27. SARIN.E. (2003). *Introduction conceptuelle à la sociologie des organisations*. Paris: l'Harmattan.

28. Tarondeau.J.C. (1999). *La flexibilité dans les entreprises, Que sais-je ?* Paris: Presses universitaires de France.
29. THIEBAULT.C. (s.d.). la nature de la firme, traduction française de l'ouvrage de R.H. *Revue française d'économie*,, pp. 201-203 .
30. WACHEUX.F. (1996). *Méthode qualitative et recherche en gestion*.Paris: Economica.