

"ALLIANCE HIRING TALENT AND POSITION IN THE QUEST FOR RECRUITMENT EFFICIENCY".

Case of the 4 Malagasy SMEs

RABENILAINA Harinia Cyrille

Master of Conferences at the Faculty of Law, Economics, Management and Sociology,
LAREGE Laboratory/Mention Management, University of Antananarivo,

RANDRIANIRIANA Anjarasoa Mamilalaina

Université de Rouen, Institut d'Administration d'Entreprises, Laboratoire NIMEC
Master of Conferences at the Faculty of Law, Economics, Management and Sociology,
LAREGE Laboratory/Mention Management, University of Antananarivo,

RANDRIAMIHARISOA Mamy Alfa

Master of Conferences at the Faculty of Law, Economics, Management and Sociology,
LAREGE Laboratory/Mention Management, University of Antananarivo,

ANDRIANARIZAKA Marc Tiana

Doctor in Cognitive Sciences and Application,
University of Antananarivo

ABSTRACT

At present, the competitive situation on the job market in the big island is intensifying for the job providers, because they are facing the incessant entry on the market of new graduates in lack of experiences and the retirement of experienced profiles. Many business leaders say they are having difficulty attracting and recruiting the profiles that best meet their needs. Despite the ever-increasing number of young graduates entering the job market, it has become difficult for a company to find the right talented candidate for a specific position, as the right profiles may be recruited by other companies offering better conditions and possibly having an efficient Talent Management. The purpose of this study is, therefore, to demonstrate the importance of hiring the right talent for the job in the search for recruitment efficiency. The result of the study relating to the survey carried out with the leaders of the Malagasy SMEs shows us that the process of recruitment in the Malagasy SMEs is rather effective, except that the time of the campaign turns out to be long and informal. As a corollary, the profiles resulting from this process are partially adapted to the position, because the condition of adaptability of the aptitudes is not completely fulfilled. It is therefore admitted that talent management is still not well known by Malagasy economic actors.

Keywords: SME, Hiring talent, Talent management, Recruitment efficiency

INTRODUCTION

In the current context of globalization, the opening of borders leads not only to free economic exchanges, cultural exchanges, social exchanges, but also to the globalization of the labor market. These various situations have led the **Mc Kinsey** research firm, the famous author **Miralles P. (2007)**, to take a greater interest in Talent Management. In 2001, a book entitled "War of Talent" written by three consultants of this research firm, including **Michaels E., Handfield-Jones H. and Axelrod B.**, was the first book concerning the concept. At present, Talent Management is more concerned with the aspirations of human capital (**Pachulski A, 2010**).

In Madagascar, according to the EDBM website (**Radavidrason E., 2020**), three companies specializing in talent management professionals opened their doors in 2019. However, talent management is still not well known among Malagasy economic actors. Yet, the competitive situation on the labor market in the big island is intensifying for job providers, as they face the incessant entry on the market of new graduates lacking experience and the retirement of experienced profiles. Each year, 400,000 to 500,000 young graduates enter the job market and increase the number of unemployed Malagasy due to their lack of experience (**Pezat P., 2020**). As a consequence, it has become difficult for a company to find the right talented candidate for a given position, as the right profiles are likely to be recruited by other companies offering better conditions and possibly having an

efficient Talent Management. In this context, it is appropriate in this article to analyze the relationship between the efficiency of the recruitment process and the adaptability of the profiles that have been recruited. The results of the survey of recruiters will thus make it possible to measure the effectiveness of the recruitment process within SMEs. The results of the survey will also aim to determine the adaptability of the talent hired to the position. And, they will identify the links between the recruitment process and the hiring of talent. The effectiveness of the recruitment process will be measured first. Next, the adaptability of the hired talent to the position will be measured. And, the last point will concern the intersection between the efficiency of the recruitment process and the adaptability of the candidates.

TALENT MANAGEMENT CONCEPT AND METHODOLOGY

Talent Management has several definitions that have been given by different authors. The following definitions will highlight the objectives related to Talent Management.

Talent Management Definitions

Several authors in the field of management science have given various definitions to the concept of talent management. We were able to identify a few definitions. First of all, a rather vague definition of the concept was evoked by **Capelli P. (2010)**, according to the latter, "Talent management is the process through which each employer anticipates and apprehends the needs in human capital with the aim of helping the company to achieve the fixed objectives". Next, **Cerrone C. (2010)** gave a more precise definition than that of **Capelli P. (2008)** by insisting on the main actions of talent management. According to him, talent management is "The attraction, retention and development of the right profiles with particular skills in their respective positions". However, this definition remains simple compared to the definition of **Avedon J. (2010)** who emphasizes the purpose of talent management. This author defines the concept as "A suite of processes and procedures used in an organization to attract, retain, develop, and move talent, even if it means firing it, in order to achieve set goals". **Wellins R. (2006)** joins Avedon J. on this previous definition, and gives another one that is quite similar. For **Wellins R. (2006)**, it is "The recruitment, development, promotion and retention of staff, planned and executed in parallel with the strategic objectives of the organization". As for **Graddick-weir (2010)**, he evokes another definition that diverges from those of **Wellins R.** and **Avedon J.** by the *raison d'être* of talent management. According to this author, talent management is "The ability to attract, develop and retain key talent to meet current and future business needs". However, these five definitions mentioned above can be summarized by **Silzer R. and Dowell B. (2010)**. According to them, "Talent Management is an integrated process, a program within an organization, that is put in place to attract, develop, deploy and retain talent in order to achieve strategic objectives and anticipate future needs".

In addition, it should be noted that talent management is one of the components of Human Resources Management (HRM). It corresponds to the implementation of a set of actions carried out by Human Resources departments to integrate and retain high-potential employees, operating in competitive sectors and/or in positions requiring specialized expertise (**Guignard J., Pennaforte A, 2018**). Furthermore, it is to be noted that Talent Management activities focus on five main areas of action, namely: attraction, recruitment, evaluation, development, and retention (**Silzer R. and Dowell B., 2010**). These components of Talent Management will be developed further in the subsections that follow this one.

Other authors (**Chuai et al. 2008**) consider talent management to be a sophisticated disguise for traditional HR practices. Many authors consider talent management to be the innovative perspective based on a mindset where talent is the key to organizational competitiveness (**Capelli P. 2008**).

Management practices with talent

The company works with talent in terms of attraction, recruitment and retention. These three areas of action will be developed one by one in the following subsections. The company works with talent, and the issues of attraction, recruitment and retention respond to this concern. International studies such as the one conducted by HR practitioners (**Deloitte M. and Perrin O., cited by Dejoux and Thévenet, 2015**) confirm that attracting, recruiting and retaining talent has been a priority for Human Resources activities since 2005. To achieve them several actions can be implemented at organizational, managerial and individual levels.

In recent years, multiple methods have been developed in order to attract the best candidates with high potential. Talents with special abilities are difficult to attract. In order to do so, the company must develop an authentic and attractive brand image. This image is reflected in its "Employer Brand". (1996), "The concept of employer brand refers to the set of functional, economic and psychological benefits inherent to employment and with which the company, as an employer, is identified.¹ Some studies have revealed that the company must imperatively use its employer brand to attract Talents. According to the study by **Knox S. and Freeman C. (2006)**, concerning the

¹www.cairninfo.com, Enjeux et Outils de la gestion de la marque employeur, VIGNOLLES A., Mai 2020

impact of employer image on potential candidates, it has been shown that there is a positive relationship between employer brand image and the desire to apply for a company.

Recruiting talent must indeed take into account the characteristics of candidates, and evolve traditional recruitment tools, to ensure its effectiveness. According to Murphy. C. cited by **Dejoux and Thévenet (2015)**, effective recruitment implies that "The right people are in the right place at the right time for the right reason at the right cost". Recruitment effectiveness can be measured through a few KPIs or performance indicators (**Vandenberghe F., 2020**) generally represented by the number of proposals received, the duration of the recruitment campaign and manager satisfaction. Firstly, the number of proposals received determines whether the recruiter has a wide choice of candidates and has the possibility of making a good selection. Here, it is a question of whether the job advertisement attracted many candidates. Secondly, the duration of the recruitment campaign, i.e. the time interval between the recruitment request and the hiring of a candidate for the vacant position. In order to minimize the costs associated with the recruitment process, the time taken to complete the recruitment campaign must be optimized. Finally, manager satisfaction is the most often neglected indicator. However, a recruitment has been effective if the profile recruited is in line with the profile required by the recruiting managers. Therefore, it is necessary to ask whether the recruiters' needs have been perfectly understood and met (**Solus H. and Engel C. 2007**)?

As a corollary, recruitment will result in the hiring of the profile best suited to the position from among the proposals received. The recruited candidate will have the following characteristics: adaptability of knowledge, adaptability of skills, and adaptability of personality. First of all, knowledge adaptability concerns the candidate's skills. The new hire must have the specific skills needed for the position. Secondly, the adaptability of professional skills, i.e. the profile retained is one that is already experienced in a field similar to the position for which it has been recruited. Finally, the adaptability of personalities, in order to ensure that the behaviour and character traits of the new recruit are in line with the values of the company and the position he or she is expected to fill (**Martory B. and Crozet D. 1988**).

Methodology and description of the sample and hypothesis

The field of study is the two districts of Antsirabe I since from the economic point of view, Antsirabe is the second city of Madagascar. It has several industrial and important units. The population of study rather large represented by the leaders of the SMEs approximately to the number of 200, leads us to proceed to a probabilistic method for the construction of the sample of study. Also, the size of the sample was determined by means of a sampling table. With a confidence level of 95%, and a margin of error of 10%, the sample size amounts to 81 individuals (**Slimani 2020**). The survey was conducted in the two districts of Antsirabe. The survey questionnaire consists mainly of multiple choice questions. The sample will be taken by the simple random technique from the parent population, which is not all the SMEs in the two districts of Antsirabe. The administration of the questionnaires was done by direct mode, i.e. face to face.

The hypothesis: "The hiring of talent adapted to the position results from the efficiency of the recruitment process", focuses mainly on the recruitment of talent adapted to the position. Recruiting is second only to attraction, and is one of the most important activities in the concept of talent management. In this hypothesis, the variable to be explained is the adaptability of the hired profile to the position. The explanatory variable is the efficiency of the recruitment process. These two variables have respective sub-variables. On the one hand, for the variable to be explained, the sub-variables are the adaptability of the skills, the adaptability of the experiences, and the adaptability of the personality. These sub-variables define the adaptability of the candidate to the position. On the other hand, the sub-variables of the explanatory variable are the duration of the recruitment campaign, the number of proposals received, and the conformity of the proposals to the required profile.

The survey of Malagasy SME managers made it possible to collect information on the sub-variables that form the variable to be explained and the explanatory variable. This information concerns, first of all, the satisfaction of the managers in the duration of the recruitment, because as it was said in the theoretical framing, the shorter the recruitment, the more the costs generated are minimal, and the interview is efficient. Secondly, the number of applications received, here the higher the number of applications, the more efficient the recruitment. Then, the conformity of the proposed candidates to the requirements of the position, which ensures that the needs expressed by the recruiting managers are met, and guarantees their satisfaction. In addition, the information corresponding to the sub-variables of the variable to be explained was also collected. Indeed, the adaptability of the candidate to the position refers to his knowledge, his know-how and his interpersonal skills. Therefore, information on the candidates' diplomas, experiences and personalities were collected. To determine the relationship between the two variables, which are both qualitative in nature, a cross-tabulation between these two variables was performed. The survey focused on two main areas: recruitment and hiring. The questions on recruitment are used to measure managers' satisfaction with the recruitment process, in order to deduce whether they find this process efficient or inefficient. The questions on the second major point, hiring, aim to determine whether the profiles recruited are suitable for their respective positions. It is also a question of measuring the

satisfaction of these managers in relation to the recruitments that have been made, as well as determining the adaptability of the profiles hired.

In order to determine whether the hiring of a suitable candidate is the result of recruitment efficiency, it is essential to measure the efficiency of the recruitment process, and then to know the suitability of the profiles hired following this process. To do this, the sub-variables: duration of recruitment, number of proposals received, and conformity of the proposals, will be crossed with the explanatory variable "recruitment efficiency", in order to demonstrate whether recruitment at SMEs is efficient or inefficient. Then, the explanatory variable "adaptability of the recruited profile to the position" will be crossed with its sub-variables, which are adaptability of skills, adaptability of aptitudes, and adaptability of personality, in order to demonstrate whether the candidates who have been hired are adapted to the requirements of the position. Finally, the explanatory variable will be cross-tabulated with the variable to be explained to determine if there is a relationship between these two variables.

The verification of this hypothesis will be broken down into three sub-results, namely: firstly, the efficiency of the recruitment process in Malagasy SMEs, secondly, the adaptability of the candidates hired, and lastly, the relationship between the efficiency of recruitment and the adaptability of the candidates. For the first sub-result "recruitment efficiency", it will show three dynamic cross-tabulations that will respectively include the following information: recruitment efficiency in relation to the duration of the campaign, the number of proposals, and the conformity of the proposals received, the cross-tabulation between the efficiency of the recruitment process and the number of proposals. The second sub-result "adaptability of the hired" will also expose three dynamic cross-tabulations. Each table corresponds respectively to: the adaptability of the recruits to the position in relation to their skills, their experience and their personality. The link between the adaptability of skills and the adaptability of talents to the position and the relationship between the efficiency of the recruitment process and the adaptability of the candidates to the position will also be done using a chi-square test.

RESULTS

The results of the hiring executive sample survey will measure the effectiveness of the recruitment process within the company. The survey results will also determine the suitability of the talent hired for the position. And, it will identify the links between the recruiting process and the hiring of talent.

Recruiting talent

Efficiency of the recruitment process

Our results show, first of all, through a chi-square test with a p-value of 0.001 below the 1% risk of error, a significant dependence between the efficiency of the recruitment process of SME managers and the number of proposals they receive. The table below summarizes the results obtained and makes it possible to immediately identify the inefficiency of recruitment in the case of an abundance of proposals received.

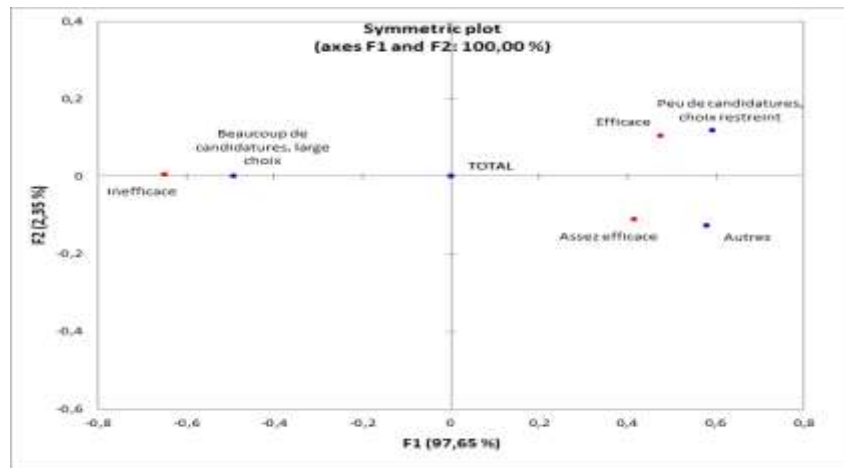
Table 1: Distribution of recruitment process efficiency by number of proposals

Efficiency of the recruitment process Number of proposals	Ineffective	Quite effective	Effective	TOTAL
Few applications, limited choice	20,83	33,33	45,83	100
Many applications, wide choice	68,57	17,14	14,29	100
Other	22,73	40,91	36,36	100
TOTAL	41,98	28,40	29,63	100

Source: Authors, 2021

The factorial correspondence analysis allows us to better illustrate this correlation by the proximity of the modalities of the two variables studied. In other words, a restricted choice of candidates is generally associated with an efficiency of the process of treatment of the SME managers, contrary to the situation where many offers leading to a large choice globally result in the inefficiency of the recruitment procedure.

Figure 1: Factor map of the correspondence of Number of applications and Efficiency of the recruitment process



Source: Authors, 2021

However, when the number of proposals received is too low, managers can make a wide selection even though the selection is deemed ineffective based on the previous result. As a result, they consider recruitment to be somewhat effective. According to the managers of the SMEs surveyed, recruitment is very simple and does not generate very heavy expenses. The table below describes in a general way the recruitment criteria identified during our field visits as well as their use trends in the procedure.

Table 2: Recruitment criteria

Recruitment Criteria	Frequency	Percentage
Education	8	9,9
Experiences	33	40,7
Family relationship	24	29,6
Business relationship	6	7,4
Age	10	12,3
Total	81	100

Source: Authors, 2021

The impression that emerges from these results is the objectivity more or less supported by SME managers in their recruitment process. Indeed, a little less than the majority of the respondents, i.e. 40.7%, state above all that the experience of the candidates takes precedence over the other criteria, including the family relationship, where 29.6% approve the practice.

Our results also showed the significant dependence of the opinions of the SME managers on the effectiveness of the recruitment process through the duration of the recruitment campaign. The chi-square test conducted for this purpose produced a significant p-value of 0.001 resulting in a chi2 of 111.57 with a ddl equal to 4. The table of the distribution of the efficiency of the recruitment process according to the duration of the recruitment campaign carried out below shows us first of all that according to the majority of the respondents, more precisely the 93.94%, the processing of an application requiring a long period of decision generally results in the inefficiency of the procedure. The noted efficiency of the process results from the fact that, according to 90.48% of the interviewees, a short time interval is required for the confirmation of the hiring. An average processing time ensures little efficiency in the recruitment procedure for SMEs in the city of Antsirabe.

Table 3: Distribution of recruitment process effectiveness by length of recruitment campaign

Efficiency of the recruitment process Duration of the recruitment campaign	Ineffective	Quite effective	Effective	TOTAL
Long, large time interval between request and confirmation of hiring	93,94	3,03	3,03	100
Medium, medium time interval between request and confirmation of hiring	3,70	81,48	14,81	100
Short, small time interval between request and confirmation of hire	4,76	4,76	90,48	100
TOTAL	40,74	29,63	29,63	100

Source: Authors, 2021

The effectiveness of the recruitment process is also evaluated through the compliance of the proposals to the requirements where we revealed through the opinions of the leaders of SMEs according to our results from the chi-square test of independence generating a p-value of 0.001 corresponding is equal to chi-square of 111.57, with a ddl of 4 a significant dependence between the two variables generated Apparently, we can to this effect establish from the results revealed in the table below that the respect of the conformity of the required needs puts the procedure of recruitment to failure. 78,95% of the leaders of the SME declare according to this study the inefficiency of these said respects of needs. Violation of the requirement compliance according to 76% of the respondents leads to the efficiency of the recruitment process. It is to be noted that a partial respect of the conformity of the needs can make the recruitment procedure quite effective according to 54,05% of the leaders.

Table 4: Distribution of recruitment process effectiveness in relation to compliance of proposals with requirements

Efficiency of the recruitment process Conformity of the needs	Ineffective	Quite effective	Effective	TOTAL
Not in compliance with the requirements	16	8	76	100
Partially compliant with the requirements	35,14	54,05	10,81	100
Compliant with requirements	78,95	10,53	10,53	100
TOTAL	39,51	29,63	30,86	100

Source: Authors, 2021

It was mentioned earlier from the results of our study that recruitment can be done through the family and close friends. The managers of SMMEs simply communicate to each family member or to people close to them, informing them of the existence of a vacancy or of a new position to be filled. Word-of-mouth communication is very effective and low cost. There are no postings, advertisements or recruitment agencies.

Adaptability of the recruited profiles to the position

Our study on the adaptability of the profiles to the position was carried out under 3 approaches in particular the knowledge, the competences and the personality of the new recruits and made it possible to release in a first time the significant dependence of the opinions of the leaders of the SME on the adaptability to the position of the recruited candidates as for the criteria retained in the process of recruitment. The p-values associated with the chi-square tests of independence are all lower than the 5% risk of error, which ensures significance.

Table 5: P-values of chi-square tests of independence between opinions of job adaptability of recruits and recruitment adaptability criteria

Adaptability criteria	Knowledge	Talents	Personnality
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P-value of the chi-square test of independence	0,001	0,0021	0,001
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Source: Authors, 2021

Secondly, in view of the results summarized in the table below, we can advance globally that Malagasy SMEs in the city of Antsirabe according to the opinions of the leaders encounter difficulties at the end of the recruitment process given that most of them, more exactly more than 4 leaders out of 10 admit having noted the unsuitability of the candidates retained for the vacant positions of their companies that it is at the level of knowledge or talents and personalities aimed.

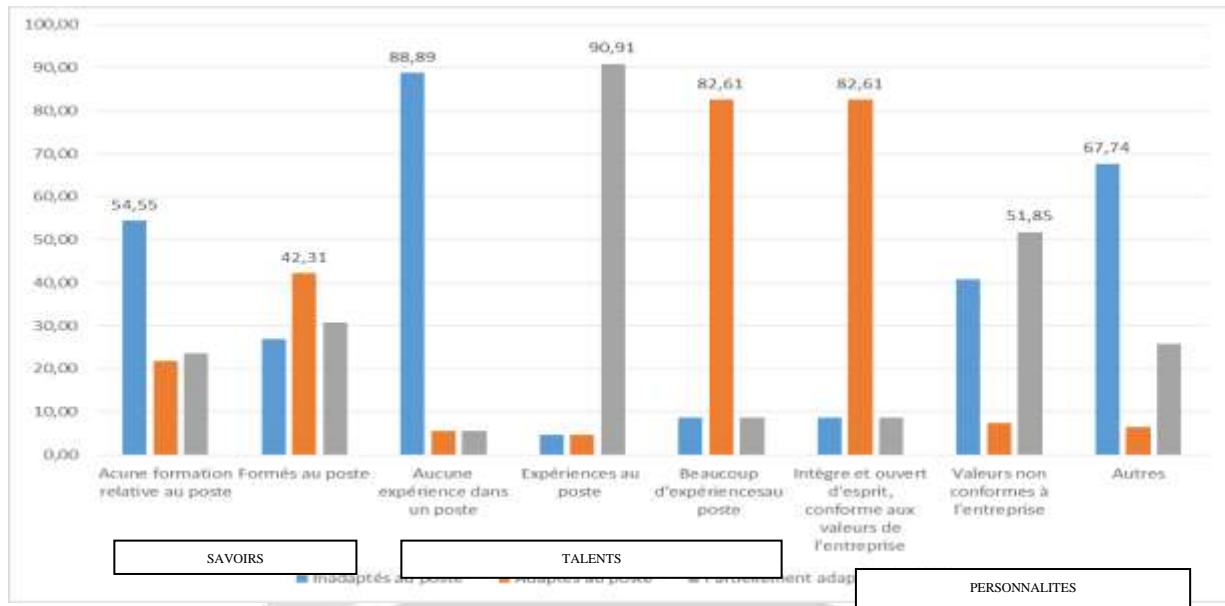
Tableau 6 : Répartition des critères d'adaptabilité des recrues aux postes vacants selon les opinions des dirigeants des PME

ADAPTABILITY CRITERIA	Adaptability	Unsuitable for the position	Adapted to the position	Partially adapted to the position	TOTAL
KNOWLEDGE	No job-related training	54,55	21,82	23,64	100
	Trained for the job	26,92	42,31	30,77	100
	TOTAL	45,68	28,40	25,93	100
TALENTS	No experience in a similar position	88,89	5,56	5,56	100
	Experience in a similar position	4,55	4,55	90,91	100
	Candidates have a lot of experience in a similar position	8,70	82,61	8,70	100
	TOTAL	45,68	28,40	25,93	100
PERSONALITIES	Integrity and open-mindedness, in line with the company's values	8,70	82,61	8,70	100
	Values not in line with the company	40,74	7,41	51,85	100
	Other	67,74	6,45	25,81	100
	TOTAL	41,98	28,40	29,63	100

Source: Authors, 2021

The graph below illustrates the trends in the opinions of SME managers on the details of the adaptability of the criteria in the recruitment process according to the required profile of the vacant positions. In terms of knowledge, the existence or not of training for the vacant positions of the recruits does not convince the managers on the adaptability of the new recruits to the missions required by the vacant positions. In fact, only 42.31% of the managers' opinions note the adaptability of the recruits who have received training to the required attributions and that more than the majority of managers, i.e. 54.5%, find the unsuitability of those who have not received training. Moreover, according to our results, the talents of the recruits are recommended to be able to assume the responsibilities generated by the occupation of the vacant positions. 88.89% of the respondents affirm the unsuitability of the selected candidates without experience to the position. The vast majority of managers, 90.91%, agree that the existence of talent is a determinant for the mastery of vacant positions and the better the suitability of recruits who have a lot of talent. As for the criteria on the personalities of the candidates retained in the recruitment process, the vast majority of the SME managers representing 82.61% of the respondents find that those who have characters of integrity and open-mindedness that contribute to the values of the company do not find it difficult and adapt well to the profile required for the vacant position. Candidates with values that are not in line with the company's values, however, share the opinions of SME managers, with slightly more of the latter declaring that they found the adaptability of these new employees to the vacant positions in the SMEs to be in part.

Figure 2: SME managers' opinions on the job adaptability of new recruits according to the pre-established process criteria.



Source: Authors, 2021

It should be noted that when the process is effective, ineffective, or even fairly effective, the candidate is considered unsuitable for the position. Indeed, this observation can be explained by the realities of the SME environment, as revealed by observations and interviews with some managers. Malagasy SMEs do not generally have specific recruitment procedures. Recruitment is done through family and friends, although objective criteria are established. More than one out of four of the 29.6% of managers agree with this type of recruitment practice. He simply communicates to each family member or to people close to him that he wants to recruit a person. Word-of-mouth communication is very effective, he says. This can lead to a very long recruitment campaign and to proposals that do not meet the requirements. Because of all this, the manager cannot select the best profile because his choice is limited. Moreover, the proposals he receives do not meet the requirements of the position. And yet, he must make his choice in order not to lengthen the recruitment period, while taking into account these parameters, so the hired candidate does not meet the three conditions of adaptability to the position. On the other hand, it is also to be seen that when the recruitment process is efficient or fairly efficient, or inefficient, the profiles are totally or partially adapted to the position. In spite of the fact that the duration of the recruitment campaign is long, some managers have managed to select the best profile that more or less meets the conditions of adaptability to the position, thanks to the wide choice of candidates, as well as the compliance of the proposals with the required conditions.

CONCLUSION

Currently, for Madagascar, the concept of talent management is still unknown to SMEs. Moreover, the Malagasy labor market has many job seekers, including young graduates, but who have little experience. Apart from that, the experienced profiles on this market are gradually retiring. Thus, high potential candidates are very rare and difficult to find. Apart from recruitment, development activities and retention of Malagasy employees also present difficulties. Companies compete to offer the best working conditions in order to attract the best profiles. Employee retention requires a lot of parameters and must be mastered by SMEs, at the risk of talent flight to competitors in the face of all these situations, the competition at the level of Malagasy job providers is becoming more and more increased.

The result describes the recruitment of talent within the company. In most cases, even though there is no specific recruitment procedure in Malagasy SMEs, recruitment has been quite effective or efficient. Despite the fact that the recruitment is done through family and relatives, the duration of the recruitment campaign was long, the proposals received remain numerous and in line with the needs expressed. Thanks to this, the SME managers were able to make the best selection of profiles that have the skills, experience and personality suitable for the position. However, SME managers find that some of the candidates hired are unsuitable for the position. It is true that the candidates have undergone training for the position, but their experience is insufficient and they are closed-minded. According to the manager, this unsuitability of the hired profiles is due to the inefficiency of the recruitment process which is too long. Moreover, the process gave him few applications, and his choice was limited.

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