

## Human Resources: Key Communicators for Career Development

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### Abstract

*Human Resources Management recognises the importance of training in developing employees' current and future skills. There are a number of ways in which the Human Resources (HR) function can identify training needs, including periodic interviews. Communication plays an important role in facilitating the expression of the employee and the assessor. The aim of this article is to highlight the role of Human Resources as skilled communicators during these interviews. The methodology used is a systems approach, exploring both qualitative and quantitative approaches. The results showed that the HR function is able to provide advice and guidance to employees on the opportunities for their professional development. These interviews are also useful for measuring employee performance. However, professional appraisal methods and techniques have their flaws, particularly when it comes to the subjectivity of appraisers. If periodic appraisals are not required by law, employees' rights of expression and training will be infringed. In this sense, the HR function is a promoter of training through interviews with employees, who are the actors in their own career paths. They are free to choose between upskilling, reskilling and cross-skilling. Nevertheless, are today's Human Resources people ready to adapt to a sector that is changing at breakneck speed?*

### Keywords

Human resource function; interviews; development; communication; training; performance



## I. Introduction

An employee's trajectory toward development unfolds notably within the framework of appraisal interviews, a pivotal interaction between the employee and their immediate supervisor. A study encompassing European Human Resources (HR) Directors reveals that over three quarters deem these interviews as paramount for shaping their HR strategies, even elevating them to the status of "cornerstone" within HR policy formulation (Dehouck et al., 2018). Consequently, the assertion arises that "appraisal is increasingly based on individual interviews."

This article endeavors to scrutinize the role of HR in fostering training initiatives through these individualized interviews. Initially, it is imperative to delineate the communicative role of HR in professional development. Subsequently, we delve into the research methodology, elucidating the materials and methods deployed in exploring this domain. The discourse culminates in the exposition of research findings, paving the way for a deliberation on implications and future prospects.

The problem of the communicative role of HR during periodic interviews must first be defined.

Indeed, the practice of regular interviews stands as a conduit through which the HR function delves into the depths of each employee's aptitudes, virtues, and areas of growth, as underscored by Teboul (2005). These interactions serve as a beacon illuminating pathways toward professional development. Thus, it becomes incumbent upon the HR function to articulate the outcomes of these assessments with clarity, ensuring that employees grasp the nuances of their strengths and areas necessitating refinement, along with the array of training prospects awaiting them.

However, the utilization and essence of such interviews are not impervious to scrutiny. How might the HR function navigate the realm of equitable communication during promotion assessments? Is there not a risk of distorting the integrity of performance evaluations by forewarning employees of impending appraisals? These questions punctuate the discourse, beckoning a deeper contemplation of the ethical dimensions inherent in HR practices?

The question that arises is: "To what extent does the HR function fulfil its role as communicator during periodic appraisals?"

Trying to solve this problem does not only mean discovering truths in the past, but also detecting needs and understanding how they fit together for the employee's development. The research problem explained by precise questions leads to assumptions, proposals and anticipated answers to the questions. This is the meaning of the following hypothesis: "The HR function acts as a catalyst for training through its communication during appraisal interviews".

## **II. Research Methods**

In this section, it is important to summarise the knowledge and development of knowledge on HR as key communicators for professional development, as provided by the authors.

### **2.1 Materials**

#### **a. Theoretical Foundations of HR Communication**

Martory and Crozet delineate the Human Resources function not merely as an administrative body but as a discerning arbiter of decisions (Martory & Crozet, 2016a). Peretti, esteemed among the pantheon of influential management scholars globally, elucidates the towering expectations vested in HR, portraying it as an entity tasked with augmenting organizational value (FNEFE 2016, ranked 23rd). As companies clamor for HR to transcend its traditional confines, the HRD emerges as a strategic ally, embodying the essence of a business partner. Within Peretti's seminal work, "Ressources humaines et gestion des personnes," communication emerges as a cornerstone among the nine facets expounded upon (Peretti, 2015). Conversely, Nicole d'Almeida and Thierry Libaert assert that the efficacy of such communication hinges upon the bedrock of a judiciously crafted human relations policy, bolstered by unwavering support from the echelons of corporate leadership (Libaert & d'Almeida, 2014).

#### **b. Theoretical Basis for Periodic Interviews**

In the contemporary landscape, assessment methodologies assume an ever more pivotal role within the framework of organizational human resources management policies. Their pervasive influence extends across domains hitherto considered distant from such practices (Moulette et al., 2019).

In its pursuit of fostering career progression, the HR function meticulously evaluates the proficiencies of its workforce through an array of interviews strategically positioned as pivotal junctures for communication (Hosdey, 2010). This endeavor epitomizes a concerted effort to transmute the promotion process into a collaborative dialogue, where communication serves as the cornerstone. The envisioned rapport is one characterized by a symbiotic exchange, transcending hierarchical constraints and eschewing the traditional top-down approach.

### **c. Constructive Exchange through Regular Skills Assessment: Interviews**

The duo of periodic interviews utilized for discerning training requisites comprises the annual developmental interview or annual performance appraisal interview, alongside the professional interview (Guillemot & Sigot, 2019). These encounters, albeit distinct in their focus, converge upon the bedrock of communication, permeating the preparatory, conduction, and aftermath phases. Serving as arenas for the convergence of divergent aims—those of the employee juxtaposed with those of their superior—these dialogues engender a space where each party proffers its perspectives, fostering a milieu conducive to negotiating mutually agreeable resolutions. Issues, emblematic of both perspectives, are meticulously elucidated to engender an objective pathway forward.

Moreover, the interview itself assumes the mantle of an expressive, verbal, and behavioral conduit par excellence. Its efficacy hinges upon the scrupulous adherence to objective criteria, thereby underscoring its role as a beacon of impartiality and discernment.

### **d. Annual Development Review**

The annual developmental interview, alternatively termed the annual appraisal or individual interview, presided over by the employee's immediate superior (N+1), stands as a pivotal juncture wherein acknowledgment of past contributions and the attainment of objectives during the previous year (N) coalesce with the delineation of objectives for the ensuing year. For human resources stewards, the annual interview serves as a conduit for garnering dependable insights to facilitate individual management, skill assessment to delineate trajectories for future roles, and the facilitation of employees' professional advancement (Hémard & Reyre, 2016). Central to its essence is the appraisal of employee performance, orchestrated through a meticulously structured sequence of stages.

Communication emerges as the linchpin within this elaborate choreography. To ensure optimal transmission of ideas, the employee must likewise prepare assiduously, for their attendance at the interview stands as an imperative obligation. The denouement of the interview, encapsulated in proposals, epitomizes the fluid exchange between employer and employee. Feedback, emblematic of this dialogue, may manifest in various forms—a salary increment, a bonus, promotion, or access to further training opportunities.

### **e. Professional Interviews**

Within the realm of professional interviews, two distinct typologies emerge, each imbued with specific objectives. The initial variant, occurring biennially, directs its focus towards the delineation of an employee's career trajectory, particularly in terms of qualifications and vocational advancement. Mandated in certain jurisdictions, such as France, following periods of leave, activity, or extended absences, this practice retains its optional status in others, such as Madagascar (Parmentier & Hernot, 2015). It behooves all stakeholders engaged in these professional interviews to discern the underlying significance, equipping themselves with a methodology and instruments to transmute this

obligation into a collective opportunity for the triumvirate of manager, employee, and enterprise. This juncture proffers the occasion to chart a course for the future: nurturing employees' competencies, integrating them into bespoke training regimens, and priming teams for the demands of tomorrow's skill landscape (de Falco & Laurier, 2016).

Conversely, the second iteration entails a retrospective evaluation of employees' vocational trajectories within the organization every six years. The efficacious execution of this endeavor mandates the HR function to assume the mantle of a catalyst for training initiatives. Nurturing a communicative ethos throughout these dialogues is paramount. This necessitates subjecting all personnel to appraisal, actively engaging the implicated parties in the design of appraisal mechanisms, and fostering the proliferation and refinement of internal dialogue through the appraisal process (Moulinier, 2002). Adept command of communication strategies is imperative for the fruitful fruition of these engagements.

Given that the interviews are at the origin of a training action, the negotiation of the nature of the training needs to be well discussed. Professional interviews are generally held in companies that opt for staff training, which makes them an essential resource for managing careers within the organization (Guillemot & Sigot, 2019).

#### **f. Assessments of Authors' Comments**

Martory and Crozet have adeptly delineated the triad of pillars underpinning human resources management, which, in symbiosis, yield a cohesive framework: administration, communication, and leadership (Martory & Crozet, 2016b). Within corporate contexts, information, the bedrock for informed decision-making—be it within the purview of HR or the individual employee is not merely bestowed but rather co-constructed (Libaert & d'Almeida, 2014). Throughout the course of these interviews, verbal and non-verbal exchanges serve as conduits for communicating training expectations or imperatives, thereby attaining a nexus of mutual comprehension.

Central to these engagements is the dynamic interplay of hierarchical and power dynamics, for they serve as moments of self-presentation, wherein professional identities may diverge from organizational expectations (Parmentier & Hernot, 2015). At times, the interview may culminate in a mere exchange of expectations and goal attainment, devoid of consensus regarding the training trajectory. This phenomenon is particularly salient in contexts such as Madagascar, where subjectivity pervades the roles of both assessor and appraisee. Within this milieu, the role of training in interviews becomes an intricate balancing act, a confluence of divergent needs. Employers anticipate heightened performance outcomes, while employees strive to showcase their prowess, with training emerging as a facile solution devoid of explicit delineation.

The scholarly discourse underscores the paramountcy of regular feedback, unveiling its pivotal role within the HR landscape.

#### **g. Criticism of Theories**

The tome "Gestion des ressources humaines: pilotage social et performance" (Human resource management: social steering and performance) broaches the crucial facets of skill assessment and anticipatory evaluation of future requisites. Yet, sans tangible evidence of performance assessment, discerning the attainment of objectives remains elusive (Martory & Crozet, 2016b).

Appraisals wield a considerable influence over the tenor of communication between managers and employees during performance evaluations. Indeed, if conducted devoid of a constructive and transparent ethos, appraisals may spawn stress, discord, and

misapprehensions. It behooves managers to embrace an empathetic and open stance, thereby fostering an environment conducive to effective and constructive communication.

Each departmental overseer crafts a synopsis of these dialogues, delineating targeted training initiatives, salary considerations, career mobility prospects, and personal and professional aspirations. This dossier is subsequently relayed to the HR Director, who assumes the mantle of arbiter. The HR Director, in turn, orchestrates a comprehensive report for deliberation by the Classification Committee, shouldering the mantle of decision-maker. Equitably appraising the array of departmental aspirations, the HR Director adjudicates upon wishes, recognitions, salary augmentations, training modalities, and mobility initiatives.

Hosdey's research posits that despite its ubiquitous integration within corporate echelons, the annual appraisal interview guide does not invariably guarantee effective implementation (Hosdey, 2010).

It's worth noting that " Human resources management: social steering and performance " delves into the crucial elements of assessing present skills and forecasting future needs. However, without tangible evidence from performance evaluations, it becomes arduous to ascertain the realization of objectives (Martory & Crozet, 2016b).

Appraisals wield significant influence over the communication dynamics between managers and employees during performance reviews. If not conducted with a constructive and transparent approach, they may engender stress, tension, and misunderstandings. Thus, it's imperative for managers to adopt an empathetic and open demeanor during appraisals, fostering an environment conducive to effective and constructive dialogue.

Following these evaluations, each departmental manager compiles a comprehensive summary, delineating targeted training, salary considerations, mobility prospects, and personal and professional aspirations. These summaries are then submitted to the HR Director, who assumes the role of decision-maker. Subsequently, the HR Director compiles a comprehensive report for the Classification Committee, ensuring equitable consideration of departmental aspirations in decisions regarding recognitions, salary adjustments, training initiatives, and mobility opportunities.

In his research, Hosdey suggests that despite its prevalence in corporate settings, the annual appraisal interview guide doesn't always guarantee effective implementation (Hosdey, 2010).

## **2.2. Methods**

### **a. Precise Description of the Methodology Used**

Methodology makes it possible, on the basis of a body of recognised principles or benchmarks, to construct an action adapted to the specific context in which it is implemented, whereas method seems to presuppose a single paradigm. (Demaizière & Narcy-Combes, 2007).

The methods that will be used in HR communication during interviews to collect, analyse and communicate data on training in order to support appropriate decision-making should be described.

### **b. Systemic Approach**

The systemic approach endeavors to encompass the entirety of the system within which the individual, element, or quandary under scrutiny resides. By scrutinizing its interactions with other elements within the same system, a comprehensive comprehension is sought (Yatchinovsky, 2020).

The realm of HR communication, pivotal for enhancing the efficacy of appraisals, constitutes a sprawling domain. To scrutinize it effectively, one must consider the holistic system, encompassing the organizational framework, remuneration protocols, communication modalities, and the very structure of the training regimen itself. A systemic exploration of the HR function thus necessitates an inquiry into the effectiveness of its communication strategies vis-à-vis the attainment of objectives in periodic appraisals.

### **c. Scientific Approaches: Inductive Approach**

Scientific induction is defined as "reasoning from observations of particular facts in order to derive general propositions" (Angers, 1992). An inductive analysis was also applied to determine whether "the HR function acts as a catalyst for training through its communication during appraisal interviews". This hypothesis is validated on the basis of information processing methods, which represent the content and objectives of the interviews.

Collecting data enables the researcher to provide a personal, illustrated response to the initial hypothesis.

### **d. Quantitative Versus Qualitative Data for Empirical Research**

Qualitative data [...] take the form of words rather than numbers" (Huberman & Miles, 1991). They bring out the rate of confirmation and invalidation of the hypothesis. Qualitative studies make it possible to understand and analyse employees' behaviour and attitudes regarding their career development. They translate the information produced by the employer and the employee, to give as objective an account as possible of the purpose of the interviews.

The study gathers information known as "empirical data". After analysis, observation and experimentation, this data should enable the researcher to test and respond to an initial hypothesis. Both quantitative and qualitative methods will be used in this research.

### **e. Collecting Data in a Qualitative Study**

Fundamental insights into the HR function as a catalyzing force for training initiatives are garnered through interviews. These dialogues may assume either a directive or open-ended format, serving as conduits for extracting insights from individuals possessing nuanced experience in fostering training endeavors or actively engaging in training initiatives. Among the cadre of interviewees are Mayors or Chairmen of the Delegations of prominent cities in Madagascar, HR Managers, members of Municipal Councils, and instructors from other educational institutes.

### **f. Population Surveyed**

The problem refers to a population in the HR courses of the Human Resources Training Centre Institute (HRTC Institute), Ambaranjana, Antananarivo -Madagascar during the academic years 2020 to 2022..

#### **HRTC INSTITUTE delimitation**

Founded in 2004 by Ms Rakotonarivo Rakotoarisoa Olivia, an expert in HRM, HRTC Institute is undoubtedly a pioneer in "Human Resources Management" in Madagascar. It is the very first private institute and consultancy firm to specialise in this field. What sets it apart is the fact that all graduates benefit from the ongoing assistance of its trainers throughout their professional careers. With a new vision of the HRM profession, the HRTC Institute's teacher-trainers make it a point of honor to pass on their knowledge and experience, using excellent teaching methods.

**Table 1. Population surveyed**

	<b>Training</b>	<b>Women</b>	<b>Men</b>	<b>Subtotal</b>	<b>Total</b>		<b>%</b>
<b>Training</b>							
Initial distance learning, non-HR functions, public sector	IDLNHRPuS	13	6	19			
Initial distance learning, non-HR functions, private sector	IDLNHRPrS	17	8	25			
					44		
Private training	PT	12	7	19	19		
Continuing education, non-HR functions, public sector	CENHRPuS	10	7	17			
Further training, other function, private sector	FTOFPrS	38	14	52			
					69		
				<b>Total</b>		<b>132</b>	<b>49%</b>
Initial distance learning, HR function, public sector	IDLHRFPuS	13	6	19			
Initial distance learning, HR function, private sector	IDLHRFPrS	17	8	25			
					44		
Capacity building, public sector	CBPuS	6	6	12			
Capacity building, private sector	CBPrS	6	0	6			
					18		
Continuing education, HR function, public sector	CEHRFPuS	14	6	20			
Continuing education, HR function, private sector	CEHRFPrS	42	16	58			
		<b>188</b>	<b>84</b>		78		
	<b>% genre</b>	<b>69%</b>	<b>31%</b>	<b>Total</b>		<b>140</b>	<b>51%</b>
				<b>Total</b>		<b>272</b>	<b>100%</b>

Source: Author, September 2022

**Surveys**

Surveys were needed to obtain data on HR communication during periodic interviews. The answers to the questions were quantitative (closed questions) and qualitative (open questions).

**Sampling**

Royer and Zarlowski define a sample as the set of elements on which data will be collected (Huberman & Miles, 1991). Sampling allows the researcher to draw conclusions about a whole by examining only part of it.

**Quota sampling**

It may also be called purposive sampling or purposive choice sampling. Quota sampling is one of the most common forms of non-probability sampling.

Given that questions relating to HR communication will be addressed during the interviews, the choice is to gather information from two categories of subjects: those who have taken the training provided by the Institute and are already in the professional field of HR, numbering 132, and those who are not yet, numbering 140.

**Question for people in the HR function**

Is the annual performance review a means of communicating career development?

Yes

No

Why ?

**Question for people other than those in the HR function**

Is the annual performance review a starting point for your professional development?

Yes

No

Why ?

### III. Results and Discussion

#### 3.1 Presentation of the Results

The results of the analysis of the indicator "The HR function as a communicator of career development" show that with a "regular assessment of skills: interviews" (variable 1), the HR function is a catalyst for training: this is confirmed by 70%. The 30% who disagreed related to the subjectivity of the assessment. Table 2 can be read in conjunction with table 3.

**Table 2.** Indicator analysis results: the HR function communicates career development

Variable	Reasons	Total in %	Results
<b>V1. Communicating through regular skills assessment: interviews</b>	1. Regular appraisals are a real asset for measuring performance, but also for the career development of employees.	70	Hypothesis confirmed
	2. Appraisals are a time for employees to discuss their role and the tasks they have carried out with their manager.		

	3. Employees are expressly informed, prior to the interviews, of the professional assessment methods and techniques used in their regard.		
	4. Good communication enables training needs to be identified and experience acquired to be validated.		
	5. HR communicates the procedure but the assessor remains subjective.	30	Hypothesis refuted
	6. The assessor does not always have a good image.		
	7. The individual interview is not a legal obligation and rights of expression and training are infringed.		
		100	

Source: Author, December 2023

Trends in responses according to respondents' functions are presented at the same level.

The legends for the indicator response tables are as follows:

**No. reasons:** These are the reasons for the responses of the types of beneficiaries grouped by similarities. Beneficiaries do not necessarily have the same reasons for their responses. The response generators vary according to whether the beneficiaries are in the HR function or not, or are grouped by similarity in the reason column. They are open-ended and qualitative responses.

**Summary of responses:** Summary of the responses of the two beneficiaries on a variable. It is used to confirm or refute the hypothesis, by number of beneficiaries in general and expressed as a percentage. It is this result that is transcribed in the result column of the indicator analyses.

**Expression HRF:** Expression of responses from beneficiaries in the HR Function

**Expression OHR:** Expression of responses from beneficiaries other than in the HR Function

**Similar expression:** Expression of responses with similarities between the two types of beneficiaries, following open questions.

### 3.2 Discussion

#### a. Answer to the initial question posed in the introduction

##### 1. How can the HR function communicate during fair promotion interviews

The HR function orchestrates an intricate symphony of communication during the annual performance appraisal interviews, as elucidated by Jaumier et al. (2018). This annual rendezvous transcends mere assessment, serving as a fulcrum for evaluating employees' performance trajectories, discerning both their triumphs and areas for refinement. Furthermore, it serves as a conduit for furnishing feedback to employees regarding their performance, conduct, and overarching contributions to the company's mission.

Amidst this dialogue, the interview emerges as a sacred juncture, wherein the contours of the employee's aspirations, skill augmentation pathways, and training imperatives are meticulously delineated. This communion of voices ensures a harmonization of objectives, aligning the employee's aspirations with the organizational ethos. Indeed, the communication woven into these interviews serves as a compass, guiding the trajectory of the employee's contributions towards the realization of the company's overarching goals.

They epitomize a spectrum of prospects. The HR function, in tandem with line managers, meticulously crafts a roadmap for career progression. Clear delineation of the requisite skills necessary to navigate the labyrinthine corridors of the employee's vocational aspirations ensues. Consequently, a bespoke tapestry of training initiatives is woven to cultivate and refine the employee's skill set. Moreover, the HR function assumes the mantle of a mentor, shepherding the employee through the labyrinth of professional development, offering sage counsel and abundant resources. Central to the discourse during these engagements is the issue of pay equity. The application of equitable compensation, predicated upon a judicious consideration of training undertakings, bears manifold advantages for the company (Jaumier et al., 2018). Firstly, it augments the intrinsic worth that employees bring to the organizational tapestry, catalyzing heightened motivation, satisfaction, and allegiance. Secondly, it engenders a sense of loyalty among employees by furnishing them with a vista of career advancement and commensurate remuneration. Employees who feel acknowledged for their contributions are more inclined to tether their allegiance to the company, investing their temporal and spiritual energies in its growth trajectory. Lastly, it engenders a ripple effect, enhancing the company's performance by empowering employees to actualize the skills gleaned through training initiatives, thereby fostering a harmonious convergence towards the realization of organizational objectives. Equitable remuneration, far from espousing a one-size-fits-all paradigm, embodies the ethos of fairness and parity, grounded upon the acquisition of skills and knowledge accrued through training endeavors.

## **2. Does informing the employee in advance of the performance appraisal falsify the results**

Preemptive disclosure of performance appraisal parameters, when communicated effectively, should not impugn the integrity of the results. It behooves companies to ensure that employees are apprised well in advance of the assessment criteria, performance benchmarks, and organizational expectations. This foresight empowers individuals to prepare meticulously, thereby optimizing their performance and contributing meaningfully to the appraisal process. Such proactive communication serves as a salve, assuaging the apprehensions and anxieties typically associated with performance evaluations.

However, it is imperative to acknowledge that inadequately conveyed information or nebulous assessment criteria can precipitate distortions in appraisal outcomes. Vagueness or ambiguity in the evaluation metrics engenders inconsistencies and subjectivity in the results. Moreover, insights from trade union representatives underscore the potential for bias in appraisals orchestrated by departmental heads. This revelation underscores the necessity for meticulous scrutiny and clarity in defining appraisal parameters. As elucidated by Pierronnet (2019), the involvement of hierarchical superiors in steering appraisal outcomes underscores the imperative for robust oversight and transparency in the appraisal process.

**Table 3.** Answers to questions relating to the indicator: The HR function as a communicator of professional development

Reasons	Beneficiaries other than the HR function			Beneficiaries in the HR function			Total sample size	272	
	Sample size	Answers		Sample size	Answers		Summary of the responses		
		132	Positive		Negative	140	Positive	Negative	Positive
	Is the annual performance review a means of communicating career development? Why should it be?	90	42	Does communication play an important role in identifying training needs during assessments? By what means?	100	40	190	82	
1.				Expression HRF			70%	30%	
2.	Similar expression			Similar expression					
3.				Expression HRF					
4.	Expression OHR								
5.	Expression OHR								
6.	Similar expression			Similar expression					
				Expression HRF					

Thus, it falls upon the company to meticulously delineate appraisal criteria and foster effective communication with employees to safeguard the integrity of the appraisal process. This diligent approach ensures that performance evaluations are conducted with professionalism and fairness, fostering a culture of trust and equity within the organizational milieu.

### 3. Analysis of the HR function's communication role

Without this analysis, the next step taking action to bring about the desired change - would not be possible. Simple yet powerful, this tool maps out how to improve the HR function's communication role during interviews.

#### **4. Promoting training: strengths and opportunities**

##### **□ Encouraging continuing training**

The Human Resources function assumes a pivotal mantle in fostering the continuum of professional development within organizational domains. It spearheads initiatives aimed at nurturing ongoing training endeavors, grounding its efforts in a robust framework of collaborative dialogue. Through concerted interviews, a meticulous assessment of training needs ensues, aimed at delineating the requisite skills essential for augmenting employee efficacy (Palpacuer et al., 2010). Subsequently, a bespoke training blueprint is meticulously crafted, leveraging an array of pedagogical modalities encompassing e-learning, seminars, and workshops.

In its mission to promote the continuum of professional growth, the HR function espouses a narrative that underscores the manifold benefits accruing to employees, encompassing career advancement, enhanced employability, and holistic personal development. To this end, avenues for funding training initiatives are actively pursued, whether through governmental grants or internal corporate sponsorship programs. Concurrently, employees are equipped with a lucid understanding of the opportunities that abound and the requisite steps to actualize their career aspirations.

In this symphony of organizational growth, the HR function emerges as a custodian of collective aspirations, facilitating a symbiotic relationship between individual ambitions and organizational imperatives. Through its unwavering commitment to fostering ongoing professional development, it catalyzes a transformative journey imbued with purpose and potential.

##### **□ Professional interviews, a real asset for measuring performance**

Career interviews, imbued with multifaceted advantages, serve as a pivotal conduit for gauging employee performance and nurturing career progression. Within these dialogues, an intricate tapestry of assessment unfolds, delicately delineating employees' strengths and areas ripe for growth. Foremost among the anticipated outcomes of these deliberations is the cultivation of career development trajectories. As employees articulate their vocational aspirations, the assessor reciprocates by identifying the requisite skills requisite for the realization of these aspirations.

Moreover, these interviews transcend mere assessment, serving as an arena for charting objectives for the ensuing year and crafting bespoke development plans tailored to each employee's journey. Indeed, the annual appraisal emerges as a hallowed juncture wherein employees engage in candid dialogues concerning their performance and career trajectory with their immediate supervisors (Moulinier, 2002). Concurrently, HR leverages this momentous occasion to gauge the individual's contribution to the organizational tapestry.

Yet, the annual appraisal transcends the realms of mere assessment; it burgeons into a bastion of social dialogue, fostering a nexus of interconnectedness and mutual understanding (Brillet & Sauviat, 2012). Moreover, a culture of transparent and recurrent communication regarding training opportunities and credential acquisition serves as a catalyst, galvanizing employees to embark on a perpetual odyssey of professional growth and experience validation.

The HR function emerges as a paragon of effective communication, fostering equitable dialogue between managers and employees. Through cultivating nurturing and coaching dynamics between HR managers and managerial cohorts, a fertile ground for enhanced communication blooms, propelling business performance to soaring heights. Manifesting its mission with unwavering zeal, HR assumes the mantle of attracting,

recruiting, and retaining talent, thereby sculpting an ecosystem teeming with productivity and harmony.

In its quest to sculpt a utopia of workplace synergy, HR stands as a beacon, championing unfettered access to professional training for all denizens of the organizational realm. Moreover, ensconced within the bosom of the HR function lies the cornerstone of performance management. This pillar, resplendent with purpose, endeavors to empower employees to ascend to the pinnacle of their potential, thereby catalyzing an epoch of enhanced performance, both individually and collectively, for the greater glory of the company.

## **5. Flaws in the professional assessment methods and techniques used by the HR function**

The employee is expressly informed, prior to their application, of the professional assessment methods and techniques used in relation to him or her. However, it is important to note that these professional assessment methods and techniques have flaws, particularly with regard to the subjectivity of the assessors, unconscious bias and measurement errors. It is therefore important to take these limitations into account and to seek to improve assessment methods to ensure a fair and objective assessment.

### **□ Limits of the annual performance review interview**

Interrogating a candidate about their personal life, marital status, health, pregnancy, or familial status is unequivocally prohibited. Similarly, delving into inquiries concerning a candidate's religious beliefs or ethnic origin constitutes discrimination and is henceforth proscribed.

The delicacy of navigating factors pertaining to an individual's personal circumstances and environment cannot be overstated, as such queries may inadvertently place the assessed individual in a defensive stance. Conversely, in contexts fraught with societal tension, training initiatives amount to little more than a superficial remedy if the employee lacks intrinsic motivation to engage (Pohn-Weidinger & Weissmann, 2022).

The appraisal interview serves as a discerning lens through which to discern which employees possess the aptitude to thrive within a demanding and resource-intensive training program a requisite endeavor for companies endeavoring to navigate the labyrinth of technological and organizational metamorphosis.

While the locus of the annual performance appraisal traditionally centers on the individual employee, contemporary exigencies underscore the indispensability of collective performance. As services and products grow increasingly intricate, the paradigm of collective objective attainment gains ascendance within corporate domains (Dupont & Dutrel, 2006).

The HR function delineates the procedural framework, yet the assessor's subjective lens invariably colors the evaluation process (Hémard & Reyre, 2016). Assessors often perceive the individual through the prism of subjectivity, factoring in personal approaches to problem-solving rather than assessing proficiency in utilizing methods and tools to derive solutions. Consequently, the absence of clear delineation regarding the object of assessment casts a shadow over the efficacy of the evaluation process, failing to provide a comprehensive reflection of the individuals under scrutiny.

In jurisdictions where individual interviews are not legally mandated, such as Madagascar, the rights of expression and training are compromised. The imperative to identify training needs becomes increasingly pronounced, yet direct supervisors and HR managers grapple with the challenge of accurately discerning employee requirements and

formulating coherent training initiatives. Regrettably, not all training requests find fruition, exacerbating the disconnect between employee aspirations and organizational provisions. Moreover, the absence of a comprehensive training catalog further compounds this predicament, leaving employees bereft of a structured framework for professional development.

#### □ **Training projects not monitored**

The HR function has embarked upon a training initiative within the organization, as expounded by Peretti (2013), yet finds itself bereft of a comprehensive project management oversight. Lamentably, the absence of a robust project management methodology tailored to training endeavors has left HR grappling with an array of challenges from project inception to execution, monitoring, and result assessment.

The dearth of alignment between training objectives and organizational imperatives portends inefficacy, relegating training initiatives to a mere exercise in perfunctory allocation. Despite the concomitant investment of resources—both financial and temporal by the company and its employees, the efficacy of training stands compromised, particularly in instances where departing employees abscond with newfound skills, leaving the organization bereft of vital competencies.

The repercussions of inadequate project management reverberate throughout the organization, precipitating a litany of issues such as inflated project estimations, surplus manpower allocations, labyrinthine planning procedures, and a paucity of timely interventions. Such incidents underscore the imperative for HR to undertake a concerted effort to fortify its project management acumen, thereby ensuring the seamless alignment of training endeavors with organizational imperatives.

### **IV. Conclusion**

The regular evaluation of employees' competencies is orchestrated by HR through the orchestration of periodic individual interviews between the employee and their direct line manager (n+1). These dialogues serve as a means to gauge the individual's contributions to the organizational milieu and to delineate shared assessment criteria. Through these concerted interview endeavors, each employee is afforded the opportunity to deliberate upon their career trajectory and long-term aspirations. Undoubtedly, a communicative HR function emerges as indispensable in elucidating employees' roles within the organizational tapestry and facilitating the cultivation of requisite skills to propel the company's trajectory toward growth.

The HR function stands as a pivotal cornerstone in the triumph of training initiatives, owing to its central role in discerning training needs during these interviews. Yet, the sustainability of this triumph hinges upon effective HR communication, spanning from the inception to the fruition of training programs, as well as the assessment of their efficacy. It is incumbent upon the HR function to delineate the skills and knowledge requisite for employees, synchronously aligning the organization's exigencies with the aspirations of its workforce. Consequently, the planning and execution of training endeavors must be meticulously tailored to the organization's unique needs.

However, the role of the HR Function transcends mere facilitation and collaboration; it extends to the stewardship of the training project process, orchestrating the involvement of diverse stakeholders. Moreover, in its capacity as a proponent of training, the HR Function assumes the mantle of crafting a conducive environment wherein training serves as a vehicle for professionalization and skills development. For instance, the formulation of

individual skills development plans for each employee not only delineates clear career trajectories but also fosters an environment conducive to training participation.

In a landscape characterized by rapid organizational evolution, interviews serve as a conduit through which employees become architects of their professional journeys (Petitbon et al., 2020). Employees are propelled toward upskilling and reskilling endeavors, thereby navigating the fluid contours of evolving work paradigms. Upskilling, a proactive approach, anticipates mobility and latent skills, while reskilling serves as a proactive response to organizational metamorphosis, enabling employees to navigate novel tasks with aplomb. The professional interview, meanwhile, unveils new horizons such as cross-skilling, fostering a culture of versatile knowledge acquisition tailored to specific roles.

In summation, the readiness of tomorrow's HR managers to navigate the vicissitudes of a rapidly evolving landscape remains an imperative inquiry. How can they traverse the digital frontier and automation while simultaneously shepherding their workforce toward professional enlightenment? This quandary underscores the imperative for HR managers to evolve in tandem with the sector's dynamic contours, nurturing a workforce adept at navigating the exigencies of tomorrow's organizational milieu?

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