

Discrimination with recruitment in the Tunisian subsidiaries of multinationals

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ABSTRACT: Recruitment as one of the principal practices of the human resource management represents a major stake in all the organizations and in particular in the multinational firm. However the risk to fall into discrimination is current there. This work seeks to study this phenomenon with the help of a qualitative study conducted near ten Tunisian subsidiaries of Multinational Firm. At the conclusion of this research, discrimination with recruitment seems to exist in all the subsidiaries, but to differing degrees. To avoid it, we propose criteria of equity like the adaptability, the good knowledge of the profile, the good definition of the station and the equal opportunity.

KEYWORDS: recruitment, discrimination, multinational firm, Tunisian subsidiaries.

1 INTRODUCTION

Discrimination in the job market started to be firstly treated in America it's a crucial topic since it takes into consideration minorities, like women, the disabled people, etc...

The problems of discrimination in the job market thus became one of the essential problems studied in several researches.

Discrimination is the excluding of minorities from the job market. They were judged according to their: sex, age, marital status, origin, membership, genetic characteristics, physical appearance, sexual orientation, manners, health, patronym, political opinions, religious convictions, trade-union activities or associative.

However, the good choice of staff represents for the organization a fundamental objective for its operation and more precisely, for its brand image with respect to the customers. To achieve his mission, the human resource administrator is obliged to resort to methods and to use tools for recruitment as source of discrimination.

In this respect, we seek in this study to know if recruitments in the multinationals and more precisely in the Tunisian subsidiaries of MF¹ are equitable or not.

In order to answer this question of research, several questions are mainly asked, namely: on which basis is carried out the choice of candidates? , which are the various factors of discrimination? and how to fight against this phenomena during a recruitment?

¹ MF : multinational firm

For that we will start by shedding the light on recruitment and discrimination in FMNs. Then, we will devote the second part of the presentation of our relative study to the comprehension of the phenomenon of discrimination to recruitment in ten Tunisian subsidiaries of FMN of various branches of industry and its results.

2 RECRUITMENT AND DISCRIMINATION IN MULTINATIONAL FIRM:

Several authors were interested in the concept of discrimination, in particular in the field of the human resources management (Peretti, 2012 ; Amadiou, 2013). Discrimination can be to intervene at various levels of the human resources management: the evaluation, the management of the careers and recruitment. Within the framework of this study, we direct the projector on the discriminatory aspect of this last practice of human resources management. For that we must initially point out the significance of discrimination.

We quote as example the definition given by Lochak (2004) which presents it like

“The inequality resulting either from the factors inherent in the person (age, disease, handicap.), or with exogenic factors (structures social or economic which admit the inequalities)”

In addition, discrimination can be individual, institutional or cultural (Schneider, 2004). It can be based on a direct mechanism when a person is subjected to a different treatment resting on a prohibited reason for discrimination, and this, in an open and acknowledged way. As it can be indirect or systemic this occurs according to Rivet (2003),

“When an employer adopts, for true reasons of business, a rule or a standard which is neutral at first sight and which applies to all the employees, but which is likely to involve a particular disadvantage for an employee or a group of employees”

Moreover, Horn and Worland (2006) consider that discrimination can be due to economic factors, policies and legal or such cultural such as the stereotypes, the prejudices, racism, the sexism.

Several researchers enumerated several types of discrimination (Garner-Moyer, 2008.2003; Jackson and al., 1995) which we present below

- *Discrimination according to the age:* The age is an indicator of selection considered as the first source of discrimination. It can be a factor of discrimination for the people when it is not indicated to the announcement of the job offer, and at the same time an element of selection to limit the number of the CV useless ones. It can be a factor of discrimination direct or indirect.
- *Racial and ethnic discrimination:* racial and ethnic discrimination are two indissociable forms of discrimination which we find everywhere in the world, independently of the degree of development of the country concerned. These forms of discrimination can touch integration and recruitment.
- *Discrimination according to physical appearance:* it is based on the physical characteristics and the features of the person to make decisions which are prejudicial for him.
- *Discrimination according to the kind:* the kind is a concept used to differentiate the sex and the characteristics which concern the culture
- *Discrimination according to the health status and the handicap:* the handicap is defined as any limitation of activity or restriction of the participation insocial life because of a deterioration substantial durable or final, mental, physical, cognitive, driving, sensory (visual or auditive). The difficulty of the health status can be of short or long life, which obliges a person to go away regularly. Discrimination according to this factor is frequent.
- *Discrimination according to the geographic origin:* it can be according to the origin or the place of dwelling.

Today, more than ever, multinational firms are overlooking a major concern which is that to choosing the good candidate with recruitment while avoiding discrimination.

Indeed, to avoid discrimination with recruitment and become one of the major priorities of the companies which must, not only respect the regulation of work in the countries where they exert, but also to ensure the ethical and responsible managerial practices.

In a preoccupation with a fight against discrimination, the companies can choose the periodic audit of the human resources management or, the social audit of conformity which makes it possible to check the observance of the national regulations of the multinational firm, the social legislation or the good application of the collective agreements.

In this respect, multinational firms established in Tunisia must take care on the non-discrimination which is regulated by the Tunisian constitution of 2014 including a set of laws, illustrated by several articles which relate to the equality. By way of an example, article 15 stipulates that:

*“The public administration is with the service of the citizen and the general interest. Its organization and its operation are subjected to **the principles of neutrality, the equality** of the continuity of the public service, and in accordance with the rules of the transparency, the integrity, the effectiveness, and the responsibility.”*

Concerning the equal opportunity, article 21 recalls that *“**the citizens and the citizens are equal in rights and duties. They are equal in front of the law without discrimination.** The State ensures to the citizens freedoms and the individual rights and collectives. It takes care to ensure the conditions of a dignified life to them.”*

Article 46 stipulates that: ***The State began to protect the acquired women's rights and to work to support them and develop them and that the State guarantees the equal opportunity between men and women in the different responsibilities and all the fields.*** Lastly, article 48 is interested in the right of the handicap; it stipulates *that the State protects **the handicapped people** from all distinctions.*

In order to “diagnose” the state of recruitments in the subsidiaries of multinational firm in matter of discrimination, we conducted an empirical study which we present in the following section.

3 EMPIRICAL STUDY NEAR TEN TUNISIAN SUBSIDIARIES OF MULTINATIONAL FIRMS

To understand the phenomenon of discrimination to recruitment in FMNs we conducted a qualitative study based on the method of the multiple cases, near ten Tunisian subsidiaries of the multinationals German, French and Italian exerting in various branches of industry and established in various areas of Tunisia.

3.1 DATA-GATHERING

We used various means of data-gathering:

- Of the semi-directing talks:

For more reliability of the results we carried out in each visited subsidiary a semi-directing maintenance with the person in charge of human resource and another with a frame work (see table 1). For that, we worked out two guides of talks: for the executives and for the persons in charge of human resource (see guides of maintenance A and B). The collection extended from September 2014 until December 2014. The interviews lasted between 30 and 45 mn.

- Abstract of the local balance sheet of subsidiary LEONI Sousse, Tunisia:
- Non participating observation in the office of recruitment of the service human resource of subsidiary LEONI Sousse².

² We had the occasion to carry out a one month internship in the service of human resource of subsidiary LEONI during the month of May 2014), during which, we could see how is it made the sorting of the candidates' files and we could witness three talks of recruitment.

Table 1: The sample of research

People interviewed	Characteristics of the people interviewed		Characteristics of the company	
	Sex	Function	Branch of industry	Region
Faucan (HR)	F	Responsible HR	wiring and antenna	Zaghouan
Faucan (responsible)	M	administrative and financial director		
LEONI (HR)	F	Responsible recruitment	wiring	Sousse
LEONI (responsible)	M	training manager		
Ksch (HR)	F	administrative and financial director	Electronic	Zaghouan
Ksch (responsible)	M	Accounting		
Afri (HR)	F	HR director	Import and distribution	Tunis
Afri (responsible)	F	financial officer		
Best (HR)	F	HR director	reinsurance	Tunis
Best (responsible)	M	administrative and financial director		
Mic (HR)	M	administrative director	Support and Marketing	Tunis
Mic (responsible)	F	financial officer		
Mit (HR)	M	administrative director	ceramic and glass construction	Kairouan
Mit (responsible)	M	Responsible for the technical direction		
Peugeot (HR)	M	HR responsible	Car Dealers	Tunis
Peugeot (responsible)	M	Chief department and network development		
Stay (HR)	F	responsible management	Textile	Kairouan
Stay (responsible)	F	Leader		
Henkel (HR)	F	Responsible of talent and leadership	Marketing and production of detergents	Tunis
Henkel (responsible)	F	Framework in the HR department		

4 SEARCH RESULTS

We made a data analysis collected using the software NVIVO8 which enabled us to make an analysis will intra and inter-CAS based on the principles of decontextualization/recontextualization of a corpus (Deschenaux, 2007). This process enabled us to release the following notes:

- Recruitment procedure: intern and external.
- Selection criteria: the motivation, knowledge, know-how, the knowledge being, it knowledge-to evolve, the geographical criteria, the physiological criteria.
- Characters of equity: adaptability, the good definition of the station and the profile, equal opportunity.

In addition, we proceeded by:

- *An analysis intra-cas analysis* based on the crossing enters the various guarantors of each subsidiary. In the case of subsidiary LEONI Sousse/ Tunisia, a crossing enters the various means of data-gathering.
- *An inter-CAS analysis* which consists in studying the criteria of each subsidiary to understand the similarities and the differences between them.

The conclusion of the data analysis, several discriminating variables appear with different degrees of importance in recruitment within these subsidiaries. Certain variables like the kind, the race and the ethnos group seem not to have a discriminatory effect in recruitments within the Tunisian subsidiaries of FMNs. Table 2 illustrates these reports while referring to extracts of the talks (See table 2).

Table 2: Discriminating variables

Variable	Degree of appearance	Extracts
Physical appearance	Strongly appeared	"Problem of acceptance according to physical appearance" Fauc (responsible)
Geographic origin	Strongly appeared	« The candidate must be close to the workplace" Fauc (HR)
Handicap and health status	Fairly appeared	"The choice of the handicap is done according to the need for the station and the type of handicap" LEONI(HR)
Age	Slightly appeared	"the age should not be higher than 30 years" Fauc (HR)
Gender	worthless	-
Racial and ethnic	worthless	-

Moreover, the analysis carried out and the talks enabled us to release the criteria of equity of recruitment.

Table 3 presents these criteria which appear in the extracts of the answers to different frequencies.

Table 3: Criteria of equity to recruitment

Criteria of equity	Degree of appearance	extracts
Bonne définition du poste	Strongly appeared	« Le profil choisi doit correspondre au poste demandé » HK (RH)
Egalité des chances	Fairly appeared	« Donner la même chance pour tous les candidats » Mit (RH)
L'adaptabilité	Slightly appeared	« Une bonne intégration du nouvelle recrue est un indicateur d'un bon recrutement » HK (RH)
Bonne définition du profil	Slightly appeared	« Le DRH doit connaitre bien les besoins, doit faire une présélection, une sélection puis un entretien qui ne prend pas en considération les critères d'ordre personnel » Fauc (ca)

Lastly, we could release starting from this research task, various criteria of equity to be taken into account by the recruiters (see figure 1), namely:

- **The adaptability** which requires an evaluation to understand the adequacy of the candidate at the station.
- **The good definition of the station and the profile** which corresponds to the adequacy between the need for the station and the profile of the candidate to make a good choice.
- **Equal opportunity between the various candidates** by the multiplication of the appraisers and the choice without pressure and discrimination.

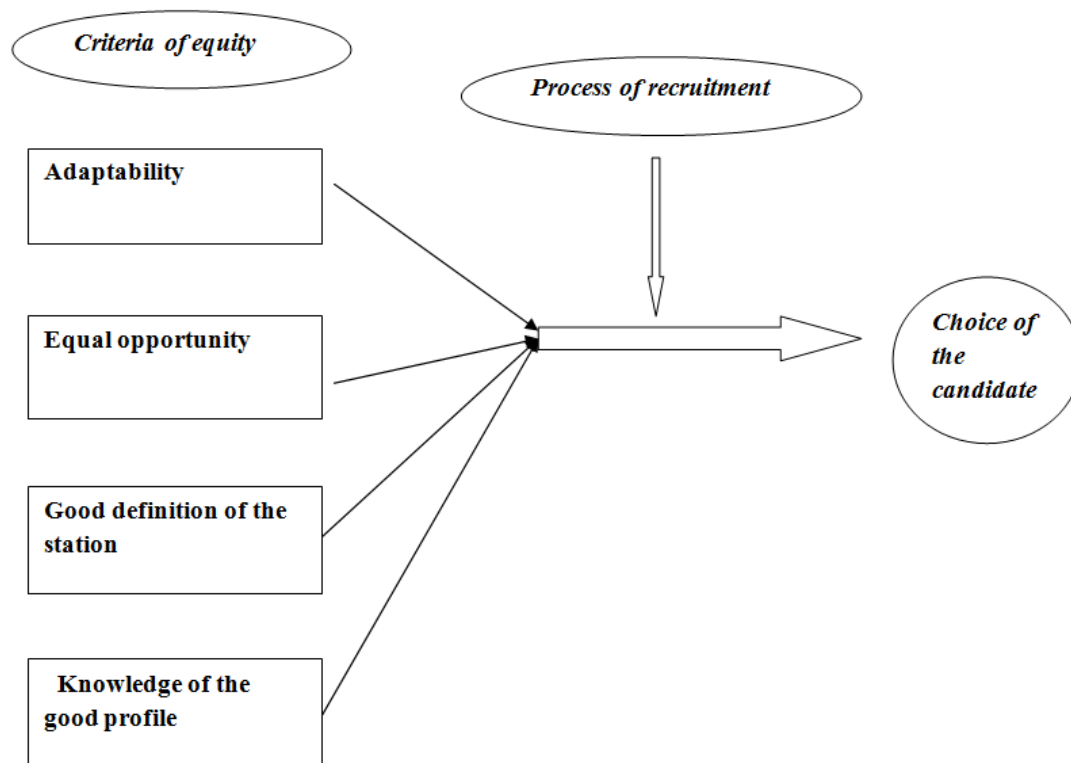


Fig1: Model of the criteria of equity to fight against discrimination with recruitment

These criteria of equity are taken into account by the recruiter to help him carrying out a good and fare process of recruitment well and increasing the chances to choose “the good candidate”. These results constitute a model which we propose to test by later research.

5 CONCLUSION

The practices of recruitment seem to be discriminating in the Tunisian subsidiaries of multinational firm but with variable degrees. The criteria of discrimination are not all present in the same way in the various subsidiaries. The problem is that discrimination always exists, even if it can be indirect or not identifiable. However, one can minimize it, even to avoid it by a set of criteria to be taken into account throughout the process of recruitment, namely: adaptability, the good definition of the station and the profile and equal opportunity. It is about a model which we propose to test by later research On the basis of a multiple case study carried out near ten Tunisian subsidiaries of multinational firms.

By undertaking this research task, we encountered the difficulty in detecting the types of discrimination. In addition, the current Tunisian context of crisis accentuated since the revolution seems to have an impact on our results. The reduced size of our sample does not give us the possibility of generalizing our results.

Thus, the model of criteria of equity which we propose could be tested on a broader sample consisted Tunisian subsidiaries and other nationalities. It would be also interesting to undertake a research in order to evaluate the degree of importance of each factor of discrimination in recruitments. Lastly, this study could be supplemented by others research relating to the phenomenon of discrimination in others practical of GRH, such as the evaluation or the management of the careers.

GUIDE OF MAINTENANCE

Note: this guide of maintenance did not use in a systematic or linear way, but proved to be useful to direct and put rhythm into the discussions.

A. Guide of maintenance (persons in charge HR):

Company Name:

Branch of industry:

size :

Sales turnover:

Date of creation :

Date d'implantation en Tunisie :

Number of the subsidiaries: in Tunisia...

all over the world...

Name and first name :

genre :

Fonction :

Date of assignment at the station:

Date of entry to the company:

- 1- Who makes recruitment in your company? (HR director, recruitment firm ...)
- 2- Is it the same procedure, whatever the situation? So not, which are lesdifférentes possible procedures?
- 3- For the stations of frameworks primarily, how that occurs?
- 4- How the sorting and the selection of the candidate are carried out, according to which criteria?
- 5- There is a grid of evaluation of the candidate? So yes how is it elaborate? and which is occupied some ?
- 6- Take of consideration information of a nature personal (age, sex, place of dwelling, handicap, foreign nationality....)? Why?
- 7- Which are the causes of rejection of candidatures?
- 8- If you can tell me where to speak to me about a situation where the two candidates had the same university courses, even experiment, why you chose one and rejected the other?
- 9- To finish, how would you define a good recruitment? What that requires?
- 10- What is what you propose to guarantee the equity of recruitment within the framework of diversity?

B. Guide of maintenance (frameworks, responsible):

Name and first name :

Gender:

Age:

Training:

Function:

Date of assignment at the current station:

Date of entry to the company:

- 1- How were you recruited? Describe us the stages? What comprised the job offer (criteria?)
- 3- Is it the DRH of the company which took care some, either is it a recruitment firm or other?
- 4- did you certainly have a job interview, with which? Was it individual or collective? How much did that last? How was it held? Which was your impression at the exit? What remained to you to remember this maintenance it? How did you feel the recruiter?
- 5- Was there a grid of evaluation or not? You were it transmitted? If so, which were the criteria according to which, one chose you?

- 5- Were you thereafter surprised to be selected? Why?
- 6- After choose being chosen by the convened recruiter, you-have-T it? If so, around what did your maintenance turn?
- 7- Of after you that made that the recruiter chose you among so many of other candidates? (Your strong points compared to the others, fault of candidates, and the support of somebody...)
- 8- What you think in the way in which you were recruited?
- 9- According to you which are the criteria of the good recruitment and how should be held an equitable operation of recruitment?

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