

HRM Practices Across Different Cultures: An Evidence-Cased Study In France And Venezuela

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ABSTRACT

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This research aims to compare human resource management (HRM) and industrial relations practices in France and Venezuela, with a focus on cultural differences, business contexts, and political, economic, and social factors. This research uses literature studies with a descriptive-qualitative type of research to analyze HR management practices and industrial relations in both countries. The sub-chapters analyzed include recruitment, selection, development, compensation, performance appraisal, and industrial relations. Human resource management practices in France tend to be less strategic, with compensation policies that change frequently and performance appraisals that do not meet expectations. On the other hand, Venezuela faces challenges in recruiting and retaining talented employees due to an unstable political, social and economic environment. Differences in industrial relations practices in the two countries reflect the unique challenges and national contexts of each country. The implication of this research is the need to focus on human resource strategies that are appropriate to the economic and regulatory conditions of each country. Differences in human resource management and industrial relations practices in France and Venezuela indicate the need to adapt human resource management and industrial relations strategies to local conditions.

INTRODUCTION

Human resource management (HR) is a strategic and dynamic discipline that aims to manage, develop and motivate the workforce so that they can achieve organizational goals effectively. HR management practices involve recruitment processes, training, performance evaluation, and managing relationships between workers and the organization. According to Flippo (2010) Human resource management is planning, organizing, directing and supervising

procurement, development, compensation, integration, maintenance and release of human resources in order to achieve various individual and organizational goals.

Human resource management (HR) in Europe and America plays a key role in managing diverse and dynamic workforces in both regions. In Europe, there is a diversity of cultures, languages and legal systems between countries, which requires a highly flexible and adaptive HR management approach. Additionally,

Europe is known for its strong social welfare traditions, which creates unique challenges and opportunities in managing employee policies and talent retention efforts. On the other hand, America has a highly competitive and dynamic business environment, with a strong focus on innovation and productivity. Human resource management in America often emphasizes employee skill development, strong leadership, and competitive compensation strategies. Although there are significant differences in approach and business context between Europe and America, both face their own challenges in managing their resources.

LITERATURE REVIEW

Human Resource Management (HRM) is a field of management related to the management of human resources in an organization. The main goal of HRM is to ensure that the organization has human resources that are qualified, skilled, and motivated to achieve company goals.

Cross-cultural management involves the study and application of management principles in different cultural contexts. It focuses on understanding how cultural differences impact various aspects of management, such as leadership, communication, decision making, and organizational behavior. This field seeks to develop strategies and skills that enable individuals and organizations to effectively navigate and succeed in diverse cultural environments. In this cross-cultural management, HRM covers various aspects, including recruitment, selection, development, compensation, performance management, industrial relations, and policies relating to employees.

Human Resource Management Practices

Recruitment Process

As stated by Walker (2009), it is a series of activities designed to attract individuals who have the potential to become prospective employees in accordance with human resource planning. The main focus of this process is to ensure that the organization has an adequate number of employees, while still paying attention to the qualifications needed to support the company's operational goals and sustainability. In other words, recruitment is not just about filling vacancies, but also a planned strategy that involves searching for and attracting individuals who

have the skills, knowledge and competencies that suit the needs of the organization. This process is the initial stage in the human resource management cycle, which aims to form a quality work team and contribute positively to achieving the company's vision and mission.

Selection Process

The selection process is one of the most important parts in the entire human resource management process. This statement is based on the reason that whether an organization or company will get a number of employees who meet the required qualifications or not really depends on whether or not the selection process is carried out carefully. And this selection process is an inseparable part of recruitment.

According to Randall S. Schuler and Susan E. Jackson (1997), who link selection and placement, selection is the process of obtaining and using information about job applicants to determine who should be accepted into short-term and long-term positions. Placement is related to matching a person with the position he or she will hold, based on the needs of the position and the employee's knowledge, skills, abilities, preferences and personality.

Based on this definition, it can be understood that selection is one way that organizations or companies use to see whether or not there is suitability between individuals, jobs, organizations and the environment. Therefore, careful selection procedures and appropriate placement are the essence of human resource management in a company or organization. If done well, this procedure will undoubtedly guarantee that a company or organization has employees who can carry out their duties well and produce high productivity.

Development Process

Development is a series of activities carried out by an organization or institution at certain time intervals, designed to produce changes in employee attitudes, mentality and skills. The goal is for employees to be able to complete tasks related to their future roles and responsibilities. Human Resource Development (HR) is a key approach in overcoming various challenges related to human resource dynamics, such as employee turnover, competency limitations, and workforce diversification.

As the second operational function of Human Resources Management, employee development needs to be planned and implemented continuously.

The main goal is to improve employees' technical, theoretical, conceptual and moral skills, so that they can work more effectively and achieve optimal results. According to Melayu Hasibuan (2005), employee development is an effort to improve technical, theoretical, conceptual and moral abilities in accordance with the needs of the job or position through education and training.

In order to achieve an increase in the quality of human resources, employee development programs are key. These programs must be carefully designed, use scientific methods, and focus on the skills the company requires today and its future needs. Thus, human resource development is an important basis for ensuring that companies have employees who are not only competent, but also ready to face changes and growing work demands.

Compensation Process

Compensation is the process of providing monetary value to employees for their work. Compensation can be used to increase company loyalty by recruiting talented employees, rewarding performance, and reducing employee turnover. Compensation can be in the form of basic salary, overtime pay, bonuses, travel/accommodation allowances, stock options, health benefits, commissions, profit sharing, etc. A recent study conducted by Hay found that 20% of employees plan to change their current position in at least five years. Maintaining employee turnover has become a more important aspect of corporate life. The adoption of retention compensation strategies has increased significantly in recent years. Research conducted by Frye (2004) shows that there is a positive relationship between compensation and organizational performance. Frye (2004) reports that compensation strategies play an important role in recruiting and retaining talented employees. Most companies reward their 4,444 employees using performance-based compensation (Collins and Clark, 2003). Performance-based compensation has a positive impact on employee performance (Brown et al., 2003). Research by Huselid (1995) shows that there is a significant relationship between compensation and employee performance. An effective HRM strategy is to integrate performance and reward systems that motivate employees to work effectively and efficiently (Wright, 2003). Teseema and Soeters (2006) show that there is a significant relationship

between compensation and employee performance. It is important for employers to be proactive in their compensation practices. Compensation practices have a significant impact on employee recruitment, turnover, and productivity.

Performance assessment

Performance assessment is a formal system that is routinely used to evaluate individual performance in carrying out their duties, as stated by Mondy and Noe in Sami'an (2012:2). Mejia, also in the same context, explains that the performance appraisal process consists of identifying performance factors, measuring employee performance, and managing assessment results to increase employee potential in the future. This process is carried out by comparing performance against predetermined standards or comparing employees with similar tasks.

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In general, employee performance appraisals are regulated by the company and must comply with applicable laws, such as Article 6 of Law of the Republic of Indonesia Number 13 of 2003 concerning Employment, which confirms the right of every worker/laborer to receive equal treatment without discrimination from employers. Thus, performance appraisal is not only a tool to improve individual performance, but must also be profitable for the organization and ensure fairness and legal compliance in the environment.

Industrial relations

According to Bethel and Others, "Industrial relations is the part of management that deals with a company's workforce, whether machine operators, skilled workers, or managers." Thus, a company's workforce can be classified as management and workers or employer and workers and industrial relations can be treated as the relationship between employers and workers. According to V. Agnihotri, "The term industrial relations describes the

relationship between employees and management which directly or indirectly originates from the relationship between trade unions and employers."

According to VB Singh, "Industrial relations are an integral aspect of social relations arising from the interaction between employers and workers in modern industry, regulated by the State at various levels, together with social forces organized and influenced by prevailing institutions. This involves the study of States, legal systems, workers' and employers' organizations at the institutional level; and patterns of industrial organization (including management), capital structure (including technology), labor compensation and market forces at the economic level." As such, it includes all types of relationships arising from interactions between employers and workers in industry that are influenced by the power of the State and other social and economic institutions.

According to Ordway, Tead and Metcalf, "Industrial relations are the combined result of the attitudes and approaches of employers and employees towards each other with respect to planning, supervising, directing and coordinating organizational activities with a minimum of human effort and friction with an animating spirit of cooperation and with proper concern for the genuine welfare of all members of the organization."

According to TN Kapoor, "The term 'Industrial Relations' must be understood in the sense of the relationship between labor and management as this term permeates a broader set of relationships that touch all aspects of employment such as trade union policies, personnel policies and practices including wages, welfare and security. social conditions, service conditions, supervision and communication, collective bargaining, etc., the attitudes of the parties, as well as government actions in matters of employment."

METHOD

This research is a literature study with a descriptive-qualitative type of research with a literature study that seeks to describe cross-cultural human resource management (HRM) practices in France and Venezuela in the European and American continents. different. This literature study research uses various written sources such as journal/conference articles, websites on the internet, and documents that are relevant to the study in this

research. Literature study is a method of collecting data that is not aimed directly at the research subject and examines various kinds of documents that are useful for analysis. This study focuses on cross-cultural HRM practices, for example in terms of recruitment, selection, training, compensation, job assessment and industrial relations.

Data processing in this research was carried out by: (1) selecting data or information obtained from internet searches or from literature studies regarding cross-cultural HRM practices as a whole; (2) carry out a comparison and conclusion process based on differences in 2 countries in 2 different continental regions.

RESULT AND DISCUSSION

Human Resource Management Practices in France

Recruitment

In this journal, recruitment is the process of selecting and placing employees carried out using the CommOn framework, which is based on ontology and aims to facilitate the identification and matching of competency profiles. This framework was developed for the Southeastern European University Career Center and aims to provide a new job matching service based on competency management. This journal also discusses the use of ontologies in recruitment and its benefits for job seekers, companies and training operators. This framework is still under development, with plans to develop more robust operators for competency profile matching.

This journal presents the CommOn framework, a knowledge-based system based on ontology and dedicated to competency management. This framework is used in e-recruitment projects, but can also be applied to staff development, job analysis, and economic evaluation. This journal provides a detailed model for competency management and describes the tools and processes involved in building competency reference systems and identifying competency profiles. Additionally, this journal discusses the use of frameworks in the context of e-recruitment projects, focusing on the use of inference rules and ontologies in identifying competencies. The CommOn framework aims to facilitate the identification and matching of competency profiles, with the development of a new job matching service based on competency management. This journal also discusses

the benefits of using ontologies in e-recruitment for job seekers, companies and training operators. Although this framework is still in development, the plan is to develop more robust operators for competency profile matching.

Selection Process

French psychology journals lament the frequent use of various "irrational" selection techniques, such as astrology, numerology, and the most widely used, graphology (Bruchon-Schweitzer, 1987-1988, 1990, Bruchon-Schweitzer & Ferrieux, 1991; Daniel, 1993, Lévy Leboyer, 1990; Moscovici, 1992). In fact, the heavy reliance on graphology in France is an area that is most different from other countries, where graphology is rarely used. A study showed that as many as 93% of French organizations and consultants involved in recruitment used graphological evaluation, and this result occurred in a sample with 46% of respondents trained in psychology (Bruchon-Schweitzer & Ferrieux, 1991). Additionally, there is a trend towards greater reliance on personality assessments and less use of biodata in France compared with the United States (Bruchon-Schweitzer & Lievens, 1991; Harris, Dworkin, & Park, 1990, Shackleton & Newell, 1991). Thus, although validity may be generalized to various countries, the factors that determine the use or popularity of various personnel selection procedures may differ depending on culture.

One factor that may help explain the popularity of personnel selection procedures in various countries is the extent to which these procedures are considered acceptable to job applicants. Research in the United States suggests that one reason for not using selection techniques is because they are considered offensive (Harris et al., 1990), and Levy-Leboyer (1994) suggests that one reason for the widespread use of graphology in France is because it is acceptable by applicants. Unfortunately, no previous studies with French samples have examined reactions to selection procedures. In current research, we analyze and compare reactions to different selection procedures among French and United States job applicants using the more theoretical and systematic framework described.

Considering the previously discussed procedural dimensions associated with particular selection techniques suggests that not only the perceived fairness of those techniques, but also the importance

of different bases of perceived fairness may vary across countries. For example, in France, graphology may be considered appropriate simply because of its widespread and well-known use. In fact, job advertisements usually state explicitly that a handwritten letter is required, and in our experience, many job applicants in France won't even type such a letter.

Additionally, research by Smither et al. (1993) showed that perceived predictive (scientific) validity was more important than face validity for American participants. In contrast, Lévy-Leboyer (1994) indicated that clinical intuition was often more important than science in determining selection practices in Europe. Shackleton and Newell (1991) also noted that continental European psychology had experienced less pressure to be scientific and that the French tended to prefer an intuitive approach to selection. Furthermore, Payer (as cited in Shackleton & Newell, 1991) commented on the influence of Cartesian reasoning on French attitudes. Therefore, graphology may be rejected in the United States because it has no empirical basis (i.e., no predictive validity) but may be more widely accepted in France because it has logical appeal (i.e., face validity). That is, handwriting differs from one individual to another, as does personality, and therefore, handwriting should provide insight into individual differences.

As a final example, the interpersonal dimension of warmth may be especially salient to French applicants, who tend to prefer a more clinical and intuitive approach and who may "express surprise at the impersonal nature of cognitive tests and biodata" (Shackleton & Newell, 1991, p. 35). Thus, it is possible that French culture differs in the dimensions that underlie individuals' reactions to selection procedures.

Development Process

In France, according to Leonardo da Vinci's project, which investigated management training and development (MTD) in seven countries, including France, produced results through surveys conducted in 100 companies per country. Telephone interviews were conducted with HR managers and line managers who benefited from the MTD initiative. In the second stage, ten companies were selected for in-depth case studies in each country. This research begins with the basic assumption that differences in human resource development (HRD) and technology development

management (MTD) are influenced by national contextual factors such as culture and vocational training systems. To identify the characteristics of management training and development (MTD), a survey was conducted at 100 companies in each country, with a comparison of views between HR managers and line managers. Next, ten organizations implementing MTD were selected for in-depth case studies, involving face-to-face interviews with a minimum of three managers, including one responsible for Human Resources or MTD. The analysis was carried out by utilizing the four model framework developed by Bolman and Deal (1997) to explore the political and symbolic meaning of MTD in an organizational context.

The context of management in France includes autonomous public policy, the impact of organizational change on management thinking, the higher education system, and economic challenges. The concepts of 'manager' and 'cadre' are difficult to define and compare with other European traditions. Official data in France categorizes the labor market into three types of cadres: directing managers, autonomous managers and integrated managers.

The three types of cadres in France are:

1. Cadre-dirigeant (directing manager) who has a high level of responsibility and autonomy in decision making.
2. Autonomous cadres (autonomous managers) who work according to organizational standard hours with a lower level of flexibility but autonomy.
3. Cadres intégrés (integrated managers) who adhere to collective working hours and are considered team leaders.

The APEC survey results provide a useful insight into French managers' perceptions of their role. Excluding top managers, Table 6.1 shows differences in two other types of cadre: 'team leaders', who manage internal human resources, and 'expert managers', who tend to be more innovative and have more power.

Confusion regarding the definition of 'management' in France is also related to the country's attitude towards development. Following the inter-employment agreement of 9 July 1970 on training and professional development, the law of 16 July 1971 established principles requiring companies to provide vocational training, including initial training for newcomers and continuing training for adults already

in employment. According to this law, 'continuous professional training should be part of the permanent education that allows the adaptation of workers to changes in technical and working conditions and to contribute to their cultural, economic and social development'. The proportion of training that should be dedicated to different categories of workers is not specified, so employers must determine the balance of MTD and other vocational training.

Table 1. Managers' perceptions of their role

World cited	Percentage of respondents	Organize
Organize	68	Production managers, experienced managers
Plan/anticipate	43	IT managers
Manage a team	38	Top managers, commercial managers, IT managers, older managers
Create and innovate	34	Research and development managers, IT managers, young managers
Control	30	Accounts and top managers
Decide	26	Top managers
Propose/suggest	26	Research and development managers, IT, personnel and communication managers
Represent the Board of Directors	18	Accounts and personnel managers

Source: Agence Pour l'Emploi des Cadres, *Cadroscope 2002*, Paris: APEC.

Note

Managers could more than one term, hence the sum of percentages is greater than 100.

Currently, the law requires employers to contribute 1.6 percent of their total wages and salaries annually to employees' vocational training, or pay additional taxes on that amount. This law aims to accommodate changes in technical and working conditions, as well as contribute to cultural, economic and social development. Although the proportion of training that should be allocated to different categories of workers is not regulated, employers are required to determine

the balance between Management Technology Development (MTD) and other vocational training. Sometimes considered a form of additional tax, employers often spend a large part of the training budget on cadres, with MTD serving as a reward mechanism, according to several studies according to Barsoux and Lawrence, (1994);Géhin and Jobert (2001); Dany and Livian, (1995). Practices like this have reduced because companies have adopted a more strategic approach to HRD, especially with competency-based development. Faced with inadequate government action, the employers' association MEDEF is actively campaigning to encourage continuous training using a more comprehensive competency-based approach rather than the functional competency approach widely used in the UK. The social partners have established a network of different consulting companies and have also established a Good Practice Observatory for MTD, at regional, national and international level. Fueled by recent and expected demographic changes, this initiative is concerned with renewing qualified managers.

Although the proportion of retirements over ten years is not unusual when the average manager has 40 years of service, MEDEF is actively trying to change employers' attitudes towards MTD for both younger and older managers. Social partners highlighted competency transfer as key to the future of good management in the Refoundation Sociale program, reaffirming Ishikawa's emphasis on management as the optimization of means, resources, methods, terrain and human resources. Employers and governments are aware of the changing skills needs of managers, but little effort has been made to shift the reliance on initial education to train new managers. Despite the relatively poor performance of French schools according to the PISA study, initial education for managers is of a high standard, and this could be an obstacle to MTD at the company level.

Historically, universities rejected vocationally oriented applied subjects and focused on classical curricula of theoretical sciences and philosophy. To educate managers, engineers, and the military, the Grandes Écoles system was established along the lines of the École Polytechnique founded in 1793 after the Revolution. Due to the lack of state funding enjoyed by universities, Grandes Écoles have to pay fees and end up being highly selective, in the case of Écoles

Supérieures de Commerce only accepting the best students who have passed a certain level of class preparation. Although business schools have a reputation for developing extremely bright and dynamic young managers, they are not easy to reach or access, and Gordon questions whether such an elitist management education system produces 'the right qualities of flexible, young managers. international managers, who are able to respond fairly quickly to shorter product life cycles.

State universities are slowly developing management departments, but they are unselective, under-resourced, and generally do not offer anything approaching the educational experience at the Grandes Écoles. Ten years ago, there were claims that more young graduates were being recruited into executive positions in France than in any other EU member state, and this may still be the case. The latest statistics from APEC show that the total number of cadres recruited was 111,000 in 1996 and peaked at 190,200 in 2001, falling to 147,900 in 2004. The number of cadres created through promotions also peaked in 2001 in 2001. APEC estimates that in February 2005 there were around 3.02 million cadres in office in 2004, compared with 2.28 million in 1994 – a growth of 32 percent.

In recent years, MEDEF has argued that companies need to urgently implement Technology Development Management at factory level if they want to play a key role in a competitive and dynamic economy. MEDEF emphasizes that understanding the role of managers can be interpreted through the relationship between competency management and access to new markets, adopting the concept of Hamel and Prahalad. MEDEF also recommends that the formation of the new MTD order involve trade unions.

In the early 1990s, French economic conditions were favorable, but national growth slowed towards the end of the decade due to a slowdown in world trade in 2001. The global economic slowdown also affected foreign investment, with 43% of American investors in France planning delocalization in 2002. Attack Terrorists in the US on September 11, 2001 and the decline of the new technology sector also contributed to the economic downturn. In addition, the enlargement of the European Union, greater fiscal incentives in Ireland and the UK, and efforts by Sweden, Germany and Belgium to attract foreign investment have also influenced France's economic

situation. France's stance against the US war of aggression against Iraq led to the withdrawal of American investment and a boycott of French products. Although French companies need Technology Development Management (MTD) to increase competitiveness amidst the challenges of global competition, the fiscal, legal and administrative environment is still far from conducive. This makes employers reluctant to invest further in comprehensive vocational training.

Table 2. MTD activities per manager, HR and LM respondents

	French sample	European sample
Days in MTD per manager (HR responden)	6.54	12.88
Days in MTD per manager (LM responden)	7.24	10.48

French managers spend significantly less time on MTD activities in French companies than managers in companies in other European countries, by a factor of almost double according to HR respondents

Table 3. Perceived importance of management development, French and European sample

	French sample	European sample
Systematic evaluation	2.86	3.10
Priority to management development	3.28	3.63
Planned priority to management development	3.07	3.58
Link with business strategy	2.80	3.65
Organizational responsibility towards management development	3.65	3.77
Organizational responsibility towards career progression	3.25	3.33

Note

Scores are based on a Likert scale ranging from 1 to 5.

Shows that French companies in the sample have lower scores than French companies in the European sample.

Table 4. Career and development planning item scores, HR Respondens

	French sample	European sample
Long-term management development	3.45	3.81
Use of internal promotion	4.12	4.11
Planned retention of manager	3.48	4.04
Planned hiring at senior positions	3.02	3.40
Development targeted for specific positions	3.08	3.48
Development of potential competence	3.41	3.66
Career planning	52%	60%
Identification of high potential managers	77%	56.3%

Note

Scores are based on a Likert scale ranging from 1 to 5, or percentage of valid responses.

Shows that the related items (manager retention, career planning, senior manager recruitment plans, development of potential competencies), systematically show lower scores in France than in other countries, except for the use of internal promotions. However, the proportion of French companies identifying 'high potential' managers is much higher.

Therefore, it can be concluded that in France, management training and development (MTD) is considered less 'strategic' compared to other European countries. There is a tension between the emphasis on development and the alternative of identifying potential, which is more prevalent in France. In addition, the organization's strategy appears less clear, and the Human Resources (HR) function is considered less involved for both HR and line managers. The perceived link between organizational strategy and HR also appears weak in France, and HR tends not to be considered a source of competitive advantage. Although 42% of HR managers in France report having an MTD policy, the percentage is lower compared to the European sample as a whole. Moreover, French managers spend significantly less time on MTD activities in French companies compared to managers in companies in other European countries, by a factor of almost double according to HR respondents. Overall, French companies in the sample have lower scores than other European companies in the sample.

Compensation Process

Compensation policy in France has undergone many changes since the early 1980s: following the trend towards individualization of compensation in the 1980s and 1990s, the new century has seen a move towards greater complexity and diversification, as more and more individualized payments are supported by the system. collective and reversible compensation. payment practices such as bonuses based on collective performance and financial participation (Barrat, Chaput, Naboulet and Wolff, 2007). This transformation coincided with major changes in the system of collective bargaining on wages, thus supporting the hypothesis of a challenge to the extant hierarchy between the two levels of collective bargaining on wages prevalent in France: the sectoral level and the company level¹. Although collective bargaining at sector level, based on minimum wage laws, has been at the heart of wage regulation since the Law of 11 February 19502, the Auroux Act of 1982, which introduced mandatory annual bargaining regarding wages, working hours and work organization, leading to an expansion of bargaining at the firm level. This process developed further in the late 1990s with the implementation of the 35-hour working day and the introduction of a number of laws designed to encourage decentralized collective bargaining (Bloch-London, Péglise, 2008; Naboulet, 2011). Interestingly, this law also encourages negotiations at the sectoral level, thereby giving new strength to the entire negotiation system. This is the context underlying this paper's exploration of the relationship between collective bargaining processes regarding wages and the diversity of compensation policies. It also sheds new light on the effectiveness of collective bargaining on wages at sectoral and company levels. The results confirm the conclusions of previous research (Brochard, 2008): there is a strong tendency to differentiate practices along managerial/non-managerial lines (see last column of table 2). Non-managerial employees receive irreversible salary increases more often than their managerial counterparts. A total of 74.7% and 77.5% of companies distributed general and individual salary increases to non-managerial staff, compared to 53.1% and 68.2% for managerial staff. In contrast, the practice of reversible pay is widespread among managerial employees, especially individual performance-related bonuses: 63.5% of the surveyed

companies provide one bonus to this category of employees, compared to 55.8% for non-managerial staff. The difference is less pronounced when it comes to performance-related collective bonuses (51.8% and 50.9% for managerial and non-managerial employees, respectively). To reflect the diversity of compensation policies, we constructed a typology based on hierarchical influence classification (HAC). This typology groups companies based on their pay practices to determine six company profiles, each corresponding to a specific compensation policy (table 2). Two distinctly different groups emerged: "mixed" versus "reduced" compensation policies applied to more than 17% and nearly 15% of companies, respectively (representing more than 31% and 10% of employees, respectively). The first cluster is typical of companies that utilize all salary practices without significantly differentiating between managerial and non-managerial employees.

The second, "reduce" policies, is typical of companies that make little or no use of these practices. Here, payment practices are often individualized and reversible. Various establishment profiles lie between these two groups. The "reversible" policy profile, which represents 10% of companies and 9.5% of employees, makes little use of salary increases in general, for both managerial and non-managerial employees. Here, the practice of reversible payments is widely used. The third profile bases compensation policy on base wage increases (i.e. general and individual salary increases) and represents 22.5% of companies and almost 18% of employees. In the "collective" policy profile, employers typically use collective pay practices for managerial and non-managerial employees by combining bonuses and general salary increases (24% of companies and almost 23% of employees). The final profile bases the policy on general salary increases and represents 11% of companies and almost 9% of employees. A more detailed explanation of the six profiles that describe company characteristics (size, industrial sector, economic and competitive position ⁴, workforce structure, and wage levels and distribution ⁵) reveals that each compensation policy is related to a particular type of company.

Table 5. Six compensation policy profiles (as %)

	Mixed	Flexible	Based on irreversible wage increases	Collective	Based on generalized wage increases	Reduced	% of establishments using each practice
% of establishments	17.6	10.0	22.5	24.1	11.2	14.6	
% of employees	31.4	9.5	17.8	22.7	8.6	10.0	
Non-managerial staff							
Generalised pay increase	99.8	0.0	90.9	98.3	100.0	0.1	74.7
Individualised pay increase	99.9	100.0	99.3	70.1	0.0	61.3	77.5
Individual performance-related bonuses	77.5	69.2	59.1	56.7	27.4	49.9	55.8
Collective performance-related bonuses	98.4	96.2	6.4	87.7	3.7	6.9	50.9
Managerial staff							
Generalised pay increase	70.8	2.3	68.7	69.3	67.9	5.0	53.1
Individualised pay increase	98.5	93.5	77.6	56.7	24.9	52.0	68.2
Individual performance-related bonuses	100.0	89.6	57.1	69.3	26.0	46.9	63.5
Collective performance-related bonuses	99.9	93.4	7.0	87.2	5.3	12.2	51.9
Managerial and non-managerial staff							
Profit-sharing agreement	86.1	60.3	25.3	50.6	13.2	15.9	42.9
Company saving plan	100.0	58.0	25.4	11.8	11.8	18.3	38.7

So the conclusion based on the analysis of the 2004-2005 REPOSE survey and two case studies confirms the correlation between compensation policies and collective wage bargaining patterns in France. The typology identifies six compensation policy profiles, from the simplest to the most complex. A cross-comparison between compensation policies and collective bargaining processes regarding wages shows the extent to which the impact of collective bargaining depends on the pay practices used. This shows how the organizational context of the firm, the individualization of compensation, and minimum wage regulations can be used strategically by employers to limit the scope of collective bargaining influence at the firm level. Individualization creates blind spots in collective bargaining whose significance is far from marginal, as the case studies show. Contractor or parent company requirements also regulate or even limit bargaining margins, while minimum wage laws appear to be used as a basis for setting wages and as career ceilings, especially for female workers, and as a tool to avoid wage bargaining. for companies implementing a “reduced policy” (especially in call centers). While the onset of the global economic crisis in 2008 certainly played a role in reducing collective bargaining margins in a context where wage moderation is key, this does not appear to challenge the assessment that there is a range of compensation policies and associated patterns of

collective bargaining. in France. In contrast to what was observed in other countries in Europe, especially in Southern Europe, where the crisis coincided with a sudden failure in the collective bargaining system (Marginson 2012), the institutional framework for wage negotiations remained unchanged in France. Two extreme ranges based on the REPOSE survey in 2004-2005 – mixed policies and retrenchment policies – were both identified in field research in 2010, indicating a relative stabilization in the transformation of compensation policies in France and the bargaining processes associated with them.

Performance Appraisal

In France, performance appraisal often involves a structured and regulated process. This may include evaluation of individual performance by the immediate supervisor, development of a work plan, and discussion of future goals. The principles of this system can vary between companies, but generally involve open dialogue between superiors and subordinates. Companies in France may also apply different performance evaluation standards and methods. In most companies, performance evaluation methods with their forms and procedures are just a bureaucratic exercise, nothing more. They become a burden for supervisors and a source of motivation for employees. Improvement efforts, primarily focused on revising evaluation forms, only address symptoms (e.g. the tendency to conduct overly positive evaluations) while the real problems (e.g. lack of accountability Supervisors) remain without Solutions (p. 279, free translation) Nobody knows the actual cost of this failure, but it can be assumed that the impact was very significant. Firstly because most medium and large companies have adopted formal evaluation methods and have spent a lot of money on their development and implementation. GENERAL SATISFACTION WITH PERFORMANCE EVALUATION MODE to determine whether performance evaluation is a failure, from a company and user perspective, we can only rely on a limited amount of research and surveys. However, we must accept the fact that they all reveal the same observations; most performance evaluation methods do not live up to their promises. A study conducted by Longenecker and Gioia (1994) has well documented the fact that as raters, they said that they were mostly dissatisfied with the quality and quantity of feedback

they received on their performance. What is how this feedback is communicated.

As assessors On the other hand, luers do not seem to want to avoid the same problems that befell their staff. Napier and Latham (1986) found that 28 of 32 appraisers interviewed expressed significant resistance to confronting their staff in appraisal interviews, even though all agreed that every employee should receive an appraisal at least once a year. This rejection was also seen in research at General Electric, where approximately 60% of respondents believed that employees and supervisors were only involved in the formal appraisal process because of the company. oblige them to do so (Lawler et al., 1984). Gourgau (1993) explains the ambivalence among managers by the fact that they fulfill the dual role of assessor and evaluator, which places them in the same position.

Industrial Relations

Industrial relations practice in France includes trade union pluralism and a legacy of Communist-dominated trade unions. The French model of industrial relations is often considered part of the "Mediterranean model", which includes Italy, Spain and Portugal. These countries share common features regarding union structure, including union pluralism and a legacy of Communist-dominated unions. In addition, there is a shift from the "privileges" of French state dominance towards the development of collective bargaining at all levels, but with strong work agreement dynamics. Since 2008, there has also been a movement towards neocorporatism, through the development of tripartite concertation, but it stopped temporarily in 2015, which was confirmed after the election of President Macron in 2017.

Industrial relations in France in flux Initially based on adversarial relations between trade unions and employers, compensated by strong state interventionism, the French IR system has undergone a series of reforms, adopted under pressure from trade unions in the 1980s and largely under pressure from trade unions. employers' organizations since the turn of the century. These reforms encourage collective bargaining at the workplace level and tripartite cooperation at the top level. This shows changes in the dynamics of industrial relations in the country. Role of Trade Unions: Trade unions have an important role in negotiating collective agreements in the workplace or company. They must also adapt to global market

changes and ensure competitiveness and employment by reducing labor costs. Policy Changes: There have been significant policy changes, such as the Rebsamen Law in 2015 which empowers companies to reduce their legal obligations to undertake consultations. and negotiation. In addition, uncoordinated reforms were introduced in 2015-2016, and the new government in France also introduced new labor laws. Conflict and Negotiations: Industrial conflicts in France often have a political dimension, and unions use them to exert pressure on public actors for legislative reform. Negotiation dynamics were also influenced by laws such as the "Auroux Law" in 1982 which required annual negotiations on wages, working hours and working conditions in workplaces with the presence of unions. Reform and Employer Influence: There were accelerated reforms led by employers , which aims to prioritize negotiations at the corporate level.

Human Resource Management Practices in Venezuela

Recruitment

Multinational companies in Venezuela face challenges in recruiting talent that meets the profile required for strategic positions within the company. In addition, retaining talented employees is difficult due to strict labor laws and regulations prohibiting layoffs, making it difficult to achieve desired rotation and reason for retirement. The political and social environment in Venezuela is constantly changing, requiring HR planners to be creative, adaptive to change, and always ready. This requires constant adaptability, budget considerations, and creativity in HR planning Venezuela's unstable and uncertain environment, reflected in the ever-changing laws and administrative regulations imposed by the government, makes long-term planning less important. Multinational companies have to make decisions based on these changing factors, thereby requiring constant updates and adaptations in HR planning. Multinational companies have to implement highly protectionist and inflationary labor laws, which significantly affect HR planning. Specific bans on layoffs and high inflation rates create additional costs for companies and make it difficult to find and retain the right employees.

This journal discusses the challenges in recruiting the right people in Venezuela due to social problems,

such as high levels of insecurity and inflation, which are causing a shortage of talent in the country. Legal restrictions imposed in Venezuela make rotating personnel a complicated task, and labor costs are likely to increase rapidly as a result of these restrictions. This paper emphasizes the need for global policies and practices to be adapted to meet existing realities in Venezuela, as the local environment demands compliance with certain laws, regulations and customs, thereby requiring the adaptation of global HR policies to specific local situations. The integration of HR issues in strategic decision making may need to be considered a local, rather than global, level activity in an unstable country like Venezuela. The journal also highlights the importance of improvisation and flexibility in HR planning in an uncertain environment such as Venezuela. This suggests that HR management must set priorities to help achieve business goals and measure, monitor and report progress. The skills of improvisation and flexibility in planning are critical in an environment lacking certainty, as is the case in Venezuela. Furthermore, the paper states that due to the specific prohibitions against dismissal and protections provided in the Organic Workers Law, organizations tend to hire the minimum number of employees required and avoid hiring additional employees because they cannot fire employees who do not comply with the requirements. This leads to the creation of duplicate positions, thereby increasing costs for the organization. Interviewees also mentioned that finding the right employees has become a complicated task due to labor regulations and the economic consequences.

Selection Process

Venezuela is a South American country currently facing serious political, social, and economic problems, which are constantly reflected in the constantly changing laws and administrative regulations imposed by the government. Therefore, selection planning in Venezuela becomes more difficult every day due to its unstable and uncertain environment which greatly affects the performance and development of multinational companies in many ways. As a result, organizations in Venezuela have to make decisions depending on changing changing factors, which may lead to the idea that long-term selection planning may be seen as less important today. In this regard, Armstrong (2009) states, Taylor

(2008) notes that: "It seems that employers, simply, prefer to wait until their view of the future environment is clear enough for them to see the whole picture before committing resources in preparation for his arrival. The perception is that the more complex and volatile the environment, the more important it is to wait and see before acting" (Armstrong, 2009, p. 488).

Nevertheless, although the selection process has become more difficult especially in countries such as Venezuela, it remains a very important function in HR and must be considered when designing organizational strategies. In this regard, Farnham (2006) explains that: "Labor selection is important because it encourages employers to develop clear and explicit links between their business plans and human resources, and to integrate the two more effectively. This allows better control over staffing costs and numbers employed and enable employers to make more informed judgments about skills and attitudes within the organization" (Farnham 2006 cited in Anyim, MBA and Ekwoaba, 2012, p.57).

It is known that several internal and external factors can influence the way a business is run. In the specific case of Venezuela, it can be said that selection becomes a difficult task when compared with stable countries such as the United States or European Union countries. According to Anyim, Mba and Ekwoaba (2012, p.56) "Selection processes have become more complex, especially in today's increasingly volatile business environment, which increases the tension between the greater need for planning and the greater and increasingly difficult".

Venezuela is a country located in a strategic geographical location with the main source of income being oil. In addition, Venezuela has a stable legal framework to provide security for investors. As a result, Venezuela has become an attractive market in which many countries want to invest (especially in the oil industry sector). Nevertheless, Venezuela has experienced several changes since 1999 that affected its economy and stability, as the country underwent changes in the constitution and then (by government decisions and later implementation of laws aimed at it) entered a new governmental and economic scheme that even when Even if it is labeled "social" it is not clear, presenting a contradictory reality for business in that country.

The selection process is now seen as an important HR function. According to Sahoo, Dao and Sundaray (2011): "The strategic selection process avoids risks and expensive waste of time by finding and attracting the right potential candidates for the right job vacancies in an organization and an effective recruitment system to meet the needs of candidates as well as the needs of the organization" (Sahoo, Dao and Sundaray, 2011, p. 27). Despite the above, recruiting the right people is not as easy as in other countries, due to the social problems currently faced in Venezuela (e.g. high insecurity, inflation that practically eliminates competitive salaries, etc.) people who skilled people prefer to migrate to other countries that have better conditions. As a result, there is a huge talent drain in Venezuela. According to Jackson and Schuler (1992): "Workforce changes are only one aspect of the environment that drives the need for human resource planning. Demographic changes can be predicted, however, when they are considered in combination with technological changes (Davis & Associates, 1986) and many other external changes are described elsewhere in this book (for example, by Offermann & Gowing, pp. 95-108), they pose significant challenges to human resource selection and contribute to changes in its status over the last two decades" . (Jackson and Schuler, 1992, p. 224).

Organizations must focus on having a good sourcing strategy, enabling them not only to find a suitable workforce with the required skills, knowledge and qualities, but also to retain them (which is another problem faced by organizations in Venezuela). According to Armstrong (2006, p. 371) "The selection and recruitment of workers best suited to meet the needs of the organization should form the core activity on the basis of which most other HRM policies directed at development and motivation can be built". It is recommended that organizations consider resourcing strategies as part of their HR plan to avoid unwanted hires. In this case, Sahoo, Das and Sundaray (2011, p. 27) say "Bad selection decisions will increase training time, labor turnover, absenteeism, accidents industrial unrest and job dissatisfaction".

Development Process

In certain countries, questions about labor force surveys have been asked. While it is impossible to obtain a representative sample with this approach, such efforts can shed light on overall online labor market trends, especially when research is repeated

periodically. This suggests that the data may not cover the breadth of activity in Latin America, West Africa or Asia. formed globally.

One of the main indicators showing a dramatic increase in the number of platform workers in Venezuela is shown by the Online Labor Index (OLI), a project of the Oxford Internet Institute, which draws data from a number of major English-language platforms. formed globally. Project worker data is taken daily from Guru, Fiverr, Freelancer. Com, and PeoplePerHour, with data set since June 2017. Data regarding available jobs is then collected and classified thematically based on task type. While there has been an overall upward trend in the number of Venezuelan workers since the project began in 2017, this increase was most pronounced in late 2019 and 2020 .

Other studies also report an increasing number of Venezuelan workers are engaging in cloud work. significantly smaller. Florian Schmidt, in his research on generating training data for self-driving cars, found extraordinary instances of Venezuelans working online in 2018. Schmidt wrote that AI companies with a high level of oversight were involved in developing the infrastructure necessary to accommodate and accept cheap labor.

Figure 1. Registered workers of Venezuela in cloud work



Therefore, they seek to develop and invest in this workforce by creating the infrastructure and support necessary for it to fully function in countries like Venezuela, which offer cheap labor. Com is less involved in the work process, and tasks tend to be unique and vary in their requirements and expectations. The work is less repetitive, and evaluations of job quality tend to be more subjective—especially for fields like design, a popular labor specialty in Venezuela. This is indeed happening in

Venezuela. This poses particular challenges to workers' ability to receive payments in the wake of US sanctions against the Venezuelan state.

Hyperinflation and Digital Jobs

Economic growth and increased prosperity in Venezuela have been accompanied by a redistribution of profits from resource extraction activities. However, the country is still highly dependent on a growth strategy that is mainly supported by extractive industries. Reliance on imports for basic goods from food to medicine became a problem when oil prices fell in 2014, compounded by economic sanctions, including those imposed by the United States in 2019, which worsened Venezuela's economy.

For decades, Venezuela has struggled to maintain the stability of its currency, especially with inflation rising rapidly as oil prices fall. Government efforts to control markets, including regulated exchange rates, fueled hyperinflation. Although holding foreign currency at the Central Bank was originally intended to protect the country from dependence on imports, sanctions and currency devaluation have forced Venezuela into de facto dollarization in 2019. The difficult economic situation is driving mass emigration and creating hardship for those who remain, including those who previously lived in the middle class.

Amid significant economic change, Venezuelans are turning to platform work as a way of survival. However, platform workers in the country face special challenges, including unstable internet connections and unreliable energy grids. US economic sanctions also limit their access to income earned online, creating additional barriers to participation.

Other challenges arise in transferring currency into the country, especially since dollar adoption is not supported by the government. Platform workers have had to look for creative solutions, including conducting financial transactions in the form of direct transfers between individuals, outside state control and largely digitally based. Thus, the experience of platform workers in Venezuela reflects unique dynamics influenced by economic conditions, policy changes and sanctions international. Despite the difficulties, platform workers in Venezuela continue to look for ways to adapt and take advantage of available opportunities, while exploring alternative solutions to overcome the obstacles they face.

It can be concluded, then, that the rise in platform employment in Venezuela highlights the unequal distribution of cloud jobs in the global labor market and the challenges workers face in fully participating due to cross-jurisdictional regulations and geopolitics, particularly US sanctions against the Maduro regime. The growth of jobs via platforms in Venezuela is due to the weakening national economy and lack of local job opportunities. Workers in Venezuela face unique challenges, including unstable internet connections and unreliable energy grids. The largest global platforms are not designed to accommodate specific workers, and workers in Venezuela have had to develop alternative and informal financial solutions to access income from their platforms.

Compensation Process

When putting together a compensation package in Venezuela, employers should pay attention to government-approved compensation laws. Some of them are discussed below: Overtime Compensation : Only work that has been approved by the Ministry of Manpower or work that is performed outside the regular work shift may be performed within a certain period of time. The Ministry of Labor must be notified the day after overtime hours are over. Proof of justification for additional work must be provided if the employer cannot allow additional work due to unforeseen and urgent circumstances. Right to paid vacation time – Article 141, Social Security Regulations Employees who work for more than one year are entitled to paid vacation time. Employees should get this incentive when they go on vacation. Businesses must record all employee holidays. Employers should ensure that their staff members take annual leave as intended, as stated in Venezuela's leave allowance.

For compensation and benefits policies in Venezuela, several benefits are mandatory for employers to provide to their employees: Working hours. The work week is usually limited to 40 hours per week and no more than five days with a duration of 8 hours per day according to the compensation structure in Venezuela. Employees under 18 years of age are only allowed to work a maximum of six hours per day or 30 hours per week. Employees in upper management, as well as those under inspection or supervision, may exceed daily or weekly limits if: There are no more than 11 hours in a workday. Over eight weeks, the average worked no more than 40

hours a week. Employees are entitled to two consecutive paid rest days per week. Overtime . No employee is permitted to work more than 10 hours of additional time per week or 100 hours per year. If necessary and unforeseen, overtime work can be carried out without the presence of the labor inspector as long as notification to the inspector regarding the situation is made on the next working day. Bonus payments equivalent to 50% of the worker's regular wages must be provided for overtime work in accordance with Venezuela's compensation and benefits policy. Holiday . Leave benefits in Venezuela are granted upon completion of 12 months of continuous work at one company, and employees are entitled to 15 paid holidays annually. In addition, they are entitled to additional paid holidays of up to 30 days for each year worked at the company regarding employee benefits in Venezuela. Sick leave. For health benefits for employees in Venezuela, employees are entitled to three paid sick days. Employees are reimbursed for 66.7% of their wages through Social Security starting on the fourth day of sickness absence and continuing for a maximum of 52 weeks.

Maternity leave and paternity leave. Pregnant female employees are allowed to use parental leave for a maximum of 26 weeks, including six weeks before giving birth and 20 weeks after, in connection with maternity benefits in Venezuela. The social security agency will only pay them 66.6% of their regular salary while they are on leave. Mothers are allowed two 30-minute breaks each day to breastfeed their babies in the nursery for the first nine months after giving birth. The breaks lasted an hour each due to the absence of kindergartens following the introduction of maternity benefits in Venezuela. Fathers are entitled to 14 days of paid paternity leave when the child is born. Paternity leave can be extended if the new mother becomes ill or dies. Employee health benefits in Venezuela. Venezuela's social security system handles health insurance for employees. The Ministry of Labor and Employment oversees these organizations, including the Labor Inspectorate's office, the Social Security Institute, and the National Institute for Occupational Health, Safety, and Prevention. These organizations are responsible for health benefits for employees in Venezuela. Some employee benefits in Venezuela are not required to be paid by the employer but can increase employee job

satisfaction and motivation. Pension: If an employee meets the requirements listed below, they are entitled to a lifetime state pension according to the compensation package in Venezuela. They have reached retirement age, which is 60 years for men and 55 years for women. They have had at least 750 weeks of work. serve. Employers are not required to provide a retirement plan. However, they are required to register their employees with the Social Security System and pay monthly payments, which vary between 9 to 11% of the employee's normal salary, depending on the company's activities and risk profile. Employees in Venezuela are legally entitled to study leave. However, statutory regulations do not specifically determine how long the rest period must be paid or not. The employee's employment contract is suspended when the leave is approved. While serving in the military or receiving training, employees are entitled to paid time off.

Performance Appraisal

The findings show that the condition of declining competitiveness and economic growth indicators is a representative situation since 2009. The most competitive country in this region is Chile, and the weakest is Venezuela. Nevertheless, all Latin American and Caribbean countries analyzed appear to have made progress in terms of human, economic and social development. Regarding correlation, the Dominican Republic shows an inverse relationship between competitiveness and economic growth, while Jamaica and Venezuela show an inverse relationship between competitiveness and human development. At the individual country level, no statistically significant relationship was found between economic growth and human development.

These findings highlight the need for future research that yields a deeper understanding of the transmission mechanisms between economic and social performance in Latin American and Caribbean countries. Specific reasons at the micro level that explain increases or decreases in competitiveness and human development should also be analyzed. Based on the degree of freedom, time series can cover longer years, but there is a lack of information in some countries. It is also important to observe each case taking into account the type of economy, production characteristics, export/import composition.

Industrial Relations

Understanding industrial relations in Venezuela, Latin America, namely: (1) the central role of the state in reshaping industrial relations, (2) the important influence of democratization, (3) the importance of this shift. in economic models in triggering the drive for flexibility, and (4) the role of legal change. All countries in Latin America, except Mexico, have implemented significant labor law changes in the last 15 years. Pressure to flex industrial relations is increasing strong in this region along with the increasingly open economies of these countries. But not all changes to employment law respond to these pressures. Labor reforms that occurred in the early phases of democratization in some regimes tended to move in a social protectionist direction, restoring rights and protections that were not covered under military rule. Labor reforms that have largely occurred in response to changes in neo-liberal economic policies tend to move in a flexible direction. This partly explains the varying directions of labor law - change in Latin America in the late 1980s and 1990s.

While the timing of reforms can explain the direction of changes in labor laws in each country, it cannot explain the scope and substance of those changes. Of critical importance to understanding the character of the reforms taking place in each country is the role of organized labor. Weak labor movements, such as those in Chile and Colombia, are less able to resist flexible reforms or negotiate better terms for change. While a stronger labor movement may not be able to block changes to flexible labor laws, they may succeed in making them happen through mobilization, coalition building, and pressure for change. participation, as happened in Argentina and Venezuela. The unity and orientation of entrepreneurial organizations, government strategies, external actors, and economic pressures are additional factors that can explain the nature of these changes. However, the importance of each dimension in a particular country can only be seen through research further in the national context.

Similar economic transformations and trends towards flexibility and liberalization in labor laws appear to indicate a convergence between labor laws and industrial relations systems in the region. Countries with highly protective labor laws have implemented some flexibility, while countries with flexibility but constraints on union activity have sought to restore balance between employers and

unions. However, what is striking is that there are still a variety of labor law regimes and industrial relations systems in this region. This diversity underscores the important legacy of “traditional” industrial relations institutions and the importance of political conflict and negotiation among unions, employers, and government as factors mediating economic reform pressures and their impact on labor law. A focus on domestic institutions and politics requires gaining a deeper understanding of the national context, in particular how political trade-offs occurred in relation to the controversial process of changing labor laws in each country.

Differences in Human Resource Management Practices in 2 Countries

Recruitment

Recruitment in France

The journal discusses the CommOn framework, a knowledge-based system based on ontology and dedicated to competency management. This framework is used in e-recruitment projects, but can also be applied to staff development, job analysis, and economic evaluation. This journal provides a detailed model for competency management and describes the tools and processes involved in building competency reference systems and identifying competency profiles. Additionally, this journal discusses the use of frameworks in the context of e-recruitment projects, focusing on the use of inference rules and ontologies in identifying competencies. The CommOn framework aims to facilitate the identification and matching of competency profiles, with the development of a new job matching service based on competency management. This journal also discusses the benefits of using ontologies in e-recruitment for job seekers, companies and training operators. Although this framework is still in development, the plan is to develop more robust operators for competency profile matching.

Recruitment in Venezuela

Human resource planning (HRP) has great relevance in multinational companies (MNCs) in Venezuela. Various external factors, such as legal changes and socio-economic issues, influence HRP in the country. Adapting global HR policies to the local environment is considered important. Multinational companies in Venezuela reveal that external factors

such as social, political, economic and legal changes have a strong influence on HR planning in the country. This research concludes that external factors, such as social and economic aspects, legal aspects, and labor costs, are the main challenges faced by MNCs in Venezuela. It is recommended that global policies and practices be adapted to the local environment, and that HR issues be involved in strategic decision making at the local level. The author also reflects on his learning and performance during the MBA program, identifying skills acquired and areas for further development.

In essence, the two journals explain that the two countries have almost inversely proportional recruitment systems because Venezuela has quite strict external and internal factors, compared to France which has openness in its resource management system.

Selection

The procedural dimension is associated with particular selection techniques, suggesting that not only the perceived fairness of those techniques, but also the importance of different bases of perceived fairness may vary across countries. For example, in France, graphology may be considered appropriate simply because of its widespread and well-known use. In fact, job advertisements usually state explicitly that a handwritten letter is required, and in our experience, many job applicants in France won't even type such a letter.

Additionally, research by Smither et al. (1993) showed that perceived predictive (scientific) validity was more important than face validity for participants. In contrast, Lévy-Leboyer (1994) indicated that clinical intuition was often more important than science in determining selection practices in Europe. Shackleton and Newell (1991) also noted that continental European psychology had experienced less pressure to be scientific and that the French tended to prefer an intuitive approach to selection. Furthermore, Payer (as cited in Shackleton & Newell, 1991) commented on the influence of Cartesian reasoning on French attitudes. Therefore, graphology may be rejected, as it has no empirical basis (i.e., no predictive validity) but may be more widely accepted in France because it has logical appeal (i.e., face validity). That is, handwriting differs from one individual to another, as does personality, and

therefore, handwriting should provide insight into individual differences.

For example, the interpersonal warmth dimension may be especially salient to French applicants, who tend to prefer a more clinical and intuitive approach and who may “express surprise at the impersonal nature of cognitive tests and biodata” (Shackleton & Newell, 1991, p. 35). Thus, it is possible that French and Venezuelan cultures differ in the dimensions underlying individual reactions to selection procedures.

Development

National and Cultural Context

- France: HRM practices in France are strongly influenced by the management context involving autonomous public policies, the impact of organizational change, the higher education system, and economic challenges. The grouping of employee categories (cadre-dirigeant, cadre autonomy, cadres intégrés) reflects the complexity of the French managerial structure.
- Venezuela: The difficult economic context and hyperinflation are forcing Venezuelans to turn to platform jobs as a way of survival. Unique challenges include unstable internet connections and economic sanctions that limit access to online income.

Labor Regulations and Laws

- France: France has a law that requires companies to provide vocational training, and companies are required to contribute a portion of total wages to employee training. Although changes have occurred with the adoption of a competency-based approach, there are still tensions between government policies and corporate practices.
- Venezuela: Economic sanctions and exchange rate policy changes are creating difficulties for Venezuelan platform workers in accessing online income. Workers have had to find creative solutions to transfer currency into the country.

Organizational and HR Strategy

- France: There is a lack of clarity in organizational strategy and a lack of involvement of Human Resources (HR) in HRM. Despite the existence of MTD policies, French companies in the sample tend to have lower scores in comparison with other European companies in terms of MTD activities. The perceived link between organizational strategy and HR appears to be weak in France, with HR

tending not to be considered a source of competitive advantage. French managers also spend significantly less time on MTD activities in French companies compared to managers in companies in other European countries.

- Venezuela: Platform workers in Venezuela face specific challenges in fully participating, including unstable internet connections and currency transfer barriers. They must look for alternative solutions to overcome difficult economic and regulatory conditions.

Economic Impact and Development Strategy

- France: MTD practices in France can be considered less 'strategic', with a tension between development and identification of potential. Entrepreneurs often prefer MTD as a reward mechanism rather than a strategic investment.
- Venezuela: The growth of platform jobs in Venezuela is due to the weakening national economy and lack of local job opportunities. Workers in Venezuela have had to look for creative and informal solutions to overcome obstacles and access income from the platform.

Thus, differences in HRM practices between France and Venezuela reflect their respective unique challenges and national contexts, ranging from labor regulations to organizational strategies and economic impacts.

Compensation

The differences in Human Resource Management practices in the context of compensation in France and Venezuela can be seen from several factors, including:

- Minimum wage. The minimum wage in France is set by the central government, while in Venezuela it is set by local governments.
- Additional compensation. In France, common additional compensation provided to employees includes transportation allowances, meal allowances, health benefits and retirement benefits. In Venezuela, common additional compensation provided to employees includes transportation allowances, meal allowances, and health benefits.
- Retirement benefits. In France, pension benefits are covered by the government and companies. In Venezuela, pension benefits are covered by the government.
- Tax. Taxes on wages in France are imposed by the central government, while in Venezuela they are imposed by local governments. Tax rates on wages

in France range from 11% to 55%, while in Venezuela they range from 1% to 34%.

- Worker protection. In France, workers have strong legal protections, including the right to sick leave, maternity leave and family leave. In Venezuela, worker protections are relatively weak, and laws are often not enforced.

Performance Appraisal

France and Venezuela have significant differences in human resource management practices. France tends to prioritize workers' rights with strong labor regulations, placing a focus on collective bargaining and employee protection.

On the other hand, Venezuela, with its different economic and political context, may have employment dynamics that are more influenced by regional political and economic factors. Factors such as work culture, educational systems, and business norms can also play a role in differentiating human resource management approaches in the two countries.

Differences in Industrial Relations

Differences in industrial relations between Venezuela and France can be influenced by a number of factors, including differences in the political systems, economies, cultures and industrial sectors of each country. The following are some differences that may affect industrial relations in the two countries.

Political and Economic Systems

- Venezuela: Venezuela has a complex political history, especially in recent decades. The country has experienced significant political changes, and the economic situation is often unstable. Government influence and economic policy can have an impact on industrial relations.
- France: France has a stable political system with strong democratic traditions. The French economy is part of the European Union, and their economic policies can be influenced by European Union regulations and standards.

Industrial structure

- Venezuela: Venezuela has a very large oil sector and is influential in the global market. Dependence on this sector can influence the structure and dynamics of industrial relations in the country.
- France: France has a very diverse industrial sector, including manufacturing, technology, agriculture and tourism. This diverse economic structure can create different industrial relations in these sectors.

Economic Uncertainty

- Venezuela: Economic uncertainty and currency fluctuations may create challenges for industrial relations in Venezuela. High inflation and other economic problems can affect negotiations between workers and employers.
- French: Although France faces economic challenges like other countries, economic stability and more predictable policies can create a more stable environment for industrial relations.

Labor Culture and Traditions

- Venezuela: Labor traditions and labor policies in Venezuela may reflect the country's cultural and historical context. The influence of labor movements and employment policies can play an important role.
- France: France has a history of strong labor movements and a tradition of collective bargaining between unions and employers. This culture can shape the dynamics of industrial relations in France.

CONCLUSION

Human resource management (HRM) practices and industrial relations in France and Venezuela have significant differences, which are influenced by political, economic, cultural and industrial sector factors in each country.

Selection practices in France tend to use techniques considered unscientific, such as graphology, which are based more on logical appeal than predictive validity. On the other hand, in America, predictive validity is considered more important than face validity, so selection techniques such as graphology may be rejected for lack of empirical basis.

Human resource development practices in France are considered less strategic, while in Venezuela, challenges in recruiting and retaining talented employees affect employee development efforts. Compensation policies in France change frequently and performance appraisals do not meet expectations, while in Venezuela, the unstable political, social, and economic environment affects employee compensation.

Performance evaluation in France is flawed and tense, with compensation policies changing frequently and performance appraisals not meeting expectations. In Venezuela, legal and regulatory changes complicate the selection and performance evaluation process.

Industrial relations practices in France include union pluralism and a legacy of communist-dominated unions. In Venezuela, multinational companies face challenges in recruiting and retaining talented employees due to the political, social.

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