

The role of human resource training in their development and the enhancement of economic institutions' performance.

دور تدريب الموارد البشرية في تطويرها وتعزيز أداء المؤسسات الاقتصادية

MOUSSAOUI Hadjer*

University of Algiers 3- Algeria
moussaoui.hadjer@univ-alger3.dz

Date of submission: 17/09/2025

Date of acceptance: 27/10/2025

Abstract

Human resources training is an important investment that has a direct impact on developing individuals' performance and enhancing their efficiency. It also provides them with the knowledge and skills necessary to keep pace with the technological and economic changes that are accelerating in our current era.

Through continuous training, institutions can improve and increase their productivity and enhance the quality of their services, which in turn increases their competitiveness in the market. Training also contributes to raising the morale of individuals and making them feel a sense of belonging, which reduces employee turnover and increases their loyalty. Therefore, training is central to building a strong workforce capable of achieving the strategic objectives of the institution.

Keywords: human resources; human resources management; training; human resources training; economic institution.

المخلص

يعتبر تدريب الموارد البشرية استثماراً مهماً، ذو تأثير مباشر في تطوير أداء الأفراد وتعزيز كفاءتهم، كما أنه يسمح بتزويدهم بمختلف المعارف والمهارات اللازمة لمواكبة التغيرات التكنولوجية والاقتصادية التي ما فتئت تتسارع في عصرنا الراهن.

من خلال التدريب المستمر، يمكن للمؤسسات تحسين وزيادة إنتاجيتها وكذا الرفع من جودة خدماتها المقدمة من ناحية أخرى، مما يؤدي بالضرورة إلى زيادة تنافسيتها في السوق. كما يساهم التدريب في رفع الروح المعنوية للأفراد وجعلهم يشعرون بالانتماء، مما يقلل من معدلات دوران العمالة ويزيد من ولائهم. وعليه، يمثل التدريب محور عملية بناء قوى عاملة قوية وقادرة على تحقيق الأهداف الاستراتيجية للمؤسسة.

* Corresponding author MOUSSAOUI Hadjer Email : hadjerali88@gmail.com

الكلمات المفتاحية: موارد بشرية؛ إدارة الموارد البشرية؛ تدريب؛ تدريب الموارد البشرية؛ مؤسسة اقتصادية.

Article

The most important feature of the contemporary business world is the rapid transformation and change in the business environment, which has become the hallmark of this world, and the resulting fierce competition between institutions to gain competitive advantages. increased rates of innovation and technological change, and the achievement of high levels of performance. This has placed these institutions in a difficult position, where normal performance is not enough to cope with these rapid changes and transformations, but rather requires them to raise their performance to high and effective levels to ensure its sustainability.

In light of these changes, the effectiveness of economic institutions no longer depends solely on their material, financial, human and institutional capabilities and resources. Rather, performance effectiveness is primarily determined by the ability of institutions to maximize the use of various resources and capabilities in general, and their human resources in particular. The true value of an economic institution lies in the value of its human resources, their individual and collective competencies as intellectual capital, and their ability to use the knowledge inherent in it and transform it into applications that achieve outstanding and sustainable performance.

Given the cognitive and scientific changes and developments taking place in our world today, economic institutions have been assigned new duties and responsibilities with regard to human resources, from training and motivation to equipping them with the necessary skills and knowledge and encouraging them to make greater efforts to improve and develop their performance. This contributes to enhancing the sustainable performance of economic institutions and their development and growth by developing and nurturing their human resources.

Accordingly, human resources have become one of the most important factors in the competitiveness and efficiency of economic institutions, giving them a strategic dimension in their leadership, which has transformed the function of human resources from its traditional framework to a strategic role. The traditional role of human resources is no longer sufficient to achieve excellence and enhance the performance of economic institutions. Therefore, it has become imperative for the latter to manage their human resources from a strategic perspective, as they are responsible for transforming the material inputs within the institution into goods and services. This requires human resources to be more skilled, efficient, knowledgeable, and able to control the quality of those competencies and use their inherent knowledge, as the performance of the economic institution depends on them.

The input of training and development of human resources is considered one of the fundamental aspects of our time due to its direct link to performance and productive efficiency. and has become a top priority for many institutions as one of the important means of achieving productive efficiency and high and sustainable performance levels. This approach aims to equip human resources with the necessary skills and knowledge

and encourage them to make greater efforts to achieve high, positive, distinctive, and advanced performance.

Based on the above, the problem is reflected in the following main question: What is the role of human resource training in developing individuals and enhancing the performance of economic institutions?

1. The concept of human resources:

The concept of human resources varies depending on the context in which it is used. Looking back at the 18th century, specifically during the Industrial Revolution in Europe, human resources refers to the emergence of the concept of human resources, which was addressed by Robert Owen, who at the time aimed to improve the conditions of employees and workers, as well as preserve their rights.

He allowed them to express their opinions and abolished arbitrary dismissal decisions, all of which led to greater trust and loyalty between workers and establishments. This had a positive impact on productivity and improved working conditions, with resources serving to protect workers' rights.

As for the business world, especially in the modern era, human resources refer to the department of an institution that is responsible for interviewing new employees, advertising vacancies, appointing and training employees, as well as monitoring their leave and other general employee matters. This shows that the concept differs depending on its origin and purpose.

1.1. History of human resource management

At the beginning of the era of economic prosperity, a body known as the Inspection Authority was formed in 1833. This was followed in 1878 by a series of laws limiting the number of weekly working hours for women and children, and the formation of trade unions, which in turn held conferences to discuss and negotiate their demands (Kadam, Luharia, Tivaskar, & Khatib, 2022)

It became necessary to involve women in the workforce during World War I, and there was no longer any escape from the solution centered on the better use of human resources. Some entirely new jobs emerged, such as the maintenance of explosives factories, and the army began to focus on the capabilities of its recruits. This was accompanied by the emergence of the National Institute of Psychologists to determine the necessary tests, the correct selection methods, and subsequent training methods for acceptance. The Second World War also affected the methods of selecting, dealing with, and training recruits, which meant that it was important to create a special department for their affairs. (Kadam, Luharia, Tivaskar, & Khatib, 2022)

In addition, understanding the workforce during the war years cannot be overlooked, as it opened bridges of negotiation between personnel departments, trade unions, and employers to discuss collective labor issues and demands. In 1970, another set of labor-related legislation emerged, and the term "specialized advisor" was coined to refer to someone who follows up on industrial affairs without violations. In the 1990s, labor flexibility increased and began to take a non-traditional approach to working hours and contracts. It became possible to carry out recruitment steps electronically from a

distance, and employees could work from home at any time. (Kadam, Luharia, Tivaskar, & Khatib, 2022)

It can be concluded that many economic and social changes have influenced the development of the concept of human resources over time. including the emergence of trade unions and labor and employment legislation. World wars also played a major role in shaping and developing this concept, especially with the need for highly competent military personnel, alongside the inability to neglect the economic aspect.

1.2 Definition of human resources

Human resources can be broadly defined as any person who plays even a minor role in an organization and contributes through their personal skills to the success of its operations in their position, regardless of the nature of their contract with the organization. Human resources are one of the most important pillars of an institution, followed by capital, equipment and other resources, and are the resource that requires the most attention, institution and continuous incentives. The person responsible for this department must have personal qualities that help them deal with others and even with their differences (McDonald & Hite, 2023)

The term "human resources" first appeared in the book *Distribution of Wealth* by American economist John Commons, and interest in it began in practice with the creation of a special department in companies and labor markets in the 19th century. This department is responsible for dealing directly with job applicants, classifying them according to competence and merit, then accepting and training the most deserving to take up their positions within the institution. The need for this department in institutions increased in line with their constant need for competent employees (Memon, et al., 2022). The human resources department is one of the most vital departments in an institution, and the most focused on relationships based on institution and encouragement, in addition to evaluation.

1.3 Responsibilities of the human resources department

The responsibilities and functions of human resources departments include the following:

- Managing the selection process for new employees and determining the criteria for promotions and career advancement;
- Monitoring and developing employee performance to determine their efficiency and the company's need for them;
- Developing and improving policies and legislation relating to personnel matters;
- Focusing on training, educating, mentoring and guiding company employees and new recruits, honing their skills and linking them to better job positions;
- Implementing penalties as disciplinary measures with corrective guidance;
- Direct responsibility for work-related injuries within the company;
- Resolving disputes between employees themselves, or disputes between employees and their managers;
- Addressing employees' personal demands, such as wages, training, education, development, and retirement;

- Managing the process of suspending an employee from work through comprehensive legal procedures, ensuring that the employee does not have access to any of the company's resources after the procedures have been completed;
- Improving the work environment through encouragement and moral motivation, with the necessity of material rewards;
- Determining the uniform for employees, if any;
- Determining employee vacation times;
- Paying attention to ethics and values and ensuring that employees adhere to them;
- Adhere to specific policies for internet use.

Despite significant developments in the field of machinery, human resources remain a fundamental and important pillar in work environments. The recruitment process, for example, is carried out according to a plan that includes the following stages:

- Having a recruitment plan to determine the number of employees needed by the institution;
- Supporting multiculturalism in the institution;
- Hiring the right person for the right position;
- Conducting job interviews and negotiating wages, then training and following up with new employees.

The human resources management function focuses on selecting the workforce in institutions and conducting personal interviews to differentiate between applicants for different jobs. It also deals with training individuals who have qualified for the job, as well as training current employees to reach their maximum potential in order to achieve the interests of the institution and increase its productivity, in addition to taking care of their affairs and demands and solving the problems they face in the work environment.

1.4 Human Resource Management Objectives

Human resource management works to achieve better productivity and organize the infrastructure of institutions. Human resources also aim to achieve all of the following:

- Contribute to the achievement of the institution's objectives;
- Optimize the use of human resources and develop them as necessary;
- Meeting the needs of individuals working in the institution;
- Maintaining the morale of individuals and making them feel secure and stable in their institution;
- Training individuals, developing their capabilities, and supporting them to achieve what meets the needs of the institution;
- Ensuring teamwork and building a spirit of cooperation among individuals.

1.5 Fundamentals of human resource management

Human resource management is based on a number of fundamentals and pillars, including the following:

- Recruitment and selection;
- Individual performance management;
- Learning and development;
- Successful planning;
- Incentives and compensation;

- Human resource information systems;
- Human resource data analysis.

1.6 Characteristics and tasks of human resource management

Human resource management tasks are summarized in a list organized by each institution based on the nature of the work that the manager intends to assign to this department, the most prominent of which are: recruitment, monitoring work policies, as well as paying salaries and bonuses, training and development, and other tasks.

The success of an institution is measured by the efficiency of its human resources department, as this department is primarily responsible for recruitment, selecting the talent that will join the institution, and making some crucial decisions for the institution. Many of the tasks necessary to meet the needs of the business are the responsibility of the human resources department, which requires the establishment of clear guidelines that clearly define the tasks of this department.

Human resources are characterized by a number of features, the most important of which are: (Adero & Odiyo, 2020)

- **Combining art and science:** Management requires artistry to implement it in new and innovative ways, and some of its fundamentals are so strict that they require study and care to be applied correctly.
- **Prevalence:** Human resource management tasks are prevalent across different departments in all companies, regardless of category and level.
- **Continuous process:** It consists of a number of interrelated functions that do not end with the recruitment of individuals but extend to development, evaluation and assessment.
- **Service function:** Human resource management focuses on employee services and the nature of their work, not on profits.
- **Regulatory basis:** Human resource management must comply with laws and human rights, such as equal opportunity.

1.7 Human resource development

Human resources are developed through:

- **Building a professional development plan:** The professional development plan aims to document goals and competencies, in addition to developing the skills required for the employee to perform their job and maintain continuous career development at work. This plan is prepared by the manager supervising the employees to document and develop all the required competencies.
- **Reward program development:** There are many ways to motivate individuals to work. Punishment may be one of them, but the best way is to motivate them by offering rewards, as this helps to keep them happy and motivates them to do more good work. Attention must also be paid to the health and well-being of employees as a priority for the institution, as well as identifying the needs of each employee and offering rewards based on that. For example, tickets to the cinema could be purchased, membership to a fitness club could be offered, lunch could be provided, or all employees could be taken on an organized trip.

- **Linking human resources goals with business goals:** Human resources goals must be aligned with future business plans and goals in order to create a positive work environment. This can be done by starting with an analysis of the business plan and setting long- and short-term goals.
- **Improving individuals' personal aspects:** There are many modern tools available that enable managers to take measures that help create experiences that improve the work atmosphere, which leads to increased employee efficiency. For example, some electronic platforms can be used to provide useful health advice to individuals, allowing them to choose from a variety of health benefits. (Roccas, Sagiv, Oppenheim, Elster, & Gal, 2014)
- **Use of electronic program:** The use of human resources programs can help reduce a lot of paperwork and complete it without errors and in less time. Some programs are designed for small and medium-sized companies, helping to save a lot of time and hard work and save money by using spreadsheets.

2. The concept of training

2.1 Definition of training.

It is a process that aims primarily to acquire the experience and knowledge that a person needs, to obtain the information and data that they lack, the appropriate attitudes towards authority and work, the appropriate skills and behavioral patterns, in addition to the necessary habits required to increase their performance efficiency, training can be described as a continuous and regular process throughout an individual's life, primarily aimed at stimulating their abilities to achieve a high level of professional growth and performance by equipping them with the skills and information relevant to their field of specialization or work.

Training is a planned activity that includes a number of systematic steps, which mainly aim to achieve goals and objectives by mobilizing valuable efforts and developing and improving the cognitive, scientific, informational, and thinking methods of the trainee or group of trainees. On the other hand, it seeks to bring about positive behavioral change in various skills and abilities, develop performance, and thus bring about positive change in the work mechanism by changing its general directions and all behavioral patterns.

2.2 The importance of training

Any institution seeking to develop the skills of its employees and make them highly competent, effective and productive needs a human resources department that is characterized by accuracy and high efficiency. This department gives employees a high degree of job security by doing what is necessary to retain the workforce for a long period of time, using various methods that give employees a sense of security, loyalty and belonging to the institution.

Therefore, the importance of training can be summarized as follows:

- **Reducing errors:** One of the most important things an organization can gain from training its human resources is fewer errors. Errors occur frequently if human resources lack the skills and abilities required to perform the work assigned to them. However, if human resources receive adequate and required training, they

will make fewer mistakes and become more skilled and efficient in their work, as well as more qualified than others for promotion.

- **Increased productivity:** Training human resources is very important in increasing productivity and improving their level of efficiency, as they will be able to improve their performance in terms of both quantity and quality of output, in addition to acquiring the skill of investing time, money and resources wisely. This can only be achieved if human resources are trained in the required and correct manner.
- **Retaining human resources:** Some of the reasons that may lead to employees leaving their jobs include hatred of their manager, fear of lack of career development and proper guidance, lack of proper training, or failure to acquire additional knowledge or skills in their field of work. Training helps address all these issues and retain human resources in the institution, preventing them from leaving. Training individuals in certain areas related to their work, such as finance, interviewing techniques, and other matters, will boost their morale and enhance the efficiency of the institution they work for.
- **Addressing weaknesses:** Human resource training programs in the institution aim to enable individuals to strengthen the skills they need to improve. Some individuals have shortcomings and weaknesses in their work, which are developed through training with the aim of raising their level and providing them with the necessary expertise, enabling them to perform their work and assigned tasks to the fullest without the need for assistance or supervision from others. (Rodriguez & Walters, 2017)
- **Improving performance:** Continuous training leads to improved individual performance, as the individual becomes aware of the procedures and practices necessary for basic tasks. Through training, they understand their duties and the functions assigned to them, resulting in increased confidence, which is a key motivator for excellence in performance and the search for innovative ideas that contribute to the success of the institution.
- **Achieving consistency:** Through training and development, individuals acquire sufficient knowledge of the institution aspirations, the products and services it offers, and the processes, policies and procedures it follows. Continuous training also includes providing important information for the success of the institution, as achieving consistency affects the value that any institution seeks to provide to its customers and enhances its chances of long-term success.

2.3 Training objectives

The most important training objectives include the following:

- Developing trainees' reflective thinking skills and abilities, in addition to developing their research capabilities;
- Creating a second qualified group that can be given more responsibility to replace leaders who move to other positions or retire, or to rely on them in the process of delegating authority;

- Contributing to restoring numerical and qualitative balance to the employment structure. If there is an increase in the employment rate in a particular sector or specialization, transformative training can be used to equip and qualify them for other specializations that fill the gap;
- Developing and raising trainees' awareness of the various developments and modern trends on which the institution was built and is based;
- Introduce trainees to their diverse and varied roles, and equip them with the skills and knowledge that enable them to perform those roles efficiently and effectively.
- Raise trainees' awareness of the need and necessity to accept and prepare for change.

2.4 Training evaluation stages

Kirk Patrick's classification is one of the most widely used methods for evaluating the effectiveness of corporate training programs. The framework provides a comprehensive four-level strategy for evaluating the effectiveness of a training course or program:

- **Measuring the response of training participants:** This level measures how participants respond to the training provided to them. To determine whether the conditions for learning are in place, the trainer can ask participants to complete a short survey or feedback forms and measure their reactions to the training. (Sitzmann & Weinhardt, 2019)
- **Learning:** In the second stage, the idea is to understand what participants have learned from the training. In most cases, practical tests or short tests are used before and after the training to assess this.
- **Behavior:** This is the stage that occurs after a period of training, where the trainer attempts to assess whether participants have actually put what they have learned into practice in their job roles. This can be done either by asking participants to complete self-assessments or by asking their supervisors to formally evaluate them.
- **Results:** In the final stage, the trainer needs to assess whether the training has met stakeholder expectations by determining the return on expectations, also known as ROE.

2.5 Types of training

2.5.1 Practical or technical training: This type of training involves developing technical skills and abilities that are closely related to the practical or applied aspects of the job, those related to how the job is performed. Examples include skills related to calculating financial budgets or calculating employee salaries in a particular institution.

2.5.2 Behavioral training: This involves deliberately changing behavioral patterns. Examples include training related to ways of dealing with others, understanding personalities, and increasing awareness of the importance of adhering to core values and the extent to which this affects the working environment among individuals.

3.5.2 Field training : This is a practical activity carried out within the framework of an organized plan over a period of time, in which the trainee receives practical, realistic

training, applying all the theoretical aspects they have studied, with the aim of improving the learning process and raising the level of expertise.

Field training uses a set of training methods that contribute to achieving the training objectives, including:

- **Lectures:** These are the theoretical aspect on which field training relies. The concept of lectures is usually associated with university education. as a means of explaining the prescribed training material and for the training supervisor to meet with the trainees in order to follow up on the progress of the field training, review the most important results achieved, and answer the trainees' questions and inquiries.
- **Seminars:** These are usually held after the completion of field training and aim to present the stages taken by the team of trainees during their work on the project or training-related activity. The supervisor and participating members present all the results achieved to the audience and evaluate the success of the field training.
- **Case studies:** This training method is usually used in medical and social fields, which rely on the intensive study of a particular case.
- **Notes:** This training method relies on accurate observation, follow-up, and the use of a pen, paper, notebook, or any other writing tool to document all events, situations, or explanations provided by the supervisor or the field training environment, so that the trainee can refer back to these notes whenever needed to help them understand the theoretical and practical aspects involved.

2.6 Strategies that can be followed in training

Strategies for successful training in the institution can be followed, including:

- Present behavioral models to improve work: Individuals can present new models or activities in their institution to encourage cooperation and participation.
- Share company goals with employees: Spending time with employees helps managers review and evaluate company goals by deepening their understanding of the reasons and objectives behind activities and the rules followed, as well as motivating them to work and succeed, and showing the company's appreciation for its employees and respect for their opinions.
- Define the goals of each team within the institution: The manager must clearly define the goals of each team within the institution, avoid general goals, and set measurable goals with deadlines for each task, so that employees know what goals they must achieve from the start of the project.
- Define the goals and tasks of each team member: Distributing tasks to each team member helps reduce competitiveness within the team, thereby increasing each member's awareness of their responsibilities towards their tasks. This method also helps the manager evaluate each member and hold them accountable for their tasks individually.
- Encourage creativity: Employees collaborating with each other and expressing their views helps motivate them to be creative, find innovative and unconventional solutions, and come up with more effective and efficient ideas that help the institution progress and succeed.

- Identify projects that require analysis and critical thinking's should identify projects that need analysis and ask a group of team members to collaborate on analyzing them and finding various ways and strategies to address them. Collaboration among a number of individuals helps them share multiple perspectives and discover various information related to the project, which contributes to the creation of many possible solutions.
- Create diverse skill sets: Ensure that groups are created that are comprehensive of all the institution's criteria, so that they can contribute diverse ideas and different perspectives to come up with new ways to help the company move forward.
- Use technology: Technology can be used to connect employees with each other, enabling them to message each other, submit their ideas, and share their opinions. It can also be used to help employees collaborate on document management, creation, and storage, as well as track project tasks and their completion.

Conclusion:

After reviewing various aspects of the training topic, it became clear to us that leading economic institutions care about their human resources and strive to invest in them, as they have realized that human resources are the appropriate means to achieve the goals of survival, profitability, growth and continuity.

The economic environment is undergoing changes, transformations and developments in several areas, which has placed these institutions in a position where normal performance is not enough to cope with the effects of these changes. Rather, they need to work on enhancing and sustaining their performance to ensure survival and achieve their goals.

In light of this situation, training is considered one of the approaches that work to enhance the sustainable performance of economic institutions, given that training is the best means of preparing, developing and nurturing human resources and equipping them with new knowledge and skills that help them improve and develop their performance, which contributes to enhancing the sustainable performance of the economic institution.

Training plays an important and pivotal role in the life of the worker, as it guides their behavior and determines their direction. Considering that training is one of the main drivers of work, production and mastery of work, it also contributes to increasing worker efficiency and enhances the sustainable performance of the economic institution. Therefore, training is one of the modern approaches that work to enhance the performance and sustainability of the economic institution.

Accordingly, it can be said that training is a process that aims to improve the performance of human resources and increase the productive efficiency of the institution by bringing about changes in individuals and groups through the acquisition of information, knowledge, skills and experience related to work. For training to be successful, it must go through the stages of identifying training needs, organizing and following up on the training program, determining the appropriate place and time to

implement the program, designing the appropriate program, selecting the best method, and evaluating the training.

The references

Bibliographie

- Adero, F., & Odiyo, W. (2020). Employee Characteristics, Contemporary Human Resource Management. *International Journal of Business Management, Entrepreneurship and Innovation*, 2, 1-18.
- Kadam, S., Luharia, A., Tivaskar, S., & Khatib, M. (2022). Evolution of Human Resource Management. *Journal of Pharmaceutical Negative Results*, 13, 781-800.
- McDonald, K., & Hite, L. (2023). *Career development: A human resource development perspective*. New York: Routledge.
- Memon, K., Ghani, B., Hyder, S., Han, H., Zada, M., Ariza-Montes, A., & Arraño-Muñoz, M. (2022). Management of knowledge and competence through human resource information system. *Frontiers in Psychology*, 13, 944276.
- Roccas, S., Sagiv, L., Oppenheim, S., Elster, A., & Gal, A. (2014). Integrating content and structure aspects of the self: Traits, values, and self-improvement. *Journal of personality*, 82(2), 144-157.
- Rodriguez, J., & Walters, K. (2017). The importance of training and development in employee performance and evaluation. *World wide journal of multidisciplinary research and development*, 3(10), 206-212.
- Sitzmann, T., & Weinhardt, J. (2019). pproaching evaluation from a multilevel perspective: A comprehensive analysis of the indicators of training effectiveness. *Human Resource Management Review*, 29(2), 253--269.