

THE REALITY OF HUMAN RESOURCES MANAGEMENT IN ALGERIAN PUBLIC ESTABLISHMENT

Case study: National Agency for Dams and Transfers (ANBT)

واقع تسيير الموارد البشرية في المؤسسة العمومية الجزائرية

دراسة حالة: الوكالة الوطنية لتسيير السدود و التحويلات (ANBT)

Doc. FERRAT Isma

University of BLIDA 2.

Received: 19/02/2020 Accepted:30/11/2020 publication :30/11/2020

Abstract: This study aims to analyze the reality of the management of human resources in the Algerian public establishment by the case study of the National Agency for Dams and Major Transfers. It highlights the various developments in the management of human resources in the ten recent years (2009-2019) along with a diagnosis of the most important deficiencies and the suggestion of solutions that would improve the management of human resources, given the great role that this resource plays in achieving its strategic goals. The study has concluded that the function of attracting and training, and the system of wages and salaries constitute the basic functions of managing human resources in these establishments. They represent the strong points, but both functions of evaluating human resources and managing the professional career must be developed. There are also external factors that affected directly the management of human resources in these establishments.

Key words: human resources management, public establishment, Algerian establishment, the National Agency for Dams and transfers.

Résumé : Cette étude vise à analyser la réalité de la gestion des ressources humaines dans l'établissement public algérien, à travers une étude de cas de l'Agence Nationale des Barrages et des Transferts, tout en mettant en exergue les différents développements qu'a connus la gestion des ressources humaines, au cours des dix dernières années (2009-2019), et en effectuant un diagnostic des insuffisances les plus importantes, puis la suggestion de solutions qui peuvent améliorer la gestion des ressources humaines, étant donné le rôle important que joue cette ressource dans l'atteinte de ses objectifs stratégiques. L'étude a conclu que la fonction de recrutement et de formation et le système des salaires et traitements constituent les fonctions principales de la gestion des ressources humaines dans ces établissements. Les dites fonctions représentent les points forts, alors que les deux fonctions d'évaluation des ressources humaines et de gestion de la carrière professionnelle doivent être développées. Il existe également des facteurs externes qui ont directement affecté la gestion des ressources humaines dans ces établissements.

Mots clés : gestion des ressources humaines, établissement public, établissement algérien, Agence Nationale des Barrages et des Transferts.

ملخص: تهدف هذه الدراسة لتحليل واقع تسيير الموارد البشرية في المؤسسة العمومية الجزائرية مع دراسة حالة الوكالة الوطنية لتسيير السدود و التحويلات الكبرى و ذلك من خلال تسليط الضوء على مختلف التطورات التي شهدتها تسيير الموارد البشرية في العشر السنوات الأخيرة (2009-2019) مع تشخيص لأهم النقص و اقتراح حلول من شأنها تحسين تسيير الموارد البشرية نظراً للدور الكبير الذي يلعبه هذا المورد في تحقيق أهدافها

الاستراتيجية و قد خلصت الدراسة الى أن وظيفة الاستقطاب و التكوين و نظام الأجور و الرواتب تشكل الوظائف الأساسية لتسيير الموارد البشرية في هذه المؤسسة فهي تمثل نقاط القوة الا أنه يجب تطوير وظيفتي تقييم الموارد البشرية و تسيير المسار المهني كما أن هناك عوامل خارجية أثرت بطريقة مباشرة في تسيير الموارد البشرية في هذه المؤسسة.

الكلمات المفتاح: تسيير الموارد البشرية، المؤسسة العمومية، المؤسسة الجزائرية، الوكالة الوطنية لتسيير السدود.

I- Introduction:

The management of human resources is considered one of the most important administrations that the establishment is interested in, especially the public ones as they care about an important resource, which is the human resource. The success of the establishment is related to the extent of its ability to manage its human resources in order to achieve the underlined goals.

The Algerian public establishment has tried to give great importance to human resources, through undertaking and maintaining mechanisms and methods that would offer an obvious framework for the management of human resources in these establishments.

The National Agency for Dams and Transfers is a public establishment of an industrial and commercial nature and is affiliated to the Ministry of Water Resources, which occupies a large number of human resources in various groups. The agency has witnessed in the last ten years great transformations and changes in terms of human resources. This has pushed us to know the reality of the management of human resources in this establishment by raising the following research question:

- How is the management of human resources in the National Agency for Dams and Transfers in Algeria?

We have supported this research question by the following sub-questions:

- What are the main functions on which is based the administration of human resources of the National Agency for Dams?
- Are there external factors that affected the management of human resources of the National Agency for Dams?

To answer these questions, we have formulated the main hypothesis as follows:

- The management of human resources in the National Agency for Dams is based on a set of main functions.

- Sub-Hypothesis:

- Recruitment, training, wages and remunerations system are the main function of HRM.
- The external factors affect HRM in National Agency for dams.

- The importance of the study:

The study aims to clarify HRM in public establishment via studying the case of national agency of dams; and diagnose HRM by Extract strengths and weakness in order to find solutions.

-Methodology:

We use analytical descriptive method (Abdenmour Nouiri,2008,P42) were we used descriptive approach in determining the general frame of HR Management and analytical by extracting strengths and weakness using SWOT analyze.

- Place and time of study:

The study took place during the second semester of the year (2019) in national Agency for damns and transfers.

- Previous studies:

A study of Chenoufi Nouredinne, he has prepared a bond for the national institute for the formation of education users if Algerian education ministry in 2011.

Where the study concluded with the need to focus on promotion system and career management, evaluation system with focusing on legal aspect of the administrative and functional corner.

II- Theoretical framework for human resources management:

II.1.Human resources management between the traditional and the modern concept:

Human resources management is considered one of the most important administrative processes in the establishment, as it cares about the human component that carries out all its activities and projects. It plays an important role in achieving its goals. The management of human resources can be defined as the organizational process that cares about matters that have a relation with individuals and workers in the establishment, such as their selection, training, motivation and management of their professional career (Mohamed Houcine Ezaghibi.(2013.p56)

II.2.The management of individuals between the traditional and the modern concept:

We can distinguish between management of human resources and individuals by this schedule:

Table(1): The difference between management of human resources and management of Individuals.

Type of management	Management of individuals	Management of human resources
Period	Since Taylor's time	From the mid-1980s
Type of organization	Taylorian bureaucratic	Flexible type
Dominant type of management	Accounting and regulatory legal management : of status and contests	Social management : Negotiation with unions, culture of loyalty promotion
Notion of working individual	Utilitarian : Substitutable labor	Humanist

The Source: Dretrich A., Pigeyre F., 2005, Management of human resources, Paris
Discovery, Coll, Repères Institute.p42

II.3.Evolution of the management of human resources in the Algerian public establishment:

The developing of the Algerian public establishment and the increase of its productivity largely depend on its human resources. The management of human resources should receive a great attention from the officials responsible of these establishments in Algeria. Most specialists in the field agree that the management of human resources in the Algerian public establishment is characterized by the following:

1 - There is a function for the staff that is confined only to the traditional concept of discipline, promotion and completion of tasks, and does not reach the concept of human resources management, in the modern concept, in terms of planning, monitoring, evaluating and amending. We do not find clear plans for the conduct of professional career (Kerouchi Mohamed Salah, Boucheriba Mohamed,2019,p9) motivating factors, modern tools for evaluation and amendment, or forecasting tools to avoid excess or shortage in filling vacancies.

2 – The function of the staff in Algeria is characterized by its central character and by reducing the margin of movement of local officials at all levels, as it is characterized by its holistic nature, that is applying the same legal rule to different groups (Dehame Mohamed,2014,p11).

3- The function of the staff in Algerian public establishment acquire its legitimacy by applying laws and regulations, regardless of the efficiency and effectiveness. We find that internal and external monitoring bodies are keen only to monitor the extent of the legitimacy of the decisions and are not concerned with the results.

4- A severe shortage of financial resources allocated to the normal management of human resources.

5- The professional career and promotion are often based on personal and regional relations. A competent employee who does not have a network of social relations within the administration becomes subject to marginalization and stagnation (Sekhri Mohamed, on line Algerian Encyclopedia of political studies, November 2019)

6- Central officials interfere extensively by the use of authority and state legitimacy to enforce non-negotiable decisions and orders at the lowest level, regardless of costs.

III- Management of human resources in the National Agency for Dams and Transfers (ANBT).

III.1. Definition of the National Agency for Dams and Transfers:

The National Agency is created upon the report of the Minister of Hydraulics, environment and forests, and several decrees and laws published in the period between 1983-1985.

A public establishment of an administrative and technical nature, enjoying the legal personality and financial independence, called the National Agency for Dams, has been created and placed under the tutelage of the Minister in charge of hydraulics.

On March, 23rd 2005 (Ministerial decree on Articles' amending of National Agency of Dams) A decree requiring the amendment of the articles of incorporation of the National Agency for Dams was published, in which it became a public establishment of an industrial and commercial nature, placed under the tutelage of the Minister in charge of water resources (1).

The agency mainly runs this strategic facility of Dams and transfers.

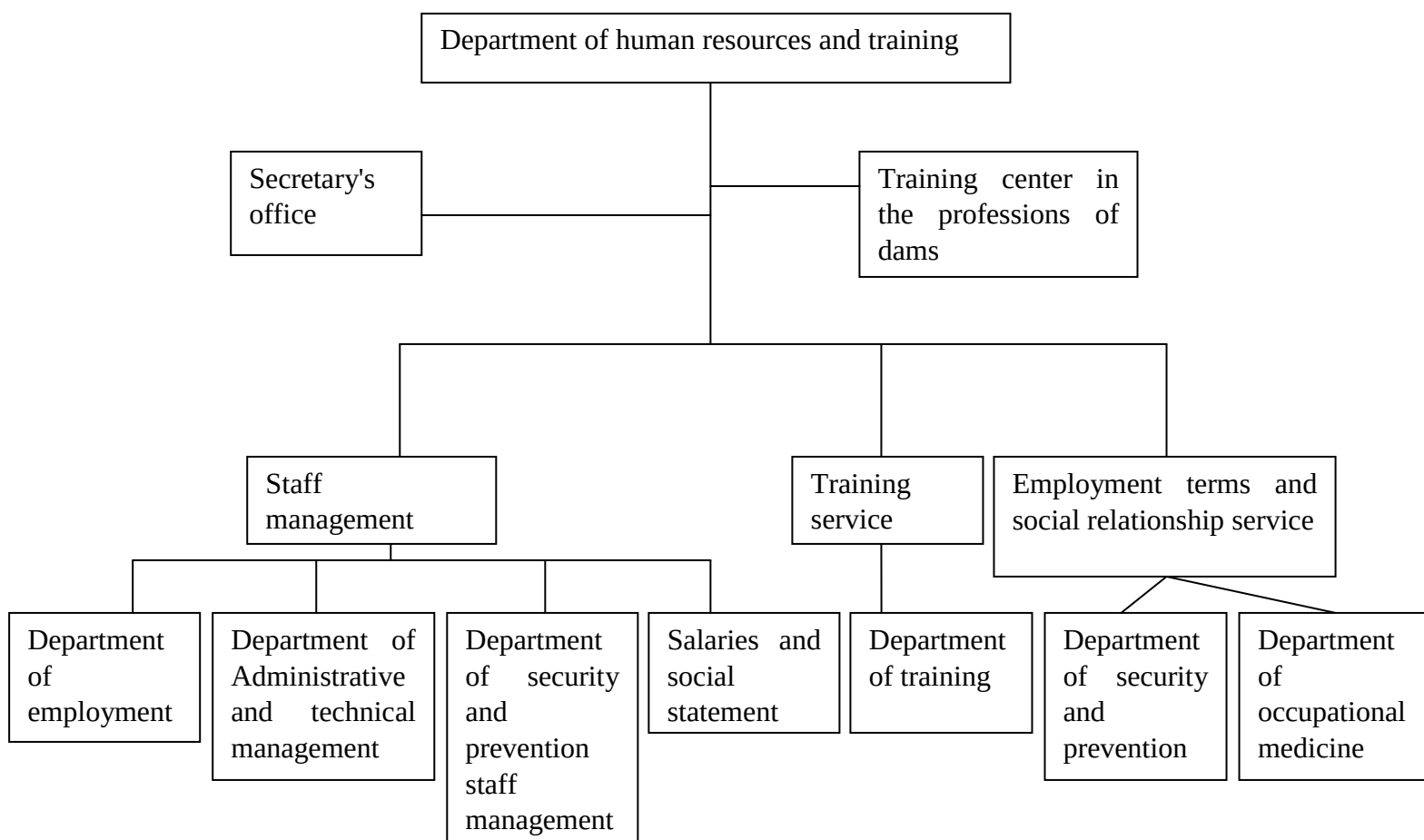
Some basic tasks of the agency are (Internal regulations of National Agency of Dam, September 2018)

- Mobilizing water by dams or transfers, and providing it to the establishment and the municipal agencies charged with its distribution, and ensuring taking in charge the activity of running and maintaining the exploited facilities.
- Monitoring the quality of water in the framework of the management of water resources.
- Carrying out all the interventions related to technical testing and monitoring, ensuring the maintenance of the dams, remove muds from them and repair them according to exploitation standards.
- Studying and developing systems for protecting and maintaining the exploited installations, and systems of intervention in it.

III.2.Managing human resources in the National Agency of Dams:

The management of human resources in this establishment can be identified and understood by describing and analyzing the organizational structure of the Directorate of Human Resources and Training, and identifying the various sections and departments affiliated to it as shown in the following figure:

Figure (1): Organizational structure of the Directorate of Human Resources and Training



The Source: Prepared by the researcher based on internal documents of the establishment.

Through the organizational structure of the Directorate of Human Resources and Training, we notice that the latter relies on the management of workers and training and the Department of Work Conditions and Labor Relations, since the Department of Workers Management takes care of everything related to defining, proposing and implementing the employment policy, rewarding employees, maintaining work contracts, making sure that legal or relative retirement files are prepared according to deadlines and ensuring the security and safety of workers.

III.2.1.Training:

By analyzing the organizational structure of human resources management in the National Agency for Dams, we notice that a training department has been allocated with the support of a training center in the technical field of Dams and Industrial apprenticeship in the professions of dams, which contributes greatly to the development of skills and competencies of implementation workers across all the dams of the country, and this is what we consider a strength for the National Agency for Dams in the field of Human resources management.

The Department of Work Conditions and Social Relations included a level of safety for the agency workers in order to implement the legal obligations set in Law (88-07 dated January 1988) and related to general hygiene, safety and occupational medicine.

III.2.2.Employment and placement:

A department has been devoted to planning the agency's human resource needs (both in quantity and quality) and determining the (current) vacancies and the expected ones because of (dismiss, transfer, promotions or vacations) as well as analyzing its human resource needs according to the establishment's strategy (expansion or contraction).

The agency relies mainly on internal sources to obtain human resources (according to a human resources' official in the agency. September 2019) through promotions, transfers or even recommendation of the following employees. Studies indicate that the workers employed according to this method enjoy loyalty and satisfaction more than those employed by other methods; the National Agency for Dams relies on external sources, like newspapers, the National Employment Agency or even schools and universities.

As shown in the present table.

Table 2: Distribution of staff by socio-professional category for the years 2010-2019

Social Group /year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Managerial staff	819	860	909	947	973	988	955	954	973	1083
Mastery staff	674	852	831	789	847	757	725	696	739	741
Executive staff	554	377	393	422	342	331	301	270	263	252
Total n.i. DSP	2047	2089	2133	2158	2162	2076	1981	1920	1975	2076
DSP (ANBT)	589	1189	4165	3976	4012	4062	3893	3914	3887	3746
Overall total	2636	3278	6298	6134	6174	6138	5874	5834	5862	5822

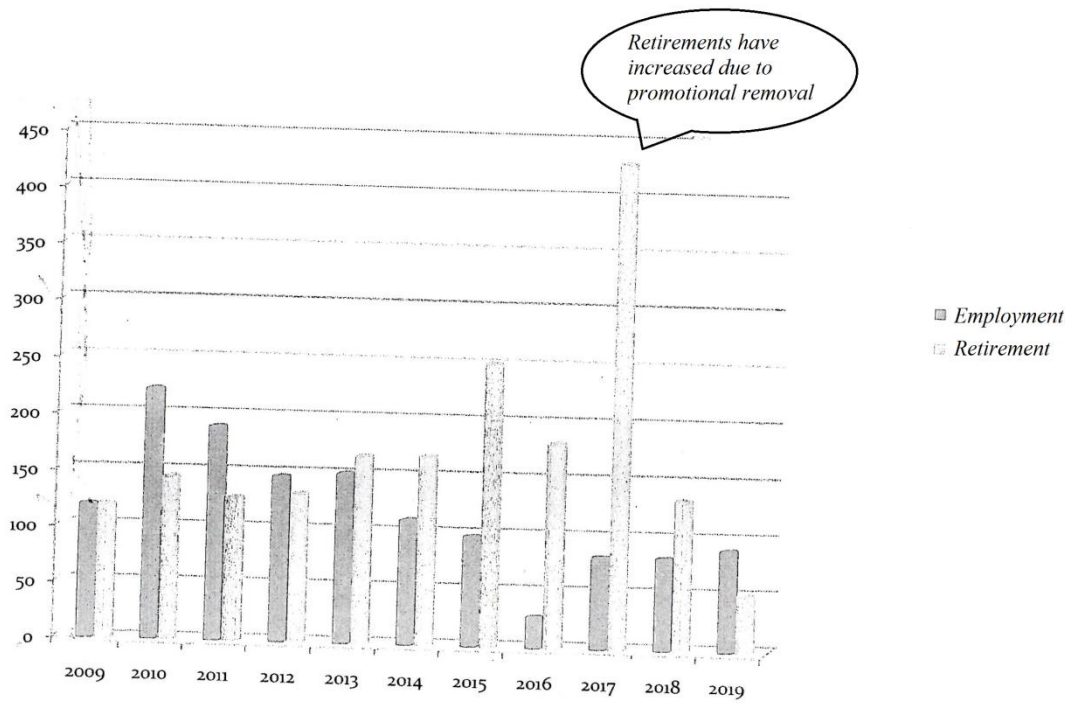
The source: internal documents of the human resources department of National Agency of Dams.

By analyzing the above schedule, we notice that the categories DSP* and DSP represent the largest number possible, as the first moved from 2047 in 2010 to 2076 in 2019 and the second from 529 to 3746. After the incorporation of this category, according to a ministerial decision, in the establishment, subject of this study sample, for social reasons (according to the interview we conducted in November 2019 with the agency's dams official).

Since this category was demanding to incorporate it in order to improve its salaries, as it was formerly affiliated to the Province's Directorate of Water Resources, this situation negatively affected the agency's payrolls (this is what we will address later) and reflected on the financial position of the establishment. This situation greatly contributed to reducing attracting of human resources necessary for the management of dams. As a result, some of the dams suffer from a shortage of competencies, especially with the exit of many competencies in 2017 in order to benefit from the relative retirement, which generated a severe shortage of human resources, especially in strategic facilities (dams and transfers).

As shown in the figure :

Figure (2): Employment development comparing with retirement



The source: Annual report of human resources department 2019

We notice a significant employment in the periods from 2010 to 2012, and this is due to the significant employment in the DSP category. We also notice a large exit of workers in 2017, around 250.

We explain this by the exit and retirement of a large category of workers who meet the conditions, and this in the purpose of benefiting from the relative retirement. As a result, the establishment has known a crisis and a lack of competencies; especially those specialized in the technical sector related to the management of dams, and due to the lack of financial resources. The establishment, subject of this study, was unable to compensate these resources and carry out large employment operations.

III-2-3 Salaries and remunerations system:

The salaries and remunerations system is mainly based on determining the rank, grade and basic salary as follows:

A. Ranking of jobs: The results of classification and ranking of jobs are distributed to 27 grades; each grade contains 20 branches. The appropriate basic salary for each job position is determined by the grade and branch to which it is affiliated.

B. Allowances, compensations and premiums related to salaries:

B.1. Allowances and compensations: as follows

Table (3): Allowances, compensations and premiums related to salaries

Transportation allowance	estimated at 1000 DZA monthly when the distance between the residence and the place of work is between 05 to 15 Km, and 1500 DZA monthly when it is more than 15 km.
Transfer allowance	the agency compensate the worker who is, for an indefinite period, transferred for an urgent need for all expenses resulting from this transfer.
Death allowance	when the worker dies because of his job, the beneficiaries are entitled to an allowance equal to 12 times his taxable salary.
Professional experience compensation	the professional experience compensation is equivalent to the salary of a worker in social activity and can reach a maximum of 3%.
Interim compensation	for every worker who has been formally appointed to a higher-level job position than the position he occupies.
Zone compensation	the worker is granted a zone allowance equivalent to the pressure of isolation.
Overtime compensation	for workers who are obliged to do exceptional job related to working time, because of the absolute need of service, within the limit of 20% of the legal period.
Sole salary compensation	granted to married worker whose spouse does not practice any remunerated activity: This allowance is called the sole salary estimated at 1200 DZD.
Supervision compensation	estimated at 1000 DZD per month, as a remuneration for those supervising the interns.

The source: Prepared by the researcher based on internal documents of the establishment.

C. Premiums: as follows

Table (4): different premiums granted to human resources

1. Responsibility allowance	this allowance is granted at 20% of the base salary for senior executives' positions who hold a position of responsibility.
2. Individual performance allowance	ranges from 0% to 10 % of the base salary of the worker and is awarded to each worker who has achieved the goals assigned to him.
3. Meal Bonus	the worker is paid 120 DZD per day, which is a bonus due during the month of Ramadan.
4. Cashier's Bonus	an amount of 600 DZD is granted to the cashier taking the responsibility of cash.
5. Risk premium	ranges from 20% to 30%.
6. Final accounting budget bonus	this bonus is granted for compulsory compensation and estimated at 3,000 DZD.
7. Inventory bonus	estimated at 3000 DZD.
8. Anti-fraud bonus	the anti-fraud bonus is established for each worker that reveals a fraud act related to the illegal pumping of water from dams.
9. Retirement premium	after 30 years of working in the sector, the retired worker benefits from 12 years.

The source: Prepared by the researcher based on internal documents of the Directorate of Human Resources (November 2019).

From these data, we notice that this establishment depends on allowances and bonuses to motivate workers when performing their tasks, but they remain weak. Therefore, they cannot constitute an effective source of motivation.

Table (5): Salary masse evolution (2009-2019)

Year	Amount	Remark
2009	787 969 115,05	New salaries EPIC
2010	1 100 794 434,49	New collective agreement
2011	1 613 047 439,60	
2012	4 267 000 000,00	Taking charge of DSP
2013	3 827 123 406,97	
2014	4 302 185 998,22	
2015	4 696 312 121,83	Integration of DSP in collective agreement
2016	4 211 305 941,20	
2017	4 539 049 157,04	Retirement premium
2018	4 758 906 176,61	

The source: Internal document of human Resources Direction(2019).

We notice the increase in the payroll for the year 2012, as it passed from 1.613.047.439,60 in 2011 to 4.267.000.000,00 in 2012. We explain this increase by merging the DSP category and its incorporation into the National Agency of Dams and transfer, which affected the payroll. We also notice another increase in the payroll from 2017 to 2018, which moved from 4.539.049.157.04 to 4.758.906.176,61 because of the bonuses and allowances of retirement in order to benefit from the relative retirement at the end of 2017 and the beginning of 2018.

At this stage also, the development of human resources in the National Agency of Dams was affected, where the decision to cancel the relative retirement prompted many workers to retire, which led to a shortage of competent workers in the agency.

IV- The results of the study:

The results of the study can be summarized as follows:

- The management of human resources in the National Agency of Dams is based on the basic functions of employment, training and the system of salaries and remunerations.
- Absence of a department or a unit managing the professional career or evaluating the workers, which may affect the motivation of workers in the establishment. As it is known in the management of human resources, the evaluation of human resources in order to offer opportunities for promotion and development, and then the success of the professional career of the employee in the establishment can give a strong incentive.
- The great influence of external factors on the management of human resources of the National Agency for Dams and transfers. The ministerial decision to incorporate the DSP category in 2012 led to a significant increase in the payroll, and an increase in the number of workers.

The revoking of the right to a relative retirement has prompted a large number of workers who meet the requirements (seniority and age) to leave for retirement. That has caused a shortage in executives and technical competencies qualified in dams and transfers and in its management; the majority of the retired workers are those enjoying a longue-experienced in this field.

V- Conclusion:

After studying the management of human resources in the Algerian public establishment “the National Agency for Dams and Transfers”, we have concluded the following:

- Employment, training, salaries and remunerations system are strengths in the management of human resources in the agency. The agency relies on these functions.
- Managing the human resources of the National Agency for Dams and Transfers gives great importance to the evaluation of workers and the management of the professional career, which constitutes weaknesses. The agency can remedy them by supporting them in order to motivate workers to obtain the best opportunities.
- There are external factors that significantly affect the import of human resources into the Algerian public establishment, such as changing laws and ministerial decisions. This constitutes a weakness for the management of human resources in these institutions.

To address these deficiencies, we suggest the following:

- Care about all functions of human resources managing, including the evaluation function and the management of the professional career. It is also important to involve workers in defining evaluation and management methods that would motivate them.
- Employment, inclusion or retiring must be for objective reasons, which are mainly the need or sufficiency in the human resource.
- Give the Directorate of Human Resources in the Algerian public establishment more authority, especially in the matters directly affecting the management of human resources in these institutions.

From this conclusion, new horizons of study may be open, including:

1. Ways to develop the management of human resources in the Algerian public establishment.
2. Mechanisms to strengthen the management of human resources in the Algerian public establishment.
3. Managing the human resources in the Algerian public establishment according to the logic of effective need.

VI- Bibliography:

1- Article:

- Kerouchi Mohamed Salah, Boucheriba Mohamed. (2019), what HRM for public function which modernize. Journal of financial accounting and managerial studies. Vol6.N2.P7-p23.

2- Book:

- Mohamed Houcine ezaghbi.(2013).HRM basics. Jordin. Noor Hocine company.

- Dietrich A, pigeyre F.(2005). HRM the discovery.Paris.Coll reperes.

- Abdenmour Nouri(2008). Pass my thesis methodological guide, 2nd edition, Algiers, without house publishing.

- Chenoufi Noureddine.(2011).HRM in public sector. Algiers. A special document for the specialized training at the ministry of education.

3- Reports:

- Ministerial degree amending the basic low of national dams agency (march 23th 2005).

- The internal low of national dam administration.(2018).

- Annual report of the HR Direction.(2019).

- Sekhri Mohamed. on line Algerian encyclopedia of political studies. Novembre.(2019).

4- Papers presented at conferences:

- Dehane Mohamed. Bouchriba Mohamed. (2014, April). HR Management in Algerian public function. International seminar, University of Constantine 2.