

Impact of training on employee performance of SNTF in Algeria
تأثير التدريب على أداء موظفي الشركة الوطنية للنقل بالسكك الحديدية في الجزائر

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Abstract:

This article explores the impact of professional training on employee performance at Algeria's National Railway Transport Company (SNTF). In response to modernization challenges, SNTF offers tailored training programs to develop technical, regulatory, and operational skills.

Employing an analytical approach with documentary research and interviews, the study assesses training policies, types of training, and their effect on service quality and employee efficiency.

Results indicate that SNTF's training initiatives effectively enhance individual and organizational performance, ensure safety, and facilitate adaptation to technological progress within the dynamic railway sector.

Keywords: Professional training, SNTF, Specialized skills, performance, Learning.

الملخص:

تتناول هذه المقالة أهمية التدريب المهني في تطوير أداء الموظفين بالشركة الوطنية للنقل بالسكك الحديدية (SNTF) في الجزائر. في ظل بيئة اقتصادية متغيرة وتحديات التحديث، تعتمد SNTF على برامج تدريب مخصصة لتعزيز المهارات التقنية والتنظيمية والتشغيلية للعاملين بها. يشمل التدريب أساليب متعددة مثل الدورات الصيفية، التدريب الميداني، والمحاكاة، مع التركيز على الامتثال للمعايير الوطنية والسلامة.

اتبعت الدراسة منهجاً تحليلياً يجمع بين البحث الوثائقي والمقابلات مع العاملين بالشركة، مما سمح بفهم دقيق لسياسات التدريب وأنواعها وتأثيرها على جودة الخدمة وكفاءة الموظفين.

تُظهر النتائج أن هذه المبادرات التدريبية تسهم بشكل فعال في رفع كفاءة الأفراد والمؤسسة، وتضمن التشغيل الآمن والمتطور للقطاع السككي الوطني.

الكلمات المفتاحية: تكوين، الشركة الوطنية للسكك الحديدية، مهارات متخصصة، أداء، تعلم.

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1. Introduction

In the face of an ever-evolving economic environment, companies must contend with fierce global competition summarized by even deregulation of major corporations worldwide. To maintain their existence and development, companies must adapt to these changes, keep pace with technological advancements, and effectively manage their resources. In this context, human resources play a key role as a development asset, requiring strategic management. To this end, companies invest in professional training to enhance employee performance, develop their skills, boost motivation and loyalty, and improve the quality of work performed. Training is considered an essential investment to maintain competitiveness and vitality in a company. It can take various forms, such as in-person training, online courses, workshops, seminars, and conferences, and can be tailored to the specific needs of each employee and the company (railways, 2017).

In Algeria, professional training plays a crucial role in the economy, facing major challenges related to the modernization of its industrial sector and the competitiveness of its companies. In this context, companies are constantly faced with the need to enhance the skills of their employees to adapt to technological, social, and economic market developments. Improving employee performance is a key objective for organizations, and training is often seen as an effective means to achieve this goal. In this article, we analyze the impact of training on improving employee performance within the National Railway Transportation Company (SNTF).

SNTF is a railway transportation company that plays a major role in the mobility of people and goods in Algeria. To remain competitive in the constantly evolving market, it is essential for SNTF to ensure that its employees possess the necessary skills and knowledge to address current and future challenges. It views training as a critical lever to complement its employees' skills and knowledge to achieve optimal performance levels. By investing in tailored training programs, SNTF aims to enhance the quality of services offered, strengthen operational efficiency, and ensure the safety of railway operations.

In this article, we will examine in detail the human capital of SNTF and its evolution over the past three years. Additionally, our analysis will focus on the training of SNTF employees according to their categories and types of training, the company's training plan for the year 2022, the training initiatives implemented to enhance the skills of agents, and ultimately, the

analysis of the impact of training on improving employee performance. To accomplish these objectives, a question arises: ***do SNTF members benefit from training? If so, how does this training influence their effectiveness?***

In this article, we have based our analysis on the following assumptions:

- **H01.** Learning theories impact employee performance at SNTF.
- **H02.** SNTF training initiatives improve employee performance.

In designing this article, we have adopted an analytical approach. This methodology allowed us to explore in detail the human capital within SNTF, analyze training-related data, and understand the company's training policy. To do this, we utilized two essential techniques. Firstly, documentary research facilitated the collection of valuable information for our study. Secondly, we conducted interviews to gain in-depth insight into the challenges faced by the SNTF training service. These interviews provided direct perspectives, enriching our overall understanding of the issues.

2-Training in literature

A literature review leads us to identify several definitions and theories on training. Most of these definitions help us understand that training is a set of planned learning activities aimed at acquiring knowledge and facilitating individuals' adaptation to their socio-professional environment. It contributes to employees' job satisfaction, their performance, as well as that of the company. Among these definitions is that of J.M. Peretti: "Training is considered as a set of actions, means, methods, and planned supports through which employees are encouraged to improve their knowledge, attitudes, and skills necessary both to achieve the organization's objectives and those that are personal to them, to adapt to the environment, and to accomplish their current and future tasks." (Peretti, 1998) Another definition, according to Meignant: Training is an "adjustment and adaptation factor, and training is also a social regulation factor as it can be one of the keys to reconciliation between the social and the economy, insofar as it contributes to providing employees with professional satisfaction and to improving the economic performance of the company" (Meignant, 1991).

2-1 - Theoretical framework of training

The theoretical framework of this article is based on key concepts such as social learning theory, organizational learning theory, and training

effectiveness theory. These theories emphasize the importance of training in improving employee performance by promoting the acquisition of new skills, organizational learning, pedagogical design, and effective learner engagement. By using these concepts as a foundation, we can deepen our analysis of the impact of training on improving employee performance and provide practical recommendations for organizations wishing to maximize the benefits of their training programs.

2-1-1 - Social learning theory

Bandura's social learning theory emphasizes the importance of observation and imitation processes in learning. According to this theory, employees can acquire new skills and improve their performance by observing and imitating the behaviors of others, particularly through training programs that include modeling of desired behaviors (Bandura, 1977).

2-1-2 - Organizational learning theory

The organizational learning theory suggests that organizations can improve their performance by fostering continuous learning among their members. Training is considered a key means to facilitate this learning by providing employees with the knowledge, skills, and tools necessary to perform their tasks more effectively (Argyris, C. Schon, D.A, 2002).

2-1-3 - Training effectiveness theory

The training effectiveness theory asserts that training has a positive impact on employee performance when designed to meet the specific needs of learners and organizations. This theory highlights the importance of pedagogical design, content relevance, and effective implementation of training programs to maximize benefits (Tannenbaum, S.I. Mathieu, J.E. Salas, E. Cannon-Bowers, J.A, 1991).

The theoretical framework relies on major concepts such as social learning, organizational learning, and training effectiveness. These theories illuminate the potential of training to enhance performance by promoting skill acquisition, organizational learning, and active learner engagement. The works of Bandura, organizational learning, and training effectiveness offer crucial perspectives for optimizing training programs, yielding tangible benefits for individuals and organizations (Kraiger, K. Ford, J.K. Salas, E., 1993).

2-2 - Employee training: objectives and limitations

Training is an important process for enhancing employees' skills, knowledge, and performance within a company. However, there are limitations to this process. The objectives of employee training are manifold: to improve the efficiency and effectiveness of workers, provide them with the necessary skills to perform their jobs effectively, enhance employee satisfaction, and reduce staff turnover. Training can also be used to improve workplace safety, ensure better regulatory compliance, or introduce new technologies or business practices (Guillemard, 2013).

However, employee training also presents certain limitations. Firstly, it may be challenging to measure the actual impact of training on employee performance and overall company profitability. Additionally, the cost of training can be high, especially if it needs to be provided to a large number of employees. Finally, employee training can take time and disrupt production, which may temporarily affect company outcomes. Despite these limitations, employee training remains an important investment for companies seeking to improve their long-term performance and maintain a work environment conducive to the growth and professional development of their employees (Roussel, P. LIRHE, 2000).

2-3 - The economic and social dimensions of training

Indeed, training has significant economic and social dimensions. Here are some key points to consider:

2-3-1-Economic dimension:

- *Investment:* Training allows individuals to acquire new skills and knowledge, which can increase their productivity and employability. Companies can also invest in training their employees to improve overall organizational performance.
- *Competitiveness:* A well-trained workforce can help companies remain competitive in the market by adapting to technological advancements and meeting changing customer needs.

2-3-2-Social dimension:

- *Equal opportunities:* Training can contribute to reducing inequalities by offering all individuals, regardless of their social background or economic status, the opportunity to acquire skills and develop professionally.

- *Social mobility*: By enhancing skills and qualifications, training can promote social mobility by enabling individuals to access better jobs and more advantageous career opportunities.

These economic and social dimensions of training may vary depending on the specific context, government policies, and the objectives of the stakeholders involved.

2-4 - Training in Algerian companies

Algeria, like many other countries, places great importance on training in the workplace. Vocational training is considered a crucial lever for the country's economic and social development.

In Algeria, companies have the responsibility to train their employees to enhance their skills and adapt them to the requirements of the labor market. Workplace training aims to improve technical knowledge, professional skills, and workers' abilities. The Algerian government also encourages workplace training by implementing policies and programs aimed at supporting companies in their training efforts. Public entities such as the National Agency for the Promotion and Development of Technological Parks (ANPT) and the National Agency for Youth Employment Support (ANSEJ) provide financial incentives and subsidies to encourage companies to invest in employee training.

Thus, workplace training in Algeria plays a crucial role in developing skills and qualified workforce. It is supported by the government and constitutes an essential investment for companies to remain competitive in both the national and international markets.

In the first part, we will attempt to shed light on the National Railway Transportation Company, to present and analyze the evolution of its human capital. In the second part, we will try to clarify the training policy projected by the SNTF and its contribution to employee expectations. Then, we will discuss the challenges to be met and the constraints that hinder the training process. Finally, we will propose a training approach in response to the advanced constraints.

3 - Analysis of SNTF's human capital

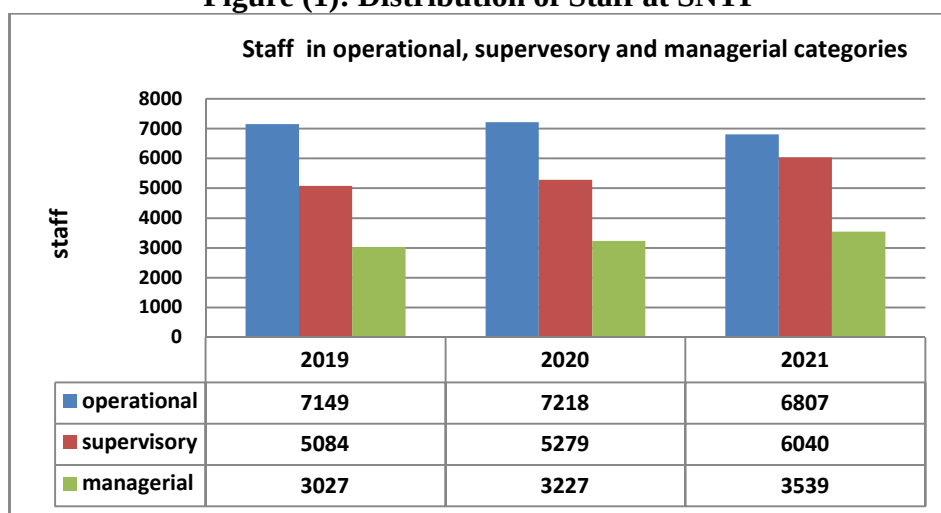
Analyzing human capital is essential for understanding and evaluating an organization's situation in terms of staff, payroll, age distribution, and seniority. In the case of the National Railway Transportation Company

(SNTF), a thorough analysis of these key aspects will provide a better understanding of the composition and dynamics of its human capital. By examining the total workforce, distribution by professional category, payroll, as well as age and seniority pyramid of employees, we will be able to extract valuable information about the structure and management of human resources within SNTF.

This analysis will provide a solid foundation for identifying the strengths and weaknesses of the organization in terms of human capital management and will enable the formulation of strategic recommendations aimed at optimizing performance and ensuring the sustainability of SNTF in an ever-evolving railway environment.

3-1- Workforce distribution: The workforce of the National Railway Transportation Company is divided into three categories of positions in the first graph: execution agents, supervisory agents, and executives.

Figure (1): Distribution of Staff at SNTF



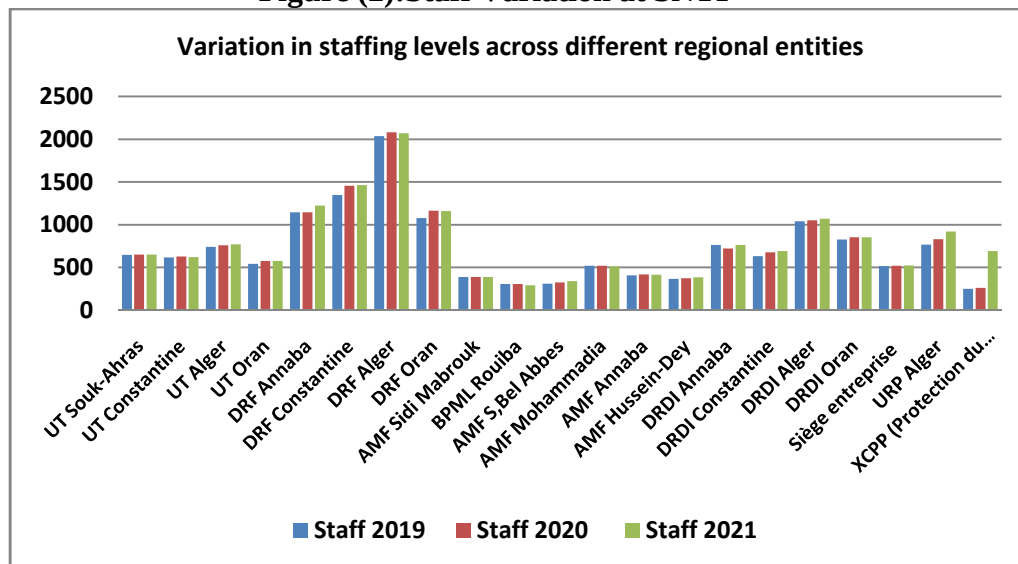
Source: Compiled by ourselves based on data from SNTF.

In this figure, three categories of positions in which the workforce of SNTF is distributed are distinguished; operational staff, supervisory staff, and managerial staff. By analyzing the evolution of these staff numbers by category over the three indicated years, we observe a considerable change in each category. This evolution can be explained by the arrival of new recruits resulting from annual recruitment operations, or by the conversion of former employees who have undergone training in fields other than their own, which enables them to be promoted and advance in their careers.

3-2 - Staff Variation

This analysis provides essential insight into understanding the personnel evolution, thereby enabling SNTF to adjust its human resources management strategies and long-term planning based on these changing dynamics.

Figure (2):Staff Variation at SNTF



Source: Compiled by ourselves based on data from SNTF.

Variation in staffing levels within the management entities between 2019 and 2021 shows different trends. Overall, the total number of employees increased from 15,260 in 2019 to 16,386 in 2021, representing an average increase of 32.69% compared to 2019. When examining individual management entities, some of them have experienced notable changes. The "UT Oran" and "DRDI Oran" entities saw significant increases in their staffing levels, with respective changes of 40.77% and 37.42% compared to 2019. This suggests a notable expansion of these entities during this period.

However, the "BPML Rouiba" entity experienced a decrease of 13.11% in its staffing levels, which may indicate organizational adjustments or specific factors related to this entity. It would be interesting to analyze the reasons for this decrease to better understand the context in which it occurred. These staffing variations highlight the dynamics specific to each

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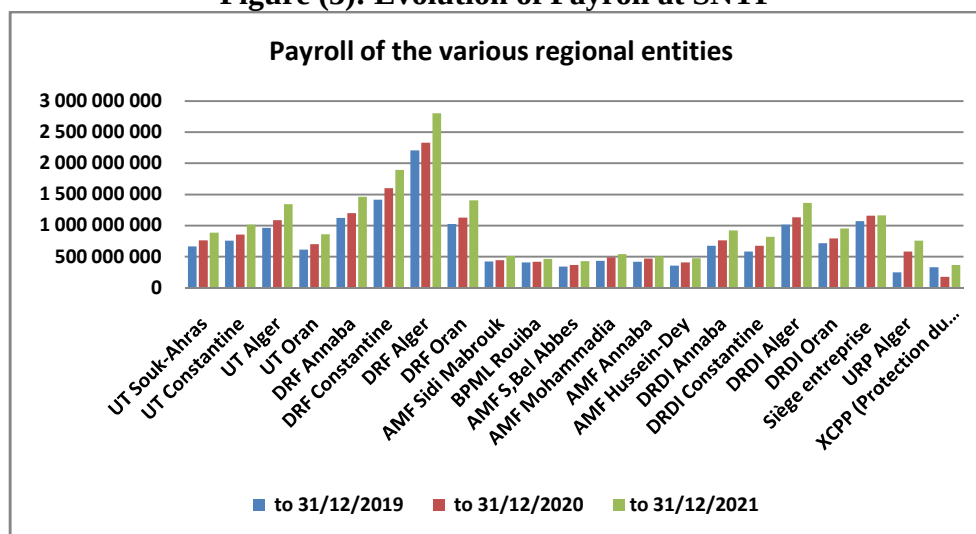
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management entity and emphasize the importance of considering entity-specific factors when analyzing overall trends. A more in-depth analysis of the reasons and consequences of these variations could provide valuable insights for human resources management and strategic planning within these entities.

3-3 - Payroll Analysis

Payroll Analysis of the payroll provides crucial insights for budget management, cost planning, and compensation strategy, thus helping SNTF ensure effective financial management while maintaining motivation and satisfaction among its staff.

Figure (3): Evolution of Payroll at SNTF



Source: Compiled by ourselves based on data from SNTF.

During the studied period, the total payroll for all management entities experienced a significant increase. Indeed, it rose from 15,767,585,338 in 2019 to 20,921,231,021 in 2021, representing an average increase of 32.69%. This increase in the payroll reflects the impact of salary policies and employment decisions made by these entities. Several factors may account for this increase. Firstly, the expansion of staff in certain entities, such as "UT Oran" and "DRDI Oran," which saw significant increases in their employees, contributed to the rise in the payroll. Additionally, it is possible that salary increases were granted to existing personnel, further contributing to the overall increase in the payroll.

3-4 - Evolution of Payroll Relative to Staffing

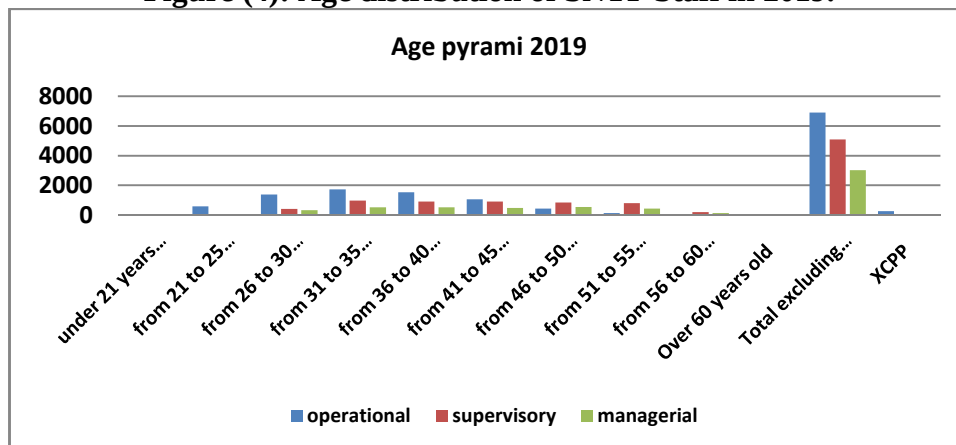
The evolution of payroll relative to staffing is a crucial aspect to consider in understanding salary dynamics within management entities. Several factors contribute to this evolution, including salary increases and new hires. Data analysis reveals a correlation between staffing growth and payroll growth. Generally, when management entities experienced an increase in staff, the payroll also increased consistently. This trend can be attributed to established salary policies, which include regular salary increments for existing personnel as well as competitive salaries for new hires.

Salary increases are often tied to factors such as individual performance, seniority, and skill level. Management entities may grant salary increases to reward and retain high-performing employees, thereby promoting merit-based salary progression. Concurrently, new hires also contribute to the increase in payroll, as new employees are typically compensated based on prevailing salary levels in the market. Hiring new talent may be necessary to meet the needs of the business and support its growth.

3-5 - Age pyramid

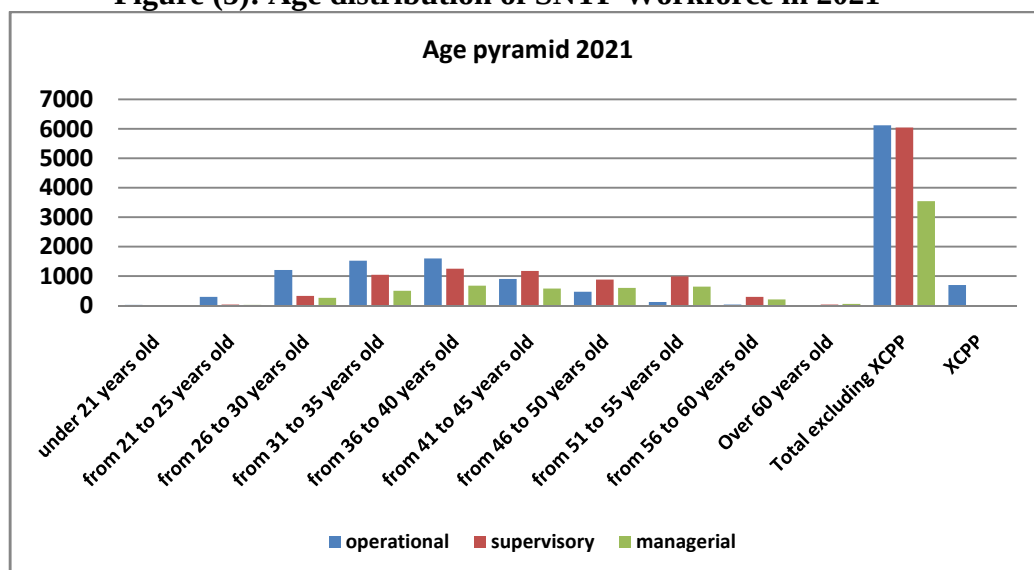
This analysis provides crucial insights for human resources strategic planning, enabling SNTF to better anticipate future challenges and capitalize on the diversity of experiences and perspectives within its team.

Figure (4): Age distribution of SNTF Staff in 2019.



Source: Compiled by ourselves based on data from SNTF.

Figure (5): Age distribution of SNTF Workforce in 2021



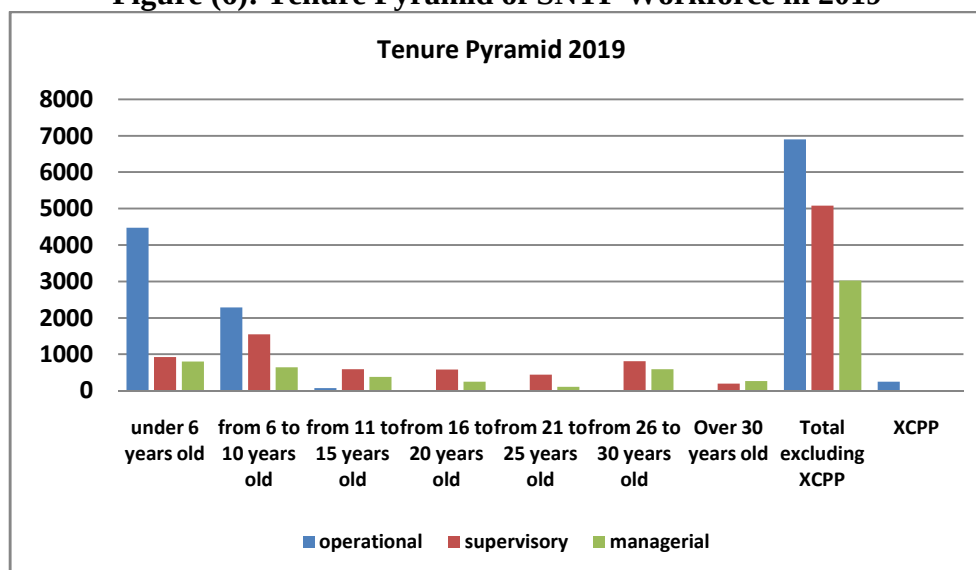
Source: Compiled by ourselves based on data from SNTF.

Observing the age brackets, there is a decrease in the number of employees under the age of 21 over the years. This figure dropped from 32 in 2019 to 11 in 2021. This may suggest a reduction in new hires in this specific age bracket, which could be due to a preference for experience or an economic context less favorable for young workers. On the other hand, the distribution of employees by age brackets shows a significant increase in the number of employees in the older age brackets, particularly in the age brackets of 41 to 45 years, 46 to 50 years, and over 60 years. This may indicate a trend towards employment stability and an increase in worker tenure within the organization.

3-6- Tenure Pyramid

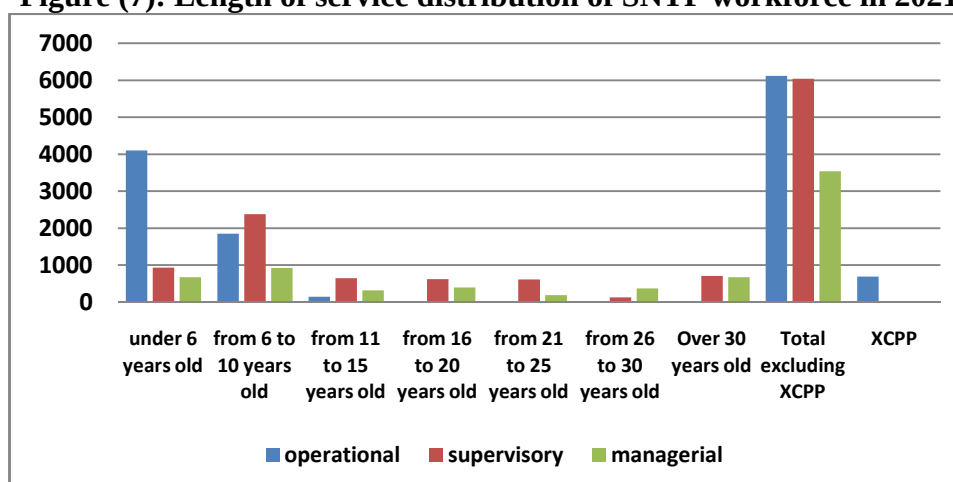
This analysis examines the distribution and evolution of tenure within SNTF. By scrutinizing this pyramid, we shed light on experience trends within the organization, thereby revealing crucial insights into workforce stability, progression opportunities, and potential impact on the quality of railway services.

Figure (6): Tenure Pyramid of SNTF Workforce in 2019



Source: Compiled by ourselves based on data from SNTF.

Figure (7): Length of service distribution of SNTF workforce in 2021



Source: Compiled by ourselves based on data from SNTF.

Analyzing the distribution of employees by length of service, we observe an overall increase in the number of employees with over 30 years of tenure. This number rose from 460 in 2019 to 1,378 in 2021. This could be attributed to the retention of experienced employees, loyalty to the organization, or an aging workforce. Conversely, the number of employees with less than 6 years of tenure fluctuated during the study period. It

increased from 6,194 in 2019 to 7,120 in 2020, then decreased to 5,715 in 2021. This may indicate variation in recruitment policies, fluctuations in departures, or an increase in early-career departures.

These data result in an evolution of the workforce structure over time, with a reduction in the number of young employees and a predominance of older employees with greater tenure. This could be strategic recruitment choices, demographic trends, or personnel retention policies. Further analysis of external and internal factors within the organization could provide additional insights into interpreting these trends.

4- Training and Its Impact on Improving Employee Performance at SNTF

Improving employee performance is a major goal for the National Railway Transportation Company (SNTF). In this company, training is considered an essential lever to enhance employees' skills and knowledge to achieve optimal performance levels. By investing in tailored training programs, SNTF aims to improve service quality, strengthen operational efficiency, and ensure railway operation safety. This proactive approach to training reflects SNTF's commitment to investing in its employees' professional development, recognizing that well-trained employees are better equipped to meet the evolving demands of the railway sector (SNTF, 2022).

4-1- Importance of Training in Strengthening Skills and Railway Safety at SNTF

Training plays a crucial role within the National Railway Transportation Company (SNTF) in enhancing its agents' skills. Here are some points that define the importance of training at SNTF.

Skill enhancement is a central objective of training at SNTF. It enables agents to develop and improve their technical and professional skills. Through various training and development initiatives, the company facilitates the acquisition of the knowledge and competencies necessary for agents to perform their duties effectively.

Training also plays a key role in *adapting to industry changes*. The railway sector is constantly evolving with the introduction of new technologies, standards, and regulations. Training equips agents with the knowledge and skills to keep up with these changes and operate the latest equipment and systems efficiently.

Regarding *railway safety*, training on accident and incident management is essential. By raising awareness of safety protocols and providing comprehensive instruction, SNTF helps minimize risks and ensures a secure environment for both passengers and employees.

The training strategy also focuses on building *technical expertise*. Specialized courses, such as those on signaling systems or AUTOCAD software, allow agents to deepen their knowledge in critical areas of railway infrastructure and operations. This enhances the quality of services delivered and supports more efficient project management.

SNTF also promotes *knowledge sharing* through seminars, study days, and events organized for headquarters staff. These activities encourage the exchange of experiences and insights, contributing to a better understanding of company challenges and supporting more informed and collaborative decision-making. SNTF emphasizes the *decentralization of training*. By offering region-specific training sessions, the company ensures broad access to development opportunities. This approach allows agents across different railway zones to receive training that is adapted to their local operational needs.

The analysis of SNTF's 2022 training plan highlights the importance the company places on qualifying and developing its human resources. The training plan reflects the specific needs of each category of agents and provides training adapted to each function within the company. However, improvements can be made to enhance the effectiveness and accessibility of training, including diversifying language programs, regularly assessing training needs, and integrating innovative pedagogical methods.

4-2- Training at SNTF

SNTF's 2022 training plan aims to train a total of 3,462 agents across various socio-professional categories. The training is intended to improve agents' skills in their respective areas, based on the specific needs of each function within the company. Agents are grouped into categories such as execution, mastery, and executives, and tailored training programs are planned for each of them (SNTF, 2022).

During the 2022 fiscal year, the Human Resources Directorate of SNTF organized several training activities to enhance its agents' skills. The total number of trained agents amounted to 3,462, with a workload of 1,298 subject-hours. Among these agents, 1,668 underwent training actions, and 1,794 underwent development actions, totaling 758 subject-hours and 540

subject-hours, respectively. Centralized training actions enabled agents to be trained in various areas. As part of the continuous upgrading of mechanics, 170 network agents participated in knowledge checks and driving tests on simulators at ISFF-Rouïba. Additionally, 157 station management agents, as well as the staff of the Movement Departments (CM), underwent training on railway accidents and incidents in the regions of Algiers and Annaba (SNTF, 2022).

Specific training was provided to agents of the Infrastructure and Operations Directorates. Nineteen agents underwent signaling training, divided into two groups over a ten-day period. Additionally, agents were trained on AUTOCAD software, also divided into two groups over a five-day period. Training for Traction Chiefs was provided by the EL HAMMA Center. Eighty-four traction chiefs received three-day training sessions. Moreover, twelve executives underwent training on investment project evaluation and monitoring, while ten other executives were trained on public procurement management. A seminar on the role of administrators was also conducted for fourteen senior executives (SNTF, 2022).

Several examinations and competitions were organized during the fiscal year. The results of the T3 trainee driver examination at DRF Oran were announced, with eight candidates passing the practical tests. Additionally, written exams and tests were held for executives from various categories, such as T3 drivers, factors, and KADTR agents.

Seminars and study days were organized for the company's headquarters staff. Eighty-six executives participated in these events covering various themes, such as training tax and apprenticeship, finance law, training plan, end-of-year work, and criminal risk management in public procurement. Decentralized training actions were carried out in various railway regions. At DRF Annaba, 242 agents underwent training on P9a and derailment investigations. In the Customer Service Department, 72 agents underwent recycling cycles, including sessions (SNTF, 2022).

4-3- Comparison of Training Programs and Assessments for 2021 and 2022

This comparison examines significant developments in training programs and outcomes over the past two years. It highlights emerging trends, pedagogical innovations, and encountered challenges.

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Table (1): Program and Evaluation of Training Activities for the years 2021 and 2022.

Year	Category	Total Staff	Staff to be Trained	Trained Staff	Training Rate (%)	Achieved Volume	Supervisory Staff
2021	Execution	6807	2675				
	Training	3939	1060	26.9%	2015	521	25.9%
	Mastery	6040	3366				
	Improvement	4114	1523	37%	2589	732	28.3%
	Executives	3539	1012				
	Total	16386	8053	32.1%	4604	1253	27.2%
2022	Execution	6887	3623				
	Training	3965	1668	42.06%	2326	758	32.6%
	Mastery	6345	2989				
	Improvement	3370	1794	53.2%	2138	540	25.26%
	Executives	3630	723				
	Total	16862	7335	47.2%	4464	1298	29.1%

Source: SNTF (2022), SNTF training plan.

The presented results highlight the evolution of training program completion for different categories of employees during the period from 2021 to 2022. In the tables above, we notice some significant improvements in various types of training and job categories.

Training: In 2021, out of a total of 3965 employees enrolled in the training program, 1060 employees received their training, representing a completion rate of 26.9%. However, in 2022, out of the same total of 3965 employees enrolled in the program, 1668 employees underwent training, resulting in a completion rate of 42.06%. Analyzing these percentages, we observe a significant improvement in the completion of programs from 2021 to 2022.

Skill development: In 2021, out of a total of 4014 employees scheduled for skill development, 1523 participated in this action, resulting in a completion rate of 37%. Whereas in 2022, the number of employees scheduled for skill development was 3370, with 1794 employees participating in the action, resulting in a completion rate of 53.2%. Again, we observe an improvement in the completion and monitoring of skill development actions from 2021 to 2022.

For all three categories of positions, we find that the training completion rate reached 47% in 2022, representing an increase of 15% compared to the training completion rate in 2021. This increase demonstrates a significant improvement in the execution of training

programs. This improvement reflects employees' interest in training actions compared to previous years.

From these results, we observe an improvement in the completion of training programs from one year to another in all categories. However, it is important to note that despite this improvement, the completion rates remain relatively low overall, possibly indicating further potential for improvement in the management and implementation of training programs.

4-4- Constraints and difficulties faced by SNTF

Based on interviews conducted with training managers at the SNTF headquarters, several key constraints were identified regarding the company's training system.

First, there is a notable shortage of trainers. SNTF lacks a sufficient number of internal trainers in various specialties required to support the operational workforce. In situations where internal trainers are unavailable, external trainers (CTL) must be engaged to fill the gap.

Second, detaching production staff for training purposes presents another challenge. It requires the provision of replacements for operational roles and the allocation of additional trainers—both casual and permanent. This situation highlights the need to revise the normative staffing framework to accommodate the additional workforce necessary to ensure continuity during training periods.

Third, the frequent unavailability of both casual and permanent trainers has forced the company to recruit retired professionals on a contractual basis to meet training needs.

The company faces a lack of dedicated training infrastructure and accommodation facilities. As a result, the SAFFI subsidiary has had to rely heavily on the ISFF in Rouiba. However, the institute's limited capacity and suboptimal support conditions have led to the cancellation or postponement of several training sessions, contributing to the dissatisfaction and demotivation of trainees.

1. *Difficulty in payment by the DFC.*

The effectiveness of planned training actions remains dependent on the measures taken to eliminate the aforementioned constraints.

4-5- Challenges facing SNTF

The National Railway Transport Company (SNTF) is currently facing several important challenges in maintaining and improving its training system. One of the main issues is financing. For training programs to be effective, SNTF needs to allocate sufficient financial resources. This includes investing in training centers, updating equipment, and hiring or retaining qualified trainers.

Another key challenge is keeping up with technological advancements. The railway sector is evolving rapidly, and it is essential that employees regularly update their skills. To address this, SNTF must plan ahead by identifying which new competencies are needed and organizing relevant training sessions accordingly.

Adapting to change is also critical. Training needs are not fixed—they shift with the introduction of new laws, technologies, and organizational changes. SNTF must be flexible enough to adjust its training content and methods to align with these new realities.

Assessing the effectiveness of training is necessary to ensure that the programs deliver real value. This involves evaluating what employees have actually learned, collecting feedback from trainees, and observing whether the training has led to improved performance in the workplace.

5-Conclusion

In the context of the railway sector in Algeria, training within SNTF is of paramount importance for the development of specific skills. This includes in-depth expertise in national railway and signaling systems, local rules and regulations, as well as maintenance and safety skills. Additionally, project management, operational planning, and human resources skills are also crucial for effective network management.

The teaching methods at SNTF are tailored to its needs, including classroom sessions, practical field training, driving simulators, and maintenance workshops. These approaches refine employees' knowledge of the Algerian railway network, SNTF operational procedures, and local safety standards. Online training and the use of digital technologies also enable easy access to distance learning and progress tracking.

Compliance with Algerian standards and regulations remains a priority for SNTF, ensuring safety and adherence to national requirements.

As a rapidly evolving railway industry, SNTF must constantly adapt its training to integrate skills related to modern technologies and international best practices.

In conclusion, training in the railway sector in Algeria, particularly within SNTF, must be aligned with national requirements, specific technical skills, and sectoral advancements. By collaborating with relevant authorities and drawing on relevant literature references, SNTF can implement tailored training programs, ensuring safe and efficient railway operations on the national network.

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